



Bridget Brooks, CPRW

'Best Of' Conference Preview

By Bridget Ann Brooks, CPRW

Conferences can fulfill a variety of functions for the professional résumé writer: Developing new skills. Networking with colleagues. Gaining insight into additional profit opportunities. Connecting with vendors. Recharging your batteries.

From 2000 until 2005, *Résumé Writers' Digest* provided recaps and writeups for many of the professional résumé writing industry's conferences.

In looking through past issues of *Résumé Writers' Digest*, I realized how many great ideas there were in the "conference coverage" articles.

Consequently, I've planned a "Best Of" Conference Coverage" Special Report to share all the past articles. This is just a teaser.

However, there's no substitute for attending a professional conference in person — so be sure to check out the **CALENDAR OF EVENTS** on page 7.

National Résumé Writers' Association

11th Annual Conference

Sept. 24-27, 2008 | San Diego, CA

*Catch the Latest Waves in
Résumé Writing and Business Building*

**Join us in sunny San Diego for the most affordable
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- ▶ Cameron Johnson, Keynote Speaker, net worth of \$1 million by the age of 17 and a contestant on Oprah's Big Give.
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- ▶ Rosanna Indie, Jobing.com, with a panel of HR Managers.
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- ▶ **Expand Your Brand! A Crash Course in Adding New Services and Greater Value to Your Clients ... and Bigger Deposits to Your Bank Account.** Presented by Susan Britton Whitcomb
- ▶ **Résumé Writing With Confidence.** Presented by Louise Kursmark

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Making a Silk Purse from a Sow's Ear: Tips, Tricks, Ideas And Inspiration for Improved Résumé Design

Presentation by Louise Kursmark • NRWA Conference, San Antonio, 2001

"Times New Roman, 12 point." "Word Résumé Wizard, Professional Style."

Have you found yourself beginning to pinpoint standard (a.k.a. lifeless, in many cases) résumé styles from the existing résumés clients send you?

Page design is one of the least recognized keys to successful résumé development, yet it is crucial in allowing our clients to "stand out" among stacks of résumés and capture employers' attention during that critical first 30-second screening.

Louise Kursmark's presentation on résumé design at the 2001 NRWA conference demonstrated dramatic before-and-after differences in résumé design and illustrated how subtle formatting enhancements can make a significant impact in a résumé's presentation.

Why Bother? The Competitive Edge

The first topic Kursmark addressed was the purpose for improving résumé design capabilities. How can using design elements benefit résumé writers professionally and financially?

"Better design gives you a competitive advantage," Kursmark stressed as the first reason résumé writers should consider expanding their design repertoire. Do you have clients who ask for samples of your work? Do you include résumé samples on your web site? What might potential clients think if your samples do not stand out visually? They may have the impression that you are not a skilled "writer," even though your writing may be top-notch.

Excelling in page design can also add to your reputation as an expert in the field. After all, Kinko's uses page design elements for the résumés they write, don't they? Are the people who write résumés for them considered résumé experts? Kursmark stressed that résumé writers should incorporate design elements in their work to position themselves as the best in their field.

An Emphasis on Content

According to Kursmark, a second compelling reason for mastering document formatting is that "good design complements the content." A reader's eyes can be directed to specific content-based items on a page through formatting techniques and "tricks."

Using different fonts for résumé headings, boldfacing elements in bulleted accomplishment statements and using horizontal line borders to "break up" bodies of information can make a subtle, yet telling, impact on how a résumé is viewed, particularly for that hiring manager or HR associate who must read through hundreds of résumés every day.

Imagine this: If you were assigned to review a stack of résumés, wouldn't you appreciate those that made it easy to find pertinent information? You can bring attention to the content of a résumé through design elements.

Strategic Use of Design

Much of résumé writing involves using strategies to highlight or de-emphasize information from a job seeker's background. It follows logically that design can be used to support the strategy for a particular résumé. If the strategy is to emphasize the creativity of a particular job seeker, use creative

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WALTER H. JONES
2345 Sylvan Way
Houston, Texas 77094
713-555-0094

WORK EXPERIENCE
12-17-90 to 1-31-92

MAJOR MEDICAL LABS, INC.
HOUSTON, TEXAS

PRESIDENT & CEO

Increased sales from \$618,000 and a \$452,000 net loss for calendar year end 1990 to \$3,700,000 million sales and over a \$500,000 pre-tax profit for calendar year 1991. Successfully led Major Medical from the number two position to the number one market position in central Texas. Negotiated settlements regarding previously existing disputes among major stockholders. Established world wide sales and distribution network. Created a corporation structure. Negotiated OEM contract with public Ophthalmic company for \$1,800,000 sales and \$1,200,000 pre-tax profit in 1992. Active involvement in marketing which resulted in increased number of products from 1 to 4. Hired all key personnel. Increased employees from 4 to 25 based on sales growth. Established engineering department to correct previous engineering deficiencies in the product. Completely structured production facility. Supervised all departments in transition phase of business. Created operations policies and procedures. Negotiated key vendor contracts. See Attachment A.

GRAND MEDICAL LASERS INC.
GRAND RAPIDS, MICHIGAN

1984-1990

PRESIDENT/CHAIRMAN

Complete corporate responsibility. Increased sales from \$1,500,000 to \$13,900,000 with internally funded growth while maintaining 20% pre-tax profit. Produced more net profit over last five years than any other medical laser company. Established world wide sales network, including domestic direct sales force. Created European office achieving better market and service support for European distributors. Negotiated long term contracts with key distributors. Active involvement in marketing which resulted in increased number of products from 2 to 80. Hired all key personnel. Increased employees from 10 to 125 based on sales growth. Created new ventures resulting in additional lease agreements. Recaptured engineering which resulted in faster new product development. Completely set up off site production facility. Supervised all departments in start up phase of business. Created operations policies and procedures. Negotiated key vendor contracts. See Attachment A.

MED-TECH CORPORATION
GRAND RAPIDS, MICHIGAN

1982-1984

PRESIDENT 1983-1984

Increased Sales and Profits by \$3,280,000 and \$800,000 respectively in first year as president. Negotiated \$7,000,000 OEM contract with Xerox corporation. Successfully deflated union organization effort. Directly supervised Grand Rapids operations. Personally handled all sales. See Attachment A.

Jones Before

Walter H. Jones
2345 Sylvan Way, Houston, TX 77094
713-555-0094 Office
713-555-0094 Mobile
713-555-7821 Fax
713-555-5043 Home

Senior Executive

VISIONARY MANUFACTURING — CAPITAL MEDICAL EQUIPMENT — TECHNOLOGY INNOVATION

Creating unprecedented growth and profitability in start-up, early-stage, and transition/turnaround situations.

VALUE OFFERED

- Twenty-year track record of effective business leadership consistently resulting in growth, profitability, and market leadership; led 3 start-ups from ground zero to multimillion-dollar revenue.
- Ability to build and fit companies through visionary strategic planning and hands-on leadership of marketing, sales, finance, engineering, procurement, manufacturing, and global distribution.
- Proven success attracting and negotiating funding from both institutional and private investors.
- Unique ability to lead companies to technology and market leadership positions by introducing a continuous stream of innovative products.
- Demonstrated talent for building strategic alliances and beneficial partnerships with industry leaders including physicians, engineers, and manufacturers.
- Proven leadership skills with ability to attract talented management and technical teams and create a corporate culture of performance-driven expectations, strong loyalty, and high employee satisfaction.

Experience and Accomplishments

PRESIDENT AND CEO — Visual Technologies, Inc., Houston, Texas 1993 to 1991

Joined company at technical concept stage and spearheaded overall strategy, product positioning, and market launch that established a dimensional control technology in the medical "standardized" case "in the marketplace. Hired all key staff; established operational processes; 300% growth from 3 to 40 employees.

- Led company from virtual start-up profitable market leadership and subsequent acquisition.
- Raised \$10 million in venture capital from both private and institutional investors.
- Conceived and executed market- and product-positioning strategies that were key to successful product launch and rapid acceptance in the medical community.
- Discontinued sale Visual Technologies at 100 sales in 1991; first year post-acquisition, company generated \$20 million in revenue.

PRESIDENT AND CEO — Major Medical Labs, Inc., Houston, Texas 1990 to 1992

Transformed functionally bankrupt control topography company with serious product performance problems into a profitable & market leader. Created entire corporate structure. Hired key personnel, established operations policies and procedures, and managed all departments in successful turnaround and ongoing profitability.

- Increased sales from \$100K in 1990 to \$1.7 million in 1992; raised EBITDA net loss to \$100K pre-tax profit.
- Established engineering department to rapidly identify and correct engineering deficiencies; partially restructured production facility and actively brought in full production while meeting high quality standards.
- Drove product development and marketing; significantly improved market positioning by qualifying number of products offered.
- Negotiated settlements to resolve previously existing disputes among major stockholders.
- Established worldwide sales and distribution network.
- Negotiated OEM contract with public ophthalmic company for \$1.8 million sales and \$1.2 million pre-tax profit in 1992.

Jones After



Résumé Writers' Digest is a trade newsletter designed 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.

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Improved Résumé Design

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fonts for heading titles and eye-catching page borders to reveal this. If the strategy is to present a conservative image, use a combination paragraph/bulleted statement format to enhance the professionalism of the document. Kursmark noted that the résumé writer has a wide range of flexibility in aligning design techniques with strategies.

The Good News

The flexibility of using résumé design elements is good news for both experienced writers and those new to the profession. Kursmark emphasized that "there are no rules or absolutes in using page design strategies — it is whatever works for the situation."

Each résumé writer has his or her own preferences on how to structure

and design documents. If you're wondering if you've been doing it wrong all this time, don't worry. Improving page design abilities is simply a matter of taking what you do well now and adding tricks to your arsenal gradually to give yourself greater flexibility and even more visually-compelling résumés.

Before-and-After Strategies

The majority of Kursmark's presentation centered around observing model résumés to discuss design elements and what made each résumé stand out. Perhaps the most illustrative and instructive examples were the before-and-after samples viewed for several job seekers.

Sample One: Walter H. Jones

The "before" version (*see page 2*) is a classic example of the type of ré-

sumé (and errors) many job seekers write for themselves: Times New Roman font, misaligned spacing, large/dense blocks of text and no distinction between sizes or emphasis in name, heading titles, company names and job titles.

Clearly, there is room to improve this document's design. First, Kursmark changed the font from Times to Tahoma (not that Times is an ineffective font, per se; however, Kursmark pointed out that over 90 percent of job seekers use this Word default font). Then, she corrected the spacing problem for dates. Next, the text was broken up into sections of both bulleted statements and a combination paragraph/bulleted statement format.

Finally, different font sizes and capitalization were used to distinguish among the client name, section heading, company names and job titles. In addition, line borders were included to separate text and add a visual element to make the résumé sparkle. (Draw the horizontal line borders manually or include them by using the Format, Borders and Shading, Borders option in Microsoft Word — Kursmark recommends "Borders and Shading" because it provides better control.)

Sample Two: Kyo Tanaka

The next two before-and-after examples are effective because the "before" examples are actually not too bad! In the case of Kyo Tanaka (*see page 4*), she uses an Arial font (still a frequently-used font), employs different sizes for key information and headings and uses white space to separate sections.

In the "after" version, the font was changed to Palatino and the bullets were changed from the Word default round bullets to hollow boxes, producing a "checklist" effect (to change a bullet style, go to Format, Bullets and Numbering, and you will see several choices.

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KATHLEEN STANSFIELD
 257 Lakeview Drive, Apt. 15-B
 Chicago, IL 60623
 (312) 555-8888
 stansfield@aol.com

PROFILE

Consultative sales professional with a track record of delivering exceptional sales results, creating innovative sales and marketing programs, and developing strong and ongoing client relationships. Demonstrated accomplishments in:

<p>Sales & Management Solution-Focused Account Service Public Speaking & Executive Presentations</p>	<p>New Business Development Territory Expansion & Maintenance Fortune 500 National Account Management</p>
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PROFESSIONAL EXPERIENCE

Medi-Test Clinical Laboratories, New York, NY, 1990-Present
REGIONAL MANAGER, NATIONAL ACCOUNTS, 1992-Present
SENIOR ACCOUNT EXECUTIVE, 1990-1992

Market corporate health service programs to national accounts (Fortune 100-500 companies) in a 7-state region. Prospect and present proposals at the VP or Director level; build strong client relationships through consultative, solution-focused sales approach. Maintain high level of customer service to \$4 million account base. Frequently a featured speaker for professional meetings and corporate seminars; build visibility and corporate image through 15-20 well-received presentations annually.

- 7-year track record of outperforming sales goals — #1 in the country for sales consistency:

1992	1993	1994	1995	1996	1997	1998
143%	226%	172%	189%	179%	162%	130%
- Maintained closing ratio of better than 1 in 2.
- Devised and implemented a random-selection program that benefited clients while providing a competitive advantage for Medi-Test. Subsequently, program has been implemented by other account executives nationwide with very positive results.
- Created an all-in-one kit that increased customers ease and convenience in using our service. Captured several large accounts directly as a result of this kit.

Windy City Business Partners, Chicago, IL, 1988-1989
ASSOCIATE ACCOUNT MANAGER

Created and delivered motivation / performance improvement programs for corporate clients, working in a consultative sales mode to assess client needs and provide custom-tailored solutions. Established and maintained strong client relationships; built business through persistent prospecting and account development.

- Achieved \$1.5 million in sales in one year with a major automotive aftermarket client.

Stansfield After

Improved Résumé Design

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For even more choices, click on Customize, then Bullet, then choose Wingdings, and use any of the font's symbols as bullets).

The “before” version has all information aligned to the left — Kursmark uses tabbed spacing to separate headings, job titles and descriptions and bulleted accomplishments. She blends the use of italics and bold. The “before” version is good — the “after” is better and the type of work that will impress clients and potentially close sales.

Sample Three: Kathleen Stansfield

The third example illustrates how subtle changes can make a difference. While both the “before” (*not pictured*) and “after” version (*see page 3*) use the Times New Roman font, the “after” version uses this font in a way most job seekers don't. Note how the letters in the client's name and heading titles are “spaced out” to create a unique look (to create this effect, highlight the text, go to Format, Font, Character Spacing, Spacing and Expanded, then indicate the type of spacing). Also, the first letter in the first name, last name and headings are slightly larger than the others.

In addition, a text box is used to emphasize the 7-year sales numbers and partially-drawn horizontal borders separate sections. Bullets are changed and indented, and there is a more consistent separation between bodies of information.

The Process

So, what is the best way to improve résumé design capabilities? Kursmark recommends a four-step process: 1) Observe résumés, from samples in books and on web sites, and ask yourself: “Which ones work?”; 2) Analyze the ones that are effective and ask yourself: “What is it in the

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design that works?”; 3) Model your favorite samples as you begin to incorporate new design elements into your résumé writing; and 4) Add design elements to your repertoire until they become second nature.

Through example and explanation, Kursmark showed that résumé design is within each résumé writer's grasp and can positively affect the impact of your résumés, the perception of your expertise and what you can charge for your writing services. Learning effective techniques is worth the effort.

KYO TANAKA
 75 Hillcrest Drive
 East Haven, CT 06512
 (203) 469-2320
 kyoTanaka@netzero.net

PROFILE

Experienced technical writer / trainer with demonstrated skill in documenting software used for both non-technical users and technical support staff. Recognized for producing consistently clear, coherent documentation within deadline and with minimal supervision. Accustomed to collaborating closely with programmers during development and testing as an integral part of the software development team.

- Strengths include communication skills (both oral and written), organization and planning, meticulous proofreading, and project / schedule management.
- Experienced with computers and, in particular, with word processing programs and authoring systems (Corel WordPerfect, Microsoft Word, RoboHelp).

EXPERIENCE

Maax Industrial Automation and Controls, New Haven, Connecticut
Auto-Controls Corporation (purchased by Maax IAC 4/99)
High Ridge Corporation (purchased by Auto-Controls 6/97)

TECHNICAL WRITER / TRAINER, 1996 — May 2001

Wrote detailed on-line and print instruction manuals for Windows NT-based and OS/2-based industrial gauging equipment.

- Manuals included a technical reference for setting up and maintaining the hardware as well as in-depth software documentation for daily use and system setup.
- Involved in each product during the development cycle and contributed significantly to software testing.
- Provided software training classes, for both an historical product and newer products, to customers and technical support personnel.

TECHNICAL WRITER, 1994-1996

Researched, wrote, and often illustrated industrial-gauge manuals.

- Manuals include theory, safety requirements, installation and setup procedures, operator guides, and maintenance requirements.
- Also wrote detailed instructions for the computerized electronics or personal computers used to operate the gauges.

Tanaka Before

KYO TANAKA
 75 Hillcrest Drive □ East Haven, CT 06512 □ (203) 469-2320 □ kyoTanaka@netzero.net

PROFILE

Experienced technical writer / trainer with demonstrated skill in documenting software used for both non-technical users and technical support staff. Recognized for producing consistently clear, coherent documentation within deadline and with minimal supervision. Accustomed to collaborating closely with programmers during development and testing as an integral part of the software development team.

- Strengths include communication skills (both oral and written), organization and planning, meticulous proofreading, and project / schedule management.
- Experienced with computers and, in particular, with word processing programs and authoring systems (Corel WordPerfect, Microsoft Word, RoboHelp).

EXPERIENCE

MAAX INDUSTRIAL AUTOMATION AND CONTROLS, New Haven, Connecticut
AUTO-CONTROLS CORPORATION (purchased by Maax IAC 4/99)
HIGH RIDGE CORPORATION (purchased by Auto-Controls 6/97)

Technical Writer / Trainer, 1996 — May 2001

Wrote detailed on-line and print instruction manuals for Windows NT-based and OS/2-based industrial gauging equipment.

- Manuals included a technical reference for setting up and maintaining the hardware as well as in-depth software documentation for daily use and system setup.
- Involved in each product during the development cycle and contributed significantly to software testing.
- Provided software training classes, for both an historical product and newer products, to customers and technical support personnel.

Technical Writer, 1994-1996

Researched, wrote, and often illustrated industrial-gauge manuals.

- Manuals include theory, safety requirements, installation and setup procedures, operator guides, and maintenance requirements.
- Also wrote detailed instructions for the computerized electronics or personal computers used to operate the gauges.

Tanaka After

R.O.I. Résumés — Write Résumés That Deliver A Healthy Return on Investment

Presentation by Susan Britton Whitcomb • CMI Conference, San Diego, 2002

Outfitted in a large blanket replica of a one million dollar bill, Susan Britton Whitcomb, author of *Résumé Magic* and co-author of *e-Résumés* says, "Résumés that deliver a healthy return on investment put money in our pockets and money in our clients' pockets. A résumé represents hopes, dreams and the future of the client. It is a big responsibility (for the résumé writer)."

Whitcomb challenged résumé writers in the audience to determine a salary they want to attain within six months and strive for that goal. Learning to write quality résumés quickly, which provides tangible re-

sults to clients, will increase the writer's income.

Whitcomb designed the "R.O.I." system for creating résumés:

R = Readable,
O = Other-Oriented, and
I = Impact-Driven.

Readable

A résumé should capture the attention of the reader and be visually appealing. Use white space, Whitcomb says. "Don't cram information on the page. Be a copy writer, not a biographer." Lengthy, boring résumés do not provide a return on investment.

A good résumé reflects the needs of the employer, has a definite focus with only one target career field (otherwise, write two or three versions of the résumé, says Whitcomb) and it should contain three to five main signature strengths to match the employer's needs.

Résumés should be attractive, incorporating various design elements (including lines, bullets, bolding, italics, underlines and indents) and, of course, every résumé should be error free. Whitcomb suggests multiple proofreading/editing sessions to ensure résumés are free from spelling, grammar and typographical errors.

Other-Oriented

Quality résumés speak the employer's language. The employer's language is found by fleshing out key words and mining several (3-5) relevant position postings on the web or in newspaper ads. If postings are not consistent in the use of key words, the client may need more than one résumé. As you amass key words from specific position postings, watch for and use first-cousin words (*closely-related words*) in the résumé objective and summary sections.

For example: *Marketing, Communications, Promotions and Advertising* are all closely-related words. *Operations*, however, is not a closely-related word and should not appear in this listing.

Résumés should be frontloaded with key words using words from the employment postings.

"Don't bury key words at the end of the résumé," Whitcomb cautions.

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Marvin J. Matthews
 444 Lakeview Drive
 Sunnyvale, CA 94444
 Mobile: (408) 222-2222
mmatt@att.net

**Before
Resume**

Summary
 A serial entrepreneur having started 3 companies since 1979. Skill set includes expertise in marketing and sales, as well as financial management. Have managed FutureLink through 15 years of computer services industry changes.

Experience:

3/01 - 1/02 Remote OS-2, Inc. - Co-Founder, Executive Vice President- Business Development

- Developed business plan with market, financial, and growth projections for the company.
- Interfaced with attorneys, banks, and creditors.
- Sourced and presented business plan to top tier venture capital firms in NYC & Silicon Valley.
- Worked with CEO and co-founder to develop company's intellectual property resulting in a patent application.
- Identified and recruited new members of management team.
- Status: Firm was not able to secure funding to date.

4/85 - 3/01: FutureLink Interactive - Co-Founder, Executive Vice President- & Corporate Secretary

Chief Financial Officer 7/99 - 3/01

- Responsible for all aspects of running the financial management of the firm, from cash flow management to banking relationships, to negotiating with potential, and the ultimate, acquirer of FutureLink.
- Negotiated the successful sale of FutureLink's contract support operations to a local network integrator after meeting with a half dozen firms, which resulted in the removal of several hundred thousand dollars of liabilities from FutureLink's balance sheet.
- Streamlined the monthly accounting and reporting systems and reduced the time required by outside accounting firm to produce quarterly financial statement compilations.

Executive Vice President Marketing & Sales 4/85 - 7/01

- Between 1988 and 1998 FutureLink was one of the Top 3 network integration firms in San Francisco. FutureLink won numerous awards, including being named an Inc. 500 Company (1993, 1994), and a Top 500 Systems Integration firm as ranked by Systems Integration magazine (1995-1998).
- Grew FutureLink's sales team to approximately 10 sales people, which consistently made its targets, quarter after quarter, year after year, reaching a combined sales level of nearly \$20 million in 1998.

Susan Britton Whitcomb
susan@CareerCoachU.com
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ROI Résumés

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Employers need to see that the résumé 'speaks their language' at the top, as they start reading."

Whitcomb recommends using a blend of the four main key word categories throughout the résumé: Hard skills (employment law, cost accounting, workers compensation), soft skills (team building, team player, interpersonal skills), general information (employment history and responsibilities, and "other" categories including languages, clearances, licenses and professional development, as appropriate) and academic qualifications.

Finally, be careful to focus the résumé history to ensure relevance to the employer. Whitcomb says she leaves off certain positions when applicable (i.e., a short position in-between several long or important positions). She reviews the client's career history and includes employment timeframes relevant to the career focus and intent of each résumé.

Impact-Driven

"Go for the bottom line," Whitcomb says, by using comparisons and before-and-after numbers. The employer wants to know what your client has actually accomplished on the job. Quantify and qualify accomplishments whenever possible.



When the career field is one in which it is difficult to quantify accomplishments (teaching or service industries, for example), use promotions, bonuses, special projects or quotes from letters of recommendation or evaluations to reinforce or imply results.

She recommends the CAR (Challenge, Action, Result) format to formulate accomplishment bullets on résumés.

Whitcomb also suggests separating accomplishments from responsibilities, reserving bullets for accomplishments and leading off impact statements with numbers whenever possible.

"Couple key words with accomplishments to drive home the signature strength message," she notes.

Quality Writing Habits Pay Off

Whitcomb suggests several tips to help résumé writers write faster and smarter, produce quality résumés and meet their personal financial goals:

- Ask clients the right questions from the "get-go." Investigate, probe, pull teeth and be a bulldog to collect the information from clients. Keep the client focused and only gather information that is employer-oriented, avoiding extraneous details.
- Ask your clients, "How does your company measure or evaluate your results?" Collect hard facts and numbers. Ask your clients to provide comparisons, percentages and specific quantifiable accomplishments.

continued on page 7

444 Lakeview Drive
Sunnyvale, CA 94444

MARVIN J. MATTHEWS

**After
Resume**

SUMMARY OF QUALIFICATIONS

Business Development & Marketing Executive with impressive leadership record in B2B & B2C venues, including technology startups and international Fortune 500 environments. Career is marked by a number of technology-industry "firsts" and revenue-performance records. Highlights:

- **Strategist** for B2B technology services firm that experienced sustained revenue growth of +35% for seven consecutive years.
- **Executive** in charge of marketing and sales for Web development division that experienced a 400% revenue increase in two years.
- **Innovative leader** recognized corporately by *Inc. Magazine* and *Systems Integration Magazine* for founding and managing a top network integration firm.
- **Early mover** in the computer industry, founding in the 1980's what grew to become a six-store chain generating \$50 million in annual revenue.
- **Contributor** to patent-pending technology noted "first in its class" by leading systems development experts.
- **International licensing and marketing specialist** for subsidiary of Mattel, increasing revenue from approximately \$3 million to \$7 million in less than one year.

PROFESSIONAL EXPERIENCE

REMOTE OS-2, Inc., San Jose, California
(Startup management service provider with leading-edge, proprietary technology)

Executive Vice President, Business Development: Partnered with CEO as cofounder of technology startup to develop business infrastructure and intellectual property (first-of-its-kind automated monitor for operating system and applications software).

- **Startup Management:** Coauthored business plan with financial and global market projections. Gained access and presented concept to top-tier VC firms in California, New York, and Europe. Secured top-flight business and patent legal representation. Interfaced with attorneys, banks, and creditors. Collaborated with CEO (PhD in engineering) in developing intellectual property, resulting in patent application.
- **Business Development:** Identified potential business partners and negotiated alliances with IBM, AOL Time Warner, Conzon, and McGraw-Hill. Wrote marketing plan targeting Fortune 500 and mid-size firms; identified sales channels (Web-hosting services, software providers, OEMs, VARs) and revenue streams. Recruited and gained commitment from talented marketing and sales management team.

3/01-1/02

FUTURELINK, San Francisco, California
(A privately held network integration firm recognized nationally by business and technology publications)

Executive Vice President, Marketing & Sales: Authored startup and rapid-growth strategies that drove company to become one of the top three network integration firms in San Francisco. Directed business development, marketing, sales, customer retention, and e-commerce initiatives. Led sales team of 10. (Held 50% equity position.)

- **Business Development:** Grew company revenue from zero to \$20+ million in annual sales. Captured 10-year record as one of San Francisco's Top 3 network integration firms (in competition with IBM, EDS).

1985-2001

Susan Britton Whitcomb
susan@CareerCoachU.com

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Page 7

**Before
Resume**

- Responsible for all vendor relationships and activities, including technology briefings, joint marketing activities, coop funds, new joint customer calls.
- FutureLink was the FIRST Novell Platinum VAR in California (10% partner, and a Lotus Notes Premier VAR.
- FutureLink was recognized as a leading edge network integrator, partnering with the major networking product manufacturers including: 3COM, ADIC, Citrix, Cisco, Compaq, IBM, and NetFrame.

9/81 - 1/85 **Maxtel Computer Centers - Founder and President**

- Maxtel was one of the first computer retailers in northern CA, selling IBM, Apple and Compaq PC's and peripherals to corporate accounts and end users. The company was the first computer retailer to advertise in the Science Times section of the Chronicle, which quickly became THE advertising mecca for computer buyers and retailers to meet.
- Maxtel grew to a chain of 6 locations with over \$50 million in sales and was a leader in new product introductions and marketing innovation.

9/79 - 8/81 **Zedco Computer Centers - Computer Retail Manager**

- Zedco was the second computer store in San Francisco. It became a mecca for the personal computing industry in its early years. We hosted the likes of: Dick Cavett doing commercials for Apple Computer; sold John Doe (who recently stepped down as Chairman of Compaq) his first PC; and was one of the first companies to discover and sell the now ubiquitous spreadsheet application into Corporate America.

1/77 - 6/79 **Mattel, Inc.**

Corporate - Financial and Internal Audit - traveled to companies' subsidiaries to perform both financial and operational audits in accordance with corporate guidelines.

Games subsidiary - Internal Audit - initially was the subsidiary's internal auditor reporting to the Director of Financial Reporting. Developed internal financial and operational standards and performed departmental audits.

International Licensing & Marketing - worked with product managers and the Director of International Licensing & Marketing to develop product line positioning strategies for licensed games to international toy companies. Presented these product line strategies to senior management of the company's licensees

3/75 - 1/77 **Deloitte Touche & Co. - Auditor** - performed both computer and financial audits of corporate clients in a variety of industries.

Education:

Masters in Business Administration - University of California, Los Angeles, Anderson Graduate School of Management

BS in Economics - CSU, Fullerton - Minor in Accounting

Hobbies: Biking, Golf, Skiing

Susan Britton Whitcomb
 susan@careercoachu.com
 Career Masters Institute, 2002 Conference
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**After
Resume**

MARVIN J. MATTHEWS
 Mobile: (408) 222-2222 Page 2

PROFESSIONAL EXPERIENCE (cont.)

- **Sales, Relationship Management:** Built sales team that consistently reached aggressive sales targets, quarter after quarter, year after year. Sourced new business at the executive level of Fortune 1000 companies; managed key accounts, including Times Mirror Magazine, Newsweek, Chase Manhattan, Citibank, and others.
- **Alliance Development:** Secured preferred relationships with major networking product manufacturers, including Cisco, 3Com, Novell, Microsoft, Hewlett-Packard, Intel, Compaq, and IBM. Managed joint marketing activities, co-op funds, new product introductions, and joint customer calls. Company was FIRST Novell Platinum VAR in California, a Microsoft Premium partner, and Lotus Notes Premier VAR.
- **Marketing Management:** Created well-received seminar series jointly sponsored by FutureLink and selected manufacturers. First among competitors to add Web-based component to marketing strategy. Guided creative direction for development of logos, images, and content.
- **Team & Project Management:** Fostered cooperation across departmental lines (engineering, sales, ops) that led to exceptional customer longevity. Consistently delivered projects on time and within budget.
- **Financial Management:** Structured successful sale of contract support operations to local network integrator and negotiated removal of several hundred thousand dollars of liabilities from FutureLink's balance sheet. Was instrumental throughout tenure in accessing capital for growth and diversification initiatives.

MAXTEL COMPUTER CENTERS, San Francisco, California 1981-1985

President: Raised capital to launch and manage one of the first retail computer centers in California.

- Opened five additional locations, building annual sales from zero to \$50 million.

ZEDCO COMPUTER CENTERS, San Francisco, California 1979-1981

Computer Retail Manager: Managed pioneering store that became a Mecca for the personal computing industry in its early years, with entertainment such as Dick Cavett shooting commercials on-site for Apple Computer.

- One of the first to discover and sell the now-ubiquitous spreadsheet application into corporate America.
- Sold John Doe (who recently retired as Chairman of Compaq) his first PC.

MATTEL, INC., Los Angeles, California 1977-1979

International Licensing & Marketing: Teamed with product managers to develop product line positioning strategies for international markets. Presented opportunities to, and negotiated contracts with, executives of European toy companies. Extensive overseas travel. Promoted from internal audit position.

- More than doubled sales (from \$3 million to \$7 million) in less than one year.

DELOITTE TOUCHE & CO., Los Angeles, California 1975-1977

Auditor: Performed computer and financial audits of corporate clients in a variety of industries.

EDUCATION

Masters in Business Administration (MBA)—UCLA, Anderson Graduate School of Management 1975

Bachelor of Science, Economics—California State University, Fullerton 1973

Susan Britton Whitcomb
 susan@careercoachu.com
 Career Masters Institute, 2002 Conference
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ROI Résumés

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- Listen to the client. It is not about us, it is about them. "Clients don't care how much you know, until they know how much you care," Whitcomb noted.
- Organize your notes to help you write faster — and don't get overwhelmed. Streamline the process of collecting client data by staying focused on a particular career field and organizing notes as you move along. Look for and highlight key words, based on industry requirements and postings.
- Use your past work and sample résumés to get ideas for new résumés. Think before you write. Sit and think, after you have reviewed your notes, before you begin production.
- Learn to adjust the default points of space between paragraphs and the distance between bullets and text (*keep bullets and text fairly close*) — these are common formatting errors.
- Proofread your work to ensure quality résumés for your clients.
- Proofread again.

Whitcomb said she hopes all résumé writers will have successful businesses writing competitive-edge résumés for their clients.

When you applying Whitcomb's R.O.I. method: *Readable, Other-Oriented and Impact-Driven*) for the creation of quality career search materials, she is certain that résumés can easily be transformed into attention-capturing marketing documents that make money both for résumé writers and their clients.

Calendar of Events

April 30 – May 3, 2008

**CAREER MANAGEMENT ALLIANCE
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"Building Your
Professional Worth"

Minneapolis, Minnesota

Registration: \$579 (Alliance members)

\$699 (non-Alliance members)

For more information:

www.careermanagementalliance.com

Sept. 24-27, 2008

11TH ANNUAL NRWA CONFERENCE
San Diego, California

Early Registration: \$325 (until 3/31/08)

For more information:

www.TheNRWA.com

Oct. 15-18, 2008

**CAREER DIRECTORS
INTERNATIONAL (CDI)
SEVENTH ANNUAL CONFERENCE**

"Reach for the Stars
...Capture Success"
Seattle, Washington

Early Registration: \$395 (until 7/1/08)

For more information:

www.careerdirectors.com

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

Presentation by Bill Murdock • PARW Conference, Dallas, 2002

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?



Former car salesman Bill Murdock.

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*.

- "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.

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Become a 'Confidence' Man

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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 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 con man! A con man? 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.

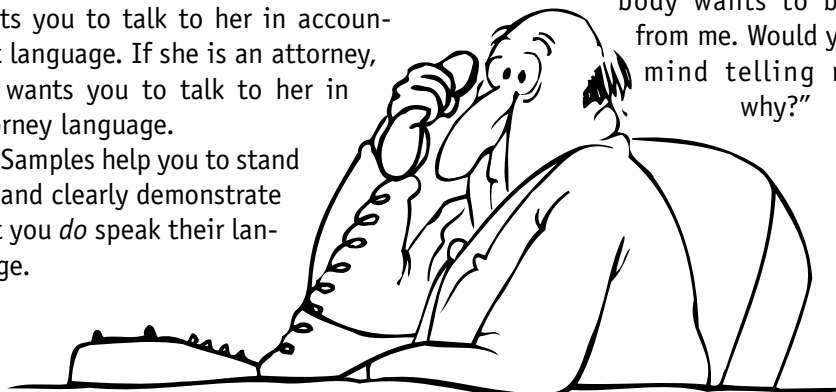
For example:

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 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?"

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How to Add \$100,000 To Your Career Transition Business Now

Presentation by John O'Connor • PRWRA Conference, Indianapolis, 2004

Turn up the heat if you want to take your business to the next level. The key to increasing sales by \$100,000 is blending vision with action, as John O'Connor from Career Pro Inc. in Raleigh, North Carolina sees it.

By rethinking our operational procedures in small, manageable components, we form the foundation for bigger rewards, like increased income. It might be just one additional business strategy that makes the difference whether you realize your financial goals or fail to meet them. Remember, it takes only one degree, from 211° to 212°, to reach boiling point.

The PRWRA's third annual conference started with these steps to empower résumé writers to make your business sizzle:

- Define your motivation. Ask yourself why do you do what you do. What is it that you want from your business? What are your material dreams? What are your financial goals? Whether it is family, lifestyle, financial commitment or the freedom of working for yourself, maintain the focus to allow you to forge ahead.
- Observe the masses, define yourself — and then blaze your own trail. What business are you in? Do you restrict your income by defining yourself exclusively as a résumé writer or a career coach? We do not see our clients solely as their job titles. We would never say, "Oh, you are a mergers and acquisitions specialist at xyz company."

Don't make the mistake of limiting who you are by using groupthink to define what you can offer. Step outside of your comfort zone and consider what might be required of you to earn more money.

Frequently, a client seeks more than a résumé or a cover letter. They may not articulate this. They want solutions to their problems and challenges, and tools to unleash their potential and open the doors to opportunity. Capitalize on your expert status by listening to their needs. Follow through by developing a targeted plan of action to help get them where they want to go. You are in a position to offer career coaching, behavior profiling, web résumés and countless other add-on services. Offer more and you'll get more!

Further, set yourself apart from others by responding positively to atypical client requests. When asked by a customer to do something a little out of the ordinary, don't get steamed: respond positively.

Limit your flexibility and you limit your income. This often translates to meeting on- and off-site, in other cities, conducting interviews outside of standard business hours or even developing creative formats for unique industries.

- Dream bigger than your fears. Desire burns through challenges. If you think small, you will stay small. It is going to take more than merely hanging a shingle outside the door to boost sales. It is crucial that you aggressively work toward fulfilling your vision.

Maintain the positive mindset. Articulate where you are right now and then determine where you want to be. You are in a powerful, word-based industry. Make your own words work for you by writing your goals down. Maintain a positive and healthy outlook to avoid the all-too-common maladies typical of those operating at 211°.

Be cognizant of conditions known as Procrastination, Detail-itus and



John O'Connor

Excuse-itus. Procrastination will get you nowhere. Getting bogged down with too many complicated details will lead to minimal productivity. Giving excuses why you can't take action will ultimately result in failure — before you have even started!

Eliminate distractions and negativity from external sources. Overcoming challenges is all part of the process, and should fuel your drive to reach your goals. It may not be easy. This tenacious commitment will empower you to conquer difficult clients, lost revenue, diminished confidence or successful competitors. Just watch your life change as your attitude adjusts!

Conference attendee Marie Cajuste from CV Express, Delray Beach, Florida, saw the value in making the change.

"John's presentation was a perfect start to a great conference. I stand inspired," she said.

Re-imagine the employee status and give yourself a promotion by adapting a business owner mentality to capture the markets you seek. You are closer than you think.

Adding the Wow! Factor

Presentation by Louise Kursmark • PRWRA Conference, Las Vegas, 2005

Who better to share attention-getting strategies — the WOW Factor! — for powerful résumés than someone who produces dynamic résumés and who has authored or co-authored nearly every résumé book published in the last 5-10 years? Louise Kursmark is exactly that person.

While I caught Kursmark's presentation in Vegas during the PRWRA conference, you can find her books and distinctive contributions in finer bookstores everywhere.

Kursmark began by posing significant questions that résumé writers should ask themselves at all critical career junctures. These focused on the need to know how the world of work changes and how to respond to those

changes through the written word and corresponding visual statements. Her interactive questions solicited interesting responses, such as the two following:

Kursmark: Why is the WOW! needed?

PRWRA Respondents: We need to study different industries, their communication style, and how they want to be marketed to and responded to in writing. We need to study our individual client, responsibilities, and achievements, and go beyond the normal to create impact statements that will demand attention from the intended audience. We must not only study keywords, but create space in the electronic and mostly Word-formatted

documents to fit the most dominant information.

Kursmark: From a business perspective...

PRWRA Respondents: All businesses utilize different communication styles and methods for getting their messages across. Companies, non-profits, government agencies, and human resources departments the world over require and want jobseekers to understand their business. As writers, we need to tune our businesses into the detailed requirements and hot buttons of every industry, even if it means studying each type that our clients will approach.

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Wow! Factor

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Instead of a formula for all résumés or industries, Kursmark described and demonstrated some of the ways to add the WOW! to almost any type of résumé. We need to change our thinking to the marketing and advertising field, not just résumé writing. So she suggests considering documents as marketing pieces and provides the following examples to support that direction:

Wow Strategy #1:

Branding Statements

SENIOR EXECUTIVE

- General Management –
- Sales & Marketing –
- Business Development –

Specialize in raising the bar, creating the strategy, managing the risk, and improving the quality and caliber of operations. *(rest of summary follows)*

SENIOR MARKETING EXECUTIVE

Translating consumer insights into actionable strategies for dynamic business growth.

(rest of summary follows)

CHIEF TECHNOLOGY OFFICER

Marshalling technology resources to support business priorities and enable the achievement of extraordinary goals. *(rest of summary follows)*

SENIOR EXECUTIVE:

TECHNOLOGY PRODUCTS & SERVICES

Ignite Revenue ~ Drive Change & Growth ~ Build Dynamic Organizations
(rest of summary follows)

Wow Strategy #2:

Unique Summary

The first third of the résumé will win or turn off the reader. It needs to capture and focus on what may be most important to them. The Unique Summary should create an immediate impact statement and visual event that could include graphics, tables, and columns. It should grab the reader's eye and provide a few details of relevant examples.

IT DESIGNER & STRATEGIST

Accomplished executive team member with outstanding project and program management skills. Outstanding ability to handle highly complex, large scale projects that require extensive organizational skills, cross-functional team design/direction, and a superior record of delivering projects on time and under budget with an average savings to client company engagement of \$37,000. Completely realigned failing \$21 million department within the technology support, call center operations area to support key projects across all departmental lines. Focused efforts included working directly with C-level on each engagement and project phase area. Strategically placed company in position to win new accounts with a new account revenue average of \$348,000.

Wow Strategy #3:

Umbrella Achievements:

Umbrella achievements demonstrate and direct the reader's attention to critical, salient achievements that focus on transforming, career impact statements for each position.

*UNIVERSITY OF NORTH CAROLINA AT
CHAPEL HILL, Chapel Hill, NC
Director of Residential Life
(2001 – Present)*

Initiator of Program Planning & Evaluations: worked closely with departmental leadership in establishing departmental goals; resulted in \$2,300 per year savings; aligned the university Strategic Plan with savings of \$1,100 per student.

Wow Strategy #4:

Minimize Job Descriptions

Avoid descriptions from job histories and responsibilities listings. Look for elements of direct, tangible impact to the organization.

*PROFESSIONAL EXPERIENCE
Freeman & Associates, Raleigh, NC
Director of Corporate Operations*

(November 2002 – September 2004)

Key player in the design and implementation of all multi-million dollar expansion strategies for the company. Direct reduction of 34% of workforce, significant sales increases, and \$2.3 million reduction in operating cost margins.

Wow Strategy #5:

Get Creative

Graphs, charts, columns, tables, and quotes can enhance the WOW! Strategy thought process. Do not be limited by visual graphics.

Wow Strategy #6:

Highlight Select Accomplishments

In this area, you can re-label or use Career Highlights to emphasize critical information.

*EAST CAROLINA UNIVERSITY
Greenville, NC*

*Director/Chief of Police (1/1993 – Present)
Introduced community policing, implementing programs resulting in recognition by the Governor of North Carolina for Excellence in Community Policing.*

Another critical step in producing documents that say WOW! is to ask context questions — those concerning core skills and abilities — and to solicit CAR, STAR, and SHARE items. These are varying acronyms describing a storytelling process to describe challenges, actions, and results achieved by job seekers. Part of the writer's job is to select the right information, not just use the information provided by the candidate. We have to draw them out, provide detailed guidance on how to delineate their achievements, and educate them in the best, most current ways to differentiate themselves from their competition.

Do you like what you've read so far? Order your:

"BEST OF" CONFERENCE COVERAGE SPECIAL REPORT

See Page 13 for Ordering Information

Thanks to our article authors: Daniel Dorotik, NCRW; Diane Burns, CPRW, CCM, IJCTC, CEIP; Rita Fisher, CPRW; Audrey Field, CRW, B.A., B.Ed.; John M. O'Connor, BA, MFA, CRW, CPRW, CCM, CECC

Like What You've Read So Far? Then Order:

"Best of the Conferences" 2000 – 2002

Edited by Bridget (Weide) Brooks, CPRW

Abbreviated Table of Contents

Professional Association of Résumé Writers and Career Coaches 2000 – Toronto, Canada

Aggressive Butterflies (Aleisa Benedict)
Taking the Temperature of Your Business (Louise Kursmark)
Thriving, Not Just Surviving (Vivian Van Lier)

National Résumé Writers' Association 2001 – San Antonio, Texas

Electronic Résumés and Online Résumé Posting (Susan Britton Whitcomb)
Tips, Tricks, Ideas, and Inspiration for Improved Résumé Design (Louise Kursmark)
Reaching for the Stars in the Lone-Star State (Wendy Enelow)

Professional Association of Résumé Writers and Career Coaches 2001 – St. Petersburg, Florida

"North of the Border" Marketing Strategies (Martin Buckland)
"Master of Your Own Domain: Web Strategies for Résumé Writers (Kevin Skaritt)
Why Be a Career Coach? (Don Orlando)
Résumé Writing Workshop (Jacqui Barrett, Sue Montgomery, Don Straits)

Professional Résumé Writing and Research Association 2002 – Atlanta, Georgia

Executives in Career Transition (Phyllis Shabad)
Growing a Small, Successful Business (Randy Stevens)
Making Career Fairs Work For You (Steve Johnson)
Successful Job and Salary Negotiation Tips (David Griswold)
Virtual Secrets for the Real Web: Running a Successful Virtual Business (John Donovan)
Increasing Profits Through Free Media Publicity (Susan Geary and Laura DeCarlo)

Career Masters Institute 2002 – San Diego, California

Advanced Résumé Writing Workshop (Louise Kursmark)
Building a Profitable Private Careers Practice (Dick Knowdell, Jack Chapman, Wendy Enelow)
Entrepreneurial Magic: Building Balance and Maximizing Profits (Jan Melnik)
Selling the Invisible: Winning in Today's Career Industry (Wendy Enelow)
R.O.I. Résumés: Write Résumés That Deliver A Healthy Return on Investment (Susan Britton Whitcomb)

Association for Job Search Training 2002 – Orlando, Florida

Assisting Your Client With an International Job Search (Ed Conner)
A Brief Comparison of Counseling and Coaching (Dick Knowdell)

The "Best of the Conferences: 2000 to 2002" is a 60+ page report with summaries of the sessions from the 2000 PARW Conference in Toronto, the 2001 NRWA Conference in San Antonio, the 2001 PARW Conference in St. Petersburg, the 2002 CMI Conference in San Diego, and two career-related sessions from the 2002 AJST conference in Orlando. You'll find great information on marketing, pricing your services, add-on services, sales techniques, and lots and lots of great resume writing tips and techniques from the industry's biggest names: Melnik, Kursmark, Enelow, Britton Whitcomb, and Van Lier.

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