

DiversityLeaders.net



CONFERENCE HANDBOOK



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MISSION STATEMENT/VISIONS/GOALS/THE GOLDEN RULES

"MISSION STATEMENT"

To strive, through excellence, in developing a win-win relationship with all of our customers by providing undivided attention to quality, training, ethics, service, and value.

"VISIONS"

- To develop a partnership with candidates and companies.
- Long-term relationship with our clients - *You are our future company representatives*
- To help each candidate embark into an exciting and rewarding career.

"CANDIDATE GOALS"

- To get 2nd & 3rd Interviews - Always try to keep in the loop
- To get offers - There's nothing as good as an option--helps in negotiations
- Start a rewarding career-- Hit a home run

"THE GOLDEN RULES"

- You miss 100% of the shots you never take. You can always say NO to an offer, but if you don't have the opportunity to say yes, you are only harming yourself.
- Companies can make things happen when they like you.
- At DIVERSITYLEADERS.NET, we believe geographic preference is important. However, please keep in mind these suggestions:
 - ** **Your best bet** -- "I am open to other geographic locations, however would prefer..."
 - ** It is not where you start ... it's where you end.
- Be relaxed and confident. You have a lot to offer.
- Be prepared - at the conference you will be given company information. **READ IT.**
 - ** The best opportunities will go to those who are prepared!!!
 - ** Make the employers like and respect you and respect them by knowing about their company.
 - ** Do extensive research on your companies if you have the opportunity.

John Q. Citizen
Street Address
City, State Nine Digit Zip Code

BS Electrical Engineering 1985
University of Southern California
Los Angeles, California

Sample Resume:

1.7" top margin
0.5" left and right margin
0.5" bottom margin

10pt font, Times New Roman, One page
desirable, if pertinent info, 2 pages MAX,

AVAILABLE: January 1, 1999

(Area Code) Home Phone Number

MBA Finance 1993
Loyola College in Maryland
Baltimore, Maryland

High School: Valedictorian; County Student of the Month; Rotary Club Outstanding Senior; Student of the Year; National Honor Society; Class President; Student Government Representative (Treasurer); Presidential Classroom for Young Americans; Boys State; Key Club (Treasurer, Lieutenant Governor 17th District); Alliance Area Youth Center President; Varsity Basketball; Varsity Football; Worked part-time 6 hours per week during school and full-time 60 hours per week during summers

College: Graduated with distinction; Immediate Graduate Education Program; Tau Beta Phi Engineering Honor Society; American Society of Naval Engineers; American Nuclear Society (Student Paper Finalist).

Note: 50% of undergraduate education financed by scholarship, 25% by loans, and 25% by part-time work. 100% of graduate degree financed by full-time work.

EXPERIENCE: 6/85-Present – Captain, Field Artillery, United States Army

7/89-Present Damage Control Assistant/Quality assurance Officer: Responsible for maintenance and repair of all auxiliary mechanical and electrical systems on nuclear submarine, including diesel engine, hydraulic power plants, compressed air, atmospheric control, refrigeration, electric cooling, plumbing, interior communications, and damage control equipment. Supervise 13 mechanics and 5 electricians.

- Noted as “having the best ship’s fire drill ever seen” during Operational Reactor Safeguards Examination.
- Qualified 12 quality assurance inspectors and 11 controlled material petty officers within 6 months which was noted by Nuclear Propulsion Examining Board as “Superior” to other submarines

12/87-6/89 Company Commander: Responsible for training and welfare of 85 communication-electronic intelligence technicians and over 20 families, with mission of providing voice collection and electronic jamming support. Responsible for maintenance of 12 high technology computerized intelligence collection systems and 44 wheeled vehicles.

- Recognized as “best” ground based intelligence unit in Europe.
- Maintained 95% maintenance rate, 5% above Army standard.
- Only company of 4 to receive “Fully Trained” rating during Command Inspection.
- Selected for command while junior Captain in brigade.

9/86-11/87 Anti-Satellite (ASAT) Test Data Analysis Manager: Directed data collection, pre-flight and post-flight data processing, and analysis for all ASAT flight tests, Managed 30-member data analysis team responsible for determining real-time system health status. Responsible for 100+ post-flight data products.

- Led real-time and post-test data analysis for successful first intercept of an orbiting satellite.
- Reduced post-flight analysis time line by 15% by creating tracking system that identified time-critical data products and negotiated improved delivery schedules.
- Created navigation analysis computer program, which eliminated costly additional product.

6/85-8/86 Company Executive Officer: Responsible for supervising maintenance program and general operation of Bradley equipped, Infantry Rifle Company consisting of 109 Soldiers, 14 armored vehicles, and 4 wheeled vehicles. Responsible for monitoring supply functions, logistical support, and combat readiness, and for assisting commander in tactical operations.

- Raised company maintenance operational readiness rate from 50% to 92% after 4 months in position, 3% over objective,
- Increased average gunnery scores by 10%.
- Received “Commendable” rating of 93% on Division Readiness Test.
- Achieved highest gunnery score in battalion with 960 point average, increase of 6%.
- Attended 4 months of Infantry Officer Training, Commandant’s List.

PREPARATION FOR THE INTERVIEW

It is advisable to develop a career summary folder for all interviews. The following should be included:

- Social Security Card
- License
- Copy of college transcripts
- Officer Evaluations/Fitness Reports
- Extra copies of your resume
- Pen and pencil
- Any correspondence that speaks of your accomplishments
- Fill out and carry a sample application for employment
- Company literature

Awards	Letters of Commendation
Certificates	Licenses
Certifications	

All of the above can be easily carried in a leather portfolio. **Remember, a prepared candidate is a great candidate.**

THE INTERVIEW

HOW TO MASTER THE ART OF INTERVIEWING

By Bill Radin

To a large degree, the success of your interview will depend on your ability to discover needs and empathize with the interviewer. You can do this by asking questions that verify your understanding of what the interviewer has just said, without editorializing or expressing an opinion. By establishing empathy in this manner, you'll be in a better position to freely exchange ideas, and demonstrate your suitability for the job.

In addition to empathy, there are four other intangible fundamentals to a successful interview. These intangibles will influence the way your personality is perceived, and will affect the degree of rapport, or personal chemistry you'll share with the employer.

1. **Enthusiasm** – Leave no doubt as to your level of interest in the job. You may think it is unnecessary to do this, but employers often choose the more enthusiastic candidate in the case of a two-way tie. Besides, it's best to keep your options open – wouldn't you rather be in a position to turn down an offer, that have a prospective job evaporate from your grasp by giving a lethargic interview?
2. **Technical Interest** – Employers look for people who love what they do, and get excited by the prospect of tearing into the nitty-gritty of the job.
3. **Confidence** – No one likes a braggart, but the candidate who's sure of his or her abilities will almost certainly be more favorably received.
4. **Intensity** – The last thing you want to do is come across as "flat" in your interview. There's nothing inherently wrong with being a laid back person; but sleepwalkers rarely get hired.

By the way, most employers are aware of how stressful it can be to interview for a new position, and will do everything they can to put you at ease.

The Other Fundamentals

Since the interviewing also involves the exchange of tangible information, make sure to:

1. Present your background in a thorough and accurate manner;
2. Gather data concerning the company, the industry, the position, and the specific opportunity;
3. Link your abilities with the company needs in the mind of the employer; and
4. Build a strong case for why the company should hire you, based on the discoveries you make from building rapport and asking the right questions.

Both for your sake and the employer's, never leave an interview without exchanging fundamental information. The more you know about each other, the more potential you'll have for establishing rapport, and making an informed decision.

Basic Interviewing Strategy

There are two ways to answer interview questions: the short version and the long version. When a question is open-ended, I always suggest to candidates that they say, “Let me give you the short version. If we need to explore some aspect of the answer more fully, I’ll be happy to go into greater depth, and give you the long version.”

The reason you should respond this way is because it’s often difficult to know what type of answer each question will need. A question like, “What was your most difficult assignment?” might take anywhere from thirty seconds to thirty minutes to answer, depending on the detail you choose to give.

Therefore, you must always remember that the interviewer’s the one who asked the question. So you should tailor your answer to what he or she needs to know, without a lot of extraneous rambling or superfluous explanation. Why waste time and create a negative impression by giving a sermon when a short prayer would do just fine?

Let’s suppose you were interviewing for sales management position, and the interviewer asked you, “What sort of sales experience have you had in the past?”

Well, that’s exactly the sort of question that can get you into trouble if you don’t use the short version/long version method. Most people would just start rattling off everything in their memory that related to their sales experience. Though the information might be useful to interviewer, your answer could get pretty complicated and long-winded unless it’s neatly packaged.

One way to answer the question might be, “I’ve held sales positions with three different consumer product companies over a nine-year period. Where would you like me to start?”

Or, you might simply say, “Let me give you the short version first, and you can tell me where you want to go into more depth. I’ve had nine years experience in consumer product sales with three different companies, and held the titles of district, regional, and national sales manager. What aspect of my background would you like to concentrate on?”

By using this method, you telegraph to the interviewer that your thoughts are well organized, and that you want to understand the intent of the question before you travel too far in a direction neither of you wants to go. After you get the green light, you can spend your interviewing time discussing in detail the things that are important, not whatever happens to pop into your mind.

Don’t Talk Yourself Out of a Job

I’ve got a friend who’s the hiring manager of an electronics company. He told me once that he brought a candidate into his office to make him a job offer. An hour later, the candidate left. I asked my friend if he had hired the candidate.

“No,” he said. “I tried. But the candidate wouldn’t stop talking long enough for me to make him an offer.”

Don’t misinterpret me. I’m not suggesting that an interview should consist of a series of monosyllabic grunts. It’s just that nothing turns off an employer faster than a windbag candidate.

By using the short version/long version method to answer questions, you’ll never talk yourself out of a job.

The Prudent Use of Questions

Beware: An interview will quickly disintegrate into an interrogation or monologue unless you ask some high quality questions of your own. Candidate questions are the lifeblood of any successful interview, because they:

- Create dialogue, which will not only enable the two of you to learn more about each other, but will help you visualize what it’ll be like working together once you’ve been hired;
- Clarify your understanding of the company and the position responsibilities;
- Indicate your grasp of the fundamental issues discussed so far;
- Reveal your ability to probe beyond the superficial; and
- Challenge the employer to reveal his or her own depth of knowledge, or commitment to the job.

Your questions should always be slanted in such a way as to show empathy, interest, or understanding of the employer’s needs. After all, the reason you’re interviewing is because the employer’s company has some piece of work which needs to be completed, or a problem that needs correcting. Here are some questions that have proven to be very effective:

- What’s the most important issue facing your department?
- How can I help you accomplish this objective?
- How long has it been since you first identified this need?
- How long have you been trying to correct it?
- Have you tried using your present staff to get the job done? What was the result?
- What other means have you used? For example, have you brought in independent contractors, or temporary help, or employees borrowed from other departments? Or have you recently hired people who haven’t worked out?

Questions like these will not only give you a sense of the company’s goals and priorities, they’ll indicate to the interviewer your concern for satisfying the company’s objectives.

Give It Some Thought

Here are seven of the most commonly asked interviewing questions. Do yourself and the prospective employer a favor, and give them some thought before the interview occurs.

1. Why do you want this job?
2. Why do you want to leave your present company?
3. Where do you see yourself in five years?
4. What are your personal goals?
5. What are your strengths? Weaknesses?
6. What do you like most about your current company?
7. What do you like least about your current company?

The last question is probably the hardest to answer: What do you like least about your present company?

I've found that rather than pointing out the faults of other people ("I can't stand the office politics," or, "I don't get along with my boss"), it's best to place the burden on yourself ("I feel I'm ready to exercise a new set of professional muscles," or, "The type of technology I'm interested in isn't available to me now.").

By answering in this manner, you'll avoid pointing the finger at someone else, or coming across as a whiner or complainer. It does no good to speak negatively about others.

I suggest you think through the answers to the above questions for two reasons.

First, it won't help your chances any to hem and haw over fundamental issues such as these. (The answers you give to these types of questions should be no-brainers.)

And secondly, the questions will help you evaluate your career choices before spending time and energy on an interview. If you don't feel comfortable with the answers you come up with, maybe the new job isn't right for you.

Money, Money, Money

There's a good chance you'll be asked about your current and expected level of compensation. Here's the way to handle the following questions:

1. What are you currently earning?

Answer: *"My salary, including bonus, is in the high-40s. I'm expecting my annual Review next month, and that should put me in the low-50's."*

2. What sort of money would you need in order to come to work for our company?

Answer: *"I feel that the opportunity is the most important issue, not salary. If We decide to work together, I'm sure you'll make me a fair offer."*

Notice the way a *range* was given as the answer to question 1, not a specific dollar figure. However, if the interviewer presses for an exact answer, then by all means, be precise, in terms of salary, bonus, benefits, expected increase, and so forth.

In answer to question 2, if the interviewer tries to zero in on your expected compensation, you should also suggest a range, as in, "I would need something the the low- to mid-50s." Getting locked into an exact figure may work against you later, in one of two ways: either the number you give is lower than you really want to accept; or the number appears too high or too low to the employer, and an offer never comes. By using a range, you can keep your options open.

Questions You Can Count On

There are four types of questions that interviewers like to ask.

First, there are the *resume* questions. These relate to your past experience, skills, job responsibilities, education, upbringing, personal interests, and so forth.

Resume questions require accurate, objective answers, since your resume consists of facts which tend to be quantifiable (and verifiable). Try to avoid answers which exaggerate your achievements, or appear to be opinionated, vague, or egocentric.

Second, interviewers will usually want you to comment on your abilities, or assess your past performance. They'll ask *self-appraisal* questions like, "What do you think is your greatest asset?" or, "Can you tell me something you've done that was very creative?"

Third, interviewers like to know how you respond to different stimuli. *Situation* questions ask you to explain certain actions you took in the past, or require that you explore hypothetical scenarios that may occur in the future. "How would you stay profitable during a recession?" or, "How would you go about laying off 1300 employees?" or, "How would you handle customer complaints if the company drastically raised its prices?" are typical situation questions.

And lastly, some employers like to test your mettle with *stress* questions such as, "After you die, what would you like your epitaph to read?" or, "If you were to compare yourself to any U.S. president, who would it be?" or, "It's obvious your background makes you totally unqualified for this position. Why should we even waste our time talking?"

Stress questions are designed to evaluate your emotional reflexes, creativity, or attitudes while you're under pressure. Since off-the-wall or confrontational questions tend to jolt your equilibrium, or put you in a defensive posture, the best way to handle them is to stay calm and give carefully considered answers.

Whenever I hear a stress question, I immediately think of the Miss Universe beauty pageant. The finalists (usually sheltered teenagers from places like Zambia or Uruguay) are asked before a live television audience of three and an half billion people to give heartfelt and earnest responses to incongruous questions like, "What would you tell the leaders of all the countries on earth to do to promote world peace?"

Of course, your sense of humor will come in handy during the entire interview process, just so long as you don't go over the edge. I heard of a candidate once who, when asked to describe his ideal job, replied, "To have a beautiful woman rub my back with hot oil." Needless to say, he wasn't hired.

Even if it were possible to anticipate every interview question, memorizing dozens of stock answers would be impractical, to say the least. The best policy is to review your background, your priorities, and your reasons for considering a new position and to handle the interview as honestly as you can. If you don't know the answer to a question, just say so, or ask for a moment to think about your response.

Wrapping It Up

At the conclusion of your interview, you can wrap up any unfinished business you failed to cover so far, and begin to explore the future of your candidacy.

During your interview wrap-up, it's a good practice to make the interviewer aware of other opportunities you're exploring, as long as they're genuine, and their timing has some bearing on your own decision making.

The fact that you're actively exploring other opportunities may affect the speed with which the company makes its hiring decision. It may even positively influence the eventual outcome, since the company may want to act quickly so as not to lose you.

However, your other activity should be presented in the spirit of assistance to the interview, not a thinly veiled threat or negotiating tactic. I'd advise you to play it straight with the interviewer.

And remember to maintain a positive attitude. In today's job market, you'd be surprised how often victory is snatched from the jaws of defeat.

*The better your interviewing skills,
the greater your chances of getting the job.*

Important guidelines to be remembered are as follows:

1. ALWAYS SHOW AN INTEREST IN THE COMPANY AND CAREER PATH.

- Make it clear that you want the job without pleading/begging.
- Show enthusiasm towards the company and its operation.
- Know the Company.

2. ALWAYS PREPARE FOR THE INTERVIEW

- Read the literature we give you on the company, but also do additional research.
- If you have heard good things about your prospective employer, let them know.
- Many companies have web sites on the Internet, DO RESEARCH!!!
- During the interview, you should have all documents handy which an interviewer may request. For example, resumes, fitness reports/OERs, DD214, Reference Sheet, Awards, Social Security Card.
- At conference, refrain from knocking on doors while interviews are in progress. Knock on the door at the scheduled interview time and wait for a response.

3. APPEARANCE CAN BE EVERYTHING

- Never arrive late to an interview
- First appearance can speak before you ever say a word.
- Relax, smile, and shake hands firmly.
- Look polished, professional and businesslike.
- Always wear a suit (charcoal gray or navy blue).

4. BE OBSERVANT, LISTEN, AND ASK QUESTIONS

- Listen attentively to the questions they ask and answer appropriately.
- A way to impress prospective employers is to ask intelligent questions about the company and the position. STAY FOCUSED.
- When asked to speak about yourself, focus on your accomplishments and how they can be beneficial to the company and the position.
- There is never a yes or no question, "Yes, because..." or "No, because...". Always paint a picture.

5. MANNERS AND ETIQUETTE

- Don't slouch.
- Don't smoke, drink, or chew gum -- even if the interviewer does.
- NEVER put down your former employer or your boss. If you do, the interviewer may assume you will do the same to him/her.
- DON'T discuss salary requirements prematurely. Wait until the prospective employer has demonstrated an interest in hiring you.

6. *ALWAYS CLOSE THE INTERVIEW*

- For example: "With my skills and background, I can make an immediate and positive impact to your organization. I look forward to speaking with you again." Ask for the job.

7. *AFTER THE INTERVIEW*

- DON'T get discouraged if you are not offered a position at the first interview. Be sure that you are doing everything possible to be invited back. REMEMBER, it usually takes several interviews before an offer is made.
- Write down your impressions of the interview shortly after it is over while things are still fresh in your mind.
 - ** How do your talents/experiences fit the job requirements.
 - ** Are there any open issues? Areas of confusion/uncertainty?
 - ** What did the interviewer promise to do? Why? When?
- Contact us and give us feedback on how the interview went as soon as possible. This will allow us to effectively support your interest and clear up any uncertainties that may remain in the interviewers mind.
- Follow up the interview by writing a short thank you letter. Include something positive about your qualifications that may not have been covered in the interview.

GENERAL QUESTIONS TO ASK THE INTERVIEWER

1. What qualifications are you looking for?
2. What exactly would you like to have accomplished in this position?
3. How many people are you interviewing?
4. How has this position been filled in the past?
 - * Why isn't the job being filled by someone from within the company?
5. How many people have held this position in the last 5 years?
 - * Where have they gone to?
 - * Would it be possible to speak with the person who last held the position?
6. Can you draw a brief organization chart so I can see where I might fit in?
7. How many people would I supervise?
 - * How do you feel about the performance of the people who would report to me?
8. What do you like most about your company? Least?
9. What are the company's future plans and goals?
 - * What, if any, is the biggest single problem facing your company right now?
 - * I read in the newspaper/magazine that XYZ Company had _____.
 - * How do you see this affecting future performance/operations/plans?
10. How does this company treat its employees?
11. How soon will you decide if you want to talk to me again (hire me)?
12. What qualities have successful people in the past had and what made them succeed? (When answered they have loaded your guns.)
13. Do you have any other questions about my qualifications?
14. **ALWAYS** ask for a business card at the end of an interview.

COMMONLY ASKED QUESTIONS TO THE CANDIDATE

1. Tell me about your current job responsibilities. *(They will probe for added responsibilities involving leadership and conduct a brief overview of all positions on your resume.)*
2. Are you willing to relocate? Where?
3. How much overnight travel do you do in your present job? Are you willing to travel?
4. Why are you interested in _____?
5. What do you know about our business?
6. What are your short-term (long-term) career goals?
7. What products do you sell?
8. Why are you interested in sales?
9. What do you know about _____ and our products?
10. What specific experience(s) do you have that you believe qualifies you for a sales positions with us? Follow-up on each experience given.
11. Specifically, what have you done to prepare yourself for a career in sales?
12. Tell me about some of your most significant career or academic accomplishments.
13. Tell me about your most creative sale. What was the situation? How was it handled? How did you decide on this approach? Outcome?
14. Give me an example of how you stay attuned to potential problems in your job, with customers, etc. Be specific. How did you deal with the potential problem? Was your approach successful?
15. What were some of the toughest decisions you had to make at _____? Tell me about one of them. What alternatives did you consider? What made you finally come to the decision you did? What was the outcome?
16. Describe a (sales) situation(s) in which you were not fully acquainted with the technical aspect of a product or work process, yet were required to present that information to a customer, management, etc. How did you handle it? How did they react?

COMMONLY ASKED QUESTIONS TO THE CANDIDATE

(Continued)

17. What kinds of presentations (and how often) have you been called upon to give to groups? Size of group? Purpose? Preparation? Format used? Was it successful? Was your approach different than that used by others.
18. Describe a situation in which your initial attempt to gain someone's support or cooperation failed. Did you try again? What approaches did you use? What was the final outcome?
19. Compare some sales situations where you felt your performance was above average to a time your performance was below standard. Why specifically do you feel one situation was handled better than the other?
20. Describe some situation in which you gave your all but fell short of your goal. What were the specifics of the situation? How handled? What were the repercussions of not succeeding?

COMMON REASONS WHY COMPANIES SAY NO!

The following are reasons why companies may decide to reject candidates:

1. Late for the interview.
2. Poor communication skills.
3. Lack of preparation for interview - researching company brochures, etc.
4. Questionable work ethic.
5. Failure to sell oneself in interview.
6. Misrepresentation on resume -- education, GPA, etc.
7. Weak interpersonal skills.
8. Failure to demonstrate leadership or management potential.
9. Inadequate analytical or problem-solving skills/deficiency in capacity to handle concepts.
10. Immaturity and/or lack of self-confidence.
11. Personality -- overly aggressive, over-confident, arrogant.
12. Appearance -- unprofessional presence in dress, grooming or habits.
13. Inability to articulate clear goals or future career direction.
14. Insufficient technical competency for job.
15. Lack of general enthusiasm, energy and motivation, personally and/or professionally.
16. Lack of match between skills or academic background and position.
17. Lack of ability to be a team player.
18. Unwillingness to relocate or travel.
19. Inability to close the interview.

JOB SEARCH DON'TS

Other Don'ts are as follows:

1. Regardless of how late or disorganized an interviewer is, don't get upset or show any hint of dissatisfaction. Bring along reading material.
2. Never be presumptuous -- always target the potential employers needs, not yours.
3. Don't call and ask for executives/recruiters to return your call. Leave a complete message that ends with "if you need any further information, please let me know".
4. Never be rude to anyone.
5. Don't apply for just a job -- help the Company decide exactly where you should work.
6. Don't expect anyone to actually read your resume and try to match it to a job. Until you get to the interview stage, everyone is looking for reasons to throw your resume out.
7. Don't address any letters to Sir/Madam. Take the time to find the name of the appropriate person.
8. Don't present anything to companies without proof reading first.
9. Don't get discouraged. POSITIVE persistence, as with many other endeavors, is the key to job search success.
10. Don't take over the interview. Find out what the interviewer wants and provide it.
11. Don't lose control of your job search. Keep a log of all activities and there status.
12. Don't forget to thank everyone you talk to.
13. Don't forget to follow-up your interview with thank you letters within two days.
14. Don't ever tell anyone that you are the best candidate for the job. Leave that up to the company. Just convey your willingness to work hard, contribute, and learn.

OPPORTUNITIES

OPERATIONS MANAGEMENT

Definition: Operations management is a fast-paced, team-oriented environment. The traits most often looked for are: Leadership abilities; interpersonal skills; problem solving ability; teamwork and sense of urgency.

Responsibilities: Operations is the core activity of any business. In transportation, responsibilities include all activities related to the actual movement of freight to customer service. In manufacturing, responsibilities include all activities involved in the production process to logistic support activities.

Manager's duties are similar to military leadership roles -- working with a team to accomplish a mission as one part of an organization or process. Companies are looking for innovators and those who consistently create ways to do more with fewer resources.

Promotions: Each company has its own philosophy, but typically you can expect to be promoted to positions of increased responsibility as you demonstrate competence with each level. However, most major corporations spend just as much time developing people with lateral assignments enabling them to understand different functions within the company. There is less "middle management" than previously, and definitely less than you are used to in the military. Most corporations will also allow crossover into sales, marketing and human resources from operations. **Always manage your own career.** More and more companies encourage the development of coach and mentor relationships to help their young managers feel their way around.

Interviews: Remember to highlight the "we" in all your accomplishments. Although the interviewer needs to discern your impact in making your previous organizations better, it helps to emphasize your role as a leader, coach and team player. Be specific in your answers, emphasizing accomplishments and achievements. Orient your answers on your ability to contribute to group goals, and prove it with concrete examples that relate to the environment you would be working in. You must demonstrate that you are the type of leader who empowers people to succeed.

OPPORTUNITIES

(Continued)

SALES

Overview: In order to be successful in sales one must be extremely competitive. The traits most sought after in salespeople are as follows:

- * competitiveness
- * self-motivation
- * listening ability
- * interpersonal skills
- * self-discipline
- * energy
- * excellent communication
- * strong customer service

Compensation for sales opportunities we represent always have a strong base salary component (\$28K-\$40K), almost always includes a bonus or commission dependent on performance, and automobile.

Responsibilities: Sales involves making powerful presentations to customers. However, it involves analysis of product and customer information, problem-solving for customers, developing of marketing and prospecting strategies, business management, and the constant study of the conditions of the market and industry that affect your business. Successful salespeople have a "whatever it takes" attitude towards taking care of their customers.

Promotions: You will probably start as a territory manager/representative responsible for meeting the needs of an existing client list and developing new clientele. You will report to a District Manager. You can expect to be in this position for approximately three years depending on your performance and company time lines. As you progress, you will be given the opportunity to manage a district and eventually a region.

Interviews: You must really "go for" the job in a sales interview. The interviewer(s) is going to evaluate how excited you are about selling their product and serving their clientele by the enthusiasm and energy you display. The most critical question will be "why sales". If this answer is not approached and answered correctly, there will not be a follow up interview. The "why sales" answer will cover three elements:

OPPORTUNITIES

(Continued)

What do you know about sales?

Why are you interested in sales?

Why will you be successful in sales?

You must prove your knowledge of each of these by using concrete examples of achievement. Choose examples that are sales-related. It is also a good idea to select examples from areas of your life other than the military, remember interviewers are assessing your ability to relate to all types of people. By the end of the interview you should leave no doubt that you want the job! Find a personalized way of communicating your interest, possibly even reiterating some of your strengths and achievements.

CORPORATE BENEFITS

Although benefits packages vary based on company size and employee needs, most major corporations offer fairly similar benefits as a supplement to compensation. The major difference between corporate plans and military compensation is the flexibility offered. The following is a summary of the major benefits offered by most corporations:

Comprehensive Medical Benefits

Typically, insurance pays 80% of health care costs for you and your family for most purposes, excluding pre-existing conditions and some non-standard treatments. To protect you against exorbitant costs, the total amount you can pay "out of pocket" in any year is usually limited to approximately \$3,000 to \$5,000. In addition, you usually have some choice or total freedom in the selection of physicians. The usual monthly cost, dependent upon family size, is between \$40-\$50 for coverage; the company pays the difference.

Dental Care

Dental plans typically pick up between 80%-100% of routine costs such as annual exams and cleanings, and 50% of other major work. Orthodontic work is usually limited to a certain dollar amount per family member. As with medical, there is usually a monthly payment required. The cost is usually between \$5 - \$10.

Disability

Disability insures that you will receive an income should you become unable to work. Typically this plan provides about 2/3 of your salary. This is usually divided into short-term disability, which goes into effect immediately, and long-term, which provides coverage should your injury or illness prevent you from returning to work in a few months. Typically, disability costs are covered by the company but coverage can be improved or extended through co-payments.

Life Insurance

Many companies provide free or nominal-cost life insurance policies for you and family members. However, these policies are usually designed to supplement your major life insurance policy.

CORPORATE BENEFITS

(Continued)

401K Savings Plans

These investment vehicles provide a tax shelter for a certain percentage of your income (up to 15%). Most corporations will match a certain level of your contributions, as determined by company policy and profitability. 401K Plans are also portable, meaning you can move your accumulated savings to another company should it become necessary, with certain restrictions.

Pension Plans

Most major corporations have pension plans which are totally company-paid. However, usually you must be with a company for a certain period of time (typically 5 years) before you are "vested" - meaning that you have access to your accumulated pension should you decide to leave.

Holidays and Vacation

Typically, you will get major holidays off, plus some flexible time or personal days that should be scheduled between you and your supervisor. In addition, you will receive vacation time, which is typically 1-2 weeks for your first couple of years and increasing with service.

Tuition Reimbursement

Most major corporations will reimburse some or all of the costs of continuing business-related education (MBA, etc.). This is often the most efficient way to get and pay for a graduate degree that is relevant to your needs as well as your company's.

Military Commitments

Major corporations are very supportive of reserve commitments. Drills and Annual Duty are simply coordinated with your supervisor.

CORPORATE BENEFITS

(Continued)

Bonus/Profit-Sharing

Many companies have goal-oriented bonus programs. For sales representatives and managers, this is usually targeted at market share. On the operations side, goals are more team-oriented and relate typically to work center or company profitability. Bonuses form a larger portion of total compensation for sales representatives than operations managers, but have become increasingly important motivators in both environments.

The major change in corporate benefit programs in the past ten years is flexibility. More and more corporations are adopting benefits plans in which you choose which facets are more important to you and your family. A company representative will brief you on corporate benefits as you draw near the offer stage with a company, and you'll have time after coming on board with a company to learn their systems and choose the best options for you.



SERVICE MEMBER PROFILE

- Appearance:** The service member is ahead of the pack in this category: physically fit, drug free, and extremely organized.
- Business Skills:** The service member uses many different management techniques including but not limited to Effective Decision Making, Xerox Sales Training Courses, TQM (Total Quality Management) and JIT (Just In Time).
- Communication:** The service member becomes a superb communicator (oral & written). Service member 's are able to deliver concepts, ideas, and briefings in a clear and concise manner.
- Customer Service:** During each officer's and enlisted person's career, they interact with civilians, unions, as well as military workforce. They are well versed in dealing multi-cultural settings and interact with all levels of the workforce.
- Discipline:** Service member 's carry uncompromising integrity and loyalty to an organization.
- Education:** Each service member holds an undergraduate degree and many have or may be pursuing an advanced degree. Service member 's develop unique skills through a myriad of professional education courses in such areas as: Total Quality Management, Equal Opportunity, Occupational Safety & Health, Decision making, etc...
- Flexibility:** All service member 's understand the need to be flexible and are able to adapt to changing situations in a professional and tactful manner.
- Leadership:** Each service member 's leadership skills are developed and continually honed through years of situational and hands-on training.
- Responsibility:** Service member 's are responsible for effectively leading sizable, diverse workforces and for the proper accountability and maintenance of million dollar systems.
- Training:** Each service member has completed extensive training requiring him/her to meet and exceed applied criteria.

SUGGESTED READING MATERIALS

The highly recommends reading the following books for all transitioning military personnel. Corporations are looking for intelligent, well-informed, articulate people and this list is great start:

Career Transition

From Army Green(Navy Blue, Air Force Blue) to Corporate Gray

Interviewing

The Interviewing Handbook - Military Edition
Make Your Job Interview A Success

Manufacturing

**World Class Manufacturing (Schonberger)*
The Goal: A Process of Ongoing Improvement

Sales

Strategic Selling (Miller & Herman)
Sell Like a Pro
The One Minute Sales Person
**Any tapes or books authored by Anthony Hopkins or Zig Ziglar*

General

**How to Win Friends and Influence People (Carnegie)*
**The Seven Habits of Highly Effective People (Covey)*
**The One-Minute Manager*
Think and Grow Rich (Hill)

****strongly recommended***

We also recommend reading *Fortune Magazine*, *The Wall Street Journal* and *Business Week*. You should also consider subscribing to the local and regional newspapers in your target location. Also consider subscribing to publications specific to your target industry.

DRESS FOR SUCCESS

What you wear should not make a difference in your ability to perform a particular job, but your appearance during an interview will be considered in evaluating you for the job. If you feel good about the way you look, that attitude will be projected during the interview. Avoid unkept hair, avoid excessive cologne or perfume, and make sure your clothes are neatly pressed and fit your body. If your suit got a little tight since you last wore it, get it altered or buy a new one. Don't think no one will notice that you've gained weight.

Guidelines for Women

1. Suits & Dresses:
 - Conservative business suit or dress
 - Skirt length at least to the top of the knee
 - Choose a soft and neutral color that compliments you, such as: Brown, Navy, Gray or "Earth Tones", such as tan, olive or burgundy
2. Blouses:
 - Keep the styles simple
 - Whites or other soft colors are best
3. Shoes:
 - Dark, polished and matching your outfit.
 - Don't wear white or cream colored shoes
 - Don't wear shoes with really high heels
4. Stockings:
 - Neutral colors are best. Don't wear patterned or lacy patterns
5. Purses:
 - Not necessary, but if so, keep small
6. Accessories:
 - Keep to a minimum (for example - No large earrings, bracelets or necklaces)

Guidelines for Men

1. Suits:
 - Keep colors dark and muted, avoiding bright or light colored suits
 - Stay away from plaids and/or contrasting slacks with jackets
2. Shirts:
 - Good quality white button-down or classic white pinpoint
 - Be sure it is pressed
3. Ties:
 - Keep conservative and complimenting your suit, 100% silk is best
4. Shoes:
 - Polished darker colors
 - Laced are preferred, slip-ons are OK, check for heel wear