

Résumé Writers' Digest is a bimonthly subscription newsletter to help résumé writers keep on top of changes in the human resources field, new developments in technology and trends across the résumé writing field.

Each issue provides information about what successful résumé writers across the nation and around the world are doing, along with concise, timely information culled from a review of select periodicals.

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RÉSUMÉ writers Digest

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2002 PARW Conference Coverage

Marketing Tips to Boost Your Business

By Louise Garver, CPRW, CEIP, JCTC, CMP

The cornerstone of business growth is marketing, and Jerry Bills of The Résumé Center offered a smorgasbord of ideas to get the phone to ring during his presentation at the 2002 Professional Association of Résumé Writers (PARW) Conference in Dallas, Texas.

"To be successful in marketing anything, you have to understand the demographics of your market, you have to understand your competition, and you have to market specifically to the client base you are targeting," he said.

Based on Bills' experience, here are some tips (as well as pitfalls to avoid) when developing your marketing plan:

- **Yellow Pages Advertising.** To develop an effective ad, Bills advises "conducting market research by reviewing the ads of other résumé firms in major cities across the country, identifying your favorites and then designing your own unique ad."

To ensure it grabs the attention of readers, make it look different than the others. For example, if all the other ads are display ads, develop an in-column ad. If the other ads have color, yours can be black and white.

You can also include in your ad any features and benefits that will make your business stand apart from the competition, such as: fast, affordable services; same-day, one-hour or while-you-wait services; weekend and evening office hours; and certifications, professional memberships, etc.

- **Special Interest Newspapers.** "Find publications targeted to your client base. Some special interest publications are free or inexpensive to advertise in and have a long shelf life."



Dr. Jerry Bills shared his marketing insights at the PARW Conference.

- **Coupons.** "Skip coupon delivery services, as they are more effective when providing a window in which to act. Résumés are an impulse item, and coupons have to be disseminated often to get a response — maybe over a six-month period."

- **Business Cards.** "The most effective piece of paper you can have is your business card. Everyone should be a card-holding member of your fan club."

- **Employment Expert.** "Small newspapers are desperate for well-written copy, and large papers always need experts. Become established as an expert on career issues by sending news releases to television stations and newspapers regularly. Make yourself available as an information source on employment."

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Bills Offers Tips on Most Effective Tools For Promoting Your Business

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- **Write Articles.** "When the phone isn't ringing, bang out a few articles to market your expertise on résumé writing, interviewing and related topics. You can submit these articles for publication to various sites online."
- **Radio Advertising.** "The problem with radio [advertising] is that the message has to be repeated and repeated and repeated, so your clients have to be listening at the time they need the service. Instead, if there's going to be a plant closing in your local area, you can buy a 30-minute program. Radio stations will sell you air time, and you can host a call-in program where you can be the résumé expert."
- **Job Fairs.** "They can either be a huge source of business or none at all. Negotiate a free booth in exchange for providing free critiques, stressing to the coordinators that your presence will draw more participants. You shouldn't pay to rent a table when you are offering a valuable service. Pass out your brochures and business cards to everyone you meet."
- **Public Speaking/Workshops.** "Develop presentations and workshops and deliver them to various schools, organizations and community groups."
- **Postcards and Newsletters.** "Both are a good idea. However, electronic newsletters can be produced quickly and economically to keep in touch with past clients and prospects."
- **Web Site Partnerships.** "The web is the world's biggest yellow pages book. You need to have a plan for marketing your site that addresses your target market, how clients will find you, how you will position yourself to stand apart from the competition and how you will track visitors to your site."

Promote your site through the development of partnerships with related organizations. You can also utilize pay-per-click services, ranging from inexpensive to very expensive, to drive prospective business to your site.

Some of the services include: www.ahha.com, www.zuppa.com and www.goclick.com. You can also sell various related services on your site, such as résumé distribution, reference checking, business card CDs and more.

- **Bargain Newspaper Ads.** "Avoid bargain newspaper ads or you'll get tire kickers and price shoppers."

The bottom line is that "you have to spend money to make money," emphasized Bills, who invests 9 percent of his gross sales each month on marketing activities.

"Spend your free time on marketing. That's the way to stimulate traffic and build your business," he says.

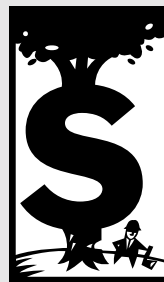
Bills' ideas resonated with attendees, many of whom said they will use his insights in their own businesses.

"I particularly appreciated that Jerry shared fixed and variable cost figures (as a percentage of gross sales) based on his business model," said Peter Hill of Distinctive Résumé Service. "Jerry made a unique suggestion for those of us who participate in job fairs. Place a sign on your table that states, 'Your résumé will get a 60-second scan from employers. Don't expect more from me.' A classic example of his business acumen."

Conference attendee Wanda McLaughlin, of ExecuWrite Résumé and Writing Services, came away from Bills' session with a new perspective.

"I'm going to look at what I'm doing with a new eye. He's a consummate businessman who knows how to maximize his marketing efforts."

— Louise Garver, founder of Career Directions, LLC in Enfield, CT provides comprehensive career assessment, coaching and marketing services to professionals, managers and executive clients worldwide. In addition, her experience encompasses career transition/management consulting to Fortune 500 and other organizations.



Tips From the Hiring Experts: 2002 PARW Conference HR Panel

By Louise Garver, CPRW, CEIP, JCTC, CMP

The human resources panel was comprised of: Debbie Zurinski, Regional Vice President, Snelling Personnel Services; Nicole DiRocco, HR Business Partner, Nortel Networks; and Renee Yousey, Owner, Advanced Placement Team, all from Dallas.

On Résumé Standouts

Zurinski: "I review 100 résumés a week, and I look at the layout, dates and specific information related to the position I am filling. If I'm looking for a Branch Manager, I need someone who is experienced in staffing — and that's the kind of information I'd want to see on the résumé."

DiRocco: "I recruit for telecommunications positions, and I'll take into account the occupation. More job changes are expected in this field. I read the profile and put aside anything over the number of years of experience that's in the ad requirements."

Yousey: "I look for stability since I recruit for accounting and finance positions. I expect to find the buzzwords that are in the ad in terms of skills and experience."

On the Value of Professionally-Prepared Résumés

Zurinski: "It makes a positive statement about people who have spent money to have a professionally-prepared résumé. I look for sales people with a competitive edge, so a quality résumé will make them stand out."

DiRocco: "I have a mixed reaction; professionally-prepared résumés can look better. But the important point is the content; it has to have the information that relates to the specific position."

Yousey: "It doesn't matter who prepared it as long as it's brief, free of typos and provides the information I need."

Fonts: Keep It Basic

Zurinski: "Use Times Roman 11 pt.; don't use colored paper. Avoid fancy fonts; they won't translate [with our software]."

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Bill Murdock: Become The 'Who, What, Where, When, Why and How' Conman!

By Rita Fisher, CPRW

Many of us hate "doing" sales.
Why?

Because we don't like to be rejected and perceived as pushy.

Bill Murdock has a 75 percent closing ratio and has had only three no-shows so far this year.

Murdock, an ex-used car salesman, shared his seven steps to the sales process, one designed to ease your sales burdens.

Here are the seven steps:

1. Meet and Greet
2. Initial Qualification of Buyer
3. Needs Assessment
4. Product Presentation
5. Trial Close
6. Isolation of Objection(s)
7. Close

Meet and Greet

Before coming to the conference, Murdock called several résumé writers at their offices to help him illustrate the point he was trying to make with this first step.

Murdock didn't like what he heard when we picked up our phones.

In his opinion, we were all "trying too hard to sound professional." He could tell when we were short on time and didn't really want to talk.

The first step of the sales process is to sound confident on the phone and interested in the person calling. It is not necessary to sound happy, but it is absolutely essential to come across as genuinely interested.

Buyer Qualification

According to Murdock, the biggest mistake we make when we have someone on the phone is giving them a "data dump," spitting out our verbal business cards.

One of the first questions we all receive is: "How much is a résumé?"

Instead of giving the prices out up front, answer this question with:

"It depends. Let me ask you a couple of questions first." (This is where you can qualify the prospective buyer.)

Then, ask him/her questions such as:

- "What are you trying to accomplish with your career at this point?"
- "What kind of qualifications do you have?"

The main point here is that it is important to qualify the prospect first before quoting a price.

Another point to consider is that when you give the price out right away, the prospect will automatically think that the decision whether to hire you should be based on the price alone.

At this point, you lose control of the sales process and let the client control the conversation.

Needs Assessment

This is the most important step.

When you are on the phone, your job is to listen and ask questions. You need to find out what the client's needs are and position your questions and responses accordingly.

The next time you are trying to sell a prospect on your services, pay attention to how many times you use the following words:

I
ME
MY
MINE
MYSELF

The fewer times you use these words over the phone, the greater the possibility of actually closing that sale.

Why?

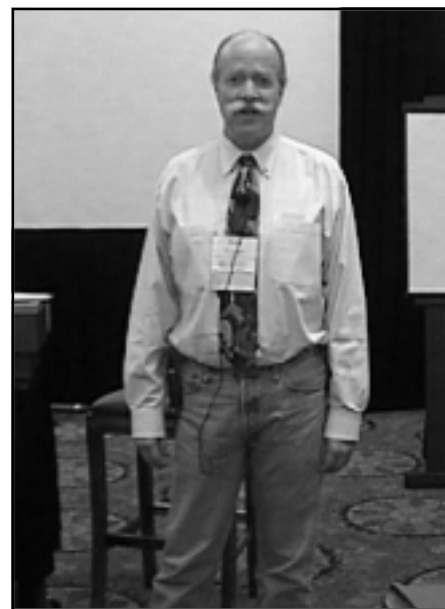
Because you will be talking about the client and his/her needs, instead of yourself and what you are about.

You are irrelevant.

You are the least important thing to the potential client. They don't want to hear about *you*.

They want to hear what you can do for them.

In order to assess the prospect's needs, use the open-ended question approach, meaning that instead of using the "I, ME, MY, MINE, MYSELF" strategy, focus on asking questions that begin with the following words: *Who, What, When, Where* and *Why*.



Former car salesman Bill Murdock

- "Who are you working for?"
- "What do you do?"
- "Where do you see your career progressing?"

Murdock believes that résumé writers should spend 25 to 30 minutes on the phone with a potential client initially and that the potential client should be doing most of the talking by answering our open-ended questions.

Be prepared to spend 30 minutes, if you have to, on the phone with a prospect. If you don't have a half-hour to spend, don't even pick up the phone in the first place.

A point he emphasized is that your income will be directly proportional to the time you spend on the phone with the client, because you will establish yourself as someone who is really interested in them and someone who knows about their field.

Murdock estimated that you will earn \$10 for every minute you spend asking open-ended questions.

Product Presentation

Résumé writers have to realize that the customer only has a *vague idea* about résumés.

That is why it is a good strategy, as Murdock suggested, to offer to show

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Former Car Salesman Bill Murdock Teaches Résumé Writers The Secrets of the Sale

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some résumé samples to prospects as "product presentation."

"Would you like to see some résumé samples I have written in your field?"

Create samples of your work in many fields to demonstrate to prospective clients that you speak their language.

Become a conman! A conman? Yes, a Confidence Man.

When a client calls, she wants you to take her into your confidence. She wants you to talk to her in her own language. If she is an accountant, she wants you to talk to her in accountant language. If she is an attorney, she wants you to talk to her in attorney language.

Samples help you to stand out and clearly demonstrate that you do speak their language.

Trial Close

- Don't put pressure on people to make an appointment.
- Don't try to close too quickly.

A point Murdock emphasizes is to *listen* much more than you *talk*.

Everyone thinks that a good salesperson has to be a smart talker. But, in reality, a good salesperson has to be a smart listener.

The bottom line is: the more the client talks, the more money you will make.

This step (trial close) could be the final close if the prospect doesn't have any objections. Try to ask for the appointment after you have spent a considerable amount of time with the prospect. If the prospect brings up an objection, move on to step number six.

Isolation and Inversion of Objection(s)

Objections can come in many forms and shapes. The key is

to first isolate these objections and then to fix them.

For example:

Objection: "The price is too high."

Murdock: "Others have told me the same thing, John. Is there any other reason why you wouldn't want to buy from me?"

Other questions to ask to isolate objections include:

- "You know I hear that a lot of the first time somebody wants to buy from me. Would you mind telling me why?"
- "Is there any other reason you wouldn't want to do business with me right now?"

If they say: "No, this is the only reason," then move on to fix the problem by offering to work out the details.

Close

This is the final step. Ask for the business. Ask for the appointment and offer a couple of different times for them to choose from.

- "Would you like to get started today?"
- "How would you like to pay for your résumé?"
- "Let me get the agreement ready for you to sign. Will you be paying with check or credit card?"

— Rita Fisher, a Certified Professional Résumé Writer, is the owner of CareerChangeResumes.com. She specializes in working with career changers.

HR Panel Shares Résumé Preferences

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DiRocco: "I recommend using just the basic fonts; fancy script is a distraction."

Yousey: "You can use bold, italic, bullets and [line] rules to break up the type on a résumé."

Profile Summary and Objectives

Zurinski: "Avoid objective statements and include a profile that focuses on the position requirements."

DiRocco: "Describe the skills you are offering related to the position; objectives aren't necessary."

Yousey: "Use an objective if the position that you are applying for is different from your present career. Look at the ad and use verbiage from the ad; that will help an applicant get called for an interview."

Explaining Short-Term Gaps In Employment

Zurinski: "If within 24 months, an applicant has had six jobs, that's job hopping. But, jobs that are one to two years in length are not necessarily job hopping in today's market."

DiRocco: "Layoffs are understandable with today's market condition, so I expect more short-term employment on a résumé."

Yousey: "Mentioning loss of employment due to layoffs or mergers on a résumé is okay to do."

Résumé Length

Zurinski: "Keep it to a one-line description of the different jobs, with a focus on the accomplishments."

DiRocco: "I prefer one to two pages with accountability and achievements for the positions; that's what sells me."

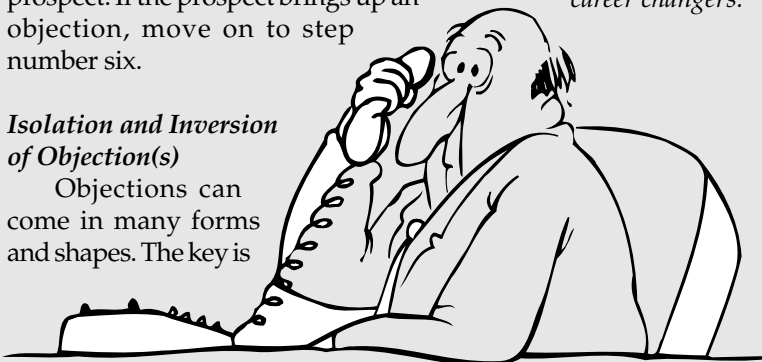
Yousey: "I wouldn't throw away a three-page résumé, but if you can be concise, do it; don't ramble."

Length of Work History

Zurinski: "I'm only interested in the last five to 10 years (five if a junior level applicant with little experience)."

DiRocco: "The last 10 years are most important to me."

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Jay Block's Career Success Prescriptions

By Tracy Bumpus, CPRW, JCTC

Over the past few years, the résumé writing profession has made a gradual, but consistent shift toward integrating career coaching into the service offerings and the industry has reflected that shift with additional emphasis on training for providing career coaching.

Jay Block contends that résumé writing *is* coaching and the two cannot be separated. The process of résumé development places all writers in the place of coaches. According to Block, 87 percent of Americans do not like their jobs, but people are fearful of job search, mainly because they are unskilled in the process.

By actively integrating coaching into client engagement, résumé writers can guide client into the Three Components of Career Success:

- Meaningful and purposeful careers;
- Mastery of career management techniques; and
- Attaining a peak performance state of mind.

To successfully coach clients, Block states that a new system is needed that can be easily followed by career coaches and résumé writers. The current coaching model or system is a system that integrates life into the career model. People are taught to build their lives around their careers. The new system would integrate the career into the life model.

To have a life model, a person needs a mission statement — a reason to work or a goal of significance. If work doesn't have a purpose, it's a waste of time. Developing a personal mission statement is key to the new system of coaching that Block promised to reveal in a few weeks' time.

The new coaching system begins with a core mission statement and is surrounded by concurrent circles that radiate outward from it as rings on a pond. The next ring out from the core of the mission statement is signature values. Signature values incorporate life values and career values and may include such things as respect, salary, love, challenge, integrity, etc.

Signature values are the issues that are most important and support the mission statement. Values are the key to everything; if a person is not happy, they are out of sync with their signature values and career coaches/résumé writers can help them determine where the problems lie.

The following concurrent ring on this "bullseye" model of the new coaching system consists of influences such as a Master Team of advisors/mentors, philosophy, energy and spirituality. Coaches can assist people in identifying these ingredients of the system. Awareness is power and finding that is a huge step toward success.

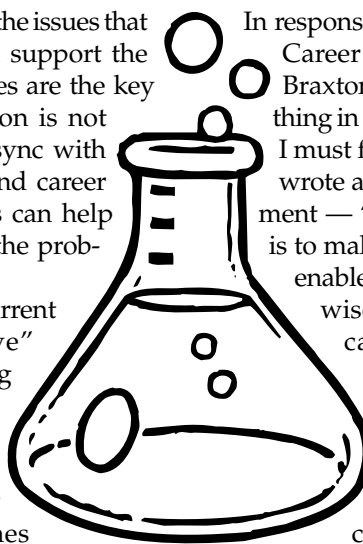
Once people know what to do to succeed, it's the coach's job to encourage them to take action. Coaches make people work harder, not less. Block states that 93 percent of people won't commit to doing something unless they first know how to do it.

Successful people are the people who get in and do what all the others won't do for fear of failure. Block presented four killers of success:

1. Excuses
2. Blame
3. Procrastination
4. Lack of discipline

People must have very strong reasons to act or the four killers of success win. Reasons create urgency and urgency leads to action. Block gave an example of an elderly mother who lifted a crushed car off her son in order to pull him out. The woman had a tremendous reason to take action, a reason that overwhelmed the four killers listed above.

Coaches have to show their clients the urgency to take action. To do that, coaches must effectively change the way people feel. Coaches must change their words that have negative emotional impact when dealing with clients. Coaches must change the focus from job search to life search. And finally, coaches must encourage a spiritual bridging for their clients that brings about a balance between life and career.



In response to the presentation on Career Life Integration, Alice Braxton, CPRW said, "If anything in my life will ever change, I must first change. Therefore, I wrote a personal mission statement — 'The purpose of my life is to make personal choices that enable me to help others make

wise choices, thus significantly improving the quality of all our lives.'"

Block wrapped up the session by providing "Jay's 10 Commandments" that coaches can give their clients.

1. Have a compelling reason backed with passion.
2. Incorporate spiritual faith.
3. Take personal responsibility.
4. Develop and maintain an empowering attitude.
5. Exercise focused discipline.
6. Develop a positive sphere of influence.
7. Be willing to embrace all struggles.
8. Promote good health.
9. Master fear.
10. Take massive action.

Makini Siwatu, CPRW, summarized the presentation by stating, "Jay Block gave a moving presentation on integrating your life with your career. Believing that career management and job search strategies are not about techniques and tools, but about feelings and emotions, Jay took us on a particularly sensitive journey called the Circle of Life, which incorporated our Life Goals, Personal Mission Statements, Spiritual Beliefs, Energy and our Master Team and how they influence the careers we choose. This innovative approach to career development can benefit both the coaches and their clients in ways that will improve their quality of life."

— Tracy Bumpus, CPRW, JCTC is Executive Director of RezAMAZE.com and Managing Partner of two technology-related businesses in Atlanta, Georgia. She has been published in national and regional publications and held leadership positions in three résumé industry organizations.

HR Panel Reinforces Notion of 'Individual Preferences'

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Yousey: "It depends on how much experience someone has, but generally I would be interested in the past 10 to 15 years."

References, Photos and Other Supporting Documents

Zurinski: "It becomes a filing nightmare to receive too much information up front; just send the résumé initially."

DiRocco: "Avoid photos; they open up the company to potential liability issues. I prefer not to receive references or other information up front."

Yousey: "I like to receive reference information with résumés. With all the companies going out of business, it's smart to get reference letters from employers before you leave."

Résumé Submission

Zurinski: "I receive most résumés via e-mail. It's best to submit résumés in Word format. Don't use RTF format; anything other than Word isn't compatible with my system and looks garbled/unreadable."

DiRocco: "I get most résumés through e-mail as well. Avoid inserting links (company URLs); they create problems with my system."

Yousey: "Word documents are easiest for me to receive, but ASCII files inserted in the body of the e-mail message are okay too."

The Value of the Cover Letter

Zurinski: "I don't really read cover letters."

DiRocco: "I read cover letters and note any typos."

Yousey: "I will read cover letters and look for information that wouldn't be on a résumé, such as if they are relocating, how they communicate, why they are in the job market, if they've done their homework and if they have personalized the letter."

HR's Influence in Candidate Selection

Zurinski: "The HR group can be viewed as a roadblock, [but] it depends on each company. Is HR viewed as a business partner? You need to understand the role of HR in a particular company. It's a good idea to apply directly



to the hiring manager; I see it as taking the initiative."

DiRocco: "To get in the door, it's best to go directly to the hiring manager."

Yousey: "Send a résumé to both HR and the hiring manager; use networking and all avenues to get an interview."

Overqualified Candidates

Zurinski: "If I am recruiting for an entry-level position, someone with more experience won't be the best match. To make them more marketable on paper, downplay all the top-level strengths. Don't use the résumé solely with older candidates; get them hooked into networking."

DiRocco: "If a position requires only five to seven years of experience, and I see in the profile that the person has 20 years of experience, I put that résumé aside. My concern is that they won't be challenged enough. Job titles are deceiving because they differ from company to company, so skills and achievements become more important to stress on a résumé."

Yousey: "Avoid using 'Owner' or 'President' as the titles; the connotation may be that they may want to take over; instead you could use 'Managing Partner' or something similar."

Background and Reference Checks

Zurinski: "I always get references; no need to include them on the résumé though. I'll ask for them."

DiRocco: "I will check references on candidates that I am serious about hiring; many companies don't have a reference checking or employment verification policy."

Yousey: "I always conduct reference checks. Some companies are only providing employment dates, but some will provide more information."

Elaine S. Wilder, of Wilder Résumé & Career Coaching, summarized the thoughts of many who attended this session.

"For the most part, I believe I am on target with what they look for on résumés. The panel reiterated time and time again what they looked for in résumés — matching skill sets with specific positions. I will also think twice about including years of experience in a summary or profile, as it could knock my candidate out of an interview!"

"The information proffered by our astute 2002 HR panel members in many ways confirmed — and in many ways, contradicted — what previous HR panels have told us," commented Debbi O'Reilly of A First Impression.

"What the reader wants (essential information about skills, traits and experience levels) remains consistent. *how* the reader wants to receive it is a mystery to be solved on a case-by-case basis. There is one more constant: A well-written, professionally-presented résumé has a greater chance of opening interviewers' doors," she added.

Oh, For the Love of a Client! ... and Other Tidbits from the Contractor/Subcontractor Panel at the PARW/CC Conference

By Elaine Wilder, CPRW

Janice Worthington, Tracy Bumpus and Makini Siwatu gave a most informative and animated panel discussion on the inner workings of "Contractors and Subcontractors." They answered questions from moderator Frank Fox and conference attendees.

Before becoming a résumé writer, Worthington was a corporate recruiter and "candidate advocate." She now has four active subcontractors and believes in "sharing the wealth."

Her method is to train new subcontractors to do the work the way she wants it done. Worthington reviews everything her subcontractors do. In her words, "If you can't do the job, don't work for me." Her sons also work in her business, and she says that policy "goes for them as well."

Ultimately, Worthington or an associate will go over the résumé with the client, so it is important that words are chosen for a reason, and it is vital to be able to explain the meaning of those words to the client.

She also says "there must be respect and compatibility between the contractor and subcontractor."

As a résumé writer, Bumpus deals with engineers, chemists and technical clients. In 2000, she became "bored and burned out" with just writing résumés; however, she did not want to work for someone else, so she started acting as a contractor.

She has a team of four writers who she selected "from their talents" and referrals. Bumpus likes to be "in tune" with her subcontractors' personalities. She expects them to meet deadlines, take constructive criticism, learn from their mistakes and be able to write a technical résumé. Networking at PARW conferences led her to all her current team members.

Siwatu researched the possibility of becoming a subcontractor before giving it a try. She received a request from the PARW E-list to write for a résumé writing businesses. Siwatu submitted her biography and a sample résumé packet.

Time constraints and meeting deadlines are tremendously important to her. When a family member became

ill, she notified her contractors to let them know she would not be able to work. Likewise, she let them know when she was available to work again.

"I'm going to meet deadlines whether I am subcontracting or they are my own clients," she says.

She gears her work to what the clients and contractors want.

Money Issues

Attendees were especially interested in the bottom line — how much money can a subcontractor make?

Fox interjected a comment on contract language regarding résumé pricing and what the subcontractor's cut would be. If the contractor charges \$149 for the résumé and the subcontractor only gets \$49, that is considered to be on the "low end" of the pay scale. It was noted that, "you don't have to accept that rate, as other contractors do pay appropriate fees."

Worthington said that none of her writers are paid under \$100 per project; however, she will not pay a writer until he/she is trained and actually worthy of being paid. Most of her writers get \$250, plus she may give a monthly bonus. If there should be an underpayment for some reason, she will "make up for it the next time."

Worthington considers herself to be fair and works with her subcontractors on "good faith." She would like subcontractors to think she is wonderful and generous, because "you cannot put a price on heart and competence."

Bumpus pays 35 to 40 percent of her gross charges. The subcontractor gets a percentage only of the piece he or she worked on. For example, the client may purchase a résumé and cover letter, but if the writer only worked on the résumé, he or she would only be paid for the résumé portion of the total invoice. Bumpus said she may also pay more if the client needs to be interviewed by the writer directly.

The panel also responded to audience questions, which included:

Do writers do revisions?

Worthington was quick to jokingly tout herself as the "Queen of Control"

as far as client satisfaction is concerned. Most of the time, subcontract résumé writers do not want to talk to clients.

Does all client information funnel through you?

Worthington initially gathers all the information or has an appropriate person make client contact. Others may be trained to gather information from the client and represent her company professionally. The important thing is that the client is happy.

Siwatu said she would not bypass the contractor to speak with a client without permission and would report everything back to the contractor.

Team writers are well known to Bumpus's clients. Her writers do not have contact with clients, although they could have teleconferences if needed.

Is not talking to the client a handicap?

Siwatu answered no. She prefers not talking to the client. She gleans her information from the contractor.

How do you translate information to subcontractors? What kind of format do they get?

Thoroughness in collecting information from the client is essential. Worthington uses questionnaires as well as client consultation. Clients are instructed in how to fill out the questionnaires in a logical format.

In addition, writers are given an old résumé as well as fact sheets.

Microsoft Word is used for universal formatting.

Bumpus said she sends notes from the client consultation, the old résumé and any other documentation to the writer.

"If the writer does not understand the notes or client background, she contacts me and I recheck the documentation," Bumpus said. She noted that she usually does the revisions.

How do you organize the information from your clients?

Bumpus said that this is an ongoing project for her. She has a system using a Daytimer and files on her desk

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Contractors and Subcontractors Share Their Working Strategies

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labeled First Draft, Second Draft and Project Writer.

How do you include your own notes with the client's questionnaire?

Writing notes on the questionnaire during the interview to personalize the client's information is Worthington's method. She said personalizing the résumé helps the client get an interview and ultimately get the job.

What are the key points of contracts?

Bumpus does not reveal the identity of her subcontractors to maintain their privacy. She has a non-compete clause in her contract but said she has never had a problem with this.

Worthington does not use contracts. Instead, she sends an e-mail asking writers if they are able to do the work.

She also has an agreement that she owns all subcontractor work.

Do you care if subcontractors use other contractors?

No one voiced disapproval of writers working for other contractors.

How long is it before subcontractors get paid?

Bumpus said she pays at the end of the month after the subcontractor sends her an invoice.

Siwatu is paid by check. As a safety net, she also sends an e-mail to double check and maintain the integrity of the contractual agreement.

What kind of turnaround time do you expect?

Worthington offers 10-14 day turnarounds for her clients. She allows the subcontractor weekends and several business days to complete a draft.

The norm for Siwatu is three to seven days, although she usually tries to get the work back earlier.

Are contractor/subcontractor relationships rough?

The consensus was that writers are usually very good in the beginning of the business relationship, but some tend to slack off as time goes on. At that

point, no additional work is referred to those writers.

How important is your web site?

Bumpus said she is completely virtual, with subcontractor/contractor tools on the site for assistance.

Worthington stated she had used Yellow Pages advertising for many years, but the web site gives more information, work samples, testimonials, company philosophy and mission.

Is the questionnaire electronic or do you mail it to the client? Is anyone willing to share their questionnaire?

Worthington said, "Some of my clients are too computer illiterate for questionnaires. I will get the information any way the client desires. I will not alienate the client — I am the service."

Her questionnaire comes from the Career Masters Institute forms archive.

How do you find people to write good cover letters?

Some writers do not like writing and designing cover letters.

Worthington says she has found there are two types of writers — Hemingways and technical. She said it is difficult to find good cover letter writers.

Bumpus was adamant that a cover letter be able to get the reader's attention. She said design and personalizing the letter was very important to her.

Do you expect subcontractors to be ghost writers for you?

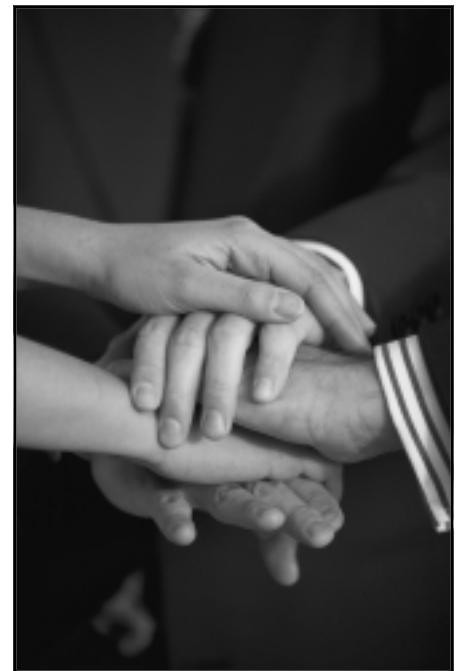
Even though work is flowing through their businesses, both contractors felt writers need some freedom in style.

"Giving writers formatting freedom makes their job more pleasant," Bumpus noted.

If we want to subcontract, is there a way in PARW/CC to do that?

Fox said the E-list was used for that initially, but networking at the conferences or referrals now seem to be the method contractors use to find their writers.

Most contractors like to see the personalities of the folks they hire. Also,



they like to see certifications, as it lends credibility to their work, although hiring a writer is not based on certifications alone.

In closing, Fox reiterated that résumé writers who do not enjoy the "client contact" part of the process may find subcontracting to be the "perfect solution," as they can pursue the administrative side rather than sales and marketing.

The business of contracting and subcontracting has definitely blossomed in the last two to four years.

Alice Braxton, CPRW, CEIP commented, "I think one of the most important things that the contractor/subcontractor panel taught us was there is life after burnout! For the résumé writer who just can't get enough work to make him happy, there is subcontracting. For the writer who just can't write another résumé due to burnout or illness or family responsibility, there is contracting! It seems like the way to duplicate yourself through others."

— Elaine S. Wilder, CPRW, CEIP is the President of Wilder Résumé & Career Coaching in Winston-Salem, NC, dedicated to developing personal career marketing tools and plans for individuals.

Kevin Skarritt: 'Your Web Site — Step by Step'

By Rita Fisher

Kevin Skarritt, resident web site builder and marketing guru, gave a informative presentation on step-by-step web marketing. In his presentation, Skarritt covered two main areas: Driving traffic to your web site (including strategic partnerships, reciprocal linking and article writing) and your search engine plan (including classic search engines and newer pay-per-click sites).

To start with, Skarritt mentioned that résumé writers should check out **www.Internetday.com**, to learn more about web site marketing. This site has two years' worth of marketing ideas in its archives.

Driving Traffic to Your Web Site Through Strategic Partnerships

Skarritt said that the most productive way of driving traffic to your résumé writing site is through strategic partnerships.

• Step #1 Identify Your Niche

We all have a niche, Skarritt said. It might be executives, manufacturing, finance, pharmaceutical or "other."

• Step #2 Do Online Research

Start at **www.Google.com** and type in relevant keyword phrases. For example, "manufacturing professional."

You will have thousands of results pop up in response. Review some of these sites and see if you can figure out what kind of services/products they offer and how you can tie into what they have to offer.

• Step #3 Make Initial Contact

- Write a powerful letter of introduction.
- Pick up the phone.
- Understand that this will be new to them.
- Sell yourself!

• Step #4, Do's and Don'ts

Establish partnerships. You are *not* looking for link exchanges (reciprocal links). Measure the traffic you are receiving from the link through:

- **www.Hitbox.com**;
- **www.Extremetracker.com**;
- Your own ISP's tracking pages;

- Proprietary scripts; and
- Extended log files (WebTrends, FastStats).

Skarritt advises measuring the time you spend on these partnerships and the return on investment they bring you. Be willing to kill the partnership if it's not working

Generating Hits from Reciprocal Links

One of the best ways to find prospective link partners is through "site flipping." Skarritt says site flipping is basically a way to find out who is linking to a certain site.

Here is how to do it in Altavista. Let's say you want to find out who links to **www.ResumeWriters.com**.

- Go to Altavista.
- Type in the search box:
link:www.ResumeWriters.com

The search results you see are the sites linked to ResumeWriters.com and these are the sites you want to establish a reciprocal link relationship with.

As you can see, site flipping is a great way to find out who is linking to your competitors.

You can also use Google, Lycos, MSN, Hotbot and Fast/AlltheWeb to flip web sites.

Tip: Skarritt advises résumé writers *not* to put a Resources/Links page on their homepage because it makes it too easy for people to link out and leave the web site.

The aim is to keep visitors at your site as long as you can in order to positively influence their spending decision.

You *will* want to create a special "Links" page on your site. Add your links (text links only — images take too long to download). Keep your links current. Broken links will impact your search engine listings and will keep you from getting listed on Yahoo!

Skarritt noted that the easiest way to elevate your rankings on Google is to have links to your site. The more links that point to your site, the better.

Writing Articles

Another important part of your web site should be your content — spe-



Kevin Skarritt shares his web hints.

cifically, articles you write. You can either write new articles or collect old ones you've written and modify them for your web site. Articles can vary in length from 200 to 1,500 words.

In addition to having articles on your web site, get them published on other people's web sites! Research possible distribution sources.

Conduct a search for submission sites by using the following phrases:

- "free article submissions"
- "ezine general distribution"
- "ezine publishers"
- "article distribution"
- "free article resources"
- "ezine directory"

Skarritt advises finding directories of ezines (where hundreds of ezines are listed in one location), such as on **www.zinos.com**.

Another popular way to create content is to start a "blog." Blogs are personal websites or "weblogs."

For example, many fledging writers have their own blogs where they list all their articles, publications and stories.

It takes considerable time to create a blog, but it can be a great creative outlet for you. Blogs act to increase your "popularity." They are also a place to sell ebooks and special reports for passive income.

Search the Internet for more information on "blogs."

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Skarritt Offers Tips on Web Site Maximization

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Develop a Search Engine Strategy

When working with “classic” search engines, the key is to find new search phrases.

First, identify overworked phrases. Go to www.EmploymentToolbox.com and click on the link to the “Overture Search Term Suggestion Tool.”

You will be taken to a page where you can enter any keyword and see how many times that keyword and related keywords were searched in the previous month.

By conducting this search, you will come up with many new phrases you might not have thought of any other way.

The second step is to analyze the phrases. Select the “Keyword Analysis Tool” on EmploymentToolbox.com. Your objective is to find phrases with a high Keyword Analysis Value (KAV).

The third step is to “optimize your pages.” Each page should have one phrase in the tag structure.

Skarritt advises résumé writers to feel free to model their tag structure on the one on www.AcornCreative.com

Access the tag structure by going to “View” and “Source” in Internet Explorer. Modify the tag structure to your business by inserting the appropriate content.

He also recommends tweaking your web site’s “keyword density” using www.keywordcount.com.

Submit Your Site to Search Engines

Skarritt advises résumé writers *not* to spend \$299 to register their web site with Yahoo. Instead, focus your energies on Altavista, Google and second-tier search engines.

He also said that you shouldn’t use search engine blast services that promise to register your site with “1,500 search engines.” The fact is that there are only a handful of search engines that people actually use.

The rest of the sites that these services promise to register you with are “Free For All Links” — only “good” for snatching your e-mail address to send you spam mail.

For more information on this topic, visit www.SearchEngineWatch.com.

Pay-Per-Click Web Sites

These are search engines that allow you to “buy” search results by choosing keywords and then having your web site pop up when those words are used in a search. These can be highly effective — or a waste of money — depending on whether or not you use them effectively.

• Step #1 — Find Popular Phrases

Skarritt says: “Again, using the Overture Search Term Suggestion Tool will help you come up with phrases that you may not think of on your own ...and they’re all popular!”

• Step #2 — Get Variations on Your Popular Phrase List

Skarritt says: “For example: With YourMissingLink.com, we wanted to address the obvious phrase ‘head hunter,’ but we also selected variations on the phrase.” (For example, each state from “Alabama Head Hunter,” through “Wyoming Headhunter.”)

“Create your list in a word processing document (don’t hand-write it), so you can cut-and-paste your phrases into a web form,” he advises.

What you want is low cost, “high popularity” phrases that lead qualified prospects to your site.

• Step #3 — Prioritize Your Phrases and Start Analyzing Them

• Go to Overture.com and paste in your phrases one at a time to view the most up-to-date listings.

• Make note how much would it cost to get into the top three spots. Why the top three spots? Because the top three results will automatically be served up at the top of Yahoo!, MSN, InfoSpace, Ask Jeeves, AltaVista and Netscape.

• Step #4 — Register Your Phrases with Pay-Per-Click Engines

Plan to spend several hundred dollars on registering with pay-per-click search engines.

Write powerful marketing tag lines to get people to click through and buy.

Skarritt suggests starting with Overture.com. He says, “you will get enough traffic to determine if the pay-per-click strategy will work for you.”

One very important bit of advice from Skarritt is to “measure the traffic you get from these links so you can measure your ROI. If you don’t, you are wasting your money,” he said. “Determine what your ‘break point’ is and expand your listing up to that level.”

Here is a list of other pay-per-click web sites Skarritt mentioned:

- Looksmart.com
- [Google AdWords \(AdWords Select\)](http://GoogleAdWords.com)
- FindWhat.com
- 7Search.com
- GoClick.com
- Xuppa.com
- Kanoodle.com
- EPilot.com
- Ah-ha.com
- Search123.com
- IQSeek.com
- Espotting.com

• Step #5 — Manage the Process

You will need to review the process weekly or more often.

Skarritt says that these are the key points you should consider:

- Which phrases are working and which aren’t?
- Did you get knocked out of the top three...and are you still willing to pay to get back into those spots?
- Which taglines/blurbs are “pulling” for you?
- Do any new phrases need to be added or old phrases deleted?

Spam Marketing

Skarritt warned résumé writers not to spam. “You risk loss of your hosting, loss of your dialup/DSL connection, getting black-listed and male pattern balding.”

Okay, so he made up that last one — but it’s still a bad thing to do.

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Temperament and Effective Job Interviewing

By Louise Garver, CPRW, CEIP, JCTC, CMP

"The goal should not be to hire — or get hired — but to make sure there's a job match. That should be the goal of both the company recruiting and the job candidate," Leroy Hamm, President of International Human Development Corp., stressed during his presentation at the PARW/CC convention.

"Experience, education and skill set are included in the interview selection. However, personality dynamics are often overlooked in the process, and it can sabotage [your] effectiveness if you don't know who you are talking to," he continued.

"Everything revolves around the concept of temperament," said Hamm. It's a concept first introduced by Hippocrates 2,400 years ago.

Just what is temperament? Hamm defined it as "the inborn traits that cause you, in part, to do what you do. Behavior comes from genetic predisposition (you are what you were at age 5), nurture (the environment) and the choices you make."

"You can miss the target if you're not aware of this concept," he said.

Hamm explained the fundamental principles of temperament and its application to successful communications during the interview process.

For example, "Most people buy because they like the salesperson, so understanding who you are dealing with can help in selling and in job interviewing," Hamm noted.

Everyone has traits of all four temperaments — Choleric, Sanguine, Phlegmatic and Melancholy — and each person is a combination of two temperaments: primary and secondary.

Temperaments are the basis for DISC assessment tools. Each temperament has its strengths and weaknesses:

- **Choleric:** visionary — consuming; decisive — controlling; results-oriented — end-justifies-the-means.
- **Sanguine:** open — shares too much; lighthearted — doesn't take life seriously; people-oriented — talks too much.
- **Phlegmatic:** consistent — stubborn; loyal — overlooks defects; service-oriented — taken advantage of.

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THE CHOLERIC TEMPERAMENT

The Choleric is an extroverted, hot-tempered, quick thinking, active, practical, strong-willed, and easily annoyed person. They are self-confident, self-sufficient, and very independent minded. They are decisive and opinionated and find it easy to make decisions for themselves as well as others.

1. Primary need: To get results. They shape their environment by overcoming opposition to accomplish results.
2. Brief description: Decisive, Confident, Direct, Demanding, Risk-taker
3. Strength: Desire for immediate results
4. Weakness: Explosiveness
5. May not be good at: Following through with details

THE SANGUINE TEMPERAMENT

The Sanguine is an extroverted, fun-loving, activity-prone, entertaining, persuasive, and optimistic person. They are receptive and open to others and build relationships quickly. They are animated, excited, and accepting of others. They will smile and talk easily and often.

1. Primary need: To be accepted socially. They shape their environment by bringing others into alliance to accomplish results.
2. Brief description: Enthusiastic, Impulsive, Sociable, Persuasive
3. Strength: Friendliness
4. Weakness: Inconsistency / Lack of Follow-Through
5. May not be good at: Detail work

THE PHLEGMATIC TEMPERAMENT

The Phlegmatic is an introverted, calm, unemotional, easy-going, never-get-upset, person. They are both slow and indirect when responding to others. They are slow to warm-up but will be accommodating in the process. They are by far the easiest person with which to get along.

1. Primary need: Accommodate others. They cooperate with others to carry out the task.
2. Brief description: Passive, Predictable, Accommodating, Patient
3. Strength: Stability
4. Weakness: Resistance to change
5. May not be good at: Putting pressure on others

THE MELANCHOLY TEMPERAMENT

The Melancholy is an introverted, logical, analytical, factual, private, depression-prone, lets-do-it-right person. They responded to others in a slow, cautious, indirect manner. They are reserved and suspicious until sure of your intentions. They probe for the "hidden meaning" behind your words. They are timid and may appear unsure and have a serious expression.

1. Primary need: To do things "right". They want to work with existing circumstances to promote quality in products or service.
2. Brief description: Diplomatic, Sensitive, Accurate, Likes Facts
3. Strength: Likes to do things "right"
4. Weakness: Controlled by the fear of not being "right"
5. May not be good at: Taking actions

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For the full descriptions of temperaments, visit www.RWDigest.com/temperament.pdf

Knowing Personality Style Can Help Clients Be More Effective in Job Search, Interviews

continued from page 11

- **Melancholy:** thoughtful — too sensitive; detailed — too analytical; quality-oriented — not flexible.

For professionals in the résumé writing industry who utilize the DISC behavioral profiling system, each of the four temperaments corresponds to the “D-I-S-C” pattern as follows:

- “D” (or dominant type) is equivalent to the choleric temperament;
- “I” (or inspirational type) represents the sanguine temperament;
- “S” (or supportive type) refers to the phlegmatic temperament; and
- “C” (or cautious, competent type) is the melancholy temperament.

Temperament is also best described as a “need.” Temperament represents dominant needs and therefore cannot be hidden or denied, Hamm said.

The need for Choleric types is to know *what*...to be challenged...to get results. Sanguine types need to know *who*...be with people...have fun. Phlegmatic types need to know *how*...have stability...have a routine. Melancholy types need to know *why*...plan...have privacy.

Hamm suggested three questions to help you quickly determine your clients’ temperament, which can help you counsel your clients more effectively.

Ask for an instinctive response to these questions:

- **How do you respond to stress?**

- a) Choleric types will respond that they feel angry and explosive.
- b) Sanguine types will need to talk or vent.
- c) Phlegmatic types feel fatigued or may need extra sleep.
- d) Melancholy types will tend to withdraw.

- **What makes you angry?**

- a) Choleric types say it’s “stupid people” (meaning incompetence).
- b) Sanguine types will state “injustice, deception and exclusion.”
- c) Phlegmatic types will say “pushy, aggressive people.”

- d) Melancholy types will state “being criticized.”

- **For what have you been most criticized?**

- e) Choleric types state “being blunt and impatient.”
- f) Sanguine types will say “talking too much.”
- g) Phlegmatic types will often say “procrastination” or stubbornness.”
- h) Melancholy types will state “being too picky, indecisive and not delegating.”

“Understanding and appreciating the differences in people can help people get along in the workplace,” said Hamm.

“Knowledge of temperaments gives your clients more confidence — and can help you in coaching your clients to be more effective in the interviewing process,” he adds.

Mike Fernandes of Résumés and More agreed. “Leroy’s information can help us in dealing with our résumé clients and in coaching our clients on how to handle themselves in interviews with prospective employers,” he said.

“Learning about the four temperaments is going to aid me in relating to my clients and in turn, hopefully, my clients relating well to interviewers. Having the information about each temperament will enable me to quickly assess the needs of my clients and let me determine how best to work with them,” said Sue Edberg of ASDF Word Processing & Résumé Services.

Note: Additional information on temperaments and behavioral profiling include: *Emotions of Normal People* by William Marston, *Understanding the Male Temperament* by Tim LaHaye, *The Personal Profile System* by John G. Geier. Also check out the DISC client assessment tools at www.profilingpro.com.

Personality Style and the Answer to “What’s Your Greatest Weakness”

Leroy Hamm presented an example of how to turn one of the most dreaded interview questions into a positive statement, showing a prospective employer how the job searcher has learned to work on his or her weaknesses.

The following responses to “What are your weaknesses?” demonstrate how each of the four different temperaments might answer this question during an interview:

Choleric: “I’ve been told that one of my weaknesses is a tendency to be impatient at times. However, I’ve learned to control that to a great degree and to be more patient with people while impatient for results.”

Sanguine: “I’ve been told I tend to talk too much, but over time I have learned to stay focused on my goals and objectives. I realize there’s a time to talk and a time not to.”

Phlegmatic: “I’ve been told that procrastination is a bit of a problem, but I’ve developed goals and objectives on a yearly basis and also use a day planner. It’s been very helpful and effective, and I’m more organized than I’ve ever been.”

Melancholy: “I’ve been told that sometimes I’m a little too picky and am aware that because of my need for perfection that can happen. So, I’ve become aware of it and keep it in check.”

“People are more comfortable hiring someone they feel is genuine,” Hamm explained. “Therefore, I don’t believe in whitewashing weaknesses, but instead it’s better to present them in an authentic way. It shows that someone has developed control over their temperament.”

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