



The view from behind the Dolphin Beach Resort on Florida's St. Petersburg beach.

If You Aren't Fired Up, You Can't Be Burned Out

It's almost the end of 2001. Have you achieved all the goals that you set out in your New Year's Resolutions? No? Well, Dale Carnegie trainer Rick Gallegos has some ideas for how you can make 2002 your year!

"The New Business Reality is that our customers are asking for things quicker, faster and better — for less money," he says. "In fact, we are asking the same from our suppliers. You need to find ways to meet the New Business Reality. If you don't change now, you could be obsolete."

Gallegos wants you to "transform your potential into performance." Most résumé writers, he says, are content to achieve incremental growth — that is, growth at the rate of 3-5 percent per year. He wants you to achieve "break-through growth" of 20-30%.

Breakthroughs require change, risk and innovation. So what's holding you back? Most likely, a fear of success, Gallegos says. That, and you're missing the keys to success.

1. You have to be committed. Define success for yourself so you know what you are striving to achieve. Those who are put in the time and effort — and who endure the pain of change — will be successful. You must focus on one thing at a time — master it and move forward. Take responsibility for your own motivation — no one else can give

you enough motivation if you don't have the desire within you.

2. Maintain a positive attitude. "It's not just what you do, it's how you do it," Gallegos says. "Nine out of 10 thoughts we typically have are negative. The key is to focus on the positive."

3. Leadership is critical. Know when to appreciate, and know when to motivate. The key is recognizing what others need — and then giving it to them. If they need some motivation, "kick them in the butt." If they do a good job and need recognition, "pat them on the butt." And sometimes you need to "know when to leave them alone."

4. Manage your stress. Gallegos defines stress as "the gross misuse of your imagination of the wrong thing happening." Use positive stress (the pressure you feel as you work toward an impending deadline) and work to minimize negative stress (worrying about your health when nothing's wrong). "The key is converting negative stress into positive stress," Gallegos says. "Learn to 'compartmentalize' your stress. Identify the source of negative stress. Turn the negative stress into a positive belief. Then determine what you're going to do about it."

If you master these keys to success, you will achieve a personal breakthrough — and the incredible potential you possess will be transformed into unparalleled performance.

Why Be a Career Coach?

"Before I was trained as a career coach, someone would come in and want to transition to a new career and I'd be terrified," admitted Don Orlando, MBA in his presentation at the PARW convention. This was the beginning of a pep talk for résumé writers who want to add career coaching to their repertoire. Orlando advised those present to get the training — but then put the training into practice.

"Help the client find the right career as *they* — not you — envision it. Once you help the client find the right career, you can help them execute it," he said.

"In career coaching, you are the expert, but you need to get *them* to understand the reasons for the change," Orlando noted.

Career coaching boils down to helping clients find their own answers.

Ask your clients:

1. "How will you be evaluated?" What is it you'll be asked to do?
2. What are the opportunities? How many jobs are there in the field? How easy is it to get a job? How easy is it to get promoted?
3. What does the compensation look like?

"As you guide them through these questions, the answers are their own," Orlando said.

Career coaching offers an additional profit source for résumé writers. Orlando's coaching clients spend \$2500 on average.

When marketing your career coaching services, remember that you're in the business of making and saving your clients money. Consequently, Orlando advised résumé writers, "Don't give away your services."

Your target clientele will be willing to pay for your expertise, if you can demonstrate value.

"The people at the top of their industries understand career coaching," he said.

“North of the Border” Marketing Strategies

One of the most talked-about presentations at the PARW convention was Martin Buckland’s “Aggressively Marketing Your Résumé Business on a Small Budget.”

Packed with business-building ideas, Buckland inspired a chorus of “Yahoos!” from the audience. (He asked those present to whoop “Yahoo” if they heard an idea they could put into practice in their own business.)

Using what he calls an “integrated plan to attract clients,” Buckland’s theme is to increase his visibility among prospects, partners and potential referral sources.

The first tool is his business card.

“I generate 10 clients per month from my ‘business card blitz,’” Buckland said. “I leave them on the train, on planes, in bathrooms and on top of phone books.”

(A conventiongoer later reported that Buckland had been seen at a luxury resort down the street, leaving business cards where they could be found by the senior executives attending a conference of their own at the \$300-a-night hotel.)

A more recent addition to his toolbox — but one that he said has already returned many times his investment is his web site, www.AnEliteResume.com.

“A web site creates a professional image that can be seen worldwide,” Buckland noted.

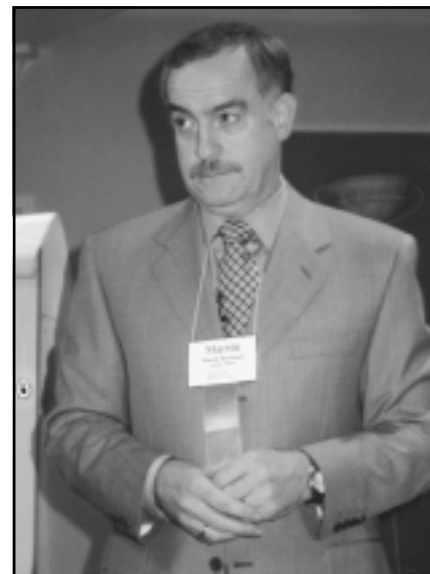
Gaining visibility for the site is critical. Buckland mentions the site in speeches and conducts direct mail campaigns to drive traffic from recruiters.

He also believes it’s important to add value to the web site. To that end, he will be adding a “client networking button” to his homepage that will allow clients to meet online and help each other’s job searches.

He also sells Dick Knowdell’s Job Sorter cards on the web site. (He has established himself as Knowdell’s Canadian agent.) This allows him to generate additional revenue to help make the site self-supporting.

Buckland’s site is designed by Kevin Skarritt and the Acorn Creative team. After Skarritt and Emily Bloss’ presentation at the conference, Buckland added a new dimension to his web site marketing. He registered a handful of additional domain names, (www.anAmericanResume.com and www.AmericanExecutiveResumes.com) and will be creating cloned sites (changing the logo and some content) in order to target additional niche markets.

In his public speaking activities, Buckland targets three niches: students, middle managers and executives. He has three professionally-prepared PowerPoint presentations with matching handouts. Each presentation matches his other materials in graphics, font and color choices, creating a consistent “look” for his business.



Martin Buckland, CPRW, CEIP

Because Toronto has nine million people, Buckland knows he can’t reach them all individually. Instead, he has successfully cultivated partnerships with referral sources, including:

- **Executive Search Firms.** “They send clients to me to have their résumés written and I refer clients to them,” Buckland says. One way to find local firms is to use the *Adams Executive Recruiters Almanac* as a source. Buckland says he approaches recruiters with the question, “How can I help your clients?”

- **Attendee Janice Worthington-Loranca** of Fortune 500 Communications, says you have to convince recruiters you are an “employment expert” who is knowledgeable about the industry. She says a key selling point in establishing a relationship is, “I’ll help you close your deal” by providing a second opinion to clients who may be wavering on accepting a job through the recruiter.

- **Outplacement Companies.** “They sometimes hire me to give a workshop — they pay me \$600 to \$700 for three or four-hour presentation — or they hire me to write résumés for them since they can’t manage massive layoffs.”

- **Labor Lawyers.** “These relationships can assist clients in getting back into the workforce.”

- **Web Site Partnerships.** Buckland is affiliated with two career web sites, CPSA

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Buckland hand-addressed more than 2000 postcard invitations to headhunters to entice them to visit his web site.

HR PANEL: Employment Experts Speak Out

The HR Panel: Fred McCoy, Director of Special Projects with Jabil Circuit, Inc.; Richard (Dick) Park, Vice-President and Senior Trust Administrative Officer with Northern Trust Bank; and Leonard Stone, Executive Director of the Florida Orchestra.

On the Need for a Well-Written Résumé

Dick: “Even internal candidates are expected to have a résumé. When it comes to measuring the credentials of one candidate versus another, the résumé helps in assessing strengths.”

Leonard: “I’d like to see something that sings or dances off the paper. How does this document separate them from all the rest of them that come in? What makes you different?”

Dick: “The extent to which someone can divine the culture of the company they are interviewing with, that will help them.”

Selecting Candidates to Interview

Dick: “I try to sort résumés into two or three piles. The first pile is those with skills that are directly applicable. The second pile is those with relevant credentials, but not an exact match. There’s no set number (of candidates). If they’re a good candidate, we want to talk to them. In many cases, even if we don’t hire them initially, we establish a connection so they may be considered for another position.”

Fred: “I am looking for someone who has progressed, either within the com-

pany or in the industry. If I have to read 100 résumés a day, I want to be able to find the information I need.”

Résumé Formats

Fred: “The majority of résumés come in electronically. I find them ‘more acceptable’ than print résumés. The résumé comes into the HR department and then is forwarded to the hiring manager. I like attachments that include the first two or three lines in the body of the e-mail message. That way, if I’m not interested, I toss it.”

Leonard: “In our small organization, hiring starts with the department head, not HR. Half of the résumés we get are written and half are electronic. From a personal view, I’m impressed when I can hold it in my hand. I even notice the quality of paper.”

Dick: “I don’t have a preference for format. What I’m looking for is a succinct description of someone’s experience and how they may fit our needs. I look at the number of jobs in relation to career length — i.e., six jobs in four years. I look for specifics instead of generalities whenever possible. Ideally, there is some progression in responsibility over time. If you talk about results on the résumé, you can be sure we will talk about it in the interview.”

On Cover Letters

Fred: “I want a cover letter that explains who you are and how you might fit the job. What catches my attention is if the

individual works for the competition, works for a customer or if he has obvious skills. For example, ‘I am a fiber optics engineer with 10 years’ experience.’”

Pet Peeves

Leonard: “Boilerplate documents — I am one of 1500 people who are getting this résumé.”

Fred: “Cover letters addressed to ‘Dear Hiring Manager’ and inappropriate styles — i.e., flowered paper for a high-tech company.”

Dick: “Generic résumés. If there are a list of requirements in the ad, I’m looking for a résumé that gives an answer to the ad.”

Final Thoughts

Leonard: “Everyone who is in hiring is an individual who went looking for a job themselves at one time. I always believe, if I wanted the position, I would do what I could to get that position. Find it what it is about the job that needs to be done and what it is about you that makes you the best candidate for the job. Then marry those competencies to the needs of the position.”

Dick: “The cover letter and résumé together are a vehicle that highlights why an individual is a fit for a particular job.”

Fred: “In an interview, personality and energy are important. The résumé is the basic document we work from.”



Leonard Stone



Fred McCoy



Dick Park

“Master of Your Own Domain” Web Strategies for Résumé Writers

Kevin Skarritt has developed a niche as the web consultant of choice for résumé writers. His promotional materials claim that fully one-third of résumé writing firms use his company's services.

In his presentation at the PARW conference, Skarritt says that a web presence is more than design, functionality, page construction or marketing. Instead, he argues, it's a tool that will enable résumé writers to:

- Expand their market;
- Identify niche clients;
- Increase customer convenience;
- Help them be known as “technically savvy”;
- Improve communication with prospective clients;
- Create additional profit centers;
- Decrease printing costs; and
- Increase profits.

But web site success doesn't come easily. Drawing on Dr. Stephen Covey's best-selling book, Skarritt outlines the “Seven Habits of Successful Web Site Owners”:

- Empowerment, not fear;
- “Active marketing, not passive management”;
- Creative, dynamic strategies — create more than just an online brochure;
- Have a search engine plan, but don't rely solely on search engines to drive traffic to the site;
- View the web site as an exciting resource;
- Understand that you can't know everything; and
- Realize that the elephant CAN be eaten ... one bite at a time.

“The goal of a web site is to build traffic, which leads to contacts, which turn into sales, which generate profits,” Skarritt says.

When developing a marketing plan for the site, he advises résumé writers to remember that a successful marketing strategy is “creative, sustained, scheduled and in line with your existing business model.”

“There is no one more motivated to market your site than you,” Skarritt



Kevin Skarritt

says. “Don't build it and passively expect it to work.”

Skarritt says the biggest complaint he hears from résumé writers is, “I have a web site, but I'm not getting hits.”

He reminds them that a web site is “a Yellow Pages ad that you've clipped out and put up on a door. It's only effective if you get people to walk by it.”

Skarritt advises his clients to spend their time improving their rankings on those sites, not trying to get listed on every search engine.

“The top 25 search engines give 99 percent of the searches being done,” Skarritt says.

Re-registering a site can be one way to get top billing.

“Re-registering every week may not be excessive for AltaVista, Google, Web Crawler and Hotbot,” he says.

Strategic partnerships can be a valuable tool to drive web traffic.

“The most effective way to get sustained, predictable traffic is through strategic partnerships,” Skarritt says.

“Who should you partner with?” Skarritt asks. “Web sites that mesh with you and your business.”

He recommends using a search engine to identify possible partner sites. Audience members also recommended searching out associations that serve your niche market and offering to help them create or upgrade a career section

on their site. The *CareerXRoads* book (by Mark Mehler and Gerry Crispin) can also be a source of thousands of niche web sites — most of which don't yet have a career expert.

Write a great letter of introduction. Offer your services. Skarritt says résumé writers can sit in on chat rooms to moderate and facilitate discussion, write career articles, provide career advice and perform résumé critiques.

“Establish one relationship and leverage your way into others,” Skarritt says. “Your credibility goes way up.”

You can also increase traffic through public appearances and ads.

“Radio spots, TV spots, community presentations and workshops are all ways to raise visibility,” Skarritt says.

Janice Worthington-Loranca, of Fortune 500 Communications, agrees.

“Everything I do is geared toward getting people to my web site,” she says.

Kevin's Action Plan

- **Learn to edit your own pages.** “If you edit your own site, you control the meta content.” (The hidden stuff search engines use to find your web site.)
- **Constantly improve your site.** “Eighty to ninety percent of the sites in this industry are third generation sites — the bar is getting higher and higher.”
 - *1st Generation* — Text Only
 - *2nd Generation* — Text and Some Graphics
 - *3rd Generation* — Full-Blown Graphics and Some Functions
 - *4th Generation* — Interactivity, FLASH and High-End Programming.“If you have a ‘homegrown’ site, you're going to have a hard time competing.”
- **Take time to plan your web site.** “A web site should reflect your personality” and should match your other business promotional materials in style, color, font and theme. “The message should reflect that it's about THEM, not YOU.”

PARTNERING FOR PROFIT

Whoever said "Two heads are better than one" obviously had strategic alliances in mind.

Lynn Hughes and Allyn Evans shared their research and experience with PARW Convention attendees to show that one plus one can equal three.

They define an alliance as "two or more organizations working together for their mutual benefit." Partnerships, they note, "implies a separate legal entity."

The benefits of teaming up are many, Hughes and Evans said. From shared resources, expertise and capabilities to enhanced credibility and increased confidence, a working alliance can offer advantages over going it alone.

But the road is also fraught with potential pitfalls: different expectations and work ethics, individual goals and objectives and the inevitable disagreements.

"You need to constantly evaluate and adjust, or you'll have a quick death," Hughes says.

Tips they offer include:

- Create a clearly-defined agreement that outlines responsibilities, obligations, workload, provisions for termination of the agreement, payment terms and revenue disbursements.

- Bring in experts. Cover operational logistics through the use of accountants, lawyers and insurance agents.

- Look for opportunities to build alliances. Potential partners can be found in your local Chamber of Commerce, Society for Human Resource Management, professional organizations and online.

- Don't expect your alliance to meet 100% of your needs. While Hughes had previous small business experience and Evans had marketing know-how, they found neither to be a strong proofreader/editor. "There are still some things missing. We still have to cover our weaknesses," Evans said.

- Know when to say goodbye. In your initial agreement, outline how the alliance will end. Address survivorship issues (should someone die) and first right to purchase and buyout issues. "You can have happy endings," Hughes said. She and Evans recently decided to end their alliance.

The opportunities and benefits of strategic alliances are the greatest lure, says a veteran of multiple, successful strategic alliances.

"There is a synergy you cannot create with just a single individual," Kevin Skarritt notes.

Unlocking Corporate Doors

Although she's only been a résumé writer and career coach for two years, Kathleen McInerney is already making an impact in her South Florida community. Her presentation at the PARW convention focused on how résumé writers can use their networking and community relations skills to open the doors to corporate contacts and contracts.

"Think about (your networking as) mining," McInerney advises. "Miners put a pan in the river and shake it like crazy. They end up with a lot of water and sand and little nuggets of gold."

McInerney's focus is on outplacement and training, and occasionally, combining the two to help employers retain key employees and reduce turnover.

Thinking strategically about your referral and corporate needs is key, McInerney says.

"I learned from Dick Knowdell the technique of calling someone and asking if they know two people you can talk to," she says. "Use the same strategies you advise your clients to use."

McInerney also says not to confuse networking with socializing.

"Networking is not party time," she says.

Building connections with a diverse group of individuals is one key to creating a strong network. McInerney's network includes a vocational engineer, psychologist, dentist, hairstylist, mental health counselor, numerous outplacement counselors, massage therapist and acupuncturist.

"If you've got a good strong net, it's going to work for you," McInerney says. "Your network is your sales force."

One dentist in her network, she estimates, makes one referral each week (worth \$1,000 in business).

But don't let self-interest be your only guide. McInerney advises résumé writers to ask those you meet how you can make referrals to them.

"Get to know them," she advises.

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Buckland Offers Marketing Tips

■ continued from page 17 (Canadian Professional Sales Association) and **HireTopTalent.com** to serve as a resident career expert.

With www.HireTopTalent.com, Buckland actually contracts his services through the web site. Then HireTopTalent.com bills the client directly. They keep \$100 (Canadian) and forward him the rest.

Other possible partners for résumé writers include divorce attorneys and financial planners.

Buckland's ideas resonated with PARW members in attendance.

"Much of what he does, I believe

in," said Don Straits, of Corporate Warriors.com. "I do a lot of what he does. I find it very effective."

Others say they will work to implement the techniques.

"I've been lacking in networking. I need to join more local organizations that I've neglected," said Amy Whitmer of Envision Résumés.

Marian Bernard noted, "The idea of a résumé service without borders really hasn't caught on in my neck of the woods. I need to get busy and establish referral relationships."

As Buckland would say: "Yahoo" to that!

Résumé Writing Workshop

Jacqui Barrett

- “My résumé writing style is a combination of tips, techniques and creative design strategy.”
- She works one-on-one with each client, primarily a “low-volume, high-dollar mostly local clientele” from a rented office.
- “I believe in worksheets.”
- She adopted Louise Kursmark’s “snappy sales graphs method,” which has increased her use of text tables, graphs and graphics in her résumés.

Sue Montgomery

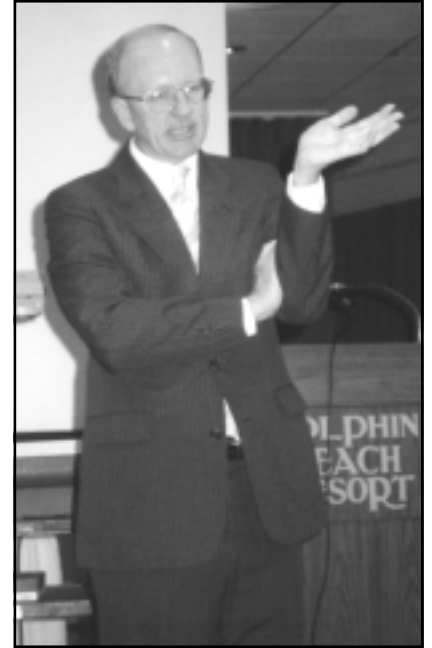
- When writing résumés, she falls back on her marketing background; however, her product “just happens to be upright, breathing and alive.”
- “I look at the client and think, ‘How can I market and sell this product to the highest bidder — to get as much money for the client that I can?’”
- Montgomery also believes that (some) rules are meant to be broken. “I sometimes use a separate page that is a qualifications summary.” And on a client’s curriculum vitae, “I sometimes start with a Personal Profile, so the hiring individual can see if that individual is going to fit into the institution.”

Don Straits

- “It’s okay to break all the rules,” Straits says, “Go out and try something different.”
- Straits started his business 11 years ago. He is a former motivational and leadership speaker. “I had never heard of outplacement. I didn’t think of it as career coaching or résumé writing.”
- Straits’ goal is to “assist top executives in their job search.” He wants to land his clients interviews and “position clients as the standard against which all others are judged.”
- “I don’t write résumés. I write ‘Credentials of Distinction,’” Straits says.
- Straits uses a portfolio concept with his clients. He combines a résumé with key accomplishment summaries and insights. At \$200 per page, and portfolios of between 8-15 pages, he averages \$5800 per client (including coaching).
- Straits laments “the obituary format” of most résumés: “Here lies Bill

Jones, an accomplished senior executive with an outstanding track record of success.” Straits says. “You can put that on the tombstone. Instead, he says, “As a hiring executive, I’m not interested in what you did, but how you did it.”

- Key accomplishment summaries — one per page. Start with a strong title. Outline the situation in 2-3 sentences (title it “Situation,” “Project,” “Problem” or “Challenge”). Follow that with the “Action Plan” (or “Resolution,” “Solution” or “Implementation”), a series of bulleted items which shows the process. “Show the reader how you executed the plan.” The final item is a “Results” section — 2-3 sentences, preferably with quantifiable measures.
- Straits recommends multiple key accomplishment summary pages. “I don’t expect them to read all seven. If they read just one — you’ve got them.”
- A tool Straits calls “a grand slam home run” is an “insights” page in the portfolio. “What is a hiring executive interested in? Your client’s leadership and vision. Let’s show them that.” An insights page gives your client the opportunity to include their personal input into a résumé or portfolio. No more than one page, an insights page might



Don Straits

be titled, “Key Insights into Contemporary Financial Leadership,” or “Strategies for Driving Revenue In a Competitive Marketplace.” Each should include six to 10 bulleted sub-topics (such as “Strategic Alliances”) with 2-3 sentences in each one.

- “Dare to be different. Break out of the box.”

Networking Can Open Corporate Doors

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“It’s got to go both ways when you’re meeting people.”

She carries the business cards of those in her network.

“You’re always listening for referrals you can give to others.”

She gives individuals two business cards — one for them and one to pass along.

McInerney says once you’ve made an acquaintance, you need to keep in touch.

“Work to build and maintain your net so you’re not losing fish. Sometimes you have to replace the people in your net,” she says. “Keep the old and new connections strong.”

“Networking is not an innate skill, it is a learned skill,” McInerney advises.

Other tips from McInerney:

- One possible market is business owners who need profiles done.
 - She spends 10-12 hours per week networking — mostly before 9 a.m. and after 6 p.m.
 - McInerney offers a two-hour, four-week session, “Planning Your Job and Career Moves,” which (she calculates) leads to “\$11,500 in new business for each four-week series, on average.”
 - “When you go into a meeting, break the ice last. Go in, sit down, have an agenda. You don’t have time for fluff,” she says. “They have a need. You can meet that need.”
- Finally, McInerney advises, “Just do it. Don’t feel you’re too small of a business to do it. You have to overcome your own objections.”