

A blurred background image showing a business meeting. A person in a white shirt and dark tie is writing on a document with a pen. Another person's hand is visible on the right, resting on a document. The scene is lit with warm, soft light.

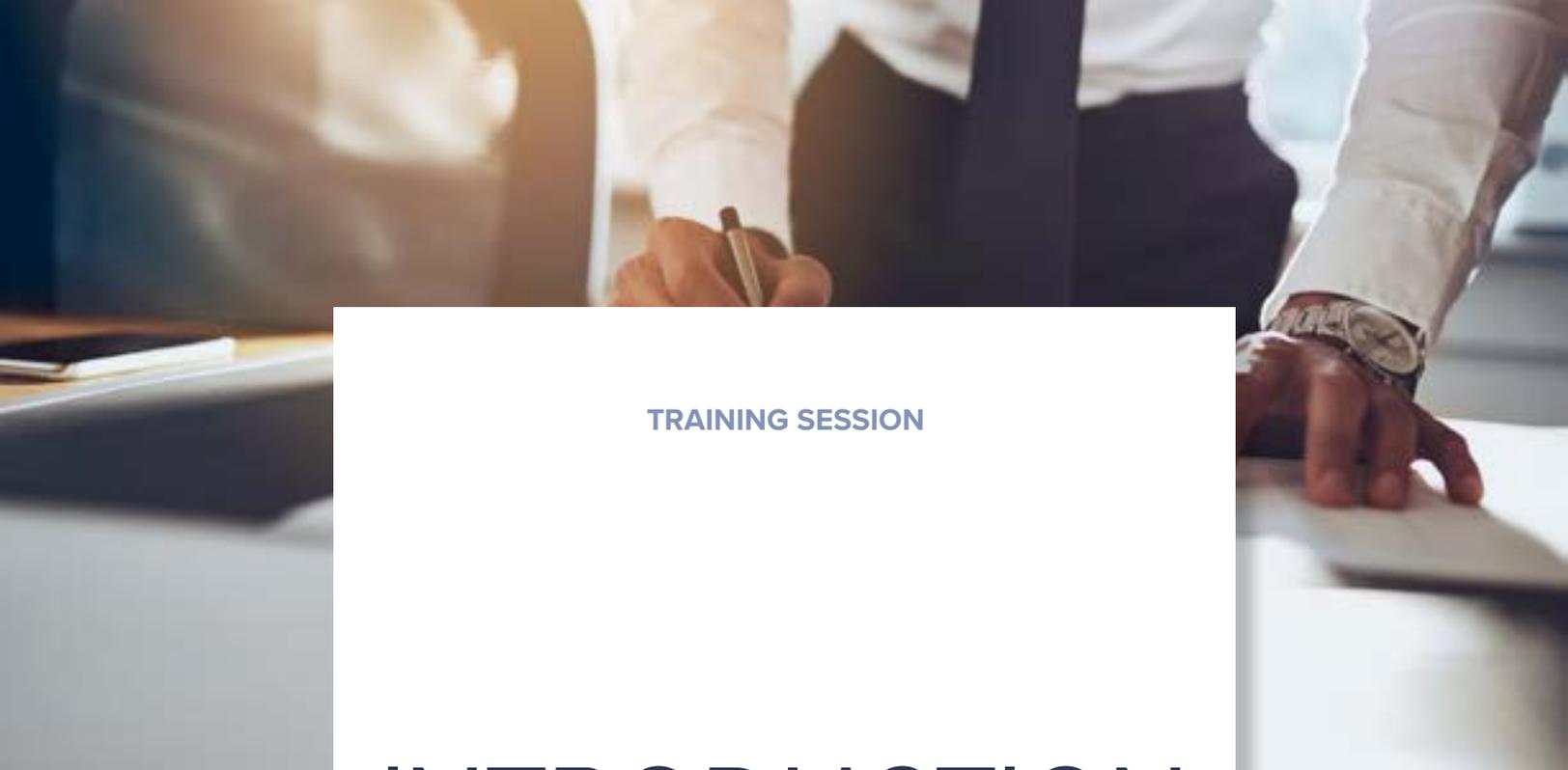
HARRISON BARNES'

# CAREER TRANSFORMATION SYSTEM

TRAINING SESSION



ATTORNEY SEARCH



TRAINING SESSION

# INTRODUCTION

HARRISON BARNES'  
CAREER TRANSFORMATION SYSTEM



ATTORNEY SEARCH

# Introduction

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**Congratulations on signing up for the Career Transformation System!** You've made an incredible decision that could be life changing for you. In fact, if you really study these materials and do the exercises, I am confident that this course will positively alter your life.

How can I say this so confidently? I say this because I have seen the strategies in this course work for more people than I can count. I've seen it help people already doing well do much better. Conversely, I've seen it raise people "from the dead" and give them new lives and careers.

I am your coach and I want more than anything to help you. We do not know each other, but I feel a connection to you because you have taken the initiative to sign up for this course. By signing up for this course you have shown that you take your life and career seriously. Because of this, I want more than anything to help you.

At the outset, I want to apologize for the length of this course. I have shortened it down the best that I can – but please remember that I am going to transform your career and life and doing this is going to require some study. You cannot change your life without taking some time to see what you are doing correctly and what you are doing incorrectly.

It has taken you at least a few decades to get where you are in your life right now. Changing you and getting you to a new and better state will not take as much time – but it will not be instantaneous.

If you are in the middle of a job search you may be tempted to skip ahead in various areas of this course and review the sections you feel are most applicable to you right now. That is fine; nevertheless, I would caution you to make sure you go through the entire course and come back to where you were before you paused the course.

I would recommend approaching the course one lesson per day. I've attempted to give you one important thing to think about and concentrate on per day. If you do this – nothing less and nothing more – the course will work.

Also, given the importance of this material, I would also recommend coming back to it from time to time to review it. Each time you review this information you are likely to get new insights that will help you further. Why is this so? Because one year from now you will be a different person, and as a different person you will see insights and distinctions you did not see before.

An interesting thing about living in Los Angeles is that I am constantly meeting people who call themselves actors. I say this with the utmost respect; however, 99% of the people you meet who call themselves actors are not actors. They may call themselves actors but they have careers that flounder and nothing real ever happens to them.

- **It is the same thing with lawyers.**
- **It is the same thing with salespeople.**
- **It is the same thing with people in every profession.**

Most people are not what they say they are ...

This is because very few people are ever truly committed to anything. I know a well-known actor who became very famous for being good looking on huge television series when he was in his 20s. He did this for several years and made literally tens of millions of dollars showing off his tan and good looks on television. He never learned to become an actor because he could coast on his looks. One day, the series ended and he could never get another acting job.

He went out on audition after audition but no one would hire him. They did not hire him because he was not a good actor. He never learned to be a good actor and never was 100% committed to being an actor. He just sort of fell into something and after everything ended was nowhere.

This is a classic story – the same thing happened to Pamela Anderson after Baywatch. Sure, she is good looking ... but an actress she is not. She never learned to act and because of this the surface of who she is was all she ever had.

This classic story is the same thing that happens to countless people in various professions – doctors, lawyers and others. They may be smart, but they never commit to their professions and never truly get exceptional at it. They approach their profession with a level of casualness that results in them never getting anywhere. Whatever you do, you need to be 100% committed to it and give it your absolute all. Virtually no one does this – but this is the single most important component of being successful in anything.

For my entire professional life, I have attempted to understand what makes some people go to great heights and others simply flounder or fail.

What makes one person fantastic and another average? It is a lot of things, but one thing is incredibly important: Their mindset. Mindset includes a lot of things. Mindset is not just about commitment: It involves how you think about the world, how you position yourself for opportunities and how you run your mind. Mindset is 95% about the game and it is something

very few people ever get right. It is because of this that so few people ever succeed. Mindset is also something that you can learn.

I am going to teach you about mindset. I understand mindset and can help you.

If you run your mind correctly you can accomplish incredible things. If your heart, mind and soul are in your work you can really shine and be an incredible person. This is the difference between the people who are average and those who go to great heights.

You can own exotic islands in the Pacific, drive million dollar cars, marry the person of your dreams, wake up each day happy and energized, have good relationships with others, have wonderfully happy children, make positive contributions to the world and live the life you want.

But you've got to get your mind right first.

Almost no one out there gets their mind right. You need to get your mind right to fix everything.

The first part of this course is going to ask you to really think carefully about how you run your mind. I am serious about this. I've seen people who run their minds correctly go from earning a modest income to millions. I've seen people who learn how to run their minds correctly become incredibly self-confident and happy. The possibilities are limitless when you understand how to run your mind. I am actually far more concerned with how you run your mind than things like your resume and cover letter and interviewing ability. Your mind is everything.

I was spending some time with an actor recently who was interviewing for a part in a major television series. He showed up for a casting call and the casting director (the person who recommends people for certain parts) just sat him down to chat with him. She was not interested in seeing him read a part. She just wanted to talk to him and get a feel for how his mind worked, his energy and the sort of person he was.

Employers, co-workers and others all are concerned with your mind and energy – that is the most important component of everything. It matters more than your technical ability – which can be taught. Your mindset is something that takes study (as you will do here) and something few people ever undertake. You are going to do so here.

The second part of this course is going to examine how you go about finding jobs. Sadly, looking for a job is something virtually no one understands how to do. Very few people understand how to research the market, where the jobs are and the things they need to do in order to find the best jobs out there.

If you do not have a good mindset, you will have a very difficult time getting anywhere. Similarly, if you do not understand how to look for jobs you will also have a very difficult time getting anywhere in your career.

Each year thousands of law students graduate from law schools who never find jobs. What makes this so upsetting to me is that most of them could find jobs if they understood how to look for jobs. Nevertheless, for whatever reason, most of these law students follow the crowd and all look for jobs in the same way – and a substantial majority of people never find jobs because they do not market themselves correctly – or look for jobs the correct way.

In order to truly succeed in the job market, it is important that you understand how to look for jobs. You need to know how to market yourself. Marketing yourself is a hugely important component of a successful job search. Very few people ever learn how to market themselves correctly and track down jobs correctly.

One of the most important things to understand is that when you are looking for a job you are marketing a product. You are the product. Presumably, you are interested in selling this product. Businesses that are interested in selling products need to find clients and in order to sell them.

Many businesses have huge research divisions that spend tons of time researching potential customers. They get every piece of information they possibly can in order to find out who their best potential customers would be. Some companies spend billions of dollars researching who their best clients are likely to be and then reaching out to them.

The most successful people – and businesses – all market themselves very well and understand this. You do not just see McDonald's advertising on television, for example. McDonald's is advertising and looking for customers on blimps, inside busses, on the back of busses, on the radio, in magazines, in sport stadiums, in airports, in airline magazines – you name it.

Just like a major business markets its product, you too need to market your product effectively as well. You also need to research who your clients are. Incredibly, many people do not undertake a massive research effort when they are looking for a job and, instead, just apply to a few jobs here and there. This is insanity. Any job search requires a massive and profound research effort that quite literally leaves no stone unturned. You should be investigating every single possible employer out there where you could potentially get hired – regardless of whether or not they have an opening.

I am going to show you how to research your potential market and go after it. This is hugely important stuff that very few people get right.

The next – and shortest – part of this course involves your application materials. This is not because I do not feel your application materials are not important. Instead, the reason I spend so little time on this is because I honestly do not believe they are as important as other more crucial components of your job search – such as your mindset, research ability, interviewing ability and more. Some people spend weeks or months on their application materials – this is not necessary. Employers want to hire competent people; however, your ability to show that you are going to work hard, get along well with others and do more work is more important than what your resume looks like – trust me.

I've spent my career working with attorneys. The differences between attorneys are so pronounced I could talk about it for weeks on end. In the acting world when people are young and good looking, they may often get lucky and get a good part despite not being able to act and not having their heart in acting. These people generally flame out pretty quickly. Similarly, in the legal world many people are good at test taking, intelligent and can get good jobs when they graduate from law school.

However, being smart does not a good attorney make. They need to be focused when they are at work. They need to work hard. They need to be passionate about the interests of their client. They need to want to win. They need to see all the angles of a problem. They need to get along with all types of people: The mindset matters more than the resume.

Notwithstanding mindset, there are certainly many, many things you need to do in order to have an exceptional resume and cover letter. Any form of written documentation you ever present to an employer is a marketing document. As a marketing document, it needs to be flawless and should showcase your strengths and not show weakness.

I own a few resume companies and have been in the resume and cover letter business for well over a decade now. I enjoy the business but do not approach the work, or do the work like others. Many professional resume companies entertain job seekers by writing huge, long profiles about them that showcase their strengths and make the job seekers feel good about themselves. This is good for the resume company and the job seeker's ego; however, this rarely gets people jobs. Why?

Because people hire who they like, who makes them comfortable and people they believe are not insecure. A resume littered with various statements “increased ROI by 15% over a one year period” and such maxims are not likely to get someone a job – it looks like a manufactured resume. Instead, the best resumes typically will have enough material to show your strengths – and not enough to make people doubt your strengths. Resumes and cover letters are art forms, and my objective is to show you how to create resumes and cover letters that work for you and not against you: Most resumes and cover letters actually work against people.

The next part of the course deals with interviewing and offers. Interviewing is incredibly important and very few do it well. An interview is about connection with the people speaking to you – showing you will work hard, not make problems for the employer and that you are motivated to help the business improve. I would recommend studying this section and the lessons in it with a high level of focus. It will help you tremendously.

Finally, the last part of the course deals with strategies for on-the-job success. Here, you have an opportunity to change your life – if you approach work correctly. Very few people approach work, their peers and others the correct way. By not following some simple rules they sabotage their careers over and over again. I want to show you how to fix this. Just as there are things people do over and over again to sabotage their careers – so too are there things that people do over and over again to help their careers.

In my personal opinion, this is the most important course you will ever take. I am trying to show you how to get the best jobs and keep them. I'm giving you the ingredients for success and I am confident that with these ingredients at your disposal you can grow tremendously – whomever you are.

People define themselves by what they do – and how well they do what they do. I want you to make the most of your career and I have put everything I have into this course to make sure that happens for you.

# Social

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## **Training Session 1: Your Mindset Is What Matters in Your Job Search**

**Day 1 : Employers Want to Hire You**

**Day 2 : The Graduate, Andrew Carnegie, and Finding Positive Economic Currents**

**Day 3 : Go Beneath the Surface to Find a Job**

**Day 4 : In Defense of Long-Term Employment with a Single Employer**

**Day 5 : Marketing Yourself - Who, What, and How**

**Day 6 : Always Be Willing to Readjust**

**Day 7 : The Secret Career Tactic of “Lock In”**

**Day 8 : Find the Best Target Audience for Your Skills**

**Day 9 : Choose an Employer Who Is Marching Forward**

**Day 10 : You Will Succeed in Your Job and Job Search When You Are Concerned with Giving and Not Taking**

## **Training Session 2: How to Find Jobs**

**Day 11 : Getting Referrals from Powerful People (We All Know Someone)**

**Day 12 : Informal Networks and Referrals**

**Day 13 : How to Find Government Jobs**

**Day 14 : How to Find Public Interest Jobs and Nonprofit Jobs**

**Day 15 : How to Find Teaching Jobs, Education Jobs and School Jobs**

**Day 16 : How to Get Hired Where There Is Not Even an Opening**

**Day 17 : How to Use Newspaper Classified Ads and Newspaper Help Wanted Ads to Look for Jobs**

**Day 18 : How to Use Social Networking, LinkedIn, Facebook, and Twitter in Your Job Search**

**Day 19 : Nonprofit Jobs**

**Day 20 : How to Choose a Recruiter Based on Recruiting Style**

**Day 21 : How to Choose Recruiters, Executive Search, and Recruitment Agencies (and How They Work)**

**Day 22 : List of Job Search Sites and How to Find Job Sites**

**Day 23 : Jobs from Employers and Employer Websites**

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**Day 24 : A Short Course on Cover Letters**

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**Day 29 : Relationships, Commodities, and Making Connections**

**Day 30 : Keep It Simple Stupid: Confessions of a Bad Interviewer**

**Day 31 : The Best Way to Prepare for a Job Search and Interviews**

**Day 32 : How to Explain "Job Hopping"**

**Day 33 : The Foot-in-the-Door Phenomenon and Your Job Search**

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**Day 37 : Over Deliver Because It Is Not about You**

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**Day 39 : Lessons of Stars: How to Be a Star in Your Life and Career**

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**Day 41 : Our Habits Determine the Outcome of Our Lives**

**Day 42 : Pay Attention to the Details**

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**Day 44 : Your Job Search and Future Prospects Will Be Determined by the Company You Keep**

TRAINING SESSION 1 : DAY 1 TO 10

# YOUR MINDSET IS WHAT MATTERS IN YOUR JOB SEARCH

HARRISON BARNES'  
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ATTORNEY SEARCH

# Day 1

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## Employers Want to Hire You

One of the most important things for you to realize when looking for a job and you see a position advertised is this: the employer wants to hire you.

If the position is advertised, the employer is actually desperate to hire you. When I say "desperate," I mean the employer wants you yesterday, not today. The employer is losing money, or has a need that is really "calling out" when they start advertising jobs.

A few years ago, I was running a company that was growing like crazy. We couldn't hire or bring people on fast enough. I remember I hired a person and paid him \$85,000 and his assistant another \$50,000 just to bring people in. I advertised our jobs on our own website and also made sure that those same jobs were advertised on numerous job boards. In one month, I took out contracts for over \$120,000 worth of job postings. Twice a week, I would meet with this manager and the conversations would generally go something like this:

"I have over 40 job openings right now! Each of these jobs that aren't filled is costing me a tremendous amount of money. You are probably costing this company like \$500,000 a week by not getting these openings filled and filled fast!!"

Each day, I would watch this person go home with a stack of hundreds of résumés to review. He used to fall asleep every single night reviewing résumés. Our need for people was absolutely out of control. We needed bodies and didn't know what to do.

In other parts of the country, I remember we needed people so badly that people would walk in, start interviewing, and if they looked like they were respectable they were hired on the spot. During this busy time, I heard a story from one of our managers about when a girl walked in for an interview to our office, which was bustling and out of control. He looked at her and said:

"You look fine. I don't have time to interview you. Sit down and start answering the phone!"

This is what it's like when companies are growing and need people. They want to hire you. Sometimes, if you get really lucky, they don't even ask many (if any questions).

I remember walking out of my office one day and seeing a man with scores of tattoos down

his arm sitting directly outside of my office. I had no idea how he had been hired. The man had a shaved head and was wearing jeans and a starchy clean tee shirt. He had a belt on that appeared to be a chain of some sort and was also wearing boots. The man had some of the most intimidating and scary looking muscles I've ever seen on a human being. He looked like a larger skinhead version of Mr. T, with a shaved head, and a bad attitude towards humanity. Just to be clear, this is not the sort of office atmosphere I've traditionally fostered where I have worked. This was quite a scene for me and a lot to take in. I didn't care, however. It is best to allow people to be themselves.

"Nice tattoos!" I told him as I exited my office. I noticed that his biceps were probably larger than my calves. I probably shouldn't have said this. The tattoo on his arm appeared to be some sort of important scene. It looked like a woman with a snake wrapped around her body screaming. Whatever it represented, the tattoo was positively intimidating.

I will never forget what happened next. The man looked up at me and growled, then went back to whatever he was working on. I was afraid he was going to kill me.

I met with several people over the next few days and no one could figure out how he got hired. We'd been so busy with everything, he'd been hired by mistake. He'd showed up for work and people were so afraid of the guy, they didn't want to tell him he wasn't really hired. Then, incredibly, he was allowed to start work. At the time, we had around 120 people working in the particular office. About 30 people who were sitting within 20-feet of this guy were stone cold silent during the day. It had formerly been a fun and playful work atmosphere, but they were all absolutely terrified. Men and women.

"We need to fire this guy and get him out of here," I told a group of our managers behind a closed door meeting one day. "I'm afraid he is going to kill someone."

It certainly looked that way. The guy skulked through the office, bumping into people, and staring them down in response when they didn't react. Everyone (including myself) was absolutely terrified of this man.

"I'm not going to fire him. He will kill me if I do!" one manager said. One after another, the managers came back with the same thing. There was no way any one of them was going to fire this guy because they were terrified of him.

Every single manager refused to fire the guy. They were afraid of physical violence directed towards them. We ended the meeting with none of us knowing what to do. A few days later, a guy in the mail room declared that he was not afraid of the guy and would fire him. This completed the process and everything went pretty smoothly from there, as far as I know.

When companies are in "hiring mode," they need people so badly that even assassins can make it through the door (as evidenced by this case). Back at this particular point in time, our company was so desperate to hire people, it was amazing. These are the sorts of employers you need to find. A company that is growing and needs people.

In a bad economy, places like debt settlement firms, collections agencies, and others are growing and bursting at the seams. In a good economy, it may be mortgage companies. The point is there are always tons of employers out there who are growing and want to hire you. I read a story the other day about a debt settlement company that is growing so fast, it's unbelievable. You need to find companies like this.

When you go in to interview with any company, they are desperate to hire you or someone else.

Think about it. When an employer takes the time to line people up to interview you and bring you in to speak with them, they must be pretty eager to hire someone. Most employers that are interviewing people are very eager to hire. Exceptionally eager. Here is what happens, however. Most people go into interviews and throw off all of the wrong signals and end up not getting the job.

It happens to everyone.

You don't get the job because you throw off the wrong signals and the employer thinks you don't want the job, don't have the confidence or charisma for the position, or cannot handle the position.

Every interview you go on, the employer is wishing and hoping from the bottom of their heart that you are the perfect person for the position. The employer wants you to go in and say all of the right things and do all of the right things. When you go into an interview, you should assume the employer is enthusiastic about hiring you. Many people, however, end up psyching themselves out and thinking something else is going on. They go into the interviews with a bad attitude and an attitude that prevents them from getting the job of their dreams. Do not let this person be you.

If an employer takes the time to put an advertisement somewhere, the chances are they really need someone. It costs \$500 or more to post a job on many websites. If an employer takes the time to pick up the phone, call you, and bring you in for an interview, chances are they're interested. They may have had hundreds of applications just for your spot.

Employers interviewing you are excited. They want you to be exactly the person they are hoping you will be and the sort of person they advertised for. Go into each interview ready to seize the day. Take the job you're entitled to and deserve.

People go into interviews many times with very low expectations. Instead of believing they are the perfect fit for the job and that the employer really wants to hire them, they go in with the attitude that the employer will probably choose someone else, or they may not fit the position.

Why do employers want to hire you so much?

They want to hire you because without you in the company, they are losing money. Regardless of the job you are interviewing for, whatever you are doing is likely something a good employer can make money off of. If you're answering the phone, you are giving someone more time to work on other aspects of the business (bringing in clients, for example). If you're sweeping the floor, you're allowing people in the company to not have to worry about this and, instead, spend their time worrying about something else. Companies that need people need them because they can make money through their efforts.

What I want for you is to look at all of the job opening advertisements out there and all of the companies out there as opportunities. You need to understand that employers are eager and enthusiastic to hire you. Don't allow yourself to think otherwise.

## **THE LESSON**

Whenever you attend an interview, remember you are there because your prospective employer has already made an investment in calling you in and really wants to hire you. Most people enter an interview with negative preconceptions about their employer's opinions and their own prospects, ultimately bringing about their own failures. Bringing such thoughts into an interview projects negative vibes, and signals a lack of enthusiasm and confidence to your employer. Always keep a positive outlook when walking into an interview.

## Questions:

1. What are the top 10 reasons an employer would want to hire you?
2. What are the 5 best things anyone has ever said about you?
3. What are the top 5 reasons you want a job?
4. What are all the reasons you feel you have not gotten jobs after interviews before?
5. What are the things you may have said in interviews that prevented you from getting jobs before?



## Final Thoughts:

Getting an interview for many people is the same as getting the job. I know of numerous polished, effective interviewers who go into each interview with a high level of confidence and manage to get every job they ever interview for. These people realize that when they go into the interview they might as well already be hired.

You need to go into each interview you get with the expectation you are going to be hired if you perform well. You need to also realize that there is a lot of room to screw up and get knocked out of the running. Sending the wrong signals to the employer is something that will get you immediately disqualified from most companies.

What are the wrong signals?

I could write about this forever – but many excellent people miss out and do not get great jobs due to the fact that they go into interviews with a bad attitude. They ask about money, they ask about benefits and days off, they talk poorly about past employers, they indicate an unwillingness to work extremely hard at all times, they do not make eye contact, they give evasive answers and more. Some people do not dress well, others are poorly groomed, others seem depressed, others seem lethargic, some seem phony, others insult interviewers. In fact, there are so many easy ways to not get jobs it would take me forever to list these.

What I would like you to think about today is quite simple: Employers want to hire you. It is you that is preventing yourself from getting the job you want. It is all about you. If you are sending out the wrong signals to employers in interviews – the chances are you are sending the wrong signals when you are working for others as well.

What are the right signals? Read a *Message to Garcia* again. This provides the roadmap of the signals the best people in the market send out when they are looking for jobs.

# Day 2

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## **The Graduate, Andrew Carnegie, and Finding Positive Economic Currents**

In the 1967 movie *The Graduate*, Dustin Hoffman plays a young, recent college graduate, Ben. At a party, Ben is congratulated by his family and their friends:

*Guests: We're all so proud of you, proud, proud, proud, proud, proud, proud, proud. What are you going to do now?*

*Ben: I was going to go upstairs for a minute.*

*Guests: I meant with your future, your life.*

*Ben: Well, that's a little hard to say.*

*In one of the most memorable lines in movie history, Ben receives advice from Mr. McGuire (played by Walter Brooke), a family friend:*

*Mr. McGuire: I just want to say one word to you – just one word.*

*Ben: Yes sir.*

*Mr. McGuire: Are you listening?*

*Ben: Yes I am.*

*Mr. McGuire: 'Plastics.'*

*Ben: Exactly how do you mean?*

*Mr. McGuire: There's a great future in plastics. Think about it. Will you think about it?*

*Ben: Yes I will.*

*Mr. McGuire: Shh! Enough said. That's a deal.*

In an interesting twist, in real life McGuire's advice would prove to be very good. In fact, at all points in time there are industries and jobs which have a bright future in front of them like plastics. There are industries like this right now.

Around a year ago, I received a telephone call from a contractor I know. He told me his 19-year old son wanted to speak with me about "going into the Internet business." While people frequently contact me to speak about finding jobs, work, and so forth, it is quite rare that a recent high school graduate contacts me for advice about starting an Internet business. I was excited to meet with the young man to see what had piqued his interest in this category. It turned into one of the most interesting meetings I had ever had.

The boy brought his father, and when they arrived for the meeting, I could see they were visibly quite excited. The boy told me that a good friend of his and another kid from his high school had recently started an online business, selling cell phone chargers and other phone accessories online. The friend had started the online store because he kept changing cell phones a few times a year and was always having problems finding cases, car chargers, and other accessories.

After some research, they discovered that most of the "aftermarket" cell phone chargers and other stuff were made in China, and could be purchased very cheaply from distributors there. They found a distributor in China to sell them cell phone chargers and other cell phone accessories, and started purchasing them online. The mark ups they charged were incredible: They might purchase a cell phone charger for 60-cents and then turn around and sell it for \$15.00. They were doing this with all sorts of accessories, and they now sold so much stuff online that they had a huge warehouse full of cell phone accessories.

The kids were making an absolute fortune. In fact, despite the fact that the kids had no technical background, and no business experience whatsoever, they were earning over \$500,000/month. The business was generating over \$20,000,000 a year.

"Are you kidding?" I asked. Over the next day or so I would look into their business and based on what I saw, it looked to me like the kids were in all likelihood doing very well. The website they had built was primitive and not that exciting; nevertheless, it apparently was able to attract a lot of visitors and others looking for aftermarket cell phone accessories. The boy wanted my help building a similar website and learning how to import cell phone stuff.

"I know nothing about any of this," I told him. "I'd love to help you but I do not like to work on stuff I do not understand."

I hear stories about people who have become incredibly successful virtually overnight quite frequently. Usually, all the stories involve someone seeing something in the market that people

want and then being there with the solution. It could be cell phone chargers, or it could be steel. The point is that the person sees a need in the market that is not being filled, and steps in with a solution to fill it.

The most important decision you can make is deciding where you are going to put your effort. If you choose the right field for your efforts, you will frequently be richly rewarded (even if you do not have a lot of skill in the field).

The kids who suddenly became incredibly wealthy with an online cell phone accessories business were successful mainly (I am guessing) because they chose to do something, and sell a certain type of product at the right place at the right time. When you identify something that the market wants, and provide it, then you can frequently do quite well—even if you are not particularly skilled. It is just a question of being at the right place at the right time and taking action.

In your career, very little is more important than where you choose to focus your effort. The kids with the cell phone accessories business focused their effort on a booming business. At the time *The Graduate* was filmed in 1967, it was plastics. Soon new industries emerged like computers. There is always something that is booming and doing extremely well. All you need to do is find out what that is and act on it.

Andrew Carnegie is remembered as someone who retired as the richest man in the world and amassed one of the greatest fortunes in the United States history. His life serves as an example of what is possible when people are able to see opportunity in front of them. Carnegie had donated over \$350-million dollars to charity at the time of his death in 1919 (an incredible sum at the time). These donations funded the creation of over 1,600 libraries in the United States. Carnegie also sponsored numerous museums, New York's Carnegie Hall, and various scientific expeditions. He has left a physical and inspirational legacy on the world. Carnegie sold his company at the age of 66 and retired. He wrote a book called *The Gospel of Wealth* where he argued that the rich should give away their money to less fortunate people.

Carnegie came to the United States from Scotland when he was only thirteen years old. He soon went to work in a cotton mill but very quickly realized that steel presented an incredible opportunity. At the age of thirty, Carnegie started the Carnegie Steel Company in Pittsburgh. The company produced steel for the railroads and various bridges that were crossing the country at the time. Carnegie had the ability to keep costs low, and the huge profits he made eventually enabled him to acquire many of his competitors.

What would have happened if Carnegie had stayed in the cotton business?

My guess is that his life would not have changed all that much and someone else would have

become rich in the steel business instead.

Libraries would be named after someone else.

Foundations would be called something different.

One of the richest men in history would not be called Carnegie.

Carnegie would not still be a name known to most Americans several generations after his death.

Carnegie succeeded because he was in the right place at the right time and took action in a career and business where there was true opportunity. This is something that very few people end up doing. Most people go to the first job they find that seems good, choose a job because it seems interesting, work someplace because they have a friend there ... and so on.

This is a mistake.

You need to choose your employers, where you work, and what you do, based on where there is long-term opportunity. Nothing is more important than working somewhere with opportunity and where you are being carried away by the wind of a positive economic current.

## **THE LESSON**

Focus on putting your efforts in the right direction. If you choose wisely and direct your efforts towards the right field, you will be richly rewarded even if the field is one in which you do not have a lot of skill. Identify something that the market wants and provide it; your success, more than anything, is a matter of being in the right place at the right time and taking action.

## Questions:

1. Is there opportunity in the profession you are choosing?
2. If you were to choose a profession that had more opportunity, what would it be?
3. Is your current position one that you see expanding or contracting?
4. Are your current and past employers in industries and businesses where there are lots of opportunities?
5. Do you know of anyone who “got lucky” and got into the right industry at the right time?



## **Final Thoughts:**

When I was in law school, I thought about returning to Detroit to work. I was from the town and believed that I would find lots of opportunities there if I returned.

I sent out applications to the law firms there and got a lukewarm response. It was not because my application materials were not particularly good. It had more to do with the state of Detroit itself: The market had few opportunities.

In contrast, when I sent out my application materials to law firms in New York, California and other major markets you would have thought I was a celebrity. My application materials were greeted enthusiastically and I had more interviews scheduled than I could handle.

It was not me – it was the market.

You are a product. You want to market your product where there is a hungry audience for it. You do not want to try selling your product in an area of the country where people do not want it. That is nonsensical and is not going to help you. You need to go where the jobs are. This is about your career, your life, your happiness – make sure you go where the jobs are.

In the legal space, at different points in time, different types of attorneys are more in demand than they are at other points in time. This is just the way the market works. Furthermore, sometimes attorneys are not even in demand at all.

Beginning in the year 2010, very few new attorneys could get jobs. This was just the way they market was. Law school applications dropped off. Attorneys coming out of law school faced dire odds of finding work. In my opinion, most of these attorneys should not have gone to law school if they were hoping to find jobs. There are certainly benefits to being an attorney – but you should not be entering a profession (in most cases) if there are hardly any opportunities. You need to go where the action is and where there is demand. You need to choose your profession wisely.

Whatever sort of work you are doing, it is important that you do your best to choose work that is in demand and in a location where it is in demand. You owe this to yourself.

# Day 3

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## Go Beneath the Surface to Find a Job

One of the most interesting theories about life on earth involves the notion that it exists in conditions in which conventional wisdom says it shouldn't. Carl Wirson of the Wood's Hole Oceanographic Institution wrote in a 1991 paper:

In 1991, scientists aboard the submersible Alvin were in the right spot at the right time to witness something extraordinary. They had sailed into the aftermath of a very recent volcanic eruption on the seafloor and found themselves in a virtual blizzard.

They were densely surrounded by flocks of white debris, composed of sulfur and microbes, which drifted more than 30 meters above the ocean bottom. The seafloor was coated with a 10-centimeter-thick layer of the same white material.

This vast volume of microbes did not come from the ocean. The eruption had flushed it out from beneath the seafloor.

The discovery was transforming. It strongly suggested that previously unimagined and potentially huge communities of microbial life were thriving in the dark, increasingly hot, oxygen-depleted rocky cracks and crannies below the ocean bottom. An abundance of life apparently flourished in conditions we had considered too extreme. It shattered our narrow preconceptions and stretched our view of the places and circumstances that can harbor life.

The importance of this theory of evolution is that humans and other species may have actually come from bacteria and other life forms which came from inside the earth and developed there. Conventional wisdom has always held that life has evolved on the surface of the earth. To take this one step further, all planets may hold, in their core, the ingredients for life as we have on Earth. Once you get deep inside a planet and beyond the crust, there is a possibility that a substantial majority of planets may have the potential to have life spring out of them just as may have happened on Earth.

There is potential in our earth and there is also vast potential inside of you. Planets like Mars and others, which we believe have barren surfaces devoid of life, may have beneath them bacteria and other things that can support life. When you get beneath the surface, there is often a lot more

there than meets the eye. This is the way it is with the job market as well: *Many people pick up one newspaper, or look at one job board, or talk to one recruiter and conclude there are no opportunities in the job market.*

- **They start to believe the market is so bad that there are no possibilities for them.**
- **They apply for unemployment or bemoan the current state of things in the market.**

It's when you penetrate the surface and begin to go deeper and deeper, however, that you start to see possibilities you did not realize were there.

When you're looking for a job, you need to go deep and look beneath the surface. You should be looking at jobs on every job board, every employer website, and everywhere you possibly can. You need to go beneath the surface and find where life and the opportunities are. This is the way to really get ahead. You cannot just accept what appears to be true. When the job landscape looks barren, you need to go beneath the surface and find where life is and where the opportunities are.

The discovery that life itself may actually have come from within the earth strongly suggests that that there is life inside other planets, if not on them. The bacteria that are believed to thrive in extreme conditions in the bottom of the ocean, deep inside boiling vents, are a class of species known as extremophiles. There are extremophiles that live inside ice, live in rocks, and live in other conditions which are extremely inhospitable to life as we know it.

What makes extremophiles so important to science is they may even be able to survive for long periods of time in deep space. In addition to bacteria found in black smokers (oceanic volcanic vents), these extremophiles have even been found in semi-dormant states inside ice cores over a mile-deep beneath Antarctica. Endolithic bacteria have been found inside rocks in subterranean lakes. Tardigrades bacteria can survive the vacuum of space. Some recent experiments suggest if bacteria were sheltered from space radiation, they could survive dormant inside a thick meteoroid for millions of years. In an incredible example:

On April 20, 1967, the unmanned lunar lander Surveyor 3 landed near Oceanus Procellarum on the surface of the moon. One of the things aboard was a television camera. Two-and-a-half years later, on November 20, 1969, Apollo 12 astronauts Pete Conrad and Alan L. Bean recovered the camera. When NASA scientists examined it back on Earth they were surprised to find specimens of *Streptococcus mitis* that were still alive. Because of the precautions the astronauts had taken, NASA could be sure that the germs were inside the camera when it was retrieved, so they must have been there before the Surveyor 3 was launched. These bacteria had survived for 31 months in the vacuum of the moon's atmosphere. <http://www.panspermia.org/bacteria.htm>

All of this suggests life exists where we don't necessarily believe it's capable of existing. Even the inside of a rock may contain life.

So, when you're looking for a job, you need to keep asking questions. Don't just accept the idea that there may not be opportunities in certain places. You need to look as hard as you can for the opportunities and life that exists in the market.

Opportunity exists where you least expect it.

An interesting theory called panspermia states that seeds of life already exist all over the universe and that life on Earth may have originated through these seeds. Additionally, it states that these seeds may deliver or may have delivered life to other habitable bodies. The late Nobel Prize winner Francis Crick and Leslie Orgel proposed the theory of directed panspermia. Under this hypothesis, life on Earth may have been purposely spread by an advanced extraterrestrial civilization. According to Crick, small grains containing DNA fired randomly in all directions would be a very cost-effective strategy for seeding life at a compatible planet at some time in the future. Such a strategy could have been pursued by a civilization facing catastrophic annihilation or hoping to terraform planets for later colonization.

Our sun is one of 400 billion stars in our galaxy, which is one of 100 billion galaxies that we know of. The chance there isn't life on other planets would be very, very difficult to accept. However, what is even more difficult to accept is how our search for life on other planets has proceeded throughout history:

- **We have used telescopes.**
- **We have used vast networks of radio listening devices (SETI).**
- **We have flown spaceships around numerous planets.**
- **We have landed spacecraft on Mars numerous times.**
- **We have sent men to the moon on more than one occasion.**
- **We have placed massive telescopes in outer space.**
- **We have taken small samples of dirt and other minerals from planets and tested them.**

We have spent billions of dollars and done incredible things with our search for life; however, what is most interesting to me is that in all of these things we have just scratched the surface. The trip to the moon and the Viking I Mars Lunar Lander were some of the greatest national and world events of their time. We went to space and spent billions of dollars, but all we did was scratch the surface. Incredible efforts were made to find life and explore, but all we have ever

done is scratch the surface. Life may very well exist in these places, but the life would likely be beneath the surface and not on top of it.

Most people assume life must exist on planets like our own. According to a 2007 paper by University of Florida astronomers: “With powerful instruments scouring the heavens, astronomers have found more than 240 planets in the past two decades, none likely to support Earth-like life.” (<http://news.ufl.edu/2007/12/20/et-observers/>) This means that it’s unlikely there are planets nearby like our own. However, we continue to look for patterns which are familiar and planets that have similar atmospheres to ours.

*What does the exploration for life on other planets, extremeophiles, and panspermia have to do with your job search? Everything!*

In space exploration and the search for life on other planets, we’ve confined our search primarily to what we understand. We assume that signs of intelligent life must be on the surface. However, it may be beneath the surface where all of the activity and life actually exists. Think of all we’ve put forth through telescopes and all the other efforts that have gone into studying the universe. We have done all of this when we don’t even understand the life that exists inside our own planet, beneath the surface. There’s likely life on other planets, even ones close by, but this life is almost certainly beneath the surface.

You won’t find opportunities and you won’t find jobs unless you allow yourself to go beneath the surface and find these opportunities. Everything you need and desire is out there, but you need to look beyond (or in this case beneath) the obvious to find it. People who achieve the greatest results in their job searches always go beneath the surface.

## **THE LESSON**

There is vast potential beneath the surface of each individual person and it’s the same with the job market. Many people fail in their job search because they only pursue one tactic, find nothing, and conclude there are no jobs available. When looking for a job, you need to go deep beneath the surface, and exhaust every job board, employer website, and other possible avenue in order to get ahead.

## Questions:

1. Are you networking to find a job search?
2. Are you using recruiters for your job search?
3. Are you using job boards for your job search?
4. Are you mailing unsolicited letters to employers for your job search?
5. How many different job sites are you using for your job search?







## Final Thoughts:

There is always more you could be doing in your job search. The more you push and the deeper you go, the better off you are likely to be in the long run. Unfortunately, most of the best jobs out there are not low-hanging fruit. These jobs are found through networking and following numerous leads until the job is found.

I would like to share with you one of my favorite passages from the book *Think and Grow Rich*:

One of the most common causes of failure is the habit of quitting when one is overtaken by temporary defeat. Every person is guilty of this mistake at one time or another. An uncle of R. U. Darby was caught by the “gold fever” in the gold-rush days, and went west to DIG AND GROW RICH. He had never heard that more gold has been mined from the brains of men than has ever been taken from the earth. He staked a claim and went to work with pick and shovel. The going was hard, but his lust for gold was definite.

After weeks of labor, he was rewarded by the discovery of the shining ore. He needed machinery to bring the ore to the surface. Quietly, he covered up the mine, retraced his footsteps to his home in Williamsburg, Maryland, told his relatives and a few neighbors of the “strike.” They got together money for the needed machinery, had it shipped. The uncle and Darby went back to work the mine.

The first car of ore was mined, and shipped to a smelter. The returns proved they had one of the richest mines in Colorado! A few more cars of that ore would clear the debts. Then would come the big killing in profits.

Down went the drills! Up went the hopes of Darby and Uncle! Then something happened! The vein of gold ore disappeared! They had come to the end of the rainbow, and the pot of gold was no longer there! They drilled on, desperately trying to pick up the vein again—all to no avail.

Finally, they decided to QUIT. They sold the machinery to a junk man for a few hundred dollars, and took the train back home. Some “junk” men are dumb, but not this one! He called in a mining engineer to look at the mine and do a little calculating. The engineer advised that the project had failed, because the owners were not familiar with “fault lines.” His calculations showed that the vein would be found **JUST THREE FEET FROM WHERE THE DARBYS HAD STOPPED DRILLING!** That is exactly where it was found!

The “Junk” man took millions of dollars in ore from the mine, because he knew enough to seek expert counsel before giving up. Most of the money which went into the machinery

was procured through the efforts of R. U. Darby, who was then a very young man. The money came from his relatives and neighbors, because of their faith in him. He paid back every dollar of it, although he was years in doing so.

Long afterward, Mr. Darby recouped his loss many times over, when he made the discovery that DESIRE can be transmuted into gold. The discovery came after he went into the business of selling life insurance.

Remembering that he lost a huge fortune, because he STOPPED three feet from gold, Darby profited by the experience in his chosen work, by the simple method of saying to himself, “I stopped three feet from gold, but I will never stop because men say ‘no’ when I ask them to buy insurance.”

Darby is one of a small group of fewer than fifty men who sell more than a million dollars in life insurance annually. He owes his “stickability” to the lesson he learned from his “quitability” in the gold mining business.

Before success comes in any man’s life, he is sure to meet with much temporary defeat, and, perhaps, some failure. When defeat overtakes a man, the easiest and most logical thing to do is to QUIT. That is exactly what the majority of men do.

More than five hundred of the most successful men this country has ever known, told the author their greatest success came just one step beyond the point at which defeat had overtaken them. Failure is a trickster with a keen sense of irony and cunning.

It takes great delight in tripping one when success is almost within reach.

If you are going to be successful at finding the best possible job – and you can be successful—you need to try harder and put more effort into finding that job than others similarly situated will. You also need to look where others do not look and give everything you have to insure that you find the job you want. This means employing different strategies –every strategy you can think of—and never giving up!

# Day 4

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## In Defense of Long-Term Employment with a Single Employer

If you go into any business that's been around more than twenty or thirty years, you will inevitably find a handful of people who've been there from the very beginning of their careers. These well-adjusted souls will typically report to work each day at a similar time and have managed to be the only ones left in the organization after generation upon generation of people coming and going.

Many people do last for decades in the same organization and there are characteristics which uniformly seem to characterize these sorts of people. While I am a recruiter, I do have a great deal of respect for people who in this day and age are able to "stay put" at the same organization for a long period of time and remain at single organizations throughout their careers. None of this is to say there aren't really good and solid reasons for leaving an employer if the going gets impossible. I am the first to admit that there are employment environments that can be intolerable for many. Nevertheless, you need to keep in mind that if an employer has been around for 30+ years, there is a chance the employer is doing something right. Before leaving, it is often wise to take inventory of yourself.

There are certain characteristics that people who stick with the same employer for long lengths of time tend to exhibit and also certain characteristics of this sort of employment situation. These characteristics are as follows:

- 1. People Who Remain with the Same Firm for Long Lengths of Time Are Generally Very Committed to Their Jobs** Many people were raised with the idea (or have the idea) that fidelity to an employer is something that is expected. The unwritten rule is that if you aren't treated horribly, then there's no reason you should leave a job. One of the saddest (but also the most refreshing) things I've seen as a legal recruiter is when I interview and meet with attorneys who have been with the same firm for 20 years or more, whose firms are going under, and who are forced to look for other opportunities. When attorneys like this look for a new position, their rationale is most often that something profound has happened at the firm that makes their separation necessary. These attorneys appear as if they're going through a divorce or have just had a death of someone they're very close to. For them, leaving a position is a traumatic experience.

This sort of fidelity between employers and employees reminds me often of people who've

been married 50 years or more. There is a mutual respect that comes out of this and a thinking that both need one another. I believe that this sort of thinking is really missing in this day and age. While this may not seem related to careers, a statistic I once saw in a social science class showed that as divorce rates went up in society, so did rates of drug abuse, suicide, and other associated societal ills. The bond between an employer and an employee is a powerful force that, in its best form, is much like the bond between a husband and wife in a very committed relationship. Both sides respect and accept one another with certain conditions, but for the most part unconditionally.

## **2. People Who Remain with the Same Organization Are Not Interested in Office Gossip or Negativity**

In every organization, there are people who don't succeed at their jobs. These people are generally looking for ways to cut corners with their work and don't produce satisfactory results for their employer. Most organizations will call out this behavior and then speak with the employee. Some employees correct their behavior and others simply get mad at the organization. Some employees may be mad at their organizations for no particular reason at all—or may be angry with a previous organization and simply transfer their anger to their most recent organization. I remember a recruiter once telling me never to hire someone who had been fired from their last job. People who have been fired from their last job will typically take out their anger on their next organization, he told me.

There will always be people who have a lot of anger towards their employers. These angry employees will start rumors, attempt to share their anger with others in the organization, and often subtly (or not so subtly) forecast “gloom and doom” for their employer. This is how rumor mills get started and these sorts of rumor mills are prevalent in every decent sized organization.

People who remain with their employers generally don't participate in these rumor mills or even pay attention to them. Every business goes through boom and bust periods, or face various crises. Loyal employees barely notice the difference because they're too busy getting their job done day in and day out.

## **3. People Who Remain with the Same Organization for Long Periods of Time Aren't Interested in Being Grandstanders—They Are There to Do Their Jobs and Do Them Well**

I once heard someone say that the most successful people are often the most screwed up. I am not sure if this is true, but there is some wisdom in every saying like this. People who are able to remain with the same employer for long periods of time aren't concerned with “getting

ahead” to the same extent as many others are. Many people who are extremely concerned with getting ahead leave, saying they are looking for better opportunities because they are interested in immediate advancement. In other cases, people will try and show up others in their workplace.

People who remain at their organization for long periods of time are most interested in just doing their jobs. They have faith in their organizations and that things will work out for them. They aren’t loud and don’t go out of their way to attract attention to themselves. Their main concern is to simply do the best job possible.

What ends up happening to people who remain focused on their work and not grandstanding is they get ahead while others put their foot in their mouth. I remember when I first started practicing; there was an attorney who was first in his class from a major law school and the Editor-in-Chief of his school’s law review. Everyone thought this particular attorney was really on his toes and someone likely to have major success at the firm. This attorney wrote articles in his spare time, and argued with firm partners about the finer points of law (and was right when he argued). While this attorney was very smart, he thought he was so good that he ended up sabotaging his career when he called a newspaper to discuss a case he was working on. He ended up being quoted on the front page of the *Los Angeles Daily Journal*. The fallout from this incredible incident was huge. The attorney left the law firm a month or two later and never worked for a large law firm again.

These sort of incidents aside, it’s important to keep a moderately low profile in order to have long-term success in any job. It’s never wise to raise your swords and capture the limelight. While someone can win a sword match for some time, they will eventually lose—and in a sword match, the loss is usually permanent.

#### **4. People Who Remain with Their Employer for Long Periods of Time Typically Do Good (But Not Necessarily “Brilliant” Work)**

Someone who remains at their employer for long periods of time typically has learned to “pace themselves” and manages to do work on a day-to-day basis that is good but not necessarily extraordinary. This doesn’t matter. I believe that the majority of the battle of being an excellent employee is simply showing up. Sure, some people can do extraordinary work. However, the brightest flame is not always the longest burning flame. The ability to consistently show up and do the work is the most important aspect of being a long-term performer in most organizations.

The smartest people out there are those who end up having the most problems. People who can consistently show up for work and do an excellent job send the message to colleagues,

clients, and others that they have the ability to get the job done.

## 5. **An Understanding of ‘Insiders’ and ‘Outsiders’ Typically Develops Between People Who Remain at Their Jobs for Long Periods of Time**

After someone has been with an employer for an extended period of time, an understanding develops between that person and others who work there. An institutional understanding also develops. *This understanding seems to say something to the effect of “people may come and go, but we are the ones who are committed to this organization and we are the heart and soul of this place.”* A similar sort of understanding that develops says, “we owe each other because we have each demonstrated a commitment.”

Bonds form between people who’ve been part of the same organization for long periods of time. These bonds are often invisible—but they are real bonds. These bonds are powerful and make the organization and forces within it come to the defense of those who are committed to the organization during times of change and reorganization. These sorts of bonds get stronger over time as an organization changes. After some time, people who have been with the organization for decades are simply treated as part of the very fabric of that organization and are virtually unquestioned.

## **Conclusions**

While it may seem odd for a recruiter to write a story in defense of people who remain with their employers for long periods of time, remaining with an organization is something that is meaningful in this day and age. There are many characteristics of people who remain at their jobs for long periods of time and these characteristics, in my experience, are usually found in those who are the most stable.

A final factor is that, in my experience, people who remain with an organization for long periods of time are often less tormented than the average person. By looking for reasons to like and respect their organization rather than find fault, they find themselves in organizations that ultimately welcome them.

Finally, it’s always important to remember that if an organization has been around for 20 years or more, chances are it’s doing some things very right. There will always be people who succeed in these organizations, and of course, there will always be those who leave or fail.

## **THE LESSON**

Companies who have been around for long periods of time are usually doing something right, and people who remain with a single employer for long periods are usually considered stable and committed to their jobs. Concern yourself with doing the best job possible and look for reasons to like your organization, and you will find that the organization will welcome you and foster your long-term success.

## Questions:

1. Could you see yourself remaining with your current employer for an extended period of time?
2. What has prevented you from working with a single employer in the past?
3. Do you know people who have remained with a single employer for a long length of time?
4. What do you think makes people different who stay with a single employer for a long period of time?
5. What would happen if you committed to your current job?





16. Who pays your salary: Your employer or your co-workers?

## **Final Thoughts:**

When you go to work somewhere, you are there to service them and do the best possible job. You are not there to entertain your co-workers and be entertained by them. You are not there to say negative things about your co-workers. You should be there for your career and to have the best career possible. This means you should go into every job you have as if it will be your last. This means 100%, over-the-top commitment to the job.

It is very easy for me to tell the sorts of people that will have long-term success in the job market. I can generally tell this by examining one factor – and one factor only: Is the person working for their employer (or something else). People are generally either on the side of their employer, or they are on someone else's side.

- **It could be them against the employer.**
- **It could be them and their co-workers against the employer.**
- **It could be their friends against the employer.**

You are going to be much more successful if you are on the side of your employer and not someone else. People cast their lot with spouses, with religions and even with political parties. You commit to something and hope for the best. You also create the best because you are committed. This is the same thing that needs to occur with your employer.

I am not saying that people have not made huge mistakes by committing to employers in the past. People get laid off. People lose jobs. Employers close down. Regardless of any of this, however, the people who do the best in any employment situation are those who go to work with a long-term mindset and commitment. They are not mercenaries popping from one employer to another. Instead, they are people interested in remaining one place and doing the best they can do to make things work.

This sort of commitment comes through in everything you do when you are committed to a job. It is palpable and something that your employer will pick up in 1000s of subtle and not so subtle signals you send off to them while you work. Employers cherish people that approach their work with 100% commitment.

There is more to it than this as well. Even if your employer goes out of business, the people you worked with and who supervised you will all land somewhere. When these people land, they will generally look for people to work with them (and for them) who demonstrate a high level of seriousness about their work. You want to be on the side of an employer – not the other way around. Show your commitment and you will do well.

# Day 5

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## Marketing Yourself - Who, What, and How

In your career and life you need to be aware of (1) whom you are marketing yourself to, (2) what you are marketing, and (3) how you are marketing yourself. Each of these three things can make a major difference in the success of your job search. People who understand these three components can:

- **Make tens of millions of dollars in a short time**
- **Get a job at a company that is not hiring**
- **Easily find positions in any economic environment**

**Market to the Right People.** When I first started working as a legal recruiter, it was early 2000 and the market for corporate attorneys in Silicon Valley was out of control. At the time, attorneys were leaving law firms to take jobs inside of Internet companies and were getting stock options in many cases. Some young attorneys made millions of dollars in less than a few years, and because attorneys perceived there was so much opportunity inside of young tech companies, they were “jumping ship,” leaving law firms as fast as they could. In response, law firms started ratcheting up salaries and hiring new corporate attorneys as fast as they could.

I used to be a legal recruiter in Los Angeles and for the first six months or so that I was recruiting I did not place a single corporate attorney in Los Angeles. However, during this six-month period I placed probably 20 corporate attorneys in Silicon Valley. I placed corporate attorneys from small towns within giant Silicon Valley firms. In many cases these were people who had been out of work for months. If a corporate attorney could make it to the interview and act with a modicum of professionalism in the interview, he or she would get the job. To say the market in Silicon Valley was incredible would be an understatement.

At the same time, though, corporate attorneys were not in high demand in Los Angeles. Many of the corporate attorneys I was working with in Los Angeles waited weeks to get interviews, despite having stellar qualifications. The corporate attorneys simply were not having luck tracking down jobs in Los Angeles. It was the same thing in a few other cities around the United States. If you were a corporate attorney working in Los Angeles at the time, you might have become quite discouraged by the market and thought there was something wrong with you. In reality, there was nothing wrong with the corporate attorneys—it was all about the market trends at the time.

The way the market works is among the most important things you can understand about your life and particularly your job search. You need to bring your product or service to the right market in order to succeed. If you put yourself in the right market, you will do exceptionally well.

I met a guy my age not too long ago who attended the University of Michigan Law School. When he graduated from there, he had a difficult time finding a good job with a law firm in Detroit. He took a low-paying job with a company that was not that prestigious, because it was the only job he could get. Then, I think, he got fired and moved to the Bay Area. He was one of the first people hired at a major technology company and he got all sorts of stock options and made millions of dollars. After that, he was one of the first few employees at another technology company, and in less than a year, he made more than \$50 million when the company went public. He now spends his time traveling between multiple homes and investing in other technology companies. Do you think any of this would have happened if this person had stayed in Detroit, working at his first lousy job? Of course not; he had to go to the right market, one that would make full use of his abilities and talents.

*It is all about where and to whom you market yourself.*

This morning I got a spam e-mail about a Russian bride dating site. I went to the site and then spent around 15 minutes poking around, looking at all sorts of pictures of men on tours to meet women in various cities in Russia. Many of the women shown were extremely attractive, and the pictures were obviously not staged. Many of the men were surrounded by five or six girls, all of whom were apparently very eager to meet them and spend time with them. I highly doubt how many of these men in their late 50s are usually surrounded by beautiful 20-somethings back home in Cleveland, or wherever they are from. Clearly the market to which this type of service is most appealing is composed of older, single males who are lonely or are looking for a certain kind of companionship.

*It is all about where and to whom you market yourself.*

In your job search you need to make sure you are marketing yourself in the right area. You need to be where the action is. If you are not succeeding in one area, you should look elsewhere. You need to go to markets in which you are wanted and needed, and should not concentrate on any other markets. You need to go wherever the demand is.

Many people spend decades believing they are not capable or do not have the right skills; they do not make the most of themselves because they are trying to market themselves in the wrong area or to the wrong people. You need to market yourself to people who are interested in what you have to offer, and often this may mean changing locations geographically or searching for a group that you know will appreciate what you have to offer.

This pertains not only to jobs but also to the people with whom you associate. You need to associate with people who appreciate you. There is no sense in trying to fit in with people who do not appreciate you or whom you do not like.

**Market Using the Right Bait.** A couple of weeks ago, my wife brought back from the fish store all sorts of exotic fish food for our saltwater fish. She got frozen shrimp, bloodworms, clams, and many other delicacies to feed the fish. Prior to this, we had fed our fish mainly dry food and frozen brine shrimp. Last night my wife asked me to feed the fish and I went into the freezer and broke off a piece of the frozen shrimp, and since it was quite large, I decided that it was all I was going to feed the fish that evening.

I dropped the shrimp into the tank and all of the fish, except for one, quickly rushed toward the shrimp and started pecking at it aggressively, eating small parts of it as the water quickly thawed it out. However, one of our fish, a large black fish, which I have seen go crazy over bloodworms, brine shrimp (a smaller type of shrimp), clams, and dried food, simply ignored the shrimp. He had absolutely no interest in it—even amidst the feeding frenzy that whirled around him. Somewhat concerned, I told my wife about this and she told me to put some dried flakes in the tank. Sure enough, the fish swam right toward the flakes and ate them all up.

The fish simply did not like shrimp.

If I were a fisherman, the last thing I would want to do is try to catch that big black fish using shrimp. Obviously I would need to use another sort of bait in order to get the black fish to bite. In your job search and life, you always need to have the correct bait.

A short time ago, I received a call from a company that was doing a reference check on one of our former employees. The person had worked for us in an administrative capacity, answering phones and filing; however, when the company called us for a reference check, I learned that the applicant had apparently said that she had been “the Vice President of Product Development” or something along those lines. She was applying, of course, for a product development job. In our company we do not actually have vice presidents, and we certainly do not have a product development division—nor do we have any products other than websites.

Instead of crushing the person’s chances of getting the job in this tough economy, and showing astonishment about the false title she had given herself, after a short pause I collected my thoughts and simply stated that our policy was only to confirm dates of employment, nothing more or less. I found out later that the person got the job.

I am not suggesting that you do what this person did; what I am suggesting is that you need to have the right “bait” for each job for which you are applying. If the person had put down that she

had been an administrator with us, she likely would not have gotten a job in which she would be in charge of a “product development division” at another company. The person had lied on her résumé in order to manufacture a “bait” that would increase her chances of getting the job.

When you are applying for a job, the content of your résumé is the bait that you are offering. You need to tailor your bait to each type of employer and each type of job out there (without lying, of course). The better your bait, the better your odds of getting the right job.

**Market Using More Than One Medium.** Several times throughout my career I have received multiple messages from someone I do not know on my voice mail at work. Since I have no idea who the person is or what the call is about, I will generally not return the first few calls, because I figure it is a salesperson or something along those lines. Eventually, however, if the person is persistent enough I will return the call.

The calls are usually about the person wanting to come in for an interview to talk about working for me in some capacity (jobs for which there are no openings). Because I am often curious after having been called so many times, I will occasionally bring the person in for an interview (in one instance I even flew the person over to our offices internationally and then sponsored him for a US visa). Throughout the years I have actually hired several people who simply called me out of the blue seeking jobs. Many of these people are thriving in various careers to this day, doing all sorts of things that they learned in our company.

These people succeeded because they were smart enough and determined enough to pick up the phone and make personal contact with me. They did not simply e-mail me a résumé and hope this would get them a job. They called and then they called again and again.

- **Other job seekers have sent multiple faxes.**
- **Other job seekers have sent letters seeking jobs and then followed up.**
- **Other job seekers I have met at networking events.**
- **Other job seekers have figured out my personal e-mail address and sent me personal messages.**
- **Other job seekers have contacted a recruiter.**
- **Other job seekers have gone door to door with their résumés.**
- **Other job seekers have mailed letters to every employer in a certain ZIP code.**

The more methods you use to communicate with employers, the more likely you are to stand out and get the job. You need to use multiple methods in your attempts to track down a job, because if you do not, you will not stand out and be seen.

When the major Hollywood studios release a new movie, they do everything within their power to make sure people know it is available:

- **They take out giant billboards.**
- **They take out television ads.**
- **They take out huge newspaper and magazine ads.**
- **They put ads on the Internet and build huge websites about the movie.**
- **They do radio ads.**
- **They put banners on buses.**
- **They put signs on bus stops.**
- **They hire public relations firms to get stories about their brand in the media.**
- **They hold screening parties.**
- **They run trailers for the movie inside movie theaters.**
- **They fly banners for the movie behind airplanes.**
- **They sponsor sporting events.**

In essence, they do everything within their power to let as many people know about the movie as they possibly can, using as many communication media as possible. This is what you need to do when you are searching for a job as well. What would happen to most of these movies if the studios only did one of these things, for example? Not much. That is why movies like *The Blair Witch Project*, which managed to catch on without all the hype of a massive, multi-tiered marketing campaign, are so notable. It hardly ever happens.

You need to market yourself in every possible medium.

To succeed in your job search (and in your life), you need to market yourself to the correct people in the correct places. You need to know how to package yourself to have the right bait, and you also need to use as many media as you can in order to spread your message.

## **THE LESSON**

You must always keep three factors in mind in your job search: first, know who you are marketing yourself to; second, understand what it is you are marketing; third, understand how you are marketing yourself. In short, you must package yourself towards the correct people in the correct places in order to succeed in your job search, and understand how your specific market works. Putting yourself in the right market will bring you success.

## Questions:

1. Do you know the geographic areas of the country where your skills are most in demand?
2. Are there places where your skills would be more valued than where you are right now?
3. Are you working for the sort of employer most likely to value your skills the most?
4. Do you know what you need to show to get the sorts of jobs you are seeking?
5. Do you modify your applications to attract each specific type of employer you are interested in?



## **Final Thoughts:**

So many people – who could have had great careers—wind up nowhere because they do not understand some fundamental truths about the job market.

First, the job market is based on supply and demand. You need to market yourself to the audience that is most likely to value what you have to offer. If someone wants to be a professional actor and make a living doing this, they are going to have a next-to-impossible time if they are not working in either New York or Los Angeles. These are the two places where there is the most work. If someone tries to chase work in an area of the country where there is no work, they are not going to succeed.

Where are you most in demand? You need to go where people want you. Your career is an incredibly important thing and if you are not marketing yourself where you are in demand then you are making a huge, huge mistake. You may get jobs, but not the sort you are capable of getting.

Second, you need to understand what you are offering to successfully get the job you want. How are you representing yourself to the sorts of employers you are seeking? Different employers want different things – you need to tailor your presentation to each employer in a calculated way.

Finally, you need to market yourself in more than one way. You should make sure that you are not just doing one thing (job sites) and instead are doing a variety of things in your marketing efforts.

# Day 6

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## **Always Be Willing to Readjust**

About a year ago, I was sitting in my office and a registered letter arrived for me. The letter was from a large financial institution saying they could no longer lend me funds to provide student loans, and they would stop lending to me within the next four weeks. I had grown my student loan company into a large business over the previous few years and was doing hundreds of millions of dollars in loans annually.

From my office, I looked out and saw at least 10 very nice people whom I liked a great deal sitting at their desks. I looked across the street and saw the 15,000 square foot building the company recently purchased for almost \$7 million for the student loan company. Across that street, at that very moment, teams of contractors were working to build a room to house a server farm and a \$250,000 phone system. At one time, I'd imagined the student loan company would employ over 500 people in our California office alone. This did not include our offices in Utah and India. The company appeared to have a very bright future.

In that moment I sat and observed our bustling Los Angeles headquarters: the FedEx man was talking to the receptionist as he dropped off the day's student loan applications, employees were coming out of the kitchen, and a Xerox salesperson was in the lobby, ready to discuss adding features to a \$700,000 high speed printer we had recently purchased to send letters to prospective borrowers – we had recently purchased a warehouse and filled it with all sorts of printing equipment, so we could send sales letters to millions of people around the country.

As I watched all of this, the world seemed to slow down. I looked out into the office and saw so many happy people. I almost felt like crying because I knew their lives were about to change.

I'd heard about the credit crisis in the United States and was seeing it firsthand. I knew the economy was in serious trouble, but I did not realize how bad it would be. I could not believe our funding for providing student loans was about to dry up. For days, I called around to various financial institutions all over the country and they, too, had no money to loan. In one case, I set up a meeting with an important banker, and on the day of the meeting he called to cancel because he had just been fired.

All around me I started seeing bankers and others with whom I had developed relationships in the past drop off the face of the earth. Pretty soon I realized there was no money for me to lend.

Every day I heard about another student loan company failing.

In reality, this story is not about me, it is about you. There is something you need to understand about your job and the work you do right now: it could change at any moment.

Your responsibilities and daily duties could end just like that.

Businesses can end just like that.

Your job can end just like that.

Whatever you are doing right now could come to a crashing halt. You never know when this may happen, but it does, and it happens a lot.

Accept the fact that anything is possible and the comfort zone in which you might be in may just vanish one fine day.

Since nothing is permanent, you need to possess the ability to readjust to the new situation.

Develop the flexibility to learn new things, work with new colleagues, and hold new responsibilities.

Constantly look towards the future.

One Saturday I was driving through Agoura Hills and Thousand Oaks, California, on my way to look at some tropical fish. There are giant office parks in those cities that were built by Countrywide Mortgage for their operations. Many of these gleaming, new buildings now stand abandoned. No one works in them now, whereas probably not even a year earlier thousands of people had been reporting to work each day in these buildings. Who knows where those people went? There must have been countless families whose lives took a dramatic turn for the worse when those jobs disappeared.

When I learned about the dramatic shifts occurring in our student loan business, I did what I believed was the right thing, and tried to transfer everyone into other roles. The student loan business is similar to the mortgage business in that during its boom made lots of money. In fact, people with no more than a high school degree could have made over \$100,000 a year giving people simple advice over the phone about refinancing their loans.

Many of the employees I'd hired who'd earned so much money during the student loan boom had never earned more than \$12 an hour before they joined us. For some of them, it was their

first job. I had employees who were 18 years old who were making well over \$60,000 a year. After several days of searching for alternative funding sources, I set out to save everyone's job in my student loan business. Together with a few other managers, I found alternative positions within our companies, with upward potential, which took advantage of people's various skills. I announced these changes one Tuesday afternoon.

By the end of the day, more than 50 percent of the student loan representatives had simply quit and walked off the job. By the end of the week, more than 80 percent were gone. By the end of the month, only a few were left. Eight weeks later, only two were left. Those two are now gone. The two who lasted the longest were given different jobs; however, they never applied themselves in their new jobs. It was as if they refused to learn something new. Their jobs and responsibilities changed dramatically, and as soon as this occurred, they gave up and left.

As people walked out the door, they made statements like, "I made \$82,000 last year. Why should I risk making only \$40,000 next year?" Incredibly, several of these people could not find better jobs elsewhere. One of our highest-performing student loan employees now works for minimum wage at a Dairy Queen. Had she stayed with us, she would have continued to do very well, only in another job.

The point I am trying to make is that you need to be ready for change in your job. Your job can change in a heartbeat. People should never hold on to the past. You need to be ready for the future, and whatever shifts it may bring.

I had a fascinating discussion one Saturday night about successful people. A friend and I were talking about billionaires like Kirk Kerkorian, Ron Burkle, and others. One point I found quite interesting was that the most successful people usually find opportunity when the market is down. There are a lot of opportunities to seize when businesses and people seem to be at their weakest.

In the events surrounding our student loan company, I did not want to let a single person go, and had hoped they all would stay. I created opportunities of which they could have taken advantage. Whoever you are, it's likely at some point you will work for an employer who's facing dire economic conditions, and is forced to change.

I have some advice for you. Walk into your boss's office and tell him or her you are ready to change with the company and do whatever it takes to keep working there. Find opportunities where others see obstacles. There are opportunities everywhere if you are ready to grab them.

## **THE LESSON**

Sooner or later, change will come, and you need to be ready for it. Whether it happens in your life or in your career, being ready and willing to change will make all the difference in whether you succeed or fail at what you do. When other people see obstacles, you need to find opportunities. If you are successful at seeing opportunities where other people see obstacles, you will be very successful throughout your life and career.

## Questions:

1. What are you doing today to prepare yourself for future changes in your career?
2. What would you do if you lost your job today?
3. How does planning for change make it easier to deal with?
4. What are some steps you will take to deal with change when it occurs?
5. What is the danger of holding on to the past?



# Day 7

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## The Secret Career Tactic of “Lock In”

In my experience, some of the smartest and most dangerous people in the world are insurance salesmen, copier salespeople, and auto salespeople. They have a secret called “the lock in” that you can use to seriously enhance your career.

### Insurance Salespeople are Dangerous

Several years ago I found myself sitting in the office of an insurance salesman. This was no ordinary insurance salesman. In fact, this guy sold so much insurance that he owned three jet airplanes and was worth a few hundred million dollars.

It was about a four-hour drive for me to go see this guy. We had been set up for a meeting by a mutual acquaintance. It takes a lot for me to be motivated enough to get in the car and drive four hours to go and see someone I hardly know. There are lots of successful people out there and I love meeting them; notwithstanding, sitting in traffic in Los Angeles is not my idea of fun and there needs to be something pretty significant to get me to go that far.

Ostensibly, I was there because the insurance agent had led me to believe he needed my help. He had heard about this thing called “the Internet” and thought that I might be able to help him get his business online—he said we could “do exciting things together” and led me to believe that I could join him in the insurance industry.

I am not in the insurance industry, but because he was connected to a friend of mine, I decided to meet this incredibly successful individual and talk to him about the Internet. That alone would not have been enough to motivate me to go and see the insurance agent. However, in the grand scheme of things this was about the most brilliant thing he could have said to get me motivated to go see him. When it really came down to it, the reason I went to see the insurance agent was because I had some questions that puzzled the heck out of me:

- **How does a man with no significant education amass hundreds of millions of dollars selling insurance?**
- **How does a man with hardly any staff make hundreds of millions of dollars selling insurance?**

- **How does a man who operates with nothing but a telephone and notepad on his desk make hundreds of millions of dollars selling insurance?**

The agent's offices were nothing extraordinary. In fact, the insurance agent had built what I might as well call "an empire" with a staff of three secretaries and a few part-time insurance agents who helped him.

When I got into his office, the friend of the insurance agent who had accompanied me down to see him started talking about something called "a John Hancock"—some incredible insurance policy that was only granted to the "close associates" of the most successful insurance agents in the country. Apparently, all you had to do was spend \$100,000 on the policy and then in two years John Hancock would buy it back for \$250,000! This sounded too good to be true and I wanted one!

Despite the fact that I was not there to buy insurance, within moments of arriving in the office I was hungry to get this special and coveted John Hancock insurance policy. I was told by a secretary that there might possibly be one available. I was told by my acquaintance that if the insurance agent "really liked me" he might be able to get me one. I am not sure of the exact dynamic that played itself out; however, within moments of arriving in the insurance agent's office I was more eager to get an insurance policy than I was to learn his success secrets.

After about 20 minutes of waiting and getting me fully primed to be interested in a special insurance policy, I was introduced to the agent. The insurance agent was a nice guy and he had a bit of charisma and seemed genuinely interested in what he was doing. There was absolutely no impression I got that he was dishonest, or that he did not have my best interest at heart.

However, only a few minutes into the meeting I could tell that he was much less interested in the internet than in selling me insurance. Learning about the Internet had been a pretext to get me there.

The agent walked out of the office with me as I was leaving and told me that he would fly me in his jet down to an insurance conference in Dallas in the next few weeks to learn more about insurance.

I never ended up hearing back from him about that one.

What did happen is that a couple of his associates called me the next day to discuss insurance and within a few weeks (after I had a medical exam) I was signing papers for a big life insurance policy that will require me to make payments yearly for the next 20 years. Not one, two or three

years—20 years. I could scarcely believe what happened and am still trying to figure out how I purchased life insurance to this day. I am glad that I have it, but at the time I was not sure.

“He’s going to get back to you about the Internet thing,” the insurance agent told me as I was signing the first of many checks for the insurance policy. I never heard back from him on that either.

## The Lock In

What I learned later was that the insurance agent gets paid every time I make a payment—for 20+ years.

What is interesting about insurance is also that every single year that goes by, the cost of getting new insurance gets more expensive, so you end up getting “locked in,” because if you get rid of your insurance you have to get a new policy. The new policy will be more expensive because you will have aged in the interim and life insurance always gets more expensive the older you get. Moreover, you have to get a medical exam every time you get a new insurance policy.

It is easier just to get locked in ...

## **Copier Salespeople are Dangerous**

Around this same time a copier salesperson who had sold me a very expensive copier had “friended” me on Facebook.

This copier cost \$300,000, but the cost was not the issue. The issue was that each time I turned the copier on it started charging me money. It was connected to the Internet so it could charge me in real time:

- **It charged me money for every page I printed.**
- **It charged me money every time I used more than one color in the document.**
- **It charged me money if I printed on more than one side.**
- **It charged me more money if I printed ink on more than 20% of the page.**
- **It charged me money for service when it wanted (it automatically called headquarters to send service people to it)**

The machine just kept charging money. I eventually had to stop using it. It schemed to charge money in every way you can possibly believe. The machine was an evil genius.

While I am not a big Facebook user, at the time I was monitoring advertising campaigns our business was doing on Facebook so I was on there a lot. I started noticing all sorts of updates from the copier salesperson.

- **She was on a cruise.**
- **She was hiking in Nepal.**
- **She was redecorating her house (again!)**
- **She was looking for art in New Orleans**

Despite the fact that this girl was probably in her mid-30s, she seemed to be making an extremely good living selling these copiers. When I finally realized that she was doing incredibly well was when she announced to all of her friends on Facebook that she was not using her “new” vacation condo at a ski resort enough and would rent it to her friends for \$500 a night if they wanted to use it.

This entire experience with the copier salesperson left a strange taste in my mouth. Here I was struggling to pay for this ridiculous copier, working like crazy six days a week, and here she was off having a great time redecorating, shopping for art and skiing at her condo in her second home! It was almost too much to believe.

“I could quit this job and make \$800,000 a year selling copiers,” one of my employees said to me once. He was sitting in my office asking for a raise. I was a bit astonished at the time and thought he was a little nuts...but in retrospect he was quite right. I have every belief that copier salespeople can make that much money (and they do).

## **The Lock In**

Copier salespeople can make so much money because they get paid every time you make a payment on your copier and every time you make a copy—they get a percentage of what you spend.

When you get a copier, they have every incentive to keep you “locked in” to using them indefinitely. This is what a copier salesperson does: They sign you up for a contract that just keeps going and going. By the time the copier wears out, or you have paid it off, the salesperson will be there with a new machine that is more enticing than the old one. The process never stops repeating itself.

You are locked in...

## **Auto Salespeople are Dangerous**

For several years I drove Mercedes Benz automobiles. Over the course of around 15 years, I had purchased 4 cars from an auto salesperson at the Mercedes dealership in downtown Los Angeles. Each time he had talked me into getting leases on the cars and always “dangled” low monthly payments in front of me as a way of inducing me to purchase a given car. Every few years I would saunter into the dealership and purchase a new car.

The salesman was from India and he liked to brag to me about how much money he was making, how he took his family back to India flying First Class, how he was a member of an expensive country club where he played golf and so forth. Despite the fact I was in the habit of leasing \$100,000 automobiles from this man, I generally felt somewhat intimidated by his references to great wealth.

Several years ago a new Mercedes came out called the S550, which was a replacement of an old body style. The auto salesperson called me and told me that he “only had one”—a special “launch edition”—and if I wanted this new car I had to get down to the dealership right away. He told me that I was “his favorite customer,” and he was holding it especially for me. I had been up very late the night before working on something and was a bit disoriented, but made the trip anyway.

Within a few hours I had traded my old car (just off lease) in on the S550. When I got to the dealership the salesman told me the car was selling for \$20,000 over list price since it was “new and exclusive.” As I negotiated the lease, I told him that I refused to pay more than list for the car and wanted to have a buyout that was based on the list price of the car if I wanted to get out of the lease. The salesperson agreed and I felt as if I was getting a good deal on the car since he had started the pricing at \$20,000 over list.

A few days later, I realized that while the lease price of the car had been based on the list price of the car, the interest rate I was being charged was going to amount to something like 30%, and that after four years of payments I would have paid more than the list price and would still owe a ton more money on the car.

I called up Mercedes Benz and converted the lease into a purchase at the agreed-upon list price. This reduced the payments on the car to something like 3.9% for the interest rate. For days the salesperson called me and attempted to talk me into not doing this. He made one argument after another, but none of them made any sense. I had paid too much for the lease. He knew it and I knew it.

Finally, the salesperson literally came by my office begging ... he would make thousands of dollars on “fees” for signing me up for the lease as long as I kept it for at least six months. Would I please keep the lease active as a “favor” to him?

Beware of “the Lock In”

Automobile companies and auto salespeople have us locked in. Cars get old, become less fashionable, or something emerges with newer and newer features .... And we want a new one. Every time the car salesperson sells us a car they make money. Every time we sign a lease for a new car the salesperson makes money. Our cars become like ATMs for the auto salespeople who sell them to us.

We are locked in ...

### **What Does it Mean to Be Locked In?**

Without belaboring the point, there are tons of economic forces out there that are constantly trying to lock you in. The longer the lock in ... the more money they stand to make off of you.

I am not saying there is anything wrong with this ... it is the way of the world.

Why does the insurance salesman make so much money? He is able to “draw people in” and then “lock them in.” It works.

Marriage is another form of “lock in.” All around us people, organizations and others are trying to “lock us in.” Unions lock us in. If you join a union you will be expected to pay dues.

The list goes on and on.

Your success in your professional life will be due in no small part to your ability to “lock in” your employer. You want to get your employer and the people you work for to “commit” and keep coming back and using you again and again.

The more people are committed to you and the harder it is for them to “switch,” the more they will be committed to keeping you around.

How does lock in work?

Several years ago I had an unusual experience. Someone came to me in response to a job advertisement and offered to do work for me for \$10 an hour. They seemed very earnest and

excited about the job and they were the best person for the job at the time. Within 6 months this person had learned their job so well they became completely indispensable. Every time he mastered a task, he took on a new one and mastered that too. Eventually he had some involvement in nearly every aspect of the business. He was so indispensable that there was no way I could do without him. The person kept getting raise after raise and continued this pattern for many years.

Then the person started missing work. They started doing a poor job at many things. Stuff started to get sloppy.

But I did not do anything even after numerous discussions with the person about improving their performance.

I was locked in... the person had become indispensable and letting them go would have created a great deal of chaos. The person had been having problems and eventually I found out they needed to return to their home country due to issues back there (this was the reason for the problems) ... but I would have worked with them for some time due to their high skills in their job—I was locked in.

Why was I locked in? It would have been far too difficult for me to switch employees. The person had learned too much about their job and had a hand in multiple parts of the business. He was also very good at what he did, but more importantly replacing him would have caused disruption to everything my company does.

You need to “lock yourself in” to your employer.

A car may entice you with a low payment but it locks you in for a long period of time...

Insurance entices you with low payments but locks you in for a long period of time...

A copier entices you with low payments but locks you in for a long period of time...

Locking in is an art form and companies and others are doing it to us all the time. In order to really catapult your career, it is exceptionally important that you too learn to get a job practicing “lock in” and keep a job by locking yourself in.

You can entice an employer by agreeing to work for free or at a reduced rate for a short period of time. You can then become indispensable.

When people get laid off, or not hired, they have done something that has prevented them from

effectively locking in the employer. You need to lock in employers and learn from the greatest. After all, if insurance agents, copier salespeople, auto salespeople, and others can live the lives of their dreams with lock in...so too can you.

## **THE LESSON**

Get your employer to commit to you, and keep coming back again and again. This “lock in” is a tactic that companies use all the time, and one that you must practice to get and keep jobs. Make an offer to attract an employer, and then make yourself indispensable. People who fail to lock in their employers are usually the ones who find themselves laid off.

## Questions:

1. What are some ways you can think of that will help you get “locked in” to your employer?
2. How you can ensure that you don’t get “locked in” by someone else in a negative way?
3. What are some ways that other people might try to “lock you in”?
4. What are some ways that you have “locked others in” in the course of your life?
5. How can you apply the “lock in” process to help you achieve success in your life?



# Day 8

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## Find the Best Target Audience for Your Skills

When I was about 13 years old, my parents sent me to a small, private school that catered to children from the wealthiest families in the Detroit area. The school was unusual in that it went out of its way to assist the wealthiest students and seemed to pay less attention to others. I was friends with one of the wealthy kids, and the headmaster actually used to go over to help him with his homework. Despite the difference in the way the wealthier kids were treated, there were some extremely good things about the school.

Upon entering this school, I enrolled in the English class, which was also my homeroom. I would go into homeroom for about 20 minutes at the start of each day, and not much happened there. I think maybe we were supposed to be studying. My homeroom teacher quickly grew to dislike me as well as a few other kids in the class, because we were quite rowdy. We made fun of the girls in homeroom and acted in ways we shouldn't have. Our homeroom teacher was quite young, somewhat soft spoken, and never reacted to us. This just made us act out even more.

Our homeroom teacher had a brother, who was my history teacher. He was pretty serious and did a good job controlling his students.

A strange thing happened when I came to this school. I had always loved English and history, and I typically received A's in both courses. Incredibly, at this school, no matter what I did, I earned Cs and Ds in both subjects. In fact, my performance was so poor that at the end of the year, the school informed me I was not intelligent enough to proceed to ninth grade. I was told I could go to another school for a year and, if I did well, I could return. They gave my parents – who were extremely upset with me – literature about other schools for people with difficulty learning.

It's crushing to be told you are no good at something, mentally incapable, or otherwise unfit (I am not, but I will explain more about this later). However, I believed this assessment at the time. Being kicked out of school at the age of 13 on the basis of one's stupidity is devastating on many psychological levels. I remember going into a bathroom at the school and crying for more than 10 minutes when the headmaster told me I did not belong in that learning environment. This is the only time I remember crying when I was growing up. I cried so hard that day when I walked out of the bathroom, my entire shirtfront was soaked.

At that age, and after that experience, I began to believe the message I had received from the

school. I started hanging around with a different crowd. At one time, I had been friends with the kids who studied, but I decided instead to spend my time with the bad kids. Within months, I was hanging out with kids who smoked pot, drank, stole, and generally were trouble. I was led to believe these were the people I belonged with, and I convinced myself I did indeed belong with them.

The next year I enrolled in a public school. Despite hanging around with a horrible crowd, I received excellent grades in many of the classes I'd failed the year before, including English and history. I did so well that, a year later, my parents enrolled me in another private school, which was even more prestigious than the previous one. When I got to this school, I took the most advanced English classes and got the best grades. When I graduated, I received an award for being an excellent writer. Slowly, I started to believe again I was smart. Throughout the rest of my scholastic career, I ended up doing well in the same classes in which I had once gotten Cs and Ds. I even became a law professor at one point.

What happened to me during these years? Why did I do poorly in one environment and not another? Who knows? What I do know, however, is you need to work with an audience that recognizes and values your skills. There are plenty of people who do not see your talents. Stay away from employers and people who do not appreciate what you can do. People who do not see your talents can crush you and change the course of your life forever.

When I graduated from law school, my fiancée and I moved to northern Michigan for a year while I was working for a judge. She had a master's degree in landscape architecture and had decided to get a job in Michigan as well. The best job she could get was with a local nursery. At the nursery, she was not allowed to talk to clients or do any of the work she was capable of doing (such as drawing properties, grading, choosing plants). She kept asking, but her bosses essentially told her it was all above her at this point in her career. A year later, she got a job with one of the best landscape designers in the United States. Within a few months she was meeting daily with people like David Geffen, Tom Cruise, Michael Eisner's wife, and others. She had almost complete oversight of their projects and her work was highly valued. Although I am no longer with this woman, I did see her mentioned on the front page of a Los Angeles Times section recently.

There are atmospheres, places, and people who will value you and what you are capable of, and others who will not. You need to work in the places that understand what you are capable of and allow you to succeed. You need to be appreciated for what you are and what you can do. By being around people who appreciate you, you can reach your full potential.

Stay away from people who bring you down. Put your skills to work where they are appreciated. The environment you're in is something that can make or break you. This is one reason schools are so important.

Several years after flunking out of school, I was at a party and ran into one of my old friends from the “bad crowd.” Four years before, he’d been a clean-cut prankster. He received bad grades but was a happy kid. He was much different now. It was a sight I will never forget. He was standing in a stairwell, wearing a denim jacket with hard rock band patches on it. He was definitely “stoned,” or under the influence of some sort of drug, and spoke to me in a slow, monotone voice. He looked like a completely different person, someone who now lived a life on drugs. He might have been dealing drugs in that stairwell, I don’t know. I asked him about one of our old friends.

“He’s in prison,” he told me. “He’s been there for a while.”

At the time, I was about 18 and getting ready to go to college. I had friends who took their education and future seriously. I realized that, had I remained in that school and in that environment, I could have ended up in a similar position. If my talents had not been recognized in that public school, I would have continued down a path of self-destruction.

Think about your own life and times when your talents have not been recognized. How did this alter the course of your life? Where would you be now if your talents had or had not been recognized?

If your talents are not recognized, your life will not be as fulfilling as it could be. If your talents are recognized, you can do anything, and nothing can stand between you and the life you want for yourself.

## **THE LESSON**

There are people in your life, just as in everyone else’s, who do not appreciate your talents and will seek to undermine you. You must avoid situations that place you among these kinds of people, and instead find colleagues who recognize and appreciate your efforts. Your work environment will do much to either motivate or de-motivate you, so make sure to find one that recognizes your talents.

## Questions:

1. How can you avoid situations where people don't recognize and appreciate your efforts?
2. What can you do to make sure you recognize and appreciate the efforts of others?
3. Why is it so important to have your own efforts recognized and appreciated, even in a small way?
4. What role can your own self-esteem play in how you view your own talents and efforts?
5. What can you do in your job to make sure your efforts are recognized and appreciated?



# Day 9

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## Choose an Employer Who Is Marching Forward

There are generally two types of employers in this world: the employer who is marching forward and the employer who is in retreat. There is also a third type of employer (for whom nothing is changing) that merits some discussion as well. However, for the most part, there are employers who are marching forward and employers who are retreating. What I'm about to share with you could be the most beneficial advice about choosing between employers that you will ever receive.

When I started my first job with a law firm, the firm was growing at a meteoric pace and had been around less than 10 years. Other attorneys in the firm worked like mad at all times. The firm was getting the most important cases in the area and, in fact, many of the most important cases in the country. The firm was attracting top graduates from the best law schools all over the United States. We were so busy, I knew several people who regularly slept in the office. This firm was also different from any other firm in the city at the time.

Attorneys wore shorts and sandals to work and some even chewed tobacco at their desks. Rumors of crazy drinking, drug use, and incredibly hard partying by many of the attorneys in the firm were quite prevalent. I don't think any of the attorneys in the firm were involved in any sort of outside organizations or sat on any boards—they were too busy to do so and, frankly, such things didn't matter. The work these attorneys were doing was also in the paper very often. It was a world unlike any other American law firm I'd ever heard of. It was a great place and they did really good work. This is an example of an employer “marching forward” and the absolute best place to get a job.

After about a year of working all the time, I told myself I needed a change. I went to another law firm across town that had been around for decades. Incredibly, I was able to almost double my salary in the process. This law firm was so white-shoe that on my first day they put a plaque on my door that said “Mr. Barnes.” People whispered in the halls and there were strict dress codes. One time, a partner told me to polish my shoes better. This was a firm that had been used to doing certain things a certain way for a long, long time. There were people in the firm who'd had very distinguished careers in government and were on the boards of important companies and organizations.

This law firm had been around for over 50 years and was able to recruit the best law students, but when I got there I didn't have any work to do for over three weeks. During those three weeks, I

also saw at least a couple of people quietly asked to leave. The strangest thing about the firm was that when I talked to associates and other young attorneys, they said that having any work to do was a privilege and had to be earned. They spoke about how you needed to get favor from certain people in order to get work. Most of the work this firm was doing was unimportant and certainly was not in the papers very often.

After about six months of being at the firm, I realized it was dying. Partners were being fired or asked to leave and the firm was very slowly wilting away. There was hardly any work going around in the office. Today, I don't think the firm is even around. This is an example of an employer in retreat and the worst possible place to work.

I once spent two weeks in Atlanta with our company's general counsel—a former fighter pilot. He loves to bring up military analogies for lots of things. I now find myself thinking in terms of military analogies as well from time to time. There are employers who are on the attack and gaining market share from rivals, employers who are in retreat and losing market share, and a few employers who are simply holding their own. Economics is a form of warfare, and business is warfare as well. If you're going to fight a war, it's important you fight on the correct side.

The employer marching forward is easy to spot—it's growing. Employers who are growing hire more and more people. They expand their offices into new territories and areas. Their revenues are increasing. They are enthusiastic about the future. Their cultures are defined by specific goals. They may also be somewhat disorganized. Typically, the employer who is marching forward has discovered a new way of doing things that is much more efficient than the way of doing things in a previous time. Some examples of companies you have probably heard of who have done this in the past are:

- **Google—organizing information online**
- **Ford—producing cars that the average man can afford**
- **eBay—organizing goods for sale online**
- **Apple—inventing a way to organize songs and information (the iPod)**
- **Facebook—coming up with a model that allows people to efficiently connect with others**
- **Wal-Mart—bringing goods to areas all over the United States at low prices**
- **YouTube—allowing people to share videos online**
- **AT&T—allowing people to communicate over the telephone**

When a company designs or invents something that's new and creates efficiencies, it's a time of great excitement. People want to work for companies that are creating efficiencies and doing things in new ways. Other companies also want to do work with businesses like these. The reason these companies are so popular is because they are saving people money (Wal-Mart), allowing them to do things they have never been able to do before (AT&T and Ford), or making something accessible and easy to use (Apple, YouTube, and Google).

Companies that create new ways of doing things become very popular with consumers and others because they enable them to save money. They also become very popular places to work because of their upward momentum and the possibilities this creates for people. You can see new companies starting all the time that change their industries and how the world operates. They are examples of employers marching forward.

Employers marching forward also have other characteristics that are worth mentioning here. They tend to hire more people. They tend to be excited about the future and where they are going. Established competitors will initially look at the employer marching forward with disdain. The employer marching forward is one who is excited about the future and the people working there typically feel the same way.

The workplace dynamics of an employer marching forward are unique. The employees working with such an employer typically work very hard. The work will be scattered around and people will be juggling multiple responsibilities. The employees inside the company will also have far more opportunities available to them than they are able to take advantage of because the rate of growth is so rapid. For example, in an online publication that's marching forward, advertisers may be calling the publication trying to advertise and be very frustrated that no one is calling them back. However, the people inside the publication may be so busy with other tasks, which are more productive, they don't have time to call back! This is what it's like in organizations that are marching forward. There are literally so many opportunities that people are chasing them around like crazy.

This year, I had the opportunity to work with students from the UCLA MBA program who were studying one of our companies. I overheard at least a couple of these students talking about how great it would be to work for Google. Everyone wants to be part of the next great thing. I have since heard that Google has instituted a hiring freeze. Notwithstanding, companies that are marching forward attract the enthusiasm of the best and brightest. This is just how it works. The best want to be with that which is growing.

The converse of the employer who is marching forward is the employer who is in retreat. The military analogy here would be the army has marched as far as it can go and now needs to hold onto the ground it has gained. Most employers who were at one time marching forward eventually

stop marching forward and go into retreat. This is not always the case, but it usually is. When a company finds a new niche, space, or way of doing things, eventually others catch on and start attacking it with rival products. Products are imitated. Services are imitated. Word catches on and all sorts of people are attracted to working for the new company.

An interesting trend I've seen around Los Angeles, both from when I was a lawyer and from people I've met in the course of running my business, is the following: a group of people come along and start a company. They may be from a foreign country and haven't gone to school in America or have any connections. They start the company and get it off the ground simply by virtue of the tremendous value that their product or service provides. They may be engineers who have designed a new medical device. They may manufacture and import toys. They may be brilliant property investors. Regardless, their company thrives and it grows to great heights.

When a company grows due to business methods that are clearly successful, it begins to attract the interest of people who are more interested in preserving their own income and status than they are in creating value for others. These people include professional executives, lawyers, and accountants. While I hate to be so direct about this, you may want to call these sorts of people "professional bureaucrats." Professional bureaucrats are people who went to the right schools and have the right education. They know all the right clubs to belong to, the right clothes to wear, and have a view of the world that is, in most cases, based on distinctions between class and background. These sorts of people are most interested in preserving their income level, standard of living, and status vis-à-vis others.

The world of the bureaucrat is one that is defined by the organization for which you work, your background, and the security of your job. The bureaucrat rarely understands what makes the business tick. When bureaucrats come into an organization, they set up structures and procedures to protect their income stream and also to protect their status. They will set up a series of titles for various employees. They will set up reporting systems. The entire fabric of the organization will begin to change. The organization will become based more on being "protectionist" than on growing. I have seen this more times than I can count. Everything in the organization becomes centered on protecting status. That's what bureaucrats do.

In most instances, once an organization becomes overrun by professional bureaucrats it begins a slow process of deterioration and retreat. The reason for this is because the emphasis is now on protecting the interests of the bureaucrats rather than on growing the company. When the bureaucrats were first attracted to the organization (which was then marching forward), people both inside and outside the company more than likely believed it would never fail and would always march forward. Once a company begins to bring in professional bureaucrats and begins to bask in its achievement, it becomes disconnected with the markets or people it serves. The company then begins a period of slow (or rapid) decline.

Companies that are in retreat will also try to manipulate the market in every way they possibly can:

- **They may try to get legislation passed to benefit them.**
- **They may decrease portions or sizes or offer less to increase profits.**
- **They may constantly offer sales or special deals, or try tricking consumers.**

None of these methods work over the long term. Eventually, even the most talented bureaucrats will leave to seek companies that are marching forward and will leave again when that company also goes into retreat. People and resources are attracted to companies and situations that create value, not destroy it.

In your search for a job, and in choosing between employers, you need to find an organization that is marching forward. The employer marching forward will provide you with the most important opportunities over the long run and the best overall career. You should also be aware that all employers go through different stages, and when you get in will have a real bearing on what happens to your career over time. The best time to get in is at the beginning of the growth cycle.

This is where the most opportunities typically are.

When looking for an employer, you should do everything you can to get a job with the employer who has just begun the march forward. Employers can march forward for decades if they are smart; however, most only march forward for a couple of years. In every economic market there are employers who are marching forward or beginning a march. It is your task to find this sort of employer.

## **THE LESSON**

There are generally two types of employers in this world: the employer who is marching forward and the employer who is in retreat. The best opportunities are with employers who are marching forward, creating new things, growing the company - ones who are excited about the service they provide. To give yourself the best start to your career, you'll want to get in with one of these companies when they are in the beginning of their growth cycle. Not only will you have the opportunity to handle many different projects, contributing to your skill set, but the morale and energy at work will be uplifting.

## Questions:

1. Do you know which companies local to you are marching forward?
2. Do you know which companies seem like they are retreating?
3. Make a list of companies that seem like they are in the beginning of a growth cycle.
4. How can you offer your services to these companies?
5. Do any of these companies look appealing to you? If so, apply to these companies.



# Day 10

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## **You Will Succeed in Your Job and Job Search When You Are Concerned with Giving and Not Taking**

The quality of our lives, in many respects, is determined by our working lives. Being able to enjoy our jobs and being able to get jobs is something that's incredibly important. A job is not just about earning a living; it's about forming a relationship with an institution, or a group of people, and being supported by that organization. For example, the organization may provide you with a good outlet for your skills and give you work you enjoy. In your work environment, you will also have the opportunity to come into contact with, and interact with, the public. If you don't enjoy your job, you don't enjoy life. Therefore, you must ensure you have the skills to both get and keep jobs.

Getting a job and working for an employer is no different than being in a relationship with another human being. There are people who go into relationships that try to see how much they can take from someone else. I use this example because I am sure you have met people (we all have) that have been more interested in what they could take from you in a relationship rather than what they could give. Perhaps they wanted a place to stay indefinitely, and you didn't even know them very well. Perhaps they wanted you to listen to them talk incessantly and never listened to you. Everyone has known people like this who, for one reason or another, seem more interested in what they can take from us, rather than what they can give.

In our personal relationships, we have a very simple solution to this: we avoid these people. We don't like people who are focused only on taking from us. We learn this from a very young age and by the time we are even six or seven, we avoid people whose objective is to take from us rather than to give. This is just how things work. There are people out there who want relationships with us that are one-way streets, where they perceive us as a solution to their problems. Most of us don't want to be the solutions to other people's problems or to be in a relationship that is a one-way street like this. We want our needs taken care of as well.

One of the most important components of relationships is that we need to go into them with the intent of giving something—not necessarily taking something. What you put out does tend to come back to you. In a relationship where two people are going into it to give, both parties are likely to benefit. One of the most important components in any relationship is understanding what the other person needs. If both parties understand what the other needs, then both are likely to be

very happy in the relationship.

Several years ago, I was staying with a young couple who were in their early 30s. Every morning, she would get up early and make her husband a large breakfast and then wait on him while he ate. She would refill his juice, ask him if there was enough salt on his eggs, tell him she could make some more sausage if he needed it. She would not even eat herself until he was long gone to work. He liked being taken care of like this and she would also make him his lunch to take to work. I spoke to him about this and he told me that this is what his mother used to do for him and it made him feel very loved.

Throughout the day he would pick up the phone, what seemed like almost every hour, and ask her what she was doing and how her day was going. She would relate what had happened over the past hour and seek his input on various decisions. She loved having a sounding board for various things. If she spoke to a friend on the phone she would ask him what he thought about the conversation. If she was deciding between two different priced goods at the grocery store, she might call him and seek his input. She loved getting the input and not having to make certain decisions, and this made him feel important. While I thought all of this was very unusual, the point is that it worked. Both of these individuals had certain emotional needs that were being taken care of extremely well in the relationship. More importantly, it seemed to me that both of them were really in the relationship to give and this made everything work extremely well.

Some people just need certain things. This guy needed a wife that would wait on him and cook for him. She needed a husband who would speak to her every hour. That was just how it was. Everyone has certain buttons that, when pushed, fulfill their needs. Finding these buttons can be difficult, but when they're found, everything falls into place. For many relationships, these buttons are never found. When they are, however, an incredible amount of trust, happiness and respect can be established between both parties. The buttons are needs that two people have in a relationship.

A relationship with an employer has a lot of similarities to a relationship with another human being. Just as people have certain needs that need to be taken care of, so do employers. Moreover, just as it is advisable to go into a relationship with another human being with a desire to give, you should also go into work relationships with the idea of giving. You need to be more focused on the other person's interest than your own in order to really experience the level of satisfaction you want out of a work relationship. What you put out comes back to you.

One of the most interesting questions I have when I'm asking someone who is unemployed is, "We really need someone to start right away. When can you start?"

I've seen that this is a very powerful question over the years, because it tends to flush out those

who want to work from those who don't. It also immediately shows how important it is for various people to contribute versus those who are seeking a one-sided relationship. There are other ways of figuring this out, but I believe this is a pretty good one. The answer to this question shows a lot about how someone will be once hired.

Here are some possible responses to this question:

“Would it be okay if I checked back with you on that?”

“I have a trip planned and I would like to take the trip, and then after that I have been hoping to organize some things around the house. I can definitely start within four to five weeks.”

“I am in the middle of restoring an old car but I can put a lot of the parts away and start by the middle of next week.”

“I can start on Monday.”

“I can start tomorrow.”

“I can start today.”

“I can start right now.”

“I can start right now and if you need me to I will work all night. It looks like you have a lot to do.”

The more someone seems eager to start now and begin work immediately, the more likely I am to want to hire this person. This is not some rule I've simply pulled out of thin air or read in a management book. Instead, I've learned that the answer someone gives to this question is likely to determine their commitment to their job and work going forward. It's a pattern I've seen over and over again, and in the course of having hired hundreds of people and placed hundreds of people in jobs. I know the more eager someone is to start work, the more likely they are to be committed to the job once they start. Hearing that an employer needs help immediately and wanting to help and contribute now is an important characteristic.

There is a psychology out there that certain employees and people in the workplace have that's focused on providing results to others. It's an idea in business, as well, of giving something of value before you expect something in return. It's also a psychology of responding to someone else's needs before you worry about your own.

The more people hesitate before starting work, the more likely they are to hesitate when they get into the job as well. In the answer to this question, there is also a push and pull between someone's dedication to their job and other things. Obviously, most employers want people who are dedicated to what they do and not the other way around. Most employers are seeking and looking for people who will go forward and get one job or another done. When you are applying for jobs and interviewing, you need to put yourself in the shoes of the employer and not the other way around:

- **Put your employer, or potential employer's needs, first and not your own.**
- **Try and be selfless and focused on your employer's needs.**
- **Find out what your employer (or potential employer's) needs are, and tailor your approach to them.**

By putting your employer or potential employer first, you will be able to get jobs and hold onto them in almost all economic climates. Not always, but more often than not.

The psychology of putting the needs of your employer first and understanding their needs may seem overly simplistic and obvious, but the truth of the matter is failing to do this is the reason most people don't get jobs and the reason others lose jobs. CEOs of major corporations lose jobs when it becomes clear they care more about bonuses than the company. People lose jobs when they're off doing something personal instead of attending to a corporate crisis. Clock watchers are fired and laid off when the economy gets slow because they're more concerned about what they can take (money) than what they can give (time and extra work). People who are applying for jobs and appear eager to work are most often hired. People who are taciturn and don't seem eager to work hard aren't hired as often. People whose loyalty is to other employees, and not the company in general, more often lose their jobs and aren't promoted over those who aren't.

We respect loyalty to institutions. It is bred into us. Soldiers have gone off to fight and risked their lives for thousands of years out of loyalty to their institutions. Loyalty and contribution to an "institution" rather than any specific individual, for example, is almost universally respected. When you work for a company or any other sort of institution, you need to look at your relationship and determine what you can give. The more you can give and the more you can contribute, the more the organization will ultimately fulfill your needs as well.

## **THE LESSON**

Enjoying your job is incredibly important. In many ways, work is just like a relationship - your employer needs certain things from you, and you need certain things from your employer. The best relationships, in all aspects of life, are ones where each person is focused more on giving rather than taking. In work, you must be eager to work hard, contribute, help your employer, and give whatever you can. The psychology of putting the needs of your employer first and understanding their needs may seem overly simplistic and obvious, but the truth of the matter is failing to do this is the reason most people don't get jobs and the reason others lose jobs.

## Questions:

1. How eager are you to work?
2. Are you seeking out jobs you are excited about?
3. If an employer asks you “when can you start,” what is your typical response?
4. Do you go into a job thinking about what you can get? If so, how can you change this mindset?
5. What can you give more of in your job (or future job)?



TRAINING SESSION 2 : DAY 11 TO 23

# HOW TO FIND JOBS

HARRISON BARNES'  
CAREER TRANSFORMATION SYSTEM



ATTORNEY SEARCH

# Day 11

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## Getting Referrals from Powerful People (We All Know Someone)

When I was practicing law at a major Los Angeles law firm several years ago, something happened that was difficult for me to believe. The firm where I worked employed some of the top law school graduates in the United States. For example, in the year before I joined, they had hired three of the top five ranked graduates out of Harvard Law School. Most of the attorneys were students from the top of their class at either Harvard, Stanford, or Yale, and the ones who were not, were often first in their class from the top ten or twenty law schools. This firm had fewer than fifty attorneys when I joined, and had the reputation at that time for being called upon to handle very sophisticated litigation cases.

One day, the firm hired an attorney who graduated in the middle of his class from one of the worst law schools in the United States. He was brought in for a round of interviews and lunch with younger attorneys, none of whom had any idea what was going on. Here former editors of the Harvard Law Review and so forth, who were conducting the interview, were probably scratching their heads wondering precisely what was going on with this guy and why they were interviewing him: the guy was one or two years out of law school at the time and had bounced around between three or four jobs with small, unknown law firms during that time. It made no sense.

To the astonishment of the associates that had interviewed him, this guy was hired and was set up in his own office. An important partner in the law firm was moved down the hall and stationed in an office next to him. All day long, every day, the partner could be heard talking to the new associate in his office about this matter or that. After some time, word got out that the new associate the firm had hired was having a difficult time understanding fact patterns and basic legal concepts. The partner had been stationed next to the associate's office so he could "get him up to speed" and turn him into an excellent attorney.

Something did not add up about this situation. If someone was not intelligent enough, or did not have natural legal skills, any high-profile law firm would usually reject this attorney like a virus—and fast.

Law firms do not move partners down a floor so they can sit in the office next to an associate and coach the person, explaining elementary methods of the law. They typically just fire the associate who does not make the grade.

Law firms that have lots of really gifted attorneys do not hire people from fourth-tier law schools who finished in the middle of their class and cannot find a job. Gifted attorneys attract other gifted attorneys, and once the law firm has a decent number of them, they can hire graduates of the best law schools all day. They do not need to hire people from fourth-tier law schools.

After some time, word started getting around that the partner was completely frustrated having to work with the associate. The associate did not have good legal abilities and was having a very difficult time understanding basic concepts of the law. In addition, others who were working with this attorney were catching all sorts of catastrophic errors he was making, and a buzz developed within the firm that something was wrong with the guy.

The attorney who worked in the office close to me was my friend and was also good friends with the partner who had been responsible for coaching this new associate attorney each day.

“How did this guy get hired? Did the head of the law firm hire him as a favor?” he would ask the partner.

The partner somehow always avoided answering the question.

Late one evening, after several months, the partner confessed to my friend that the associate had been hired as a referral from one of the firm’s most important clients. I never learned who the client was, or anything else for that matter, but I learned right then and there the power of a good referral.

Someone who is referred to a company or organization by an influential person has a major advantage in his or her job search and career. When someone is referred for a job by someone who has strong, influential ties to an organization, major and important things can happen.

Probably the easiest way of all to get a job is through referrals from important people. A referral from an important person is no ordinary referral: When you are referred to a job from an important person, many things are different:

When you are recommended by an important person for a job, the company that interviews you is likely to trust you more in the interview.

When you are recommended by an important person for a job, the company that interviews you is likely to negotiate with you less about your salary, benefits, and so forth.

When you are recommended by an important person for a job, the company that interviews you is likely to be more up front with you about their expectations of you on the job.

When you are recommended by an important person for a job, you are more likely to be promoted once you are hired.

There are numerous benefits to being referred to a company or job by an important person that the company or organization trusts. In fact, you often become instantly qualified for jobs you might not otherwise have had any chance of obtaining. Having an in with someone the company trusts is an incredible benefit.

Several years ago, my ex-wife was working for a woman who was arguably the most famous landscape designer in the United States. My ex-wife was very talented and the woman she worked for was based in New York City. The designer wanted my ex-wife to work for her in New York, and she knew that the biggest impediment to our moving to New York was my having a job in Los Angeles.

This woman was a high society type, and she was extremely well connected with the most important attorneys in New York. In fact, she knew the founding partners at several of the largest and most prestigious law firms in New York City—the sort of law firms that were incredibly hard to join, even if you were at the top of your class at a Harvard Law School, for example.

On a weekly basis she told my wife that she had spoken to the founding partner of this law firm or that law firm, and that the partner had agreed to hire me to work out of their New York City offices. This seemed unbelievable to me at the time, but it was true. All I needed to do to get a job at one of the most prestigious law firms in the United States was pack my bag and (presumably at the firm's expense) move across the country to take a job that I had never even interviewed for.

Things work this way everywhere. I have hired people in our company based on a request for a favor from a powerful individual. People get hired this way all the time. It is more common than you might think.

When I was growing up, I did not have any powerful connections and, for the most part, my family did not have any important connections either. I saw all sorts of kids getting jobs and doing this or that based on who their parents knew, or some sort of other connection. It always made me a tad jealous and it made me resent people who got jobs this way because I did not have the same connections. In fact, the more I think about it, the more I realize that a lot of my career has been based on trying to help people like myself who did not have prior connections.

I have started and now run job search sites that show people all the available job opportunities, so they can seek and obtain jobs without having prior connections;

I have started targeted mailing services, which introduce people to prospective employers, so they can seek and obtain jobs without having prior connections;

I have started recruiting firms that do an incredible job of marketing candidates to various employers, so the candidates can seek and obtain jobs without having prior connections.

However, despite my successful efforts with all of these companies, I cannot ignore the fact that a recommendation for a job from someone in a position of power is a real game changer in many instances. Getting a recommendation from a powerful person for a job can make a gigantic difference and can even get you the job. Websites, mass mailings, and talented recruiters are very powerful tools; however, there is nothing more powerful than a recommendation from a person of influence.

Most people know someone important or have a connection to someone important. Your connection with important people is something that you need to nurture and take seriously. It could be an uncle, a friend of a parent, a parent of a friend, a friend of a friend. Whoever the person is, you need to make the absolute most of your connections with powerful and influential people. There are powerful and influential people everywhere, all around you, and your connection with them can change your life and your employment situation in an instant. Sometimes one phone call or one e-mail from the right person is all it takes to completely change your situation.

One of the most interesting things about interviewing people is asking for recommendations. When you ask someone if there is someone you can talk to about his performance in his previous job, you learn a tremendous amount. Many people sort of squirm and begin to look uncomfortable when they are asked for a recommendation. This is quite telling. When someone does not believe that she is going to get a good recommendation from her previous employer, or the employer before that, this is always a warning sign. When people believe that they are going to get good recommendations from previous employers, they typically are very quick to offer the names of numerous people that they know.

Regardless of what you do, the community of people in your profession is probably quite small. You need to be someone who “comes highly recommended” and there are few things more important in a job search than being recommended by someone for a job. Even more impressive is being referred for a job by an important reference.

Never burn any bridges. Make sure that people are always in a position where they are willing to refer you to someone important in the future.

**Industry Leaders.** Who are the leaders in your business or profession? Do they know you? Why not? You need to work on getting their attention. Contact them. You can refer to them in articles. You can let them know that you admire them and send them short notes. You can let them know that you respect their opinion. In addition, if you tell them that you are following them and are

doing many things a certain way because of them, they cannot help but like and respect you, as long as you are genuine. How effective would it be if an industry leader referred you for a given job?

**People Who Are Also Involved in a Professional Association, Church, and So Forth.**

Sharing a religious affiliation or some other association can also be extremely important in terms of getting references. Churches and homeowners' association meetings are often very good places to strike up relationships, because the people you meet there know your personality and can vouch for you.

**Relatives, Friends, and Neighbors.** These people all know people, and some of them are likely to know important people. In addition, some of these people may be very important people themselves. Many of these people will want to see you do well and will be more than happy to recommend you to someone in order to help you get a job.

**Competitors.** If you conduct yourself in a good way in your business and impress your competitors, they can also be a very good source of referrals as well. I have seen numerous people get jobs by being recommended by a competitor.

Regardless of how you locate and develop these relationships, it is always important that you put yourself in a position to get recommendations from powerful individuals. A recommendation from a powerful person can make a major difference in your job search. If you are unemployed and you know someone in power, or know someone who knows someone in power, reach out to him or her. It could change your life.

**THE LESSON**

A recommendation from a powerful person can make a huge difference in your job search; a reference from an influential person makes a tremendous difference to a prospective employer, and thus can be a major advantage for you. When an important person whom the company trusts recommends you, you instantly qualify for positions that may previously have been unattainable. Make the absolute most of your connections with the powerful people in your life, because doing so can instantaneously change your career and life.

## Questions:

1. Do you feel like you have good referrals currently?
2. If not, what can you do in the future to ensure that you will?
3. Are there people you can reach out to and ask for a referral from?
4. Make a list of friends and family who could refer you.
5. Look up leaders in your industry and reach out to let them know that you admire them and that you respect their work and have genuinely been influenced by them.



# Day 12

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## Informal Networks and Referrals

Informal networks can make a massive difference in the quality of not only your job search but also your life. Too few people take the time to understand the importance of informal networks and referrals when it comes to getting your foot in the door with an employer. If you're looking for jobs, networking can be a deciding factor in what job offers you will get.

One of the crucial aspects of informal networking is recognizing the power of endorsements, and that's really what a referral is. You see this happening all around you. For example, on television, an actor or actress might lend their name to a product. Diet products, cars, and investment firms all have a famous person giving an endorsement. Why is that? Because it works.

People trust the opinions of those they are familiar with, whether those opinions come from famous actors and athletes or former coworkers and colleagues. Since you've seen the person before and have an idea of who they are, that makes you much more comfortable. You're more likely to trust them. In the medical profession and in the legal profession, doctors, dentists, and lawyers rely almost exclusively on referrals. When someone is professionally recommended, it changes the balance of the equation. A recommendation carries a lot of weight.

That's how employers feel about getting job candidates. They would much rather meet you through a referral, because it makes you seem more trustworthy. Why is this the case? When someone meets you through a referral, there is already a lot of evidence as to your character and ability to do the job. It's almost as if the referral source has testified on your behalf.

When a recruiter gets involved it means the employer couldn't find someone to do it. Most employers, like you, like to refer people to things. If they have a friend or someone they know, they would rather bring that person in and refer that person to the job than otherwise. In most cases, they would rather network to try to find the right person.

When someone refers you to a job, or when somebody refers you to someone else that has a job opening, you are much more likely to get that job than you would without that referral. For instance, if I suggest you consider my friend, or some other specific person, and you evaluate them that is going to make a huge difference. Coming through someone you trust as an authority for the person being recommended for a job is something that makes a giant and profound difference.

The writer Charles Lamb said, “Don’t introduce me to a man. I want to go on hating him and I can’t hate a man whom I know.” That applies directly to your job search. If your prospective employer knows you, it’s more likely you’ll get the interview and the job. Getting to know them on a personal level, an introduction by a colleague, business associate, and so forth can have the same effect as an endorsement.

I’ve been studying referrals and how they work for quite a long time, for most of my career, in fact. I remember when I was starting my career. I was working for one of the more powerful attorneys in the United States and in one meeting, I remember very clearly he said that the one thing he regretted more than anything was that he didn’t develop good relationships with his classmates and others when he was in law school. I thought that was a very interesting observation. Essentially, what he was saying was that there were all of these people whom he could have relied on when he was getting into his career, but he had never been able to turn to them because he had never done the work to network with them.

There are people who can provide you with employment opportunities all around you. In addition to your coworkers, relatives, and friends, you will see at least a hundred other people who could be a resource for you, if you look closely. When you go to the grocery store, the cashier is an opportunity; when you buy gas, when you go to the dry cleaners, when you sit in the doctor’s office—every single place that you go and where you spend your time is an opportunity to get a referral for a job. If you’re looking for a job, you can use these referrals to find new opportunities. If you’re happily employed, you should always be in the process of building a giant referral network for yourself that you can rely on when you need it. Your network can help you get employed and stay employed.

### **Making Yourself Referable**

How do you make yourself referable? How do you become that person whom others are willing to refer to a job? You’re about to discover some basic strategies to ensure you are referable.

One of the most important things to understand about referrals is that in order to be referable, you need to do good work. That is pretty basic. If you want someone to stand behind you, your work must be exceptional. Being average is not enough. You need to be remarkable in some way. You need to be someone that others look at and say, “This is a person that I would recommend.” You want to be the kind of person whom others look at and think, “This person seems like a good fit for this sort of job or that sort of job.”

In becoming referable, there are a couple of aspects to consider, one personal and the other professional. In the personal category, you can goof off, have a lot of fun, and be a certain personality with your friends. But in the professional sphere, you need to be seen as a person who

takes work seriously, who is serious, and who likes what they do.

These are the kinds of people that are referable. When you refer someone like that, it's because you believe this person is studying his or her field every day and this person is interested in it. These aspects make the person much more exciting and much more referable. That is exceptionally important.

In order to be referable, I believe a really important thing is that you position yourself in some way that is different from your competitors. You should present yourself as unique and as having something to offer that other people don't have. It could be your intense interest in the subject matter. It could be that you're very thorough in what you do. It could be lots of things, but when you're out there in the market and selling yourself, it's exceptionally important that you're viewed as someone who's unique, different, and memorable.

Here's a story to illustrate the point. One of the architects of Toyota, who helped the company grow and who helped General Motors grow at one point in the 1980s when he started working with them, was a man named Dr. Edward Demming. Dr. Demming talked about the need to always improve products and services. When an organization does that, it develops loyal customers. In business, identifying and creating loyal customers is really the most important thing. That's because merely satisfied customers may try a new product from a competitor and switch to it if the price is right. Loyal customers, on the other hand, are the ones who come back to your products time and again and might even pay more than the competition is asking. They'll brag about the quality of a product or a service, and they'll buy the company's new products with little sales effort, often bringing a friend.

What this means to you is, if you're able to demonstrate to your network how referable you are, that you're always striving to be the best in your field and improve, those people in your network will brag about you and tell others how good you are. When a job opens up, they will naturally think of you. That is what you should be thinking about in your career. You always need to strive to improve and that effort will definitely make you referable.

Most employers, or people that are in hiring positions, are constantly marketed to by friends, colleagues, and others looking for jobs. In most cases, if there is a job to be filled it can be filled through that informal network. That's why understanding these informal networks is so crucial and meaningful to your employment experience.

When someone refers somebody, they're really giving that person their seal of approval. If somebody refers a person who turns out to be dishonest, a bad worker, or lazy, this will reflect badly on the referrer. That's one reason it's always important to be honest, work hard, and be the sort of person someone would want to refer.

In a professional setting, and even to some extent in your personal life, it's important that you do everything you can to make yourself referable. Embody the personality, the characteristics, and the strengths that make you referable.

One final important point about referrals is that they're very inexpensive. You don't have to be part of a job site. You don't have to pound the pavement too much or spend money. Your odds of getting the interview are going to be higher, and your odds of getting the job are going to be much higher with the referral.

## **Building Your Network**

Market research done by Ford has shown that a happy customer tells an average of eight people the good news about a product or service that they've enjoyed. A customer who's disgruntled will tell at least twenty people. If you're always complaining to friends, or always upset, or always having problems at work, and you tell your friends about this, it's going to impact your referral appeal. Your friends are a good source of referrals, but again, friends are putting their credibility on the line. When they refer you, they want to make sure you really are the sort of person who's referable.

Other people that can refer you are relatives. Relatives are a great source of referrals, not only your close relatives, who are the most obvious, but many times the best source of referrals are the relatives you don't even know very well. A lot of them want to do something for you and they may have never had a chance.

Your entire network of friends, and friends of friends, your relatives, and former coworkers are a good source of referrals. Again, that is why it's important to remember that when you're at a job, wherever you are, to make as good of an impression as you possibly can.

Relatives are a great source of referrals. Both relatives and friends typically feel a need to help you, and they should because they want to help people that are in a situation similar to them. They just want to help. It's always important that you have contact with friends and relatives and you understand that they are people that can refer you.

An excellent and often overlooked source is your former coworkers. People that you may have worked with in the past are a great source of referrals because they can speak to your abilities, to your character, and all sorts of other things. They're an important source of referrals, and people you should always count on anytime you're considering looking for a job.

Even your current coworkers, if they understand your situation, can be helpful. I would just say to be careful with your current coworkers about letting them know you're looking for a job, if you

feel like you need to.

Always stay in contact with people, including your friends, relatives, and former coworkers. That is easier said than done, and I'm not saying that is an easy thing to do, but you need to make a habit of it. Realize that every single person you know is one more person out there looking for a job for you and looking for opportunities to pop up.

When you see nominations for the Supreme Court, or nominations for ambassadorships, or people getting recruited to be at the head of certain corporations, these are often the result of referrals. It happens in lower level jobs, too, but those higher-level jobs you read about or see in the media are perfect examples of referrals working.

Referrals are a way of life and something that you need to build up. You need to realize that the people you know and the people you have relationships with are all very important and good channels through which to refer people to you.

Who else can refer you? Former coworkers and current coworkers. You obviously do not want to make it known, in certain respects, that you're looking for a job. But if you talk to current coworkers that you have good relationships with, they will refer new information about available jobs and so forth when they come up.

A lot of times, even your boss may want to refer you to another company because they think you'd do a good job and they think maybe you'd be able to refer business to them. You just never know. It's very important to realize that every source out there is a potential referral.

"How in the world?" you may ask. I gave you the example of a boss, but how could your current job be a source of referrals to another job? There are many ways that can happen.

If you go into your job, do good work, and are improving, but the company doesn't have any open opportunities, or if you've hit a roadblock, they may come to you if you express some frustration about that and offer a referral to another job that is better and offers more opportunity. You just don't know. I've seen this sort of thing happen many times and it's something that's important for you to be aware of.

Another group of people that may refer people to you are customers. If you're in any type of business, you likely have customers, clients, or people you deal with in a professional capacity. That segment of the population that you're serving can be a source of referrals. If that segment of the population sees you as someone who's very interested, very committed, and very behind what you're doing, they're more likely to help you when you need it.

Your neighbors are a good source of referrals for a lot of reasons. Neighbors live close by and want to have a harmonious relationship with you. They want to feel good about the people they're near. If they see you as a committed mother, father, or whatever, and you come to them and they understand you're looking for a job or are interested in something, they're a potential source of referrals.

For example, say you're going to your child's sporting event. All of the people you meet at that one event are sources of referrals. It's very important that you're aware there are many sources of referrals out there. You need to take advantage of them.

In addition, don't forget about your church, synagogue, temple, or mosque. If you have a religious interest, that is another source of referrals. Allow people in these groups to know who you are. Every single organization that you are a part of is a source of referrals.

If you are in an association, that is a source of referrals. The association could be fraternal, social, industrial, or charitable. Charities are a huge source of business. They are a very good source of referrals.

Writers from newspapers are a good source of referrals, because they converse with and know so many people. For example, if a newspaper interviews me, I can be a source of referrals. The newspaper writer who's in the same industry as me can be a source of referrals. I've actually heard about attorneys learning about job opportunities from people that write in the industry.

Earlier, I mentioned using your dry cleaner as a source for a referral. You might ask yourself, "Why is a dry cleaner a source of referral?" The answer is that people are coming in to them all day long. Every five minutes, someone walks in, hands over their dry cleaning, and a lot of times makes idle chat. Throughout the day, this one dry cleaner probably meets fifty or sixty people, maybe more. They may only exchange pleasantries, but they may also know what their clients do for a living and that one of them in particular happens to be looking for a receptionist. You want to make sure this line of your network is open so that you are the one who finds out about the opening.

## **Using Your Network**

So, you have a great big list of all these people in your network. How do you make use of all of these referrals? The first thing you do is let people know that you're looking for a job. It can be as simple as asking for a job. Just putting the word out there is something that is going to make a big difference in terms of you finding your next job or getting a job. It's so simple, but it's something a lot of people forget to do or are afraid to do.

I think, more than anything, it's important that you use your referrals to understand who may have a relationship with the sort of employer that you're interested in working for. Several years ago, we sold a house to the CEO of a very prestigious small children's hospital. We had a friend who was interested in potentially working at that hospital, but it was incredibly difficult to get a job there. When he learned that we knew somebody who'd love to work there, he started beaming, because he knew that we would be very nice to him in an attempt to make this referral. At least that was the sense I got, and he was right.

This guy was a perfect example of all the places you find people with which to network. Our friend told us she wanted to work at this hospital. We happened to meet someone who worked at that hospital and put the referral together. This was job networking at work.

Being referable means being passionate about your job. You want to be in a position where your interest in the subject matter is something you're passionate about. As I have said several times, it is of utmost importance that you're in a career that taps into your interest and makes use of your strengths. You should feel enthused about your industry, because when that's the case, this stuff comes naturally. That is what you want. That is what you're going to do to be referable, and when you call any of these people and ask if they can refer you to a job, they're going to think of you. Or, if they just see you operating out there, they're going to think of you whenever there is a job available.

In the legal publishing industry, one woman I know is incredibly professional. She's very efficient and does a very good job. For years, she's been dealing with all sorts of people in the industry. She gets calls, literally, once a month because people hear about a job opening or something coming up and they think she might be interested. She's probably been at the same job for a couple of decades now and never left, but she's always getting people proactively going to her and saying, "I know about this job and that job." The reason? She's just so passionate about and professional with what she does.

You need to be positioned as someone who's incredibly professional, very good at what they do, and also has a unique edge against competitors. What do I mean by unique edge? A unique edge means somebody can say something about you personally that makes you seem very good and better than the rest. An example would be that I know somebody who's incredibly detail-oriented and is in a job that requires him to be detail oriented. When I think about that person, he is the most detail-oriented person I know and that's what I would say if I referred him.

In business it's called a "unique selling proposition." A unique selling proposition is whatever sets a product or service apart. For example, Avis has been ranked number two. Their unique selling proposition might be "We try harder because we're not number one."

When you hear stories about people who have become successful, a theme that tends to run beneath is that person is constantly improving and getting better at what they do.

Here's an example. Let's say I want to hire an architect and I went into that architect's house. If I didn't see any signs of their interest in architecture I'd realize it wasn't a passion for them and just a job. As a result, I probably wouldn't want to hire that architect. The same thing goes for people in every profession. You want somebody who's interested, committed, and has a visceral passion and interest in the subject matter. You want that and need that. I would almost go so far as to say that to be referable you need that.

I believe the single most important characteristic, in terms of your being referable, is for you to understand that you need to come across as someone who's exceptionally committed to what you do. Not only that, but you must also show you're continually improving and constantly getting better and better. One of the reasons this is so important is that when somebody refers you to a job, the person that's referring you has some bearing on them, too. By that I mean the referrer is putting himself out there. In the process of putting himself out there, he's showing that he believes in you and is putting his credibility on the line.

By being referable, you're putting yourself in a position where people are saying to themselves, "Is this the type of person that I want to refer?" You have to be someone who shows a lot of commitment to whatever kind of work you're doing.

Always put yourself out there and try to put a positive spin on the work you're doing. Always be someone that looks like they've done a good job and wants to do a good job.

## **Asking for Referrals**

Who can refer you to certain jobs? The first group is friends. Every single friend and acquaintance of yours can potentially refer you to a job. That is why it's important that when you're around people, you are sure to display the characteristics and personality traits that make you referable.

Make a list of the people you know. The average person knows about two hundred and fifty people who can refer them to a job. It may seem difficult to believe that the number is as high as it is, but in actuality, when you start considering all the people in your life, it really isn't that outrageous of a claim.

Now ask yourself what kind of employer you're seeking. By knowing what sort of employer you want, you can concentrate on how you're going to get the right kind of referrals. In terms of knowing that employer, you want to know things like the size of the employer, location, and what industry the employer is in. Knowing these things in terms of your target employer will help put

you in touch with the people who can offer you those referrals. Knowing this information is going to help you target your search.

For example, if you're in another part of the country from where you want to work, you need to find people in that location who have some regional contacts. If you want to go to work for a very small company, you need to find people who have contacts within that industry and you need to have different strategies than you would if you were looking for a larger employer where it would be easier to find people.

It's important to write down and have a good idea of the exact type of employer you're seeking. If you have that information at your disposal, it will be much easier when you start going through your list of people who can refer you. You can also look up jobs available from different employers if needed on a website such as [Granted.com](http://Granted.com) for free, which can help you get a feel for what openings an employer has.

The next question you need to ask is, who can refer you to people within your target employer? As you might remember, these are all the people you discovered in the section Building Your Network.

I want you to understand that if you tell 10 friends that you're looking for a job, those are 10 people out there helping you. If you did the same thing with relatives, those are another 10 people or 25 people. If you have 100 friends, you have 100 friends helping you. With previous coworkers and current coworkers, those are more people helping you. Each of these people magnifies your job search in an incredible way.

Another type of person that can help you would be a customer. If you're selling something or you're in a certain business, they can assist you as well.

Neighbors like to help each other. Someone who lives in the same neighborhood as you or those you see each day can also be a great source of help.

People that go to religious services at your church or synagogue are also a great source of referrals. I've been in religious services before and someone got up and talked about how someone who's a member of the group is looking for a job and asked if anyone can help. Usually, other people stand up and offer some sort of help. It's amazing to me. That's a great source of jobs.

Any group that has any sort of shared interest, whether it's your friends, relatives, past coworkers, current coworkers, customers, neighbors, or church or synagogue members can be great.

Another thing is fellow members of an association, whether it's fraternal, social, industrial, charitable, or whatever, can also help you with referrals. It's very important that you let those people know you're looking, too.

Another incredible source of referrals is if you know any people who are considered leaders or celebrities in your community. Local or national, it doesn't matter. Anybody that has a lot of influence typically knows a lot of people.

Also, it's always good for you to have some sort of relationship with people who are considered leaders in your industry or local area, because they have access to all sorts of things that can help you.

Another overlooked source of referrals is if you know anybody who's a writer for a newspaper or someone along those lines. These sorts of people are typically very well networked because they need sources and are a great source of referrals.

Then there are very benign people. People you would not expect who can refer you, like grocery store cashiers, cab drivers, and all sorts of people like that. There are numerous people out there who can provide you with referrals. I realize it sounds crazy to say grocery store cashiers, cab drivers, and dry cleaners, but in New York there is even a dating service run by a taxi driver who, when he sees people that look compatible, fixes them up. It's incredible.

Grocery store cashiers typically know a lot of people in the community, because they interact with them every day. You need to understand that there are many people out there who can provide you with solid referrals on a consistent basis.

Another thing I want to talk to you about, and I've talked to you about it briefly, is setting the stage for referrals. By "setting the stage for referrals," I mean make sure you're consistently referable. You know the type of employer you're seeking. You know people and have created some sort of list of those that can refer others to you.

Then you must set the stage for referrals. How do you do that? What is the most effective way to set the stage for referrals? One of the first things, I believe, is to just make sure you have truly excellent references. You can't always have good references, but it's important that you acquire the best references that you can.

People like to refer experts, and people like to refer those who are excited about the things that they do. I believe it's very important that you're excited about what you do for a living. That is the kind of person who is referable. When someone is very excited and animated about what they do, others want to refer them. If you are just so-so and don't really care too much about what

you're doing, you're obviously going to be much less referable than if you're very passionate and completely exuberant about your work.

When you ask someone for a referral, it's always nice to take the person out to dinner and offer to pay for it. Maybe don't even ask anything from them during the dinner. Just subtly bring up the fact that you're unemployed or unhappy in your job and if they know of any open positions, you'd appreciate it. Explain that you're out there networking. It's a classic technique and it's something that would be very effective for you to do.

In order to get referrals, stay in contact with people. You need to build a "file of facts" of sorts for all the people that I mentioned. This will help you keep them all organized and clearly know who everybody is.

Finally, always tell the person that's referring you that you'll speak positively of them. Say "I think so highly of you, could you help me out with this?" This one little thing is very powerful. The reason it's so powerful is that when you tell someone you think highly of her, it's like she's an advocate for you to whomever she referred you to. I think that is something that would be very meaningful and something you should think strongly about in terms of your use of referrals.

In looking for referrals, I think one of the most exciting things is getting out there and meeting people. When you meet people, it's not difficult to set the stage for a referral. If you ever watch these master networkers, you'll see there are lots of ways to do it. There is a good example in a book that I recommend you look at. It's called *The Referral of a Lifetime*. The gist of the book is this: when you meet people and want a referral, ask them three questions.

First, when you meet people, ask them what they do and then listen to the answer. You have to appear interested. You can't just ask somebody what they do and not listen to the answer. You have to appear as if that information feels relevant. That's not just good networking, it's good etiquette. If you show you're interested, people will talk more.

Then ask what it is they like most about what they do. That forces people to think. One of the fundamental principles of human relations is that people love to talk about themselves. Everyone is the most important person in the world in his or her own mind. It's very important to move away from that psychology, but that's a whole separate discussion.

When you're trying to set yourself up for referrals and being referred to jobs and so forth, it's exceptionally important, from a networking perspective, to allow people to talk about themselves and to act interested in what they are saying.

There are different types of listening. There is passive listening where you kind of go, "Uh huh."

There is listening where you look like you are very interested but you're not really sure what the person is saying. The kind of listening I'm talking about is acting as if you're really interested in whatever the person is interested in. When I say acting, I don't mean pretending. I mean actually getting inside that person and seeing where he or she is coming from. Now I've seen people do it in a fake way, but you need to make sure that you do it in a way that is very genuine while still letting people talk.

Ask them, "What is it you do? What do you like most about that? If you could start over, knowing what you know now, what would you do differently?" or "What would you do differently?" These kinds of questions are very good for getting at the heart of people.

After you ask those questions and the person has talked—and let them talk for three or four minutes—say something that is important like, "I enjoyed meeting you. Why don't we stay in touch?" Get their card or whatever and send them a short thank you note saying you enjoyed meeting them and that sort of thing. "You seem very interesting. I'd love to stay in touch with you."

Another thing I want to say in terms of setting the stage for a referral is, before you actually even ask for a referral, many times a really good strategy is to do something in advance. You might do someone a favor. Always try to do something in advance for people and have the stage set in such a way that people want to help you. So, you might take the person out to dinner and in the course of the dinner, if they ask you how your career is going, tell them. That is a very important thing. Before you ask for a referral, do something for the person.

One of the things you want to be very careful with is not spacing your request for a referral too closely to asking for something. If you haven't had contact with the person in six months and then you do something for them and two hours, a day, or two days later you ask them for a referral, your efforts will come across as disingenuous.

Do something with the person. Talk to them. Have a telephone conversation. Then let the information come out that you may be looking for a referral. This is the logic you must follow when asking for referrals.

It's also good to know when people are likely to be the most receptive. This is important, because people are typically receptive at certain times. For example, I tend to work very hard in the morning and in the early afternoon. My wife knows that's not a time when I'm receptive to various requests for help and that sort of thing. She'll ask me at night when I'm relaxed.

I want to briefly go back to the people you can target for referrals. One of the important things about these people is that you need to determine which people are those that have a good

relationship with the employer you're already interested in.

Let's go through an example of meeting people making a referral and how that's done. A lot of this is going to come from you internally and what you feel like you're going to do, but this is a point where a lot of people get uncomfortable and don't know how to go about it.

We talked about identifying the type of employer you're seeking. We also talked about identifying people who can help you. Then we talked about setting the stage for referrals in a couple of different ways. The next thing I'd like to talk about is how to ask individual people for a referral. One of the easiest ways to do this is to just ask people. Don't be bashful. Asking outright is the best thing to do when you are with someone you know. Most times, you can't get a referral if you don't ask for it. You can certainly set the stage, but I recommend just asking people the same questions that we talked about above when dealing with something you already know personally.

Go through your list and just ask people, "Who do you know in the \_\_\_\_\_ industry?" Then ask some friends, relatives, coworkers, and customers. Of course, the blank is the kind of industry you want to be a part of or the job you want to do. That is a very important component to it.

Another thing to remember is every time you meet somebody new, it's a good idea to ask them for a referral at some point. It doesn't have to be during the actual first meeting, but it's a good idea to ask people for referrals anyway at some point in your relationship.

If you're asking someone for a referral, make sure you'll make the person referring you look good to others. This is vital. Referrers, in many cases, are trying to look good to the person they refer you to.

When asking people for referrals, a lot of times people will say, "I don't know anybody." Go through the person's list of friends, neighbors, and relatives with her to see if you can find a connection. Someone did that with me once and it actually worked. I was able to tell him about someone who could help once he had jogged my memory.

Those that are good at getting referrals systematically stay in touch with people. There are all sorts of people out there that they know and by staying in touch with them, they won't let relationships die. That is very important, and I think their ability to systematically keep in touch with people is one of the best-kept secrets of some of the best politicians and networkers out there.

In January, they may give a New Year's card. On the Fourth of July, they may send a Fourth of July card. On Thanksgiving, a Thanksgiving card, and so forth.

And another thing: after you meet people, it's a good idea to send a thank you note. This will make you more memorable to potential referrers.

I hope this diagram here can help you in terms of uncovering hidden assets and opportunities that you have. It's very important to realize that getting referrals and having people refer you to others is something that is going to make a major difference in your job search and in your career.

In some industries, having referrals is the name of the game. You have to have a referral if you want to land a job. In many cases, the employer won't know anything else about you. The important thing is that the person suddenly has some information, based on that exchange, and can feel positive about you.

## **Etiquette**

There are some points of etiquette that go along with getting referrals and using an informal network. First and foremost after meeting people, send them thank-you notes, as I mentioned above. I don't think there is anything wrong necessarily with asking for a referral the first time you meet them, though generally, you're better off waiting. It's easy to do it right away and much harder to follow up. The follow-up makes people feel good and makes a difference in how you're perceived.

Another thing that is important is that you should give referrals to other people as well. Always try to give back to the people who helped you. When you give other people referrals, you reap what you sow and those referrals will come back to you.

Also, keep in touch. It's absolutely crucial to send out cards on the holidays around December. It's a good idea, though not 100% necessary, to send a card on the Fourth of July. People like that. It separates you. Sending out Thanksgiving cards and staying in touch with people is very important. When you fail to stay in touch with people, you break that bond a little bit.

In closing, I just want you to understand that referrals are an incredible way to get jobs. It's something you need to integrate into your strategy. Many people use Online Data Contact Manager or something similar to keep track of everyone. Regardless of what you use to manage your contacts, make an effort to utilize it more to fully benefit from referrals.

## **THE LESSON**

Informal networks can make a massive difference in the quality of not only your job search but also your life and can be an incredible way to get a job. First, be the kind of employee who deserves a good referral - work hard, be pleasant, and put your energy and effort into your job. Also have a “unique edge” that sets you apart from others. When asking for referrals, remember that pretty much anyone can be a good referral - friends, family, past co-workers, etc. Stay in touch by sending cards every now and then.

## Questions:

1. What are one or two things you could improve on to make yourself more referable?
2. Define your “unique edge” - be very specific to your own talents.
3. Every time you meet someone new, add to a list and contact them soon after meeting.
4. Are you exceptionally invested in your job? If not, what would need to happen for you to be?
5. Commit to 4 new ways you can expand your network and meet new people.



# Day 13

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## How to Find Government Jobs

(How to Find Federal Government Jobs, How to Find State Government Jobs, How to Find County Government Jobs, and How to Find City Government Jobs)

One of the best sources of jobs out there is government jobs. There are so many sources of government jobs, it is astonishing. Most government jobs are poorly advertised or promoted and receive very few applications. Because they receive so few applications, they are much easier to get in most cases than private sector jobs. In addition, most people have no idea how to find government jobs because they are “hidden” on a variety of government websites that most people never check (or do not even know about). **I am going to tell you how to find these “hidden” government jobs.**

No discussion of government jobs would be complete without me offering a few praises of them as well. Compared to the private sector, government jobs generally:

Have more employment security,

Offer better healthcare benefits,

Award better pensions and/or retirement benefits,

Require less work, and

Often have less stress.

In many cases, working for the government mirrors what it was like working for the private sector in larger companies back in the 1960s. At that time, when someone joined a company, they did so with the expectation that they would work there the rest of their career. Getting fired was very difficult—and rarely happened. Retirement benefits were awarded to people commensurate with how long they worked there and were enough for people to live comfortably for the rest of their lives. Great healthcare benefits were always given. The hours of work for most jobs were also very predictable.

The greatest benefit of working for the government, I believe, is the employment security that most government jobs have. The jobs themselves rarely go away and layoffs are infrequent

compared to the private sector. While the salaries in many cases are lower than the private sector, when benefits are factored in, people are often earning more working for the government. In addition, the employment security you get working for the government means less stress worrying about if your job is at risk, and there are more earnings over the long term because you will probably never be out of work.

Given the employment security and other factors that go along with government work, I would be remiss if I did not point out that this makes a lot of government workers lazy, and the atmosphere can often generate a lot of incompetence. This means that if you are a motivated person, you can quickly “rise up” through the ranks in many government jobs much faster than you might otherwise in the private sector.

## **How to Find Government Jobs**

When looking for a government job, there are generally four places you should look:

- The federal government
- State governments
- County governments, and
- City governments

### **A. How to Find Federal Government Jobs**

There are an astonishing number of jobs you can get with the federal government. I am continually amazed at how many federal government jobs are available out there.

When you are looking for federal government jobs, there are a few things to keep in mind.

First, many of the job descriptions are unreasonably long. In fact, there is often so much text in these that they can go on for pages. Do not be discouraged by these descriptions—they are mainly “government formalities” written by bureaucrats. Do not spend a lot of time worrying about the descriptions because many of them simply make no sense.

Secondly, when you look for federal government jobs, you should only concentrate on sites that end with “.gov”. This is the government’s URL, and if you see sites advertising government jobs that do not end in .gov, the chances are that these sites are commercial in nature and are advertising some sort of paid service. You can find every federal government job on a “.gov” site and, thankfully, there are not a ton of sources you need to check.

## 1. Check USAJobs.gov

The most popular way to search for federal government jobs is on the site USAJobs.gov. Theoretically, most of the federal government job postings are supposed to be on this site. While this is the intent of the site, not all federal government jobs are here and there are several other sources you need to check. Nevertheless, if you are seeking a job with the federal government, this is a very good place to look.

## 2. Check These Other Sites for Federal Government Jobs

In addition to USAJobs.gov, there are several other sites you should check. Many federal agencies do not list their jobs on USAJobs.gov and, instead, post their jobs on their agency websites. In order to find these jobs, you should go to the agency websites and find their “careers” or “employment” section.

Here are some links I recommend you visit to find more federal government jobs:

Link directories of federal government sites:

- » <http://www.fedworld.gov/govlinks.html>
- » [http://www.usa.gov/Agencies/Federal/All\\_Agencies/](http://www.usa.gov/Agencies/Federal/All_Agencies/)

You can search for various federal agencies using these links. Some of the agencies and career sites will have jobs on them and others will not. It is important that you monitor all of them. These are good links you can search.

### Some examples of good federal agency job sites:

- » <http://www.dhs.gov/xabout/careers/>
- » <http://www.todaysmilitary.com/>
- » <http://www.fedshirevets.gov/>
- » <http://www.usps.com/employment/welcome.htm>
- » <http://www.fbijobs.gov/>
- » <http://www.ssa.gov/careers/>
- » <http://www.fema.gov/career/index.jsp>
- » <http://www.nsa.gov/careers/index.shtml>

- » <http://www.secretservice.gov/opportunities.shtml>
- » <http://www.jobs.irs.gov/>
- » [http://www.fd.org/odstb\\_employment.aspx](http://www.fd.org/odstb_employment.aspx)
- » <http://www.justice.gov/oarm/>
- » <http://www.uscourts.gov/Careers.aspx>

### **Most popular links:**

- » [Advisory Council on Historic Preservation](#)
- » [African Development Foundation](#)
- » [Broadcasting Board of Governors](#)
- » [Central Intelligence Agency](#)
- » [Civil Air Patrol Great Lakes Region](#)
- » [Commission on Civil Rights](#)
- » [Commodity Futures Trading Commission](#)
- » [Consumer Product Safety Commission \(CPSC\)](#)
- » [Corporation for National Service](#)
- » [Defense Nuclear Facilities Safety Board \(DNFSB\)](#)
- » [Environmental Protection Agency](#)
- » [Equal Employment Opportunity Commission \(EEOC\)](#)
- » [Export-Import Bank of the U.S.](#)
- » [Farm Credit Administration](#)
- » [Federal Communications Commissions \(FCC\)](#)
- » [Federal Deposit Insurance Corporation \(FDIC\)](#)
- » [Federal Election Commission \(FEC\)](#)
- » [Federal Emergency Management Agency \(FEMA\)](#)
- » [Federal Housing Finance Board](#)
- » [Federal Labor Relations Authority](#)
- » [Federal Maritime Commission](#)

- » Federal Mediation and Conciliation Service
- » Federal Mine Safety and Health Review Commission
- » Federal Reserve System/Board of Governors
- » Federal Trade Commission (FTC)
- » General Service Administration
- » Homeland Security
- » Federal Retirement Thrift Investment Board
- » Inter-American Foundation
- » International Broadcasting Bureau
- » Merit Systems Protection Board
- » National Aeronautics and Space Administration (NASA)
- » National Archives and Records Administration (NARA)
- » National Capital Planning Commission
- » National Credit Union Administration (NCUA)
- » National Endowment for the Humanities
- » National Foundation on the Arts and the Humanities
- » National Labor Relations Board
- » National Mediation Board
- » National Railroad Passenger Corporation (Amtrak)
- » National Science Foundation
- » National Transportation Safety Board
- » Nuclear Regulatory Commission
- » Occupational Safety and Health Review Commission
- » Office of Government Ethics
- » Office of Personnel Management
- » Office of Special Council
- » Overseas Private Investment Corporation
- » Peace Corps

- » Pension Benefits Guaranty Corporation
- » Postal Rate Commission
- » Railroad Retirement Board
- » Securities and Exchange Commission (SEC)
- » Selective Service System
- » Small Business Administration
- » Social Security Administration
- » Tennessee Valley Authority
- » The Institute of Museum and Library Services
- » Trade Development Agency
- » United States Chemical Safety and Hazard Investment Board
- » United States International Development Cooperation Agency
- » United State International Trade Commission
- » United States Postal

## **B. How to Find State Government Jobs**

Most states have sites that are dedicated to all of their jobs (the same way that the federal government tries to use USA.gov to consolidate all of its federal government jobs). In addition, in the same manner that the federal government attempts, but does not succeed in consolidating all of its jobs in one place, state governments suffer from the same problem.

### **1. Check the Career Information Site of the State You Would Like to Work In**

The best way to find state jobs is generally to first check the state's career information site. All 50 states have career information sites that you can easily search for jobs.

**Here is a list of state career information sites:**

#### **State Career Information Sites**

- » **Alabama:** <http://dir.alabama.gov/>
- » **Alaska:** <http://jobs.state.ak.us>

- » **Arizona:** <http://www.labor.state.ak.us/>
- » **Arkansas:** <http://www.state.ar.us/esd/>
- » **California:** <http://www.edd.ca.gov/>
- » **Colorado:** <http://www.coworkforce.com/>
- » **Connecticut:** <http://www.ctdol.state.ct.us/>
- » **Delaware:** <http://www.delawareworks.com/services.shtml>
- » **DC:** <http://www.does.dc.gov/does/site/default.asp>
- » **Florida:** <http://www.floridajobs.org/>
- » **Georgia:** <http://www.dol.state.ga.us/>
- » **Hawaii:** <http://hawaii.gov/labor/>
- » **Idaho:** <http://labor.idaho.gov/dnn/Default.aspx?alias=labor.idaho.gov/dnn/idl>
- » **Illinois:** <http://www.ides.state.il.us/>
- » **Indiana:** <http://www.in.gov/dwd/>
- » **Iowa:** <http://www.iowaworkforce.org/>
- » **Kansas:** <http://www.dol.ks.gov/index.html>
- » **Kentucky:** <http://oet.ky.gov/index.asp>
- » **Louisiana:** <http://www.ldol.state.la.us/>
- » **Maine:** <http://www.maine.gov/labor/>
- » **Maryland:** <http://www.dllr.state.md.us/employment/>
- » **Mass.** <http://www.mass.gov/?pageID=elwdhomepage&L=1&L0=Home&sid=Elwd>
- » **Michigan:** <http://www.michigan.gov/dleg/>
- » **Minnesota:** <http://www.positivelyminnesota.com/>
- » **Mississippi:** <http://www.mdes.ms.gov/Home/index.html>
- » **Montana:** <http://www.dli.mt.gov/>
- » **Mississippi:** <http://www.labor.mo.gov/des/claims/index.asp>
- » **Nebraska:** <http://www.labor.mo.gov/des/claims/index.asp>
- » **Nevada:** <http://detr.state.nv.us/>
- » **New Hampshire:** <http://www.nh.gov/nhes/>

- » **New Jersey:** [http://lwd.dol.state.nj.us/labor/wnjpin/wnjpin\\_index.html](http://lwd.dol.state.nj.us/labor/wnjpin/wnjpin_index.html)
- » **New Mexico:** <http://www.dws.state.nm.us/>
- » **New York:** <http://www.labor.ny.gov/home>
- » **North Carolina:** <https://www.ncesc.com/default.aspx>
- » **North Dakota:** <http://www.jobsnd.com/>
- » **Ohio:** <http://jfs.ohio.gov/>
- » **Oklahoma:** <http://www.oesc.state.ok.us/>
- » **Oregon:** <http://www.employment.oregon.gov/>
- » **Pennsylvania:** <http://www.employment.oregon.gov/>
- » **Rhode Island:** <http://www.dlt.ri.gov/>
- » **South Carolina:** <http://www.sces.org/>
- » **South Dakota:** <http://dol.sd.gov/>
- » **Tennessee:** <http://www.state.tn.us/labor-wfd/>
- » **Texas:** <http://www.twc.state.tx.us/>
- » **Utah:** <http://jobs.utah.gov/>
- » **Vermont:** <http://labor.vermont.gov/>
- » **Virginia:** <http://www.vec.virginia.gov/vecportal/>
- » **Washington:** <http://www.esd.wa.gov/>
- » **West Virginia:** <http://www.workforcewv.org/>
- » **Wisconsin:** <http://www.dwd.state.wi.us/>
- » **Wyoming:** <http://doe.wyo.gov/Pages/default.aspx>

These lists and sites are all different, but each is a lot of fun because each can lead you to discovering other job sites that are resources for employment.

## **2. Check the Agencies of the State You Would Like to Work in for Jobs**

Numerous state agencies may have jobs on them that are not consolidated on the jobs section of the main state career information website. Here are some examples of lists of state agencies from different states:

- » <http://www.sos.state.tx.us/texreg/abbrev.shtml>
- » <http://kentucky.gov/Portal/OrgList.aspx>
- » [http://www.georgia.gov/00/topic\\_index\\_channel/0,2092,4802\\_937045,00.html](http://www.georgia.gov/00/topic_index_channel/0,2092,4802_937045,00.html)

In order to find a list of agencies in your state, all you generally need to do is do a search on Google for your state, and the term “agencies”. For example, if you were looking for a list of state agencies in Oregon you would simply do a search for “Oregon State Agencies”. Once you locate the list of agencies, just go to each agency website and check them for jobs.

## **C. How to Find Jobs With Counties**

Most counties in every state of the country have their own websites with jobs on them—the same thing you find with federal government and state jobs. There is an average of 62.8 counties per state and each county typically has its own job site!

You can find a list of jobs in the county you are interested in working in, by simply searching your county name and the term job.

### **1. Locate the Counties You Would Like to Work In**

If you do not know what county you are in, the links found in this Wikipedia entry can be of tremendous help: [http://en.wikipedia.org/wiki/County\\_\(United\\_States\)](http://en.wikipedia.org/wiki/County_(United_States))

Most states have lists of their counties if you search for this term on Google. Once you locate the counties you are interested in working for, just visit their website and find the jobs or career section.

When you are looking for county jobs, you also want to be sure that you are applying to jobs that are near your own county. For example, on this map <http://www.counties.org/default.asp?id=6>, Los Angeles County is next to Ventura, Kern, San Bernardino, and Orange Counties. It is always smart to check nearby counties when you are looking for a job and not just confine yourself to the county you are in.

### **2. Make Sure You Also Check County Agencies for Jobs as Well**

When you are searching for county jobs, remember that there may be jobs on county agency websites that are not on the main county site. For example, most counties almost always have a completely separate website for their Sheriff’s department that contains jobs not listed on the county-specific site.

In order to locate all of the county jobs, you should always search for a list of agencies within the county as well and then check the agency websites for jobs. Just like with other government agencies, you should also search for a list of all agencies within the county and check their website for jobs as well.

Do a search on Google for the list of agencies in a particular county and you will generally be directed to a list somewhere on the county website of the county agencies (each of whom may have their own website and job site).

Alternatively, you can search the county website for agencies as well. As an example, if you were looking for a job in Los Angeles County you would want to check all of these agencies: <http://portal.lacounty.gov/wps/portal/lac/government/departments>

## **D. How to Find Jobs With Cities**

There are over 35,000 towns and cities in the United States. Most of these cities have job sites. There are an incredible number of cities out there where you can potentially work.

### **1. Locate the Cities You Would Like to Work In**

In my opinion, the best way to find jobs with cities is simply to do a search for the name of your city and the term “jobs” or “website”. This will generally bring up the city website of your city and you can check your city for jobs.

It is important to also make sure you select nearby cities of where you want to work as well. Most cities are near other cities and you would be making a huge mistake if you applied to jobs only within the city you are living in, for example. In order to find a list of cities nearby you, I recommend finding the Wikipedia entry for your county and then seeing the list of cities nearby where you live.

Here is a list of the 200 largest cities in the United States: [http://en.wikipedia.org/wiki/List\\_of\\_United\\_States\\_cities\\_by\\_population](http://en.wikipedia.org/wiki/List_of_United_States_cities_by_population)

### **2. Check the Agencies of the City You Would Like to Work in for Jobs**

Many cities do not list all of the jobs they have on their website and, instead, put them on their individual agency websites as well.

In order to ensure you find all of the jobs within the city you are interested in working for, it is important that you review all of the agency websites in your city. Many cities have

separate agency websites with jobs on them. You can generally locate a list of the agencies in a city on the city website, or by doing a Google search.

## **Conclusions**

I would estimate that there are well over 50,000 government-related websites with a variety of jobs on them. Most of these jobs are not advertised on commercial job boards and very few people know about them. You are now equipped with powerful tools to go after these jobs by knowing where to look.

I hope this information helps you.

## **Appendix (Comprehensive List of Government Job Site Links)**

### **Links to Search for Government Jobs:**

- » [Administration for Children and Families \(ACF\)](#)
- » [Administration for Native Americans](#)
- » [Administration on Aging \(AoA\)](#)
- » [Administration on Developmental Disabilities](#)
- » [Administrative Committee of the Federal Register](#)
- » [Administrative Office of the U.S. Courts](#)
- » [Advisory Council on Historic Preservation](#)
- » [African Development Foundation](#)
- » [Agency for Healthcare Research and Quality \(AHRQ\)](#)
- » [Agency for International Development](#)
- » [Agency for Toxic Substances and Disease Registry](#)
- » [Agricultural Marketing Service](#)
- » [Agricultural Research Service](#)
- » [Agriculture Department \(USDA\)](#)
- » [Air Force](#)
- » [Alabama Home Page](#)
- » [Alabama State, County, and City Websites](#)

- » [Alaska Home Page](#)
- » [Alaska State, County, and City Websites](#)
- » [Alcohol, Tobacco, Firearms, and Explosives Bureau \(Justice\)](#)
- » [Alcohol and Tobacco Tax and Trade Bureau \(Treasury\)](#)
- » [American Battle Monuments Commission](#)
- » [American Samoa Home Page](#)
- » [AMTRAK \(National Railroad Passenger Corporation\)](#)
- » [Animal and Plant Health Inspection Service](#)
- » [Appalachian Regional Commission](#)
- » [Architect of the Capitol](#)
- » [Architectural and Transportation Barriers Compliance Board \(Access Board\)](#)
- » [Archives \(National Archives and Records Administration\)](#)
- » [Arctic Research Commission](#)
- » [Arizona Home Page](#)
- » [Arizona State, County, and City Websites](#)
- » [Arkansas Home Page](#)
- » [Arkansas State, County, and City Websites](#)
- » [Armed Forces Retirement Home](#)
- » [Arms Control and International Security](#)
- » [Army](#)
- » [Army Corps of Engineers](#)
- » [Arthritis and Musculoskeletal Interagency Coordinating Committee](#)
- » [Atlantic Fleet Forces Command](#)
- » [Bankruptcy Courts](#)
- » [Barry M. Goldwater Scholarship and Excellence in Education Foundation](#)
- » [Bonneville Power Administration](#)
- » [Botanic Garden](#)
- » [Broadcasting Board of Governors \(Voice of America, Radio|TV Marti and more\)](#)

- » Bureau of Alcohol, Tobacco, Firearms, and Explosives (Justice)
- » Bureau of Alcohol and Tobacco Tax and Trade (Treasury)
- » Bureau of Citizenship and Immigration Services (DHS)
- » Bureau of Economic Analysis (BEA)
- » Bureau of Engraving and Printing
- » Bureau of Indian Affairs (BIA)
- » Bureau of Industry and Security (formerly the Bureau of Export Administration)
- » Bureau of International Labor Affairs
- » Bureau of Justice Statistics
- » Bureau of Labor Statistics
- » Bureau of Land Management (BLM)
- » Bureau of Prisons
- » Bureau of Public Debt
- » Bureau of Reclamation
- » Bureau of the Census
- » Bureau of Transportation Statistics
- » California Home Page
- » California State, County and City Websites
- » Capitol Visitor Center
- » Census Bureau
- » Center for Nutrition Policy and Promotion
- » Centers for Disease Control and Prevention (CDC)
- » Centers for Medicare & Medicaid Services (formerly the Health Care Financing Administration)
- » Central Command (CENTCOM)
- » Central Intelligence Agency (CIA)
- » Chemical Safety and Hazard Investigation Board
- » Chief Acquisition Officers Council

- » Chief Financial Officers Council
- » Chief Human Capital Officers Council
- » Chief Information Officers Council
- » Cities, Counties, and Towns in the United States
- » Citizens' Stamp Advisory Committee
- » Citizenship and Immigration Services Bureau (formerly Immigration and Naturalization Service)
- » Civilian Radioactive Waste Management
- » Coast Guard
- » Colorado Home Page
- » Colorado State, County and City Websites
- » Commerce Department
- » Commission of Fine Arts
- » Commission on Civil Rights
- » Commission on International Religious Freedom
- » Commission on Security and Cooperation in Europe (Helsinki Commission)
- » Committee for Purchase from People Who Are Blind or Severely Disabled
- » Committee for the Implementation of Textile Agreements
- » Committee on Foreign Investments in the United States
- » Commodity Futures Trading Commission
- » Community Oriented Policing Services (COPS)
- » Community Planning and Development
- » Comptroller of the Currency Office
- » Computer Emergency Readiness Team (US CERT)
- » Congress
- » Congressional Budget Office (CBO)
- » Congressional Research Service
- » Connecticut Home Page

- » Connecticut State, County and City Websites
- » Constitution Center
- » Consumer Product Safety Commission (CPSC)
- » Coordinating Council on Juvenile Justice and Delinquency Prevention
- » Copyright Office
- » Corporation for National and Community Service
- » Corps of Engineers
- » Council of Economic Advisers
- » Council on Environmental Quality
- » County and City Governments
- » Court of Appeals for the Armed Forces
- » Court of Appeals for the Federal Circuit
- » Court of Appeals for Veterans Claims
- » Court of Federal Claims
- » Court of International Trade
- » Court Services and Offender Supervision Agency for the District of Columbia
- » Customs and Border Protection
- » National Institute of Food and Agriculture
- » Defense Acquisition University
- » Defense Advanced Research Projects Agency (DARPA)
- » Defense Commissary Agency
- » Defense Contract Audit Agency (DCAA)
- » Defense Contract Management Agency
- » Defense Department (DOD)
- » Defense Field Activities
- » Defense Finance and Accounting Service (DFAS)
- » Defense Information Systems Agency (DISA)
- » Defense Intelligence Agency (DIA)

- » Defense Legal Services Agency
- » Defense Logistics Agency (DLA)
- » Defense Nuclear Facilities Safety Board
- » Defense Security Cooperation Agency (DSCA)
- » Defense Security Service (DSS)
- » Defense Technical Information Center
- » Defense Threat Reduction Agency (DTRA)
- » Delaware Home Page
- » Delaware River Basin Commission
- » Delaware State, County and City Websites
- » Denali Commission
- » Department of Agriculture (USDA)
- » Department of Commerce (DOC)
- » Department of Defense (DOD)
- » Department of Defense Inspector General
- » Department of Education (ED)
- » Department of Energy (DOE)
- » Department of Health and Human Services (HHS)
- » Department of Homeland Security (DHS)
- » Department of Housing and Urban Development (HUD)
- » Department of Justice (DOJ)
- » Department of Labor (DOL)
- » Department of State (DOS)
- » Department of the Interior (DOI)
- » Department of the Treasury
- » Department of Transportation (DOT)
- » Department of Veterans Affairs (VA)
- » Director of National Intelligence

- » Disability Employment Policy Office
- » District of Columbia Home Page
- » Domestic Policy Council
- » Drug Enforcement Administration (DEA)
- » Economic, Business and Agricultural Affairs (State Department)
- » Economic Adjustment Office
- » Economic Analysis, Bureau of
- » Economic Development Administration
- » Economic Research Service
- » Economics & Statistics Administration
- » Education Department (ED)
- » Election Assistance Commission
- » Elementary and Secondary Education
- » Employee Benefits Security Administration (formerly Pension and Welfare Benefits Administration)
- » Employment and Training Administration (Labor Department)
- » Endangered Species Committee
- » Energy Department (DOE)
- » Energy Efficiency and Renewable Energy
- » Energy Information Administration
- » English Language Acquisition Office
- » Engraving and Printing, Bureau of
- » Environmental Management (Energy Department)
- » Environmental Protection Agency (EPA)
- » Equal Employment Opportunity Commission (EEOC)
- » European Command
- » Executive Office for Immigration Review
- » Export Administration (now the Bureau of Industry and Security)

- » Export-Import Bank of the United States
- » Fair Housing and Equal Opportunity
- » Farm Credit Administration
- » Farm Service Agency
- » Federal Accounting Standards Advisory Board
- » Federal Aviation Administration (FAA)
- » Federal Bureau of Investigation (FBI)
- » Federal Bureau of Prisons
- » Federal Citizen Information Center (FCIC)
- » Federal Communications Commission (FCC)
- » Federal Consulting Group
- » Federal Deposit Insurance Corporation (FDIC)
- » Federal Election Commission
- » Federal Emergency Management Agency (FEMA)
- » Federal Energy Regulatory Commission
- » Federal Executive Boards
- » Federal Financial Institutions Examination Council
- » Federal Financing Bank
- » Federal Geographic Data Committee
- » Federal Highway Administration
- » Federal Housing Enterprise Oversight
- » Federal Housing Finance Board
- » Federal Interagency Committee for the Management of Noxious and Exotic Weeds
- » Federal Interagency Committee on Education
- » Federal Interagency Council on Statistical Policy
- » Federal Judicial Center
- » Federal Laboratory Consortium for Technology Transfer
- » Federal Labor Relations Authority

- » [Federal Law Enforcement Training Center](#)
- » [Federal Library and Information Center Committee](#)
- » [Federal Maritime Commission](#)
- » [Federal Mediation and Conciliation Service](#)
- » [Federal Mine Safety and Health Review Commission](#)
- » [Federal Motor Carrier Safety Administration](#)
- » [Federal Railroad Administration](#)
- » [Federal Reserve System](#)
- » [Federal Retirement Thrift Investment Board](#)
- » [Federal Student Aid](#)
- » [Federal Trade Commission \(FTC\)](#)
- » [Federal Transit Administration](#)
- » [Federated States of Micronesia Home Page](#)
- » [Financial Crisis Inquiry Commission](#)
- » [Financial Management Service \(Treasury Department\)](#)
- » [Fiscal Responsibility and Reform, National Commission](#)
- » [Fish and Wildlife Service](#)
- » [Florida Home Page](#)
- » [Florida State, County and City Websites](#)
- » [Food, Nutrition and Consumer Services](#)
- » [Food and Drug Administration \(FDA\)](#)
- » [Food and Nutrition Service](#)
- » [Food Safety and Inspection Service](#)
- » [Foreign Agricultural Service](#)
- » [Foreign Claims Settlement Commission](#)
- » [Forest Service](#)
- » [Fossil Energy](#)
- » [Fulbright Foreign Scholarship Board](#)

- » [General Services Administration \(GSA\)](#)
- » [Geological Survey \(USGS\)](#)
- » [Georgia Home Page](#)
- » [Georgia State, County and City Websites](#)
- » [Global Affairs \(State Department\)](#)
- » [Government Accountability Office \(GAO\)](#)
- » [Government National Mortgage Association](#)
- » [Government Printing Office \(GPO\)](#)
- » [Grain Inspection, Packers and Stockyards Administration](#)
- » [Guam Home Page](#)
- » [Harry S. Truman Scholarship Foundation](#)
- » [Hawaii Home Page](#)
- » [Hawaii State, County and City Websites](#)
- » [Health and Human Services Department \(HHS\)](#)
- » [Health Resources and Services Administration](#)
- » [Helsinki Commission \(Commission on Security and Cooperation in Europe\)](#)
- » [Holocaust Memorial Museum](#)
- » [Homeland Security Department \(DHS\)](#)
- » [House Leadership Offices](#)
- » [House Office of Inspector General](#)
- » [House Office of the Clerk](#)
- » [House of Representatives](#)
- » [House of Representatives Committees](#)
- » [House Organizations, Commissions, and Task Forces](#)
- » [House Representatives on the Web](#)
- » [Housing and Urban Development Department \(HUD\)](#)
- » [Housing Office \(HUD\)](#)
- » [Idaho Home Page](#)

- » Idaho State, County and City Websites
- » Illinois and Michigan Canal National Heritage Corridor Commission
- » Illinois Home Page
- » Illinois State, County and City Websites
- » Immigration and Customs Enforcement
- » Immigration and Naturalization Service (Bureau of Citizenship and Immigration Services)
- » Indian Affairs, Bureau of
- » Indiana Home Page
- » Indian Arts and Crafts Board
- » Indiana State, County and City Websites
- » Indian Health Service
- » Industrial College of the Armed Forces
- » Industry and Security, Bureau of (formerly the Bureau of Export Administration)
- » Information Resource Management College
- » Innovation and Improvement Office
- » Institute of Education Sciences
- » Institute of Museum and Library Services
- » Institute of Peace
- » Interagency Alternative Dispute Resolution Working Group
- » Interagency Council on Homelessness
- » Inter-American Foundation
- » Interior Department
- » Internal Revenue Service (IRS)
- » International Broadcasting Bureau (IBB)
- » International Labor Affairs, Bureau of
- » International Trade Administration (ITA)
- » International Trade Commission

- » [Iowa Home Page](#)
- » [Iowa State, County and City Websites](#)
- » [James Madison Memorial Fellowship Foundation](#)
- » [Japan-United States Friendship Commission](#)
- » [John F. Kennedy Center for the Performing Arts](#)
- » [Joint Board for the Enrollment of Actuaries](#)
- » [Joint Chiefs of Staff](#)
- » [Joint Congressional Committee on Inaugural Ceremonies](#)
- » [Joint Fire Science Program](#)
- » [Joint Forces Command](#)
- » [Joint Forces Staff College](#)
- » [Joint Military Intelligence College](#)
- » [Judicial Circuit Courts of Appeal, by Geographic Location and Circuit](#)
- » [Judicial Panel on Multidistrict Litigation](#)
- » [Justice Department](#)
- » [Justice Programs Office \(Juvenile Justice, Victims of Crime, Violence Against Women and more\)](#)
- » [Justice Statistics, Bureau of](#)
- » [Kansas Home Page](#)
- » [Kansas State, County and City Websites](#)
- » [Kentucky Home Page](#)
- » [Kentucky State, County and City Websites](#)
- » [Labor Department \(DOL\)](#)
- » [Labor Statistics, Bureau of](#)
- » [Land Management, Bureau of](#)
- » [Lead Hazard Control \(Housing and Urban Development Department\)](#)
- » [Legal Services Corporation](#)
- » [Library of Congress](#)

- » **Local Governments**
- » **Louisiana Home Page**
- » **Louisiana State, County and City Websites**
- » **Bureau of Ocean Energy Management, Regulation, and Enforcement (formerly Minerals Management Service)**
- » **Maine Home Page**
- » **Maine State, County and City Websites**
- » **Marine Corps**
- » **Marine Mammal Commission**
- » **Maritime Administration**
- » **Marketing and Regulatory Programs (Agriculture Department)**
- » **Marshals Service**
- » **Maryland Home Page**
- » **Maryland State, County and City Websites**
- » **Massachusetts Home Page**
- » **Massachusetts State, County and City Websites**
- » **Medicare Payment Advisory Commission**
- » **Merit Systems Protection Board**
- » **Michigan Home Page**
- » **Michigan State, County and City Websites**
- » **Migratory Bird Conservation Commission**
- » **Military Postal Service Agency**
- » **Millennium Challenge Corporation**
- » **Mine Safety and Health Administration**
- » **Minnesota Home Page**
- » **Minnesota State, County and City Websites**
- » **Minority Business Development Agency**
- » **Mint (Treasury Department)**

- » **Missile Defense Agency (MDA)**
- » **Mississippi Home Page**
- » **Mississippi River Commission**
- » **Mississippi State, County and City Websites**
- » **Missouri Home Page**
- » **Missouri State, County and City Websites**
- » **Montana Home Page**
- » **Montana State, County and City Websites**
- » **Morris K. Udall Foundation: Scholarship and Excellence in National Environmental Policy**
- » **Multifamily Housing Office**
- » **National Aeronautics and Space Administration (NASA)**
- » **National Agricultural Statistics Service**
- » **National AIDS Policy Office**
- » **National Archives and Records Administration (NARA)**
- » **National Bipartisan Commission on the Future of Medicare**
- » **National Capital Planning Commission**
- » **National Cemetery Administration (Veterans Affairs Department)**
- » **National Commission on Fiscal Responsibility and Reform**
- » **National Constitution Center**
- » **National Council on Disability**
- » **National Counterintelligence Executive, Office of**
- » **National Credit Union Administration**
- » **National Defense University**
- » **National Drug Intelligence Center**
- » **National Economic Council**
- » **National Endowment for the Arts**
- » **National Endowment for the Humanities**

- » National Gallery of Art
- » National Geospatial-Intelligence Agency
- » National Guard
- » National Highway Traffic Safety Administration
- » National Indian Gaming Commission
- » National Institute for Literacy
- » National Institute of Justice
- » National Institute of Standards and Technology (NIST)
- » National Institutes of Health (NIH)
- » National Interagency Fire Center
- » National Laboratories (Energy Department)
- » National Labor Relations Board
- » National Marine Fisheries Service
- » National Mediation Board
- » National Nuclear Security Administration
- » National Oceanic and Atmospheric Administration (NOAA)
- » National Ocean Service
- » National Park Foundation
- » National Park Service
- » National Railroad Passenger Corporation (AMTRAK)
- » National Reconnaissance Office
- » National Science Foundation
- » National Security Agency (NSA)
- » National Security Council
- » National Technical Information Service
- » National Telecommunications and Information Administration
- » National Transportation Safety Board
- » National War College

- » **National Weather Service**
- » **Natural Resources Conservation Service**
- » **Navy**
- » **Nebraska Home Page**
- » **Nebraska State, County and City Websites**
- » **Nevada Home Page**
- » **Nevada State, County and City Websites**
- » **New Hampshire Home Page**
- » **New Hampshire State, County and City Websites**
- » **New Jersey Home Page**
- » **New Jersey State, County and City Websites**
- » **New Mexico Home Page**
- » **New Mexico State, County and City Websites**
- » **New York Home Page**
- » **New York State, County and City Websites**
- » **North Carolina Home Page**
- » **North Carolina State, County and City Websites**
- » **North Dakota Home Page**
- » **North Dakota State, County and City Websites**
- » **Northern Command**
- » **Northwest Power Planning Council**
- » **Nuclear Energy, Science and Technology**
- » **Nuclear Regulatory Commission**
- » **Nuclear Waste Technical Review Board**
- » **Oak Ridge National Laboratory**
- » **Occupational Safety & Health Administration (OSHA)**
- » **Occupational Safety and Health Review Commission**
- » **Office of Compliance**

- » Office of Federal Housing Enterprise Oversight
- » Office of Government Ethics
- » Office of Management and Budget (OMB)
- » Office of National Drug Control Policy (ONDCP)
- » Office of Personnel Management
- » Office of Refugee Resettlement
- » Office of Science and Technology Policy
- » Office of Scientific and Technical Information
- » Office of Special Counsel
- » Office of Thrift Supervision
- » Ohio Home Page
- » Ohio State, County and City Websites
- » Oklahoma Home Page
- » Oklahoma State, County and City Websites
- » Open World Leadership Center
- » Oregon Home Page
- » Oregon State, County and City Websites
- » Overseas Private Investment Corporation
- » Pacific Command
- » Pardon Attorney Office
- » Parole Commission (Justice Department)
- » Patent and Trademark Office
- » Peace Corps
- » Pennsylvania Home Page
- » Pennsylvania State, County and City Websites
- » Pension and Welfare Benefits Administration (now the Employee Benefits Security Administration)
- » Pension Benefit Guaranty Corporation

- » [Pentagon Force Protection Agency](#)
- » [Pipeline and Hazardous Materials Safety Administration](#)
- » [Policy Development and Research \(Housing and Urban Development Department\)](#)
- » [Political Affairs \(State Department\)](#)
- » [Postal Regulatory Commission](#)
- » [Postal Service \(USPS\)](#)
- » [Postsecondary Education](#)
- » [Power Administrations](#)
- » [Presidio Trust](#)
- » [Prisoner of War/Missing Personnel Office](#)
- » [Public and Indian Housing](#)
- » [Public Debt, Bureau of](#)
- » [Public Diplomacy and Public Affairs \(State Department\)](#)
- » [Puerto Rico Home Page](#)
- » [Radio and TV Marti \(Español\)](#)
- » [Radio Free Asia \(RFA\)](#)
- » [Radio Free Europe/Radio Liberty \(RFE/RL\)](#)
- » [Railroad Retirement Board](#)
- » [Reclamation, Bureau of](#)
- » [Refugee Resettlement](#)
- » [Regulatory Information Service Center](#)
- » [Rehabilitation Services Administration \(Education Department\)](#)
- » [Research, Education and Economics \(Agriculture Department\)](#)
- » [Research and Innovative Technology Administration \(Transportation Department\)](#)
- » [Rhode Island Home Page](#)
- » [Rhode Island State, County and City Websites](#)
- » [Risk Management Agency \(Agriculture Department\)](#)
- » [Rural Business and Cooperative Programs](#)

- » **Rural Development**
- » **Rural Housing Service**
- » **Rural Utilities Service**
- » **Saint Lawrence Seaway Development Corporation**
- » **Science Office (Energy Department)**
- » **Secret Service**
- » **Securities and Exchange Commission (SEC)**
- » **Selective Service System**
- » **Senate**
- » **Senate Committees**
- » **Senate Leadership**
- » **Senators on the Web**
- » **Small Business Administration (SBA)**
- » **Smithsonian Institution**
- » **Social Security Administration (SSA)**
- » **Social Security Advisory Board**
- » **South Carolina Home Page**
- » **South Carolina State, County and City Websites**
- » **South Dakota Home Page**
- » **South Dakota State, County and City Websites**
- » **Southeastern Power Administration**
- » **Southern Command**
- » **Southwestern Power Administration**
- » **Special Education and Rehabilitative Services**
- » **Special Forces Operations Command**
- » **State Agencies by Topic**
- » **State Department**
- » **State Home Pages**

- » **State Justice Institute**
- » **Stennis Center for Public Service**
- » **Strategic Command**
- » **Substance Abuse and Mental Health Services Administration**
- » **Supreme Court of the United States**
- » **Surface Mining, Reclamation and Enforcement**
- » **Surface Transportation Board**
- » **Susquehanna River Basin Commission**
- » **Tax Court**
- » **Taxpayer Advocacy Panel**
- » **Tennessee Home Page**
- » **Tennessee State, County and City Websites**
- » **Tennessee Valley Authority**
- » **Territories of the United States**
- » **Texas Home Page**
- » **Texas State, County and City Websites**
- » **Transportation Command**
- » **Transportation Department (DOT)**
- » **Transportation Security Administration**
- » **Transportation Statistics, Bureau of**
- » **Treasury Department**
- » **TRICARE Management**
- » **Trustee Program (Justice Department)**
- » **U.S. Border Patrol (now Customs and Border Protection)**
- » **U.S. Capitol Visitor Center**
- » **U.S. Citizenship and Immigration Services**
- » **U.S. Customs and Border Protection**
- » **U.S. Immigration and Customs Enforcement**

- » U.S. International Trade Commission
- » U.S. Military Academy, West Point
- » U.S. Mint
- » U.S. Mission to the United Nations
- » U.S. National Central Bureau - Interpol (Justice Department)
- » U.S. Postal Service (USPS)
- » U.S. Sentencing Commission
- » U.S. Trade and Development Agency
- » U.S. Trade Representative
- » U.S. Virgin Islands
- » Unified Combatant Commands (Defense Department)
- » Uniformed Services University of the Health Sciences
- » Utah Home Page
- » Utah State, County and City Websites
- » Vermont Home Page
- » Vermont State, County or City Websites
- » Veterans Affairs Department (VA)
- » Veterans Benefits Administration
- » Veterans' Employment and Training Service
- » Veterans Health Administration
- » Vietnam Educational Foundation
- » Virginia Home Page
- » Virginia State, County and City Websites
- » Vocational and Adult Education
- » Voice of America (VOA)
- » Veterans Day National Committee
- » Washington Headquarters Services
- » Washington Home Page

- » [Washington State, County and City Websites](#)
- » [Weather Service, National](#)
- » [Western Area Power Administration](#)
- » [West Point \(Army\)](#)
- » [West Virginia Home Page](#)
- » [West Virginia State, County and City Websites](#)
- » [White House](#)
- » [White House Commission on Presidential Scholars](#)
- » [White House Commission on the National Moment of Remembrance](#)
- » [White House Office of Administration](#)
- » [Wisconsin Home Page](#)
- » [Wisconsin State, County and City Websites](#)
- » [Women's Bureau \(Labor Department\)](#)
- » [Woodrow Wilson International Center for Scholars](#)
- » [Wyoming Home Page](#)
- » [Wyoming State, County and City Websites](#)

## **THE LESSON**

There are many sources for government jobs, but these jobs receive relatively few applications because they are poorly advertised and for this reason can be much easier to get than private sector jobs. Many people fail to check, or don't even know about, the thousands of government job-related websites that exist. You need to look beyond commercial job boards to find these jobs, that other job seekers may unwittingly overlook.

## Questions

1. Are you looking on USAJobs.gov?
2. Are you making a list of federal job sites and checking them daily?
3. Are you checking the career information site of the state you would like to work in?
4. Search on Google for your state, and the term “agencies” and go to each agency website and check them for jobs.
5. Are you searching the county you want to work in for government jobs daily?



# Day 14

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## How to Find Public Interest Jobs and Nonprofit Jobs

If you have a passion for a certain issue, such as civil rights, the environment, helping the poor, or animals, public interest can be an excellent career choice. In public interest you will be working with others who share a passion for an issue like you do. In addition, you will be making a difference in your chosen field. People who work in the public interest find a tremendous sense of satisfaction that they are making a difference through their careers.

When you work for most companies, you are helping the company and its stock holders make money. For many people, this sort of work leaves them feeling bored and uninspired, and they would rather be working on things that advance a cause. If you have some very strong beliefs about the way the world should be, you might want to consider a public interest career.

Before you think about a public interest career, however, there are a few things you should be aware of.

**The salaries in public interest careers are typically much lower than in the private sector.** In fact, the salaries may be "shockingly low" and barely enough to live on. People who go into public interest work do not do so for the money. Instead, they do so because they have a passion for the cause and want to work around people who share their passion. If money is your object, you should not be going into public interest work and would be better serving in a private industry. For most people in the public interest, they are happy as long as they are making enough money to survive.

**When you work for a public interest organization, you need to share the beliefs of the people you are working for.** For example, if you are not against pollution, then you would probably have a very hard time fitting in with an organization that was fighting to keep the environment clean. You do not want to simply apply to a public interest job because you are looking for a job. Regardless of the job you hold in the public interest organization, if you do not share the "core beliefs" of the people you are working with, you will not fit in and, in all likelihood, will be rejected like a virus. You need to fit in with the people you are working with.

**The training, feedback, and work environment inside of public interest organizations tend to be extremely unstructured—and in many cases**

**nonexistent.** People are typically "thrown in" and expected to do whatever it takes to get the job done. There may be no performance reviews and the work environment may be chaotic. For example, you may be expected to do a lot of multitasking. It is not uncommon for lawyers who might make \$250,000 a year in the private sector, to be expected to clean the kitchen and answer phones in a public interest organization (while being paid \$30,000 a year). Due to limited budgets—and just the overall work climate—public interest organizations expect a lot of multitasking from the people who work there. If you are the sort of person who takes structure, titles, and so forth seriously, you should not be working inside of most public interest organizations.

## **Public Interest Jobs are Difficult to Get**

One of the most interesting things about public interest work is just how competitive it is to get the jobs. Public interest organizations are generally populated by some of the smartest people around. It is not unusual to see a public interest organization almost exclusively made up of graduates of Ivy League schools. People who come from privileged backgrounds often feel the need to give something back and are not interested in traditional careers. People working in public interest organizations also tend to be quite passionate, which may be another reason for their historical high levels of achievement.

Finding public interest jobs can be difficult.

**Many talented people are interested in public interest work. The people who go into public interest are typically not doing so for money.** They are often people who come out of privileged backgrounds and have strong educations. The pool of people you are competing against for these jobs is in many cases more "accomplished" than people who might be applying to companies paying several times more than the public interest organization for a similar job.

**People who are interested in public interest work typically are very passionate about the subject matter.** When you are competing for public interest jobs, you are competing against others who typically have a similar level of passion. These people may have been volunteering and doing other work in a related field for years prior to applying to a public interest organization. In fact, many of these people are so committed that they would often do the work for free if they did not need money to live on.

**Public interest jobs are not typically promoted well. Public interest and nonprofit entities typically have no budget for promoting their jobs.** Since public interest organizations are (typically) supported by donations, they try and keep their expenses as low as possible. Accordingly, they do not spend a lot of money advertising their

open positions. This makes finding the public interest jobs very difficult.

**Public interest organizations tend to have few openings at the most, and most of the openings they have are filled "informally" and without advertising.**

Public interest organizations have a network of volunteers at most times and lots of these volunteers are consistently asking the management and others in the public interest organization for jobs. Accordingly, the public interest organization typically has groups of people who are trying out at all times for various jobs. They are showing their commitment by working for free even prior to the organization having an opening. I would estimate that most public interest jobs are filled this way.

## **How to Get a Public Interest Job**

If you are interested in working for a public interest organization, there are some things you need to do that are different from the way most people look for jobs.

**You should apply to the public interest organizations you are interested in even if they do not have openings.** When you apply, it is generally a good idea to enclose a letter of a few pages explaining your enthusiasm for the cause the public interest organization supports. You should explain the reasons for your passion and any experience and volunteer work that you have that is relevant.

The reason you need to apply to public interest organizations even if they do not have openings is because many times the organizations do not even advertise their openings and fill them with their own volunteers. One of the most important components of getting a public interest job is having passion for the subject matter and if you look like you have that passion, the organization may bring you in. Identify the public interest organizations you are interested in and then apply.

**You should apply regularly to the public interest organizations you are interested in. Continuing to apply shows your interest and passion for the organization.** The people you are applying to typically share your passion and like seeing people apply often. Unlike other employers, I do not believe it is bad to appear "aggressive" when applying to a public interest organization: Public interest organizations are themselves typically aggressive in advancing their causes, and like people who share this passion. In addition, public interest organizations are often quite disorganized (they have so many people doing multitasking) and may even miss your application when it comes in. If you have a particular interest in working for a certain public interest organization, it might make sense to apply as often as every few months. Persistence pays off when searching for a job in a public interest organization.

**I recommend calling people who are receiving your application inside of a public interest organization, and sharing your interest in working there, and establishing a rapport with them.** I know someone who had to do this for over 10 years before getting his dream job with a public interest organization. This is important. When you speak with the people inside of the public interest organization, you should also ask them if they have any volunteer opportunities. This shows your commitment as well and makes you stand out.

People inside of public interest organizations are less likely to be annoyed by your calling and pestering than a private employer in my opinion. They want to see your commitment to what they do: Remember, you will be taking a very low salary in exchange for working on a matter that you consider very important. Commitment is what it is all about.

**If you are interested in working in the public interest you need to get involved in any organization that deals with your cause and network with people there.**

If you are interested in the environment, for example, you would want to get involved in environmental organizations as a volunteer and/or go to their environmental-related talks and events. You want to network and get to know people who are involved in the cause that you are interested in. Remember that most public interest jobs are filled informally. Most public interest causes are made up of "informal groups" who share an interest in the cause. You want to get involved in the community and be seen as a contributor.

There are two methods that I recommend to find public interest employers and jobs. First, I recommend simply identifying the public interest employers you are interested in, and applying to them regardless of whether they have openings. Second, I recommend visiting various websites where you can locate these jobs.

### **Lists of Public Interest Organizations You Can Apply To**

- » <http://search.dmoz.org/cgi-bin/search?search=Public+Interest+or+Non+Profit+or+Charity+or+Philanthropy>
- » <http://search.dmoz.org/cgi-bin/search?search=Public+Interest+or+Non+Profit+or+Charity+or+Philanthropy>
- » [http://charity.lovetoknow.com/List\\_of\\_Nonprofit\\_Organizations](http://charity.lovetoknow.com/List_of_Nonprofit_Organizations)
- » <http://www.hud.gov/offices/oir/oirpublicinterestgroups.cfm>

## List of Public Interest Job Sites

- » <http://www.PublicInterestCrossing.com> (aggregator of job sites and jobs)
- » <http://www.nonprofit-jobs.org/>
- » <http://www.nonprofitcareer.com/>
- » <http://www.Hound.com> (aggregator of employers including public interest employers)
- » <http://www.idealists.org>
- » <http://www.dotorgjobs.com/>
- » <http://www.hscareers.com/>
- » <http://www.hscareers.com/>
- » <http://www.jobsgopublic.com/>
- » <http://www.opportunityknocks.org/>
- » <http://www.ncpg.org/pals/?section=11s>

## Conclusions

Working in public interest can be extremely rewarding. In fact, very few people who go into the public interest ever go back to working in the private sector. I hope the suggestions and links above are of assistance to you in your career.

## THE LESSON

Public interest and nonprofit jobs can be excellent career choices if you are passionate about a certain issue, such as civil rights, the poor, or the environment. Public Interest jobs will place you among colleagues who share your interest, and enable you to make a difference in your chosen field. Public interest work can be intensely gratifying, so much so that few people who enter such jobs ever return to the private sector.

## Questions:

1. Do you value working for a cause you believe in more than a high salary?
2. What are your interests and causes that you are passionate about?
3. Are you looking into organizations to get involved with that match your interests?
4. Do you thrive in an environment where you will be handling many different tasks?
5. Are you sending your resume to organizations you believe in, even if they don't have openings?



# Day 15

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## How to Find Teaching Jobs, Education Jobs and School Jobs

Regardless of what you do, the odds are that you could potentially get a job teaching. If you have significant professional experience in a field (or even not that significant professional experience), you are likely qualified to teach. Education is a gigantic industry and there are a ton of potential education-related employers that you can work for.

You can teach in public or private schools.

You can teach in colleges or universities.

You can teach at vocational schools.

You can teach at for-profit educational institutions.

You can teach inside companies (companies have jobs for “trainers”)

Going into teaching can be an excellent choice if you are interested in going in a different direction in your career. One of the most rewarding things about choosing a teaching career is that you can draw upon your experience and profit from it. In fact, you can even do teaching as a second job in many cases.

I have had two formal teaching jobs in my career and all of them I got fairly easily. I enjoyed the teaching because in both cases the jobs drew upon my expertise.

The first teaching job I got was when I was a college student at the University of Chicago—a professor asked me to help teach a course for a semester. I was teaching primarily about an issue that I had become an expert in through a lot of independent research and work. I really enjoyed the experience and teaching the class was second nature for me because I knew so much about it.

The second teaching job I got was when I was an attorney — I saw an advertisement for a law professor job, applied, and was hired within a few days. This too was an easy job for me because I was able to draw upon my experience as an attorney. I simply got up in front of the podium and spoke about things I had learned in my job over the past few years.

Another time, I opened my mailbox and received a letter from the University of Phoenix offering me a teaching job that I had not even applied for! They wanted me to teach a course about business. This would have been an easy course to teach as well.

I also happen to love teaching. I write articles, teach several online courses and generally enjoy teaching a great deal.

Despite the incredible luck I've had, it is becoming increasingly difficult for many people to find teaching jobs. Many people are eager to go into teaching because there are so many good things about the jobs:

Teaching jobs often have very good salaries compared to private industry.

Teaching jobs also may offer relatively good employment security.

Teaching jobs also may offer lots of time off.

Teaching jobs may also offer excellent healthcare and retirement benefits.

There are exceptions to this, of course. For example, many teaching jobs have horrible salaries. Other teaching jobs with for-profit educational institutions may have little employment security and no benefits at all. However, as a general rule, working in teaching can be a rewarding career in many respects.

## **How to Find Teaching Jobs**

If you are looking for a teaching job, the following are the places you should consider working: (1) public K-12 schools, (2) private K-12 schools, (3) trade schools, (4) colleges and universities, (5) corporations, and (6) miscellaneous employers such as state-specific boards of education, the US Department of Education, preschools and Teach for America.

Most education-related jobs are not advertised on large job sites and are best found, instead, by going directly to the job site of the educational employer. Because there are so many education-related employers it is extremely important that you know where to look.

## **How to Find Jobs With Public Schools (K-12 Jobs)**

The best way to find jobs with K-12 public schools is to use the website of the U.S. Department of Education Institute for Education Sciences:

» <http://nces.ed.gov/globallocator/>

This tool is extremely useful in tracking down school systems in the area(s) you are searching. Once you have located the specific school system, please make sure that you go to the specific school system website and not a specific school website looking for jobs. Most of the teacher-related jobs will be on the school system website in their “careers” section.

### **How to Find Jobs With Private Schools**

Most private schools contain a careers section that lists all of the school’s jobs. The best way to access these jobs is to use the following links:

- » <http://nces.ed.gov/surveys/pss/privateschoolsearch/>
- » <http://www.eschoolsearch.com/>
- » <http://www.petersons.com/pschools/code/psector.asp>
- » <http://www.localschooldirectory.com/>

Since there are a huge variety of private schools, I would recommend checking each of these links to ensure you do not miss any of the opportunities.

### **Where to Find Jobs With Trade Schools**

There are a huge variety of trade schools out there and if you have a specific sort of trade-related experience they can be not too difficult to get positions with. Some good links to trade schools are:

- » <http://www.trade-schools.net/>
- » <http://www.trade-schools.info/>
- » <http://www.rwm.org/rwm/>
- » <http://www.trade-schools-search.com/>

I would recommend checking each of these trade school links for trade schools since most of them are not complete. Make sure you check each of their career pages.

### **Where to Find Jobs With Colleges and Universities**

There are an astonishing number of colleges and universities you can potentially work in. Here, you need to visit the careers section of the colleges and universities to locate all of their jobs. This

is the best list I have found of colleges and universities you can apply to:

- » [http://en.wikipedia.org/wiki/List\\_of\\_universities\\_and\\_colleges\\_by\\_country\\_-\\_North\\_Americas](http://en.wikipedia.org/wiki/List_of_universities_and_colleges_by_country_-_North_Americas)

**Here are some other lists as well:**

- » <http://www.utexas.edu/world/univ/state/>
- » <http://www.ope.ed.gov/accreditation/Search.aspx> (accredited universities)
- » [http://en.wikipedia.org/wiki/List\\_of\\_unaccredited\\_institutions\\_of\\_higher\\_learning](http://en.wikipedia.org/wiki/List_of_unaccredited_institutions_of_higher_learning) (unaccredited schools)
- » <http://grad-schools.usnews.rankingsandreviews.com/best-graduate-schools> (US News Rankings—there are several of these. The one above is for graduate schools.)

**Other Sources of Education Jobs**

**Here are a few other sources of education jobs and education-related jobs:**

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**Education Job Sites**

- » <http://www.EducationCrossing.com> (consolidator of education jobs from various sites)
- » <http://www.higheredjobs.com>
- » <http://www.nationjobs.com>
- » <http://www.edjoin.com>

**Teach for America**

» <http://www.teachforamerica.org/admissions/how-to-apply/>

### **State-specific Boards of Education**

» [http://wdcrobcolp01.ed.gov/Programs/EROD/org\\_list.cfm?category\\_ID=SEA](http://wdcrobcolp01.ed.gov/Programs/EROD/org_list.cfm?category_ID=SEA)

### **US Department of Education**

» <http://www2.ed.gov/about/jobs/open/edhires/index.html>

(Typically not a lot of jobs on this site but a good source to review for the sake of being thorough.)

### **Conclusions**

There are numerous sources of education and teaching-related jobs out there. The best way to find teaching jobs is to ensure that you go to the source of where you are seeking to work. You need to remember that most education jobs are not well advertised and that the best way to find them is typically to search directly on the website of the education employer.

### **THE LESSON**

Education is a gigantic industry, and there are many employers for whom you can work. One of the most rewarding things about a teaching career is your ability to draw upon and profit from your experience. The ideal way to find a teaching position is to go directly to the source of where you hope to work.

**Questions:**

1. Where would you like to work in education? Public? Private? College?
2. Have you made a list of ideas for where you would like to work?
3. Are you going directly to the job site of each educational employer and looking for openings?
4. Using the list above, are you spending time each day looking for and applying to jobs on school websites?

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5. Have you created a resume with any relevant teaching/leading experience you may have?



# Day 16

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## How to Get Hired Where There Is Not Even an Opening

For some reason, almost every week (sometimes more than once a week) venture capitalists and private equity companies call me to talk about the various businesses I am involved in. I used to talk to them quite formally, the way average people like me talk to doctors, lawyers and bankers. I assumed (wrongly so), that I needed to be a little bit guarded, not share too much information and such. Do not ask me why I thought this way. I think it probably has something to do with the fact that when they call, they say something like the following:

”Hi. I’m from a private equity firm. We manage a fund of over two billion dollars and are looking for investments.”

I do not know about you, but when someone calls and tells you they have two billion dollars to spend, it makes me a little nervous. I just cannot communicate effectively. Nevertheless, I have been taking these phone calls for years and am now far more interested in speaking with these guys. I have probably done over 50+ phone calls with them in the past few years and they have become a focus of intense interest for me. These guys are fascinating to me because they have penetrating insights into “hot” businesses and where the economy is going.

Most of the private equity players out there are really smart guys with great educations. They also really know business and their entire job is to identify businesses that are likely to increase and grow rapidly. They basically want to put money into a business that is growing and then ”sell off” their portion of the business when it starts to ”slow down”. Typically, these investors will focus on industries and individual companies that are poised for massive growth.

In my opinion, if you are trying to decide what sort of company to work for, you’d be smart taking a look at what the most successful and profitable private equity companies are doing. They are very good at putting their money to work in the industries, companies and geographic locations where there is a cycle of expansion occurring.

Expansion cycles are good because they breed “inefficiencies”. Inefficiencies are good because they create opportunity. When there are inefficiencies, companies (and people) tend to not watch their money as carefully.

When I was starting my legal career I applied for jobs in the following areas: Detroit, Los Angeles

and New York. In New York City I got so many interviews I could not believe it. I was taking trip after trip there to meet with law firms. I also got a lot of interviews in Los Angeles. When I went into these interviews I was treated very well and found employers eager and excited to hire. They were not that critical, did not ask a lot of questions about my grades and were eager to make offers.

Detroit, on the other hand, was a different story. At the particular time I was interviewing, the Detroit market had been contracting for years. The interviews with the firms there were not as easy to come by. Firms were much less likely to make offers easily. The big firms in the city had not been growing for years and had been shrinking for a long time. In simplistic terms: There was not a lot of opportunity. The big law firms in Detroit were looking for reasons not to hire you as opposed to looking for reasons to hire you.

I realized early on that working in Detroit was not a good long-term prospect for me. The Los Angeles legal market was growing at the time and so that is where I went. The market was so "hot" at that point in time that law firms were making me offers during interviews, paying "signing bonuses" and so forth — it was far different than the sort of thing you would ever see in Detroit at the time.

If you are going to succeed in your career to your full potential...seek out geographic locations, industries and companies that are booming. It makes all the difference.

When I was in college, I was close friends with a girl who went to school in another state. She shared a dorm building with a friend of mine growing up. My friend was good at science and had majored in a science-related discipline that was very much in demand at the time. He had done a very average job in college. I think he had around a 2.0 grade point average. The issue was that he did a ton of drugs. One day she called me:

"He has been sitting in a chair for 36 hours staring at a wall in the student commons and he has not moved. He is on really bad acid...No one can get him to move."

I never thought that much would come of this guy. By his senior year of college he could scarcely form a sentence because he had done so many drugs. Nevertheless, due to this "unique" science-related major he received tons of job offers and ended up doing very well. Most of the better students and others in his class were searching for jobs months after he graduated and was earning an incredible living. He is still doing well to this day.

What did this guy do that was so smart? He chose a major (and obscure one) where there was a ton of demand. There was so much demand that all he needed was a pulse to get a job.

The basic cycle of a business involves a company coming out with a product or service and either succeeding or failing. When the company succeeds it can succeed in multiple ways. On the one hand it may grow slowly. On the other hand, the company may “take off” and experience explosive growth. You want to go where there is “explosive growth.”

- **Individual companies can experience explosive growth**
- **Geographic regions can experience explosive growth**
- **Certain industries can experience explosive growth**

Companies that experience “explosive growth” generally are able to do so due to the fact that they are not facing lots of competition and are doing things in a way that is competitively different from others. This allows the company to generate “windfall profits” for some time and the leadership of the company, the company’s employees and others generally fall under the spell that the “sun will shine forever.”

Regions that experience explosive growth are similar. In the “Wild West”, for example, if you were one of the few businesses in a geographic region selling something you could mark up the price and be virtually assured of making good profits. This is happening in regions of the United States all the time where there is growth — due to an industry, demographic trends, or otherwise.

When things are good, companies and the people making hiring decisions inside of them do not give hiring a lot of thought. I have hired people I met at dinner, people who were recommended by friends and family and others — without much regard to whether we had a job opening at all. I just knew that the person had certain skills and could contribute to the overall efforts of the company. That was when things were “on the up” and explosive growth was occurring.

It is like this with lots of companies. When things are good and the company is “on the way up” the company does not closely scrutinize a lot of its hiring. It is this way with all companies.

“Back in the day,” executives in the largest automotive companies had fancy wood paneled dining rooms where they were served gourmet foods and so forth daily. That soon went away as the industry started contracting under pressure. Companies like Google currently have cafeterias that are free and are so “fat” that they even allow employees to spend part of their work time on independent projects.

One of the most interesting things you can and should be doing in your job search is going after companies that are on this “explosive growth” trend. They will often hire you without giving it much thought — even if they do not have openings. It is the same thing with booming geographic

areas and industries — you can often get hired even if there are no openings at a particular company just by “showing up.”

I am going to tell you a job search secret I should not be telling you — but if you’ve read this far you deserve to learn it. If you see a company with a lot of openings proportional to its size — this means things are going very well there. It is the same thing with industries and geographic locations — a ton of openings mean some good stuff is going on. For example, if you see a small city somewhere and there are a ton of openings, then that city is growing.

Apply to companies that are growing fast — even if they do not have openings for you. This is a “contrarian strategy” but I have seen it work more times than I can count. Call them, email them and do whatever you have to do. Companies that are “on the way up” will often hire you even if they do not have openings. You need to find places, companies and industries on the way up.

## **THE LESSON**

Going after companies on an “explosive growth” trend is among the most interesting and beneficial things you can do in your job search, as many such companies will hire you even if they do not have openings. Similarly, you can get hired in booming industries and geographical areas even if there are no openings, simply by showing up. Apply to growing companies, even if they do not have open positions.

## Questions:

1. Do you know which companies are currently experiencing growing trends?
2. Are you researching and documenting what the most successful and profitable private equity companies are doing?
3. Are you aware of geographic locations, industries and companies that are booming?
4. Are you applying to companies that are clearly growing fast, even if they don't have any current openings?
5. Have you made a list of your unique skills to show companies how you can contribute?



# Day 17

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## How to Use Newspaper Classified Ads and Newspaper Help Wanted Ads to Look for Jobs

Historically, the best place to look for jobs was in the newspaper help wanted ads. In fact, newspapers were largely supported by revenue from help wanted ads until recently. The stories you have likely heard about various newspapers closing down and/or experiencing severe financial problems have been caused not only by declining circulation but also by a massive exodus of employers posting jobs online instead of in the newspaper.

Up until around 2000, the only place that it really made sense to look for jobs was in newspaper classified ads. If you were living in Dallas and wanted to work in Los Angeles, for example, you would go to the library and look at jobs in the Los Angeles Times classified ads. If you were living in New York and wanted to work in London, you might go to a specialty bookstore (or library) to get a copy of The Times of London so you could read the classifieds. While recruiters certainly played a role in helping people transition between jobs, the largest source of jobs were newspaper employment classifieds in various cities.

The majority of people today are getting their news online. They are also using job sites to look for jobs. Accordingly, the number of employers using newspaper classified ads to search for employees is declining and the people using newspaper classified advertisements to look for jobs is declining as well.

Despite the massive decline in newspaper advertising, I still believe that newspaper classifieds are an excellent source of jobs and a very smart place to look for work. If you are going to be thorough in your job search, it is extremely important that you make newspapers part of your job search regardless of your experience level.

**Because fewer people are looking at newspaper advertisements you often stand a much better chance getting a job when you use them than when you use online job sites.** Remember: In order to apply to jobs via newspaper classified ads, you often need to have the newspaper in front of you (or a subscription to it). In contrast, when a job is posted online, anyone with an internet connection can apply to it. This means that when a job is posted on a major website it is likely to receive applications from all over and in great abundance (all it takes is an Internet connection to apply). In contrast, jobs in newspapers will receive far fewer applications.

**Newspapers are not experts in marketing their jobs online.** Many newspapers post the jobs they print in the paper on their website as well. However, because the newspapers are not experts in the “online space” the jobs they are posting on their website are not likely to be found by people doing web searches. For example, if you are searching for a certain type of job or a job in a major city, the websites that are most likely to come up will be major job sites like Monster, EmploymentCrossing, or CareerBuilder, and not the newspaper website. This means that even though the job is online it is still not likely to be found.

**Many employers are also very accustomed to posting their jobs in newspapers and more comfortable doing so than with large job sites.** Many large employers that have been around a long time are actually more accustomed to posting jobs in the newspaper than they would be posting jobs on a site like Monster. For example, if they call Monster to post a job they will be likely speaking with someone in a call center in New Delhi. In contrast, if they call their local newspaper, they will be speaking with someone who works in the same city as they do and has roots in their community. In addition, they may know the representative of the newspaper who may take them to lunch, send them holiday cards and so forth. This sort of thing is very important to many employers.

**Your ability to find jobs in a newspaper actually increases in smaller markets.** For example, in the largest markets like Los Angeles, New York, San Francisco, and so forth, the majority of jobs tend to have migrated online. However, in smaller markets, job classified ads may be “the only game in town” and the only place you can find jobs.

In smaller markets, people tend to enjoy reading the local newspaper because it contains news that is very relevant to them and about people they know. There will be articles about local store openings, events at local high schools, and various people in the community. In addition, most of the employers in these small towns and regions will all post their jobs in the local newspaper. In fact, I would go so far as to say that the majority of these employers in smaller markets would not think of posting their jobs on a major job site.

Smaller newspapers are one of the least understood and most powerful ways for you to track down jobs. There will be advertisements of all kinds in these publications and the papers will only be receiving local applicants. There are ads for lawyers, teachers, doctors, machinists, and just about everything else that you can think of. In addition, very few job seekers are smart enough to look in these local newspapers (outside of where they may live) when looking for jobs. Most of these local newspapers also post their advertisements online which makes using them incredibly easy.

All over the United States there are a myriad of small newspapers that have advertisements for employers desperate to hire various talent. Whenever I speak with someone who says

there are no jobs in whatever field they are interested in working, after spending a few minutes with them and showing them the literal treasure trove of newspaper classified job sites out there, I rarely hear they did not find a job quickly. There are so many of these sites that it is unbelievable. If you take a job doing your profession in a smaller town you may not make the same income you do now; however, that generally does not matter if you are going to work in an area where the cost of living is lower.

Almost every newspaper out there has a website where it also posts its classified jobs. As a general rule, the ads that a newspaper prints in its newspaper are almost always posted on the newspaper's website as well.

**It is important to understand that jobs in newspapers and on the newspapers' websites will receive more applications when powered by major job sites.** Job seekers should be wary of newspaper job sites that are “powered by” or “in partnership with” a major job site. Some newspaper websites are “powered by” or “in partnership” with job sites like Monster, CareerBuilder, and so forth. What this means is that if the job is posted on the newspaper then it is also being posted on the major job site. Unfortunately for the job seeker, the job is then going to be receiving just as much distribution (and applications) as it would if it was posted on the major job site. Many newspapers have partnered with major job sites in order to try and remain competitive in the classified market because so many jobs have migrated to major job sites. The newspaper will typically split the fee the employer pays to post the job in the paper with the major job site in circumstances where a newspaper job site is “powered by” or “in partnership” with a major job site like CareerBuilder.

Newspaper classified help wanted sites can be particularly useful if you are open to relocation. For example, if you are a high level executive, it is always a good idea to check all of the major newspapers if you are open to relocating. Many major employers will often post various openings they have for very high level executives in the newspapers in their markets. There are even more lower level positions in newspapers job classified sites than upper level positions.

### **How to Find Newspaper Job Classified Sites/List of Newspaper Classified Sites**

Most decent sized towns across the United States (and world) have newspapers. Here are some good sources of newspapers you can use in your search:

- » <http://www.50states.com/news/>
- » [http://en.wikipedia.org/wiki/List\\_of\\_newspapers\\_in\\_the\\_United\\_States](http://en.wikipedia.org/wiki/List_of_newspapers_in_the_United_States)
- » <http://powerreporting.com/knight/top200.html>

Each of these links provides you with a list of various newspapers you can search when looking for jobs. I recommend checking these newspapers in the areas of the country you may be interested in working in.

In addition, at <http://www.EmploymentCrossing.com> we monitor newspapers for new job openings as they become available.

When you check these sources of jobs there are few things to keep in mind. Many of these newspapers have different rates depending upon whether an employer posts a job just on Sunday, Monday through Saturday, or just one day of the week. Therefore, you may need to check the newspapers in the cities you are working in quite often to make sure you get full coverage of all the jobs.

## **Conclusions**

Because many employers still use them and because fewer people are searching them for jobs, newspaper classified ads are a great source of jobs. They should be part of any job search and are a very effective way to look for jobs.

## **THE LESSON**

Even with technological advances, newspaper ads are still the best source for jobs and a very smart place to look. Regardless of your experience level, it is vital that you include newspapers in your job search if you are to be thorough. Many employers still rely on newspapers to advertise their open positions. However, fewer people use them in their searches, which makes them a very effective tool.

## Questions:

1. Have you made a list of all the newspaper sites listed above, and bookmarked them on your computer?
2. Are you subscribing to or reading the major newspapers each day, looking for jobs?
3. Do you know of all the small newspapers and publications in your area?
4. Are you using them to search for jobs often?
5. Do you know which newspapers are powered by major job sites, and are you not using those as much?



# Day 18

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## How to Use Social Networking, LinkedIn, Facebook, and Twitter in Your Job Search

In Los Angeles — like most major cities — if you go to a major auto dealer you will notice a group of ten or more salespeople, usually men, who are standing together (smoking, drinking coffee, gossiping, and so forth) waiting for you. In some dealerships it is actually quite intimidating. Less than three minutes after your getting out of the car, a salesman will put his cigarette out and start to approach you. The salespeople stand there all day and wait. They also joke among themselves:

“That one’s hot; why do you always get the hot ones?”

“That guy’s got a printout and knows our costs. You’re screwed.”

The banter among these guys goes back and forth all day long. I’ve actually listened in on them before because it’s amusing and instructive. The salespeople go to sales meetings, are hired and fired quickly, and are trained to close deals. They take people into their little cubicles and offices and attempt to get them to pay as much money as possible for the cars. They have all sorts of games to sell cars that they like to play among themselves. In short, the salespeople are extremely focused on the customers who show up and are right in front of them.

I used to look at cars a lot. I’ve given my card to salespeople before. Only once or twice has the man ever followed up with me after meeting me. The salesmen who did follow up simply left me a message and nothing more. No second phone calls. No follow-up letters. Nothing.

I get a new car every few years. A few years ago, I had a luxury car. Then I got a sports car. Then I got a pickup truck. I love cars and always have. However, in all my years of buying cars, I have never heard from the salesperson after I purchased the car. Instead, I can only assume they feel like it is more productive to stand under the awning of the dealership waiting for the next stranger to drive up.

A few years ago, I purchased a Ford truck. I like Fords. If the salesperson who sold me the truck had called me and asked me if I was interested in purchasing a Lincoln Continental a few years later, I probably would have bought one. When I go to New York (or any other major city) I always get picked up in those Lincolns. I like them. I’ve checked them out online several times and would like to own one. Yet a salesperson has never contacted me about that.

A few cars ago, I had a Mercedes. I gave it to my wife and she drove it until it had 100,000-plus miles on it. Eventually it started to have all sorts of maintenance problems. We went and bought another one at a dealership not too far from our house. In the years that I had that original Mercedes, I never heard from the salesman who sold it to me. Had he stayed in touch with me I would have bought the second car from him instead of the other salesman from whom we ended up purchasing the new one.

I could list numerous examples like this with just cars. However, this idea applies to everything. Whether it is clothes, electronics, real estate, or otherwise—most businesses (and salespeople) I have done business with in the past simply have forgotten about me after selling me something. More than just this, the businesses have forgotten about me after not even selling me something and my expressing interest in them. In the case of the auto salesmen, it is as if they have the idea that standing on the side of the road is a more productive exercise than contacting past prospects, past customers, and others eager to buy.

In your job search and career, the desires and circumstances of the employers you may be interested in working for are constantly changing. By merely showing regular interest and continually communicating with an employer you would like to work for, you dramatically increase your chances of getting employed and improving your circumstances (no matter what they are) if and when the employer is ready to “pull the trigger” and hire someone like you.

Good businesses know how to stay in touch with and constantly communicate with their potential clients and past customers. In fact, the best businesses are generally masters at this. Check your e-mail from today and the past few days. How many successful businesses that you have frequented in the past are e-mailing you information? I bet it is a lot.

Here is a list of some of the companies that I have purchased from in the past that send me at least a few e-mails each week trying to sell me something:

**Amazon**

**eBay**

**MSN**

**Apple**

**Orbitz**

**Adobe**

**Restoration Hardware**

**Dell**

**Neiman Marcus**

In fact, some of these companies are sending me e-mails on almost a daily basis. What do all these companies have in common? They are all respected companies. I DO NOT get spammed on a weekly basis by unrespected companies—just the respected ones. I want to make sure I highlight this again:

I do not get SPAMMED by unsuccessful companies, just successful ones.

Yes, I do get e-mails about stuff like Viagra and so forth from who knows who—but when it comes to getting spam e-mail, I generally am only getting it from successful companies I have done business with in the past and/or signed up on one of their mailing lists.

Why do you think this is? I would venture to say that successful companies have it together enough to know that spamming me is a good use of their time. They are much more likely to make a sale by spamming me than they are by chasing new business. People who are already familiar with them are much better prospects than people who are not. This is something that smart businesses and the people who run them understand.

In contrast, when I frequent a small, lesser-known brand, the brand typically forgets about me completely. I rarely hear from them again after making the purchase. They just do not have their act together enough to stay in touch with me. This is a reflection (in my opinion) that the company is not large enough and successful enough to have its act together in such a way that it is able to consistently develop a relationship with me by e-mailing me. E-mails from lesser-known brands are infrequent and sporadic at best.

Prior to e-mail, there was direct mail. Direct mail eventually became so sophisticated that companies like Victoria's Secret started sending people a new catalog DAILY if they thought the cost-benefit analysis of designing, printing, and mailing you a catalog made sense. They would “run the numbers” and send you as many catalogs as they could if they predicted they would come out ahead based on your previous spending patterns. Make no mistake about it — junk mail makes sense for big companies, and that is why they send so much of it.

If I am getting spammed by respected companies like Yahoo! and Apple, do you think there is anything wrong with your staying in touch with:

- **Companies you have interviewed with in the past and who know you**
- **People you have worked with in the past and are now at other companies**
- **Companies and people you meet in the course of doing business**

I had to get off LinkedIn because I was receiving so many requests from people looking for jobs – it became too much to handle, and most of the people I did not know. However, LinkedIn is an amazing tool. You should be using services like LinkedIn, Facebook, and so forth to stay connected to people. This keeps you in the forefront of their minds. Out of sight means out of mind.

A few years ago I received a request to connect on LinkedIn from someone I had not heard from in years. I thought to myself: “Why is this guy contacting me? We dislike each other anyway...” However, then I thought about him and realized I knew someone who would be interested in meeting and talking to him about a project. As a consequence of this, something productive happened in both of their careers.

Every employer you have ever interviewed with (successfully or unsuccessfully) and everyone you know should be contacted on a regular basis. Follow the lessons of what the most successful companies do and stay in touch with people. This is the lesson of the largest companies out there. They do not let people forget about them, and they want to be there when you decide to purchase something.

Employers are no different from a consumer. They are periodically in the market to purchase something (you). It is important that you are there when the employer is ready to make a purchase. Like people, employers are most comfortable purchasing “known quantities” and brands they are most familiar with. Here, by continually staying in touch with people you are interested in working for, you are much more likely to be hired when the time comes.

## **THE LESSON**

You greatly increase your chances of being hired by maintaining constant contact with employers for whom you would like to work. Services like LinkedIn, Facebook, and other social media are invaluable tools to connect with potential employers. Use these tools to stay in contact with every employer with whom you have interviewed (successfully or unsuccessfully), and everyone you know; maintaining such a high level of contact will make you much more likely to be hired when the time comes.

## Questions:

1. Do you have a list of potential employers you admire and would like to work for?
2. How often do you currently stay in touch with them?
3. How could you use LinkedIn, Facebook, etc., to contact and stay in touch with potential employers?
4. Make a list of every employer you have interviewed with, and send them a short note.
5. Send a note just checking in every so often so they remember you!



# Day 19

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## Nonprofit Jobs

At the outset, I want to make a couple of observations because I think that looking for a public interest job or a job with a nonprofit is among the most interesting types of searches you can do. On the one hand, it can be exceptionally difficult, but on the other, it can be incredibly rewarding.

When certain tribes of American Indians used to go into battle, they would put on face paint, and that face paint would be a way for them to look like certain animals or other figures. It had symbolic meaning, but what they were really doing was getting into a certain state of mind. In order to fight successfully, they believed they needed to put themselves into a state where they were like animals: ferocious, frightening, fast, and intimidating.

I was reminded of this one day when I was racing my car on the freeway. It was a car with a giant 12-cylinder engine, and I was racing someone in a very fast Porsche. Because the car I was driving had such a big engine, it could accelerate very quickly once it got going 70, 80, or 90 miles an hour. I accelerated in the car and when I was going about 120 miles an hour the car wouldn't go any faster and a Porsche zoomed right by. It wasn't because my car couldn't go faster. It probably could have kept going up to 150 or 160 miles an hour. The reason it slowed down is that it had a governor on it. A governor always slows down the car.

In terms of you looking for a public interest job, you need to be in a certain state of mind. That's because looking for a public interest job is not like the common job search. When you are looking for a public interest job, the employer is not interested in hiring you because of how much money you can earn their organization. In most instances, they are interested in your commitment and what you can do for them. They are also interested in your passion for the subject matter. Another common concern is that you are the sort of person they would be comfortable working with.

The typical job search, if you're an executive, is taking a call from a recruiter and working on the search that way. If a recruiter isn't helping you with the search, you're most likely looking on a job site. If you're not looking at a job site, you may be doing a mailing or something like that to an interested potential employer. If you're not looking on a job site, you may be networking with someone you know.

These are common ways of looking for jobs, but when it comes to looking for a public interest job, your whole approach must be different.

When you're looking for a public interest job, you may have a governor on the way you search for a job – or what you believe in terms of what you can accomplish. That's why you need to put yourself in a certain mental state so you can take off the governor and push forward. Searching for a public interest job is unlike any other type of search. In fact, in this sector, you are more likely to find employers who don't want to hire you, can't hire you, or are going to put you through all sorts of obstacles. Some of the hardest jobs to get are public interest jobs.

Most times, your cost center — meaning what you're costing the employer as well as what money you can bring in — is being factored into the equation. One exception is the government, where they may have guaranteed budgets, so it doesn't matter as much. Still, they will be calculating what value you bring to the table.

When you're searching for a public interest job, everything is much different. There is very little money to go around for these positions so that when you're trying to get the job, you're going to come up against a lot of resistance.

When applying for public interest and nonprofit jobs, you really need to ingratiate yourself with the people you're applying to.

You need to find a place to network with them. You need to talk to them about jobs and come back to them again, and again, and again. I've known people that had such a desire to work with a specific nonprofit organization that they found the people that were in charge of hiring, built little databases, and stayed in touch with them throughout their career. They were in contact with the people inside the public interest organization with which they wanted to work for years, even decades, before they ever approached them for a job.

That is what you need to do if you want to get really good at this. At a minimum, there is more lead-time involved in getting a job with a public interest or nonprofit organization than any other type of job. It's something to keep in mind. You need to be there. You need to be in people's faces and learn how to make them know that you're there.

In the public interest realm, one of the most important things to understand is that the people who hold these positions are exceptionally dedicated to what they do. The reason they're so dedicated is because, in most cases, they've given up the potential of doing private industry work for work that will pay them considerably less than they could be making in the private sector. They are very dedicated to what they're doing.

In most instances, they have a firm belief and conviction in what they're doing. When you go into most public interest and most nonprofit companies, it could be about anything. It could be people passionate about supporting abortion rights or passionate about restricting abortion rights.

You're going to find people that have very definite beliefs and definite feelings about a variety of subjects.

There will be people in that organization at all levels, from the lowest to the highest, who share that conviction. One of the most important things when you're searching for a job in one of those organizations is that you also share that conviction. Not only that, but you must get along with the people on a political, philosophical, and emotional level. You need to share that.

To take an extreme case, if you are anti-abortion and you want to work for a pro-abortion public interest organization or nonprofit organization, you are going to have a very difficult time getting a job. It's not going to click. You're going to be around people that have some very serious feelings about this subject matter and people who do not share your beliefs.

Another thing that is very important to consider when looking at nonprofit or public interest jobs is that for a lot of people that is the only type of job they ever want to do. There are certain people that find this type of job really motivating and that in their hearts, this is all they want to do and all they've ever wanted to do. Because they're so committed, the job means more to them than the average job.

The job could be termed a lifestyle and political choice. The pay is often low and the demands may be high. This is important for you to understand, because that's what you're up against. If you're considering a public interest or nonprofit career, whatever the subject matter, you should be very committed to it. You need to share that conviction.

Another point that is very important to understand is that people that work in public interest and nonprofit organizations are typically making far less money than they would make at a similar organization doing a similar job in the private sector. A job that pays \$30,000 – \$40,000 in the public interest and non-profit sector theoretically could pay over \$200,000 in the private sector. You just need to understand that you're working with people who are extremely committed and are taking much smaller salaries than they would otherwise, often by a factor of two or three, or more.

Despite the number of these jobs, the competition can be extremely stiff. I remember I used to work in my first year of law school in an environmental division of the Department of Justice in Washington, D.C., which is not a nonprofit or public interest job, but many of the people who work there seem to believe it is.

You're with people that are not held back in terms of a governor. They are passionate in what they're doing. Not only are they not held back, but they're also "in state" with their war paint on. They're excited about what they're doing. Because they're excited, you need to make sure that

you're excited about it too.

You cannot compete in that sort of career realm and get jobs when you're up against people who are passionate and have their war paint on unless you do too. That is one of the first things I want to tell you. Unlike any other job, when you're looking for a public interest job or non-profit job, you need to, deep down, really have your war paint on and be willing to go all out toward that career, with no governor on.

When you think about it, people march, go to jail, and do all sort of things when they're very interested in a cause. People like Greenpeace attack boats that are hunting for whales, for example. Other people concerned about social issues may sleep in cold parks for weeks to get their point across. Some people get very excited about various social issues where they can make a difference.

Most people have some sort of political proclivities, meaning they're probably pro-Democrat or pro-Republican, Libertarian, or something else. You need to understand that and be very aware of who you are and what interests you have when looking for nonprofit jobs.

You need to make sure that you understand where you are and who you are when you start looking for nonprofit jobs. Once you understand who you are and where you're coming from then you can more adequately focus on going after those jobs. That is the hard part, because once you know how to do that, the whole process of searching for a job like this becomes much easier.

With that said, I want to say up front that looking for a public interest or nonprofit job is exciting. There are numerous opportunities out there. Every skill you've ever learned about finding a job, whether it's building a referral network or researching employer websites, is going to make a huge difference in your ability to succeed.

In the public interest or nonprofit realm, you're not going to see lots of employers coming directly to people. Instead, the employers are going to be in the background waiting for people to come to them. That is one of the most important things to understand about getting a public interest or nonprofit job. In most cases, you have to go out to the employers and ask them for a job. While they do have jobs, you need to go out and ask them for jobs.

I have known people in the public interest sphere who spent years looking for public interest jobs — five, six, or seven years — whether with a single employer or a group of employers, before they got the job. That is a very difficult concept for most people to swallow. If you have to spend all that time contacting an employer, you realize it's not like the employer is coming to you.

You're going to the employer and interviewing but there is sort of a power dynamic and the power

is all on the side of the employer.

They're the ones you have to go to and get the job; they don't feel like they have to pay any money to hire people.

They're certainly not going out and aggressively recruiting.

They may not even have a recruiting budget to post jobs if they have job openings. The onus is on you to track them down and to find them. They pay very low salaries in many cases, though not in all cases.

Below, I offer a number of places where you can go to track down nonprofit and public interest jobs. You need to go to all of those sources and develop a list based on what you're interested in, where it is, the target employers you're interested in, and then you need to contact them and express interest in working for them.

In many cases, the people that will be hired for these jobs are people that have worked as volunteers or are connected in some way through some other organization that share that interest with the organization in terms of the overall mission. A good portion has jobs advertised on their sites, but it's important you contact them and set up a periodic contact. Check in with them every three or six months and express the fact that you're still interested in them. Get familiar with the people hiring inside the public interest or nonprofit organizations.

One thing to understand about public interest or nonprofit organizations is that the people in hiring positions believe that when they hire you, in many cases they're doing something that is sacred. They're helping the mission of the organization. You need to spend time getting to know the people in charge of hiring and continue to express your interest. They will jump on things that look to them like you're interested in what they do. If you have a history of volunteering for a certain organization, they need to know about that.

I meet people all the time and it's fascinating to me that they're volunteers or do this or that in their spare time. Most of the time, I only get that information after spending time talking to them, because it's not on their resume. They've buried it for some reason, not put it on their resume, and it's something they're proud of, but nobody knows about it. That is the stupidest thing in the world when you're applying to a public interest or non-profit job. You need to show them where your commitment is. It's about commitment, your interest, and what you've done in terms of your interest in that organization. You really need to make sure that is coming out and it's very visible on your resume.

Unlike any other type of job, you can't track them down on websites. You need to go after and

proactively market yourself to employers. You cannot wait for people to come to you or for the jobs to appear. You need to go out and proactively market. There is no other job where it's more important you do that for.

I recommend cold calling employers when you develop a list. I recommend applying even if they don't have jobs. I recommend applying again several months later, volunteering to get to know people inside the organization and getting very close to whoever is in charge of reviewing the resumes and hiring. That is what you need to do. If you have that commitment to work for a public interest or non-profit then you need to go that one step further.

## **Finding Nonprofits and Public Interest Organizations**

Public interest or nonprofit jobs can be very difficult for the average person to get and therefore it is important for you to thoroughly understand the best way to track them down and how to find them. I would say that what you're going to learn about today is going to take you above and beyond the top 1% of job seekers in terms of people looking for public interest and non-profit jobs.

One of the first things that I think makes finding public interest and nonprofit jobs so exciting to me is the fact that they're so poorly promoted. When you're looking for a public interest or nonprofit job, you're rarely going to find them very well advertised. They're typically not promoted well because public interest employers have no budget for promotion. Because of that, you need to know how to track them down and find them. You're not going to find them advertised on major job boards or promoted in newspapers. You need to track them down yourself.

This does not mean they're not available. There are plenty of these jobs, but you need to go to the employer for them. Most public interest and nonprofit organizations do not have large budgets for promoting jobs, which is very important for you to understand. In my opinion, the job seeking methods I'm going to teach you are a major advantage.

Another point I want to make is that compared to other types of jobs for large companies, there are typically fewer openings. You're just not going to see as many of these advertised as you'd see otherwise.

You would also be astonished at how many applications public interest employers receive for positions. They may literally receive thousands of applications, in some cases in different departments, for one position. The competition could be very stiff for a lot of these jobs. That goes especially for the highest profile nonprofit or public interest companies.

With that said, let's get into the best way of finding jobs. One of the best ways, in my opinion, is to use various lists, which we'll get to in a moment.

I've worked with lots of people who have gotten public interest jobs in the past, and every person I've known who has gotten these jobs has tracked down and applied to employers directly regardless of whether they had a position open.

In the nonprofit and public interest sector, you must track down and apply directly to employers, every employer you like, regardless of whether or not they have a position. It is absolutely, 100% crucial that you do this. You cannot afford not to. Not only that, but you need to reapply quite often. You need to go to networking events from the organization you like, if possible. You need to potentially volunteer for the organization you want to work for. You need to call people and make sure they know who you are. In the nonprofit realm, it's exceptionally important that you be much more aggressive than you would ever be normally to track down a job. You want to show people that you're part of the organization.

For the people that are in hiring roles in nonprofit or public interest organizations, the most important thing for them typically is not going to be your pedigree. It's going to be your commitment. Your commitment and desire to work for the employer is key.

Here are some lists of nonprofit organizations you might be interested in that I have put together for you:

I have provided the below lists to assist you in tracking down public interest and nonprofit jobs. You can investigate each of these nonprofit and public interest employers and their websites for nonprofit jobs.

## **Complete Nonprofit Jobs List**

### **Nonprofit Jobs By State**

- » [Alabama Nonprofit Jobs](#)
- » [Alaska Nonprofit Jobs](#)
- » [Arizona Nonprofit Jobs](#)
- » [Arkansas Nonprofit Jobs](#)
- » [California Nonprofit Jobs](#)
- » [Colorado Nonprofit Jobs](#)

- » **Connecticut Nonprofit Jobs**
- » **Delaware Nonprofit Jobs**
- » **Florida Nonprofit Jobs**
- » **Georgia Nonprofit Jobs**
- » **Hawaii Nonprofit Jobs**
- » **Idaho Nonprofit Jobs**
- » **Illinois Nonprofit Jobs**
- » **Indiana Nonprofit Jobs**
- » **Iowa Nonprofit Jobs**
- » **Kansas Nonprofit Jobs**
- » **Kentucky Nonprofit Jobs**
- » **Louisiana Nonprofit Jobs**
- » **Maine Nonprofit Jobs**
- » **Maryland Nonprofit Jobs**
- » **Massachusetts Nonprofit Jobs**
- » **Michigan Nonprofit Jobs**
- » **Minnesota Nonprofit Jobs**
- » **Mississippi Nonprofit Jobs**
- » **Missouri Nonprofit Jobs**
- » **Montana Nonprofit Jobs**
- » **Nebraska Nonprofit Jobs**
- » **Nevada Nonprofit Jobs**
- » **New Hampshire Nonprofit Jobs**
- » **New Jersey Nonprofit Jobs**
- » **New Mexico Nonprofit Jobs**
- » **New York Nonprofit Jobs**
- » **North Carolina Nonprofit Jobs**
- » **North Dakota Nonprofit Jobs**

- » [Ohio Nonprofit Jobs](#)
- » [Oklahoma Nonprofit Jobs](#)
- » [Oregon Nonprofit Jobs](#)
- » [Pennsylvania Nonprofit Jobs](#)
- » [Rhode Island Nonprofit Jobs](#)
- » [South Carolina Nonprofit Jobs](#)
- » [South Dakota Nonprofit Jobs](#)
- » [Tennessee Nonprofit Jobs](#)
- » [Texas Nonprofit Jobs](#)
- » [Utah Nonprofit Jobs](#)
- » [Vermont Nonprofit Jobs](#)
- » [Virginia Nonprofit Jobs](#)
- » [Washington Nonprofit Jobs](#)
- » [West Virginia Nonprofit Jobs](#)
- » [Wisconsin Nonprofit Jobs](#)
- » [Wyoming Nonprofit Jobs](#)
- » [Washington D.C. Nonprofit Jobs](#)

Selected List of Popular Nonprofit Employer Broken Down by Profession.

### **[Advocacy] Human Rights and Civil Liberties Nonprofit Jobs**

- » [American Civil Liberties Union](#)
- » [Americans United for Separation of Church and State](#)
- » [Amnesty International](#)
- » [Anti-Defamation League](#)
- » [Association on American Indian Affairs](#)
- » [B'nai B'rith International](#)
- » [Children's Defense Fund](#)
- » [Coalition to Stop Gun Violence](#)

- » The Carter Center
- » Center for Constitutional Rights
- » Committee for Missing Children
- » Doctors of the World
- » Human Rights Watch
- » NAACP

### **Animal Rights Nonprofit Jobs**

- » African Wildlife Foundation
- » American Humane Association
- » American Association for the Prevention of Cruelty to Animals
- » Animal Legal Defense Fund
- » Animal Welfare Institute
- » Associated Humane Societies
- » Best Friends Animal Society
- » Born Free United with Animal Protection Institute
- » Defenders of Wildlife
- » Doris Day Animal League
- » D.E.L.T.A. Rescue
- » Delta Society
- » The Elephant Sanctuary in Tennessee
- » Farm Sanctuary
- » Humane Farming Association
- » Marine Mammal Center
- » National Audobon Society

### **Land Conservation Nonprofit Jobs and Environmental Nonprofit Jobs**

- » American Farmland Trust

- » American Forests
- » American Rivers
- » Center for Biological Diversity
- » Chesapeake Bay Foundation
- » Cousteau Society
- » Dian Fossey Gorilla Fund International
- » Earth Island Institute
- » Earth Justice
- » Environmental Defense Fund
- » Farm Aid
- » Greenpeace
- » Keep America Beautiful
- » National Parks Foundation
- » Ocean Conservancy
- » Wildlife Conservation Society

### **General Emergency Relief Nonprofit Jobs**

- » American Jewish World Services
- » American Red Cross
- » Fire Fighters' Charity

### **Refugees Nonprofit Jobs**

- » American Near East Refugee Aid
- » American Refugee Committee

### **Medical Assistance Nonprofit Jobs**

- » AmeriCares
- » Catholic Medical Missions Board

- » Direct Relief International
- » Doctors Without Borders
- » International Medical Corps
- » Medical Teams International
- » Operation Smile

### **Education, Research and Cultural Preservation Group Nonprofit Jobs**

- » Africa-America Institute
- » AFS USA
- » American Enterprise Institute for Public Policy Research
- » American Indian College Fund
- » Asia Society
- » Coalition to Stop Gun Violence
- » Hispanic Scholarship Fund
- » Scholarship America

### **Health: Research, and Education Nonprofit Jobs**

- » American Heart Association
- » American Stroke Association
- » Arthritis Research Institute
- » Avon Foundation
- » City of Hope/Beckman Research Institute
- » Epilepsy Foundation and Research
- » AIDS Research Alliance
- » ALS Association
- » American Diabetes Association
- » Autism Speaks
- » Deafness Research Foundation

- » Juvenile Diabetes Research Foundation
- » Lupus Research Institute
- » National Alliance for Research on Schizophrenia and Depression
- » First Candle

### **Support for Chronic Illnesses and Diseases Nonprofit Jobs**

- » Alzheimer's Association
- » Kidney Fund
- » American Leprosy Mission
- » American Liver Foundation
- » American Lung Association
- » American Parkinson's Disease Association
- » Arthritis Foundation
- » Bailey House
- » Cystic Fibrosis Foundation
- » Easter Seals
- » Huntington's Disease Society of America
- » Multiple Sclerosis Foundation
- » National Association for the Terminally Ill

### **Cancer Support and Research Nonprofit Jobs**

- » American Brain Tumor Association
- » American Cancer Society
- » Cancer Care
- » Cancer Center for Protection and Prevention
- » Cancer Federation
- » Cancer Fund of America
- » Cancer Recovery Foundation

- » Cancer Research Institute
- » St Jude's Children's Research Hospital
- » American Breast Cancer Foundation
- » Childhood Leukemia Foundation
- » National Children's Cancer Society
- » Children's Cancer Research Institute
- » Jimmy Fund
- » Lance Armstrong Foundation

### **Support for Physical and Cognitive Disabilities Nonprofit Jobs**

- » American Action Fund for Blind Children and Adults
- » American Association of the Deaf-Blind
- » American Foundation for Disabled Children
- » Christopher and Dana Reeve Foundation
- » Guide Dogs of America
- » Heritage for the Blind

### **List of Nonprofit Organizations That Deal with Poverty Nonprofit Jobs**

- » Catholic Charities
- » Catholic Relief Services
- » Christian Appalachia Project
- » Christian Relief Services
- » Coalition for the Homeless
- » Lutheran World Relief

### **Feeding the Hungry Nonprofit Jobs**

- » Action Against Hunger
- » Africare

- » Bread for the World
- » Care
- » City Harvest
- » Feed My People
- » Food Bank for New York City

### **Promoting Self-sufficiency Nonprofit Jobs**

- » Accion International
- » National Relief Charities
- » Bowery Residents' Committee
- » Brother's Brother Foundation
- » Center for Community Change
- » FINCA International
- » Food for the Hungry
- » Habitat for Humanity
- » Heifer Project International

### **Impoverished Children Nonprofit Jobs**

- » World Villages for Children
- » Children International
- » ChildFund International
- » Compassion International
- » Covenant House

### **Sanctity of Life Nonprofit Jobs**

- » American Life League

## **Senior Citizens Nonprofit Jobs**

- » [AARP Foundation](#)
- » [American Health Assistance Foundation](#)
- » [Seniors' Coalition](#)

## **Supporting Military and Veterans Nonprofit Jobs**

- » [Adopt a Platoon](#)
- » [Air Force Aid Society](#)
- » [Armed Forces Aid Campaign](#)
- » [Armed Services YMCA](#)
- » [Army Emergency Relief](#)
- » [Blinded Veterans Association](#)
- » [Paralyzed Veterans of America](#)

## **Supporting Fire Fighters and Police Nonprofit Jobs**

- » [American Association of State Troopers](#)
- » [American Federation of Police and Concerned Citizens](#)
- » [Association for Firefighters and Paramedics](#)
- » [Law Enforcement Legal Defense Fund](#)

## **Watchdog Groups Nonprofit Jobs**

- » [Accuracy in Media](#)
- » [Citizens Against Government Waste](#)
- » [Common Cause](#)
- » [Judicial Watch](#)
- » [Media Research](#)

## **Children and Youth Nonprofit Jobs**

## **Donate Toys to Needy Children/Donate Toys to Needy**

- » Big Brothers Big Sisters of America
- » Boy Scouts of America
- » Boys and Girls Club of America
- » Campfire USA
- » Cedars Homes for Children
- » Child Find of America
- » Child Welfare League of America
- » Girl Scouts
- » Junior Achievement
- » National 4-H Council
- » SADD

## **Women Nonprofit Jobs**

- » Catalyst
- » Family Care International
- » Global Fund for Women
- » International Planned Parenthood
- » League of Women Voters
- » National Organization for Women

## **More Selected Categories of Nonprofit Job Employers**

- » Accounting Services Nonprofit Jobs
- » Ambulatory Health Care Services Nonprofit Jobs
- » Architectural & Engineering Services Nonprofit Jobs
- » Banks & Credit Unions Nonprofit Jobs
- » Business & Professional Associations Nonprofit Jobs

- » **Business Services Sector Nonprofit Jobs**
- » **Cattle Ranching Nonprofit Jobs**
- » **Colleges & Universities Nonprofit Jobs**
- » **Consulting Services Nonprofit Jobs**
- » **Consumer Lending Nonprofit Jobs**
- » **Custodial & Trust Services Nonprofit Jobs**
- » **Development Tools, Operating Systems & Utilities Software Nonprofit Jobs**
- » **Education & Training Services Nonprofit Jobs**
- » **Financial Planners & Investment Advisers Nonprofit Jobs**
- » **Financial Services Nonprofit Jobs**
- » **Gift, Novelty & Souvenir Stores Nonprofit Jobs**
- » **Government Nonprofit Jobs**
- » **Grantmaking Foundations Nonprofit Jobs**
- » **Health Care Sector Nonprofit Jobs**
- » **Hospital Nonprofit Jobs**
- » **Information Collection & Delivery Nonprofit Jobs**
- » **Information Technology Services Nonprofit Jobs**
- » **Insurance Agencies & Brokerage Nonprofit Jobs**
- » **Investment Firm Nonprofit Jobs**
- » **Liability Insurance Carrier Nonprofit Jobs**
- » **Machinery Manufacturing Nonprofit Jobs**
- » **Market Research & Polling Services Nonprofit Jobs**
- » **Medical Practice Management & Service Nonprofit Jobs**
- » **Membership Organization Nonprofit Jobs**
- » **Museums, Zoos & Park Nonprofit Jobs**
- » **Performing Arts Company Nonprofit Jobs**
- » **Plumbing & HVAC Contractor Nonprofit Jobs**
- » **Publishing Nonprofit Jobs**

- » Radio Broadcasting & Programming Nonprofit Jobs
- » Real Estate Nonprofit Jobs
- » Religious Organization Nonprofit Jobs
- » Residential Construction Contractor Nonprofit Jobs
- » Scientific Research & Development Service Nonprofit Jobs
- » Social Assistance Nonprofit Jobs
- » US Federal Government Agency Nonprofit Jobs
- » Wholesale Sector Nonprofit Jobs

Another good way to find nonprofits you can work for is through directories. One of the best ways to find public interest and nonprofit employers is by using DMOZ.org. It's exceptional.

The image shows a screenshot of the DMOZ.org website. At the top, there is a green header with the DMOZ logo and the text "open directory project". To the right, it says "In partnership with AOL Search." Below the header, there are links for "about dmoz", "dmoz blog", "suggest URL", "help", "link", and "editor login". A search bar contains the word "nonprofit" and a "Search" button. To the left of the search bar, there is a red arrow pointing to the search bar with the text "Enter in the word 'nonprofit'". Below the search bar, there is a grid of category links:

<b>Arts</b> <a href="#">Movies, Television, Music...</a>	<b>Business</b> <a href="#">Jobs, Real Estate, Investing...</a>	<b>Computers</b> <a href="#">Internet, Software, Hardware...</a>
<b>Games</b> <a href="#">Video Games, RPGs, Gambling...</a>	<b>Health</b> <a href="#">Fitness, Medicine, Alternative...</a>	<b>Home</b> <a href="#">Family, Consumers, Cooking...</a>
<b>Kids and Teens</b> <a href="#">Arts, School Time, Teen Life...</a>	<b>News</b> <a href="#">Media, Newspapers, Weather...</a>	<b>Recreation</b> <a href="#">Travel, Food, Outdoors, Humor...</a>
<b>Reference</b> <a href="#">Maps, Education, Libraries...</a>	<b>Regional</b> <a href="#">U.S., Canada, UK, Europe...</a>	<b>Science</b> <a href="#">Biology, Psychology, Physics...</a>
<b>Shopping</b> <a href="#">Clothing, Food, Gifts...</a>	<b>Society</b> <a href="#">People, Religion, Issues...</a>	<b>Sports</b> <a href="#">Baseball, Soccer, Basketball...</a>
<b>World</b> <a href="#">Català, Dansk, Deutsch, Español, Français, Italiano, 日本語, Nederlands, Polski, Pycckий, Svenska...</a>		

At the bottom of the page, there is a green bar with the text "Become an Editor Help build the largest human-edited directory of the web" and a small green logo of a running figure. Below this bar, it says "Copyright © 2011 NetScout" and "4,952,023 sites - 92,857 editors - over 1,008,705 categories".

Search: **nonprofit**

**Open Directory Categories** (1-5 of 100)

1. [Society: Organizations: Nonprofit Resources: Fundraising: Consulting](#) (227)
2. [Society: Organizations: Nonprofit Resources: Fundraising: Wholesale Products](#) (145)
3. [Society: Organizations: Nonprofit Resources: Consulting](#) (111)
4. [Society: Organizations: Nonprofit Resources: Fundraising: Software](#) (83)
5. [Society: Organizations: Nonprofit Resources: Fundraising: Events](#) (80)

[more...](#)

**Open Directory Sites** (1-20 of 21889)



Over 21,000 listings were returned

1. [Internet Nonprofit Center](#) - Bulletins, links and nonprofit news. Includes Nonprofit Locator and Nonprofit FAQ. Connected to Gilbert Centre/Nonpr  
-- <http://www.nonprofits.org/> [Society: Organizations: Nonprofit Resources](#) (20)
2. [Nonprofit Charitable Organizations \[About.com\]](#) - Weekly articles and links to resources for nonprofit organizations, including nonprofit managers,  
-- <http://nonprofit.about.com> [Society: Organizations: Nonprofit Resources](#) (20)
3. [Online Nonprofit Information Center](#) - Details and ordering information for publications on starting and running a nonprofit organization of any size  
-- <http://www.socialworker.com/nonprofit/iphome.htm> [Society: Organizations: Nonprofit Resources](#) (20)
4. [The Learning Institute for Nonprofit Organizations](#) - Series of online courses for the nonprofit sector. CEU Credit and a Certificate in Nonprofit Lea  
-- <http://www.nonprofitcourses.org/> [Society: Organizations: Nonprofit Resources](#) (20)
5. [American Institute of Philanthropy](#) - A nonprofit charity watchdog organization that helps donors make informed giving decisions.  
-- <http://www.charitywatch.org/> [Society: Organizations: Nonprofit Resources: Research on Nonprofits](#) (12)
6. [Stanford Center for Philanthropy and Civil Society](#) - Academic center studying philanthropic institutions and nonprofits  
-- <http://pacscenter.stanford.edu/> [Society: Organizations: Nonprofit Resources: Research on Nonprofits](#) (12)

**DMOZ** is going to provide you with public interest and nonprofit/charity/philanthropy organizations. You can see tons of organizations for philanthropy to various nonprofit resources, whether it's associations or other places you can work. It's fantastic in terms of how this information has been organized. It's by country and by region. DMOZ does a good job of breaking down this information. I would look at that.

You can also find a number of job boards to look at. Here are some that I recommend.

**NonprofitCrossing.com.** This site researches public interest jobs from every source that it can find on the Internet. I think it is the best nonprofit site out there. It researches jobs on the websites of most of the nonprofit employers in the lists above and can save you a lot of research time.

**employment#crossing**  
THE LARGEST COLLECTION OF NON PROFIT JOBS ON EARTH

log in  
Job Seekers? **try it now!**  
Need Help? Call (800) 680-7345

NonprofitCrossing

Search Non Profit Jobs | Browse Non Profit Jobs | Post Non Profit Jobs

Follow 2.1k LinkedIn Follow 359 Twitter Follow

**Get FREE ACCESS to America's #1 Non Profit Job Board**

The only Non Profit job-opening research institution in the world whose mission is to track down every Non Profit job through research, offering:

- Non Profit job openings from virtually every employer career webpage in America
- Non Profit jobs from virtually every company in America
- Non Profit jobs from virtually every public interest organization in America
- Non Profit job openings from virtually every government office in America
- Non Profit jobs from virtually every job board in America

Tell us where to send your access instructions:  
 **try it free**

"This Web site is utterly amazing. The best job search web site I have ever seen. Great Piece of work."  
JESSICA B. Alabama

I ♥ # employment crossing

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**What**  
  
 Search In Job Title Only

**Where**  
 100 mi ▾  
 Select Country:

**search non profit jobs**  
[Browse Non Profit Jobs](#) | [Search Tips](#) | [Advanced Search](#)

PREVIEW BY JOB TYPE	PREVIEW BY LOCATION	INTERNATIONAL LOCATION
Development Manager (111)	Director Of Development (110)	Entry Level Non Profit (1)
Executive Director (79)	Gift Officer (67)	International Non Profit (10)
MD Nonprofit (2)	Non Profit IIT (530)	Non Profit Management (73)
Nonprofit Accounting (76)	Nonprofit Attorney (2)	Nonprofit CEO (1)
Nonprofit CFO (3)	Nonprofit Communications (35)	Nonprofit Consultant (36)
Nonprofit Consulting (3)	Nonprofit Development (181)	Nonprofit Finance (20)
Nonprofit Fundraising (450)	Nonprofit (15)	Nonprofit Marketing (156)
Nonprofit Research (27)	Nonprofit Volunteer (56)	Program Associate (5)
Service Coordinator (9)	Social Worker (15)	

**2013 MOST INFLUENTIAL RECRUITERS RANKINGS**

- ▶ 600+ prestigious recruiters across America ranked
- ▶ 60+ industries and professions scrutinized
- ▶ Comprehensive updated candid report

**Get the rankings**

featured employers

**Idealist.org.** This is a very popular site for nonprofit jobs. The site has a good selection of jobs.

The screenshot shows the Idealist.org website interface. At the top left is the Idealist logo, a stylized globe with a yellow center and green and blue rings. To the right of the logo is the word "idealist" in a bold, sans-serif font. Below the logo and name are navigation links: "Jobs", "Organizations", "Volunteer Opportunities", "Internships", "Events", "Programs", "Resources", and "People". In the top right corner, there are links for "Help", "Contact", "Blog", "Donate", a language selector set to "English", and buttons for "Log in" and "Sign up". Below these are two prominent blue buttons: "POST A LISTING" and "ADD YOUR OWN".

The main navigation area features a search bar with three input fields: "All" (with a dropdown arrow), "What?" (with a placeholder "Type in a job or event"), and "Where?" (with a placeholder "Location (e.g. city, state, or country)"). To the right of the search bar is a green "SEARCH" button with a magnifying glass icon and a dropdown arrow. Below the search bar is a link for "Advanced" search.

On the left side, there is a sidebar with the heading "Don't miss out! Log in or sign up for". Below this heading is a list of five bullet points:

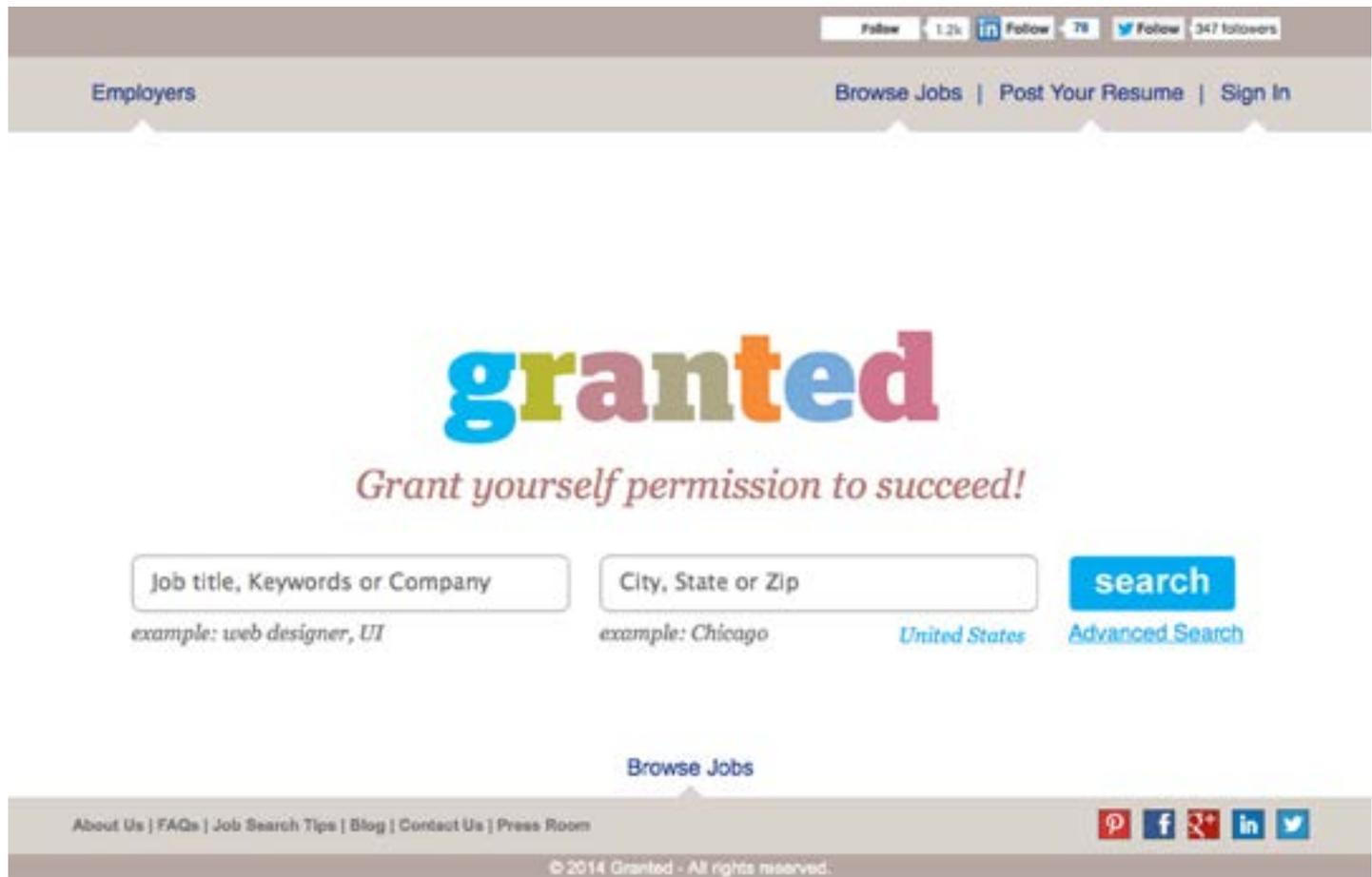
- ▶ **Bookmark** listings to review later
- ▶ **Save** your favorite searches
- ▶ **Receive** daily emails of listings that interest you
- ▶ **Recommend** and share listings
- ▶ **Connect** with your favorite organizations
- ▶ **Post** your own events and volunteer opportunities

At the bottom of the sidebar are two blue buttons: "LOG IN" and "SIGN UP".

The main content area features a featured article titled "Hiring? Here's why veterans can be your greatest asset" with a pagination indicator showing "1 2 3 4 5 6". The article text reads: "There are support services for vets, but a lot of vets don't want to be helped," says Jeanne Dennis, Director of Program Development at Team Rubicon, a nonprofit that unites the skills and experiences of military veterans in disaster response, and also helps aid the transition back to civilian life. "Vets don't want your pity. ...". Below the text is a blue link "Read full article". To the right of the text is a photograph showing several people, including veterans, working together to move a large log in an outdoor setting.

**Granted.com.** This site covers all major job industries and allows you to upload your resume or resumes and apply to many employers directly, simplifying the process of your job search. Nonprofit jobs are just one of the many types of jobs it features. Best of all, it is completely free for the job seeker to use.

Granted lets you upload your resume or resumes, import your profile from LinkedIn, or even create your own resume to submit to employers.



**Position Announcement Listing Service (PALS).** This is a popular site for philanthropy jobs.

The screenshot shows the homepage of the Partnership for Philanthropic Planning (PALS). At the top left is the logo, which features a stylized figure holding a large letter 'P'. To the right of the logo is the text 'Partnership for Philanthropic Planning'. In the top right corner, there are navigation links for 'Site Map', 'Contact', and 'Home', followed by a search box with a 'Search' button. Below the navigation links is a horizontal menu with five items: 'About the Partnership', 'Community', 'Partners', 'Programs', and 'Members Only'. The 'Members Only' item is highlighted in a dark red color. The main content area has a heading 'pals™ (Position Announcement Listing Service)' in a dark red font. Below this is a sub-heading 'pals™ - Job Listings'. The text describes the service as an exclusive resource for the for-profit and nonprofit gift planning industry, offering extensive resume and position databases and powerful, user-friendly searching capabilities. It mentions that Partnership members can search the position database, post resumes, and submit online applications. It also provides contact information for Carey Wilson at (317) 258-6274, ext. 33 or at [cwilson@pppnet.org](mailto:cwilson@pppnet.org). The page is divided into two columns: 'Job Seekers' and 'Employers'. The 'Job Seekers' column lists benefits such as free access, search by keywords, and receiving email notifications. The 'Employers' column lists benefits such as reaching a large audience, searching resumes, and receiving higher quality candidates.

Partnership for Philanthropic Planning

• Site Map • Contact • Home

Search

About the Partnership Community Partners Programs Members Only

## pals™ (Position Announcement Listing Service)

### pals™ - Job Listings

pals™ is the exclusive resource for positions in the for profit and nonprofit gift planning industry. The system offers extensive resume and position databases and powerful, user-friendly searching capabilities that allow you to find the job or candidate you're looking for.

Partnership members may search the position database, post resumes and submit online applications in the new system. Any employer is welcome to post positions on pals™. If you have questions you may contact Carey Wilson at (317) 258-6274, ext. 33 or at [cwilson@pppnet.org](mailto:cwilson@pppnet.org).

#### Job Seekers

Access pals™ for FREE

for jobs by keywords, employer type, experience level, job type and location.

---

Receive e-mail of new jobs that match your search criteria.

---

Post your resume – confidentially, if preferred – for employers to search and monitor statistics on how many times your resume has been viewed by employers.

#### Employers

pals™ delivers the best results

Post jobs and reach the largest audience of planned giving professionals.

---

Search resumes.

---

Receive higher quality candidates for your posted positions – Partnership members adhere to the Model Standards of Practice for the Charitable Gift Planner.

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Decrease recruiting costs with pals™ economical pricing. Standard

**Hound.com.** This site tracks down jobs from employer websites. It is a very popular job aggregator and allows you to narrow down your search results for nonprofit jobs.

Need Help? Call us at (800) 680-7231  
Testimonials: [People Love Hound!](#) + [Browse Jobs](#)  
How Hound Can Help You [About Hound](#) [History](#) [Leading Employers](#)



EMPLOYERS, POST JOB | SEARCH RESUMES  
Send a Friend a Free Trial  
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**Try it Out**



**YES IT REALLY WORKS!**

**Search Jobs Direct from Employer Career Pages**

Email Address   
(Used as your Profile ID)

**Verify Secured** **Try it out!**

**1,605,867**  
Jobs Direct from Employer Sites Available  
(Does Job Count Matter?)

**Now You Can Search Jobs on Employer Websites that are Unadvertised: See Jobs You Will Simply Not See Elsewhere**  
(246,305 jobs hidden on employer sites sniffed out this week)

**Keywords**  **Location**  **Organization**   
example: [Xm Developer](#) example: [Roswell, GA](#) or [30075](#) Premium User Feature **Search Only Employer Jobs**

+ [Browse Jobs](#) + [Advanced Search](#) + [Preferences](#) + [Search Tips](#) **Upload Your Resume**

## Here are some more nonprofit job sites I would recommend:

- » [DotOrgJobs.com](https://www.dotorgjobs.com)
- » [HSCareers.com](https://www.hscareers.com)
- » [PublicInterestCrossing.com](https://www.publicinterestcrossing.com)
- » [JobsInCharities.co.uk](https://www.jobsincharities.co.uk)
- » [JobsGoPublic.com](https://www.jobsGOPublic.com)
- » [OpportunityKnocks.org](https://www.opportunityknocks.org)

## Conclusions

The big advice here is that you need to track down all of the sites where you're applying directly to the employers. A lot of these employers are going to list their openings, but you should also be aggressively tracking down nonprofit positions. Job sites are good, but you have to do more than that in this industry. You need to have a passion for the subject matter and you need to work very hard to track down the jobs you are interested in.

When you're trying to get your foot in the door, I recommend:

- **Contacting public interest and nonprofit organizations every three or four months**
- **Applying even if they don't have openings and expressing your interest in them**
- **Having something in your background constantly that represents what that organization stands for, whether it's your writing or volunteering or something else**
- **Doing everything you can to network with the people inside those organizations**

Finally, when you're applying for jobs with public interest or nonprofit organizations, I can't emphasize enough that you need to track down and apply directly to these employers. More so than any other type of employer, these employers do not have advertising budgets. They're not actively going out and seeking people. They have lots of people who want to work for them who volunteer and actively court them. You need to be one of those people and a part of that game.

## **THE LESSON**

If you think you are well-suited and committed to work in a nonprofit, it is best to track down and apply directly to the employer you are interested in, even if there are no openings. Have experience that shows that you are invested in whatever organization you stand for before you apply for positions. You need to have a passion for the subject matter and you need to work very hard to track down the jobs you are interested in.

## Questions:

1. What are your passions and interests?
2. How passionate are you about a certain cause or an organization?
3. Have you made a list of employers and organizations that align with your values?
4. Do you think you can sacrifice salary in order to be invested in your work?
5. How much work are you putting into finding employers and organizations that you are interested in working for?



# Day 20

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## How to Choose a Recruiter Based on Recruiting Style

Every recruiter's individual style has certain merits. However, there are recruiters who are truly exceptional at what they do.

Choosing an exceptional recruiter is even more important in a bad market because the methods he or she uses determines if a candidate will find employment.

As the CEO of a recruiting company, I am constantly astonished by the methods many recruiters use. We train our recruiters very carefully to recruit in a certain way and we are always very aware of how they are performing. I have been in the recruiting industry for a long time and I have certainly come to appreciate all recruiting styles. One thing I would suggest you do when choosing a recruiter is take time to really understand how he or she works. Below, I discuss some of the most common recruiting styles and the merits of each, as well as the bearing their methods may have on your search for employment.

**1. The Cougar:** The Cougar lies in wait, seeking out ideal job candidates – or sometimes hunting them down. They know the exact jobs to submit the candidate for and the best candidates likely to fill those jobs. The Cougar's method of recruiting and placement is based on the idea that (1) he knows the jobs that he is placing very well, and where a candidate is likely to get placed; and (2) by having a very highly developed sense of the market he is likely to get his candidates the best interviews.

Under the Cougar's method of recruiting and placement, the recruiter spends a great deal of time thinking about firms and potential candidates for those firms. Very few candidates may be represented by the Cougar at one time; however, each candidate represented is likely to get interviews. A candidate may be submitted to as few as one or two firms. In addition, the recruiter tends to form very close relationships with a limited number of firms. This, in turn, results in the recruiter's candidates being looked at quite closely. This type of recruiter also forms an excellent and very close, trusting relationship with each candidate he represents.

In situations where there are as many as 10 potential opportunities in the market for the candidate (i.e., 10 active jobs), the recruiter may submit a candidate to as few as two or three jobs under the belief the candidate is most likely to be the best fit at those specific firms. Cougars know their market.

The Cougar's method of recruiting and placement is based on having a very strong focus. It bears noting this is the most typical method of recruiting and placement among recruiters nationally, and it can be quite effective. It is not necessarily the primary method advocated by me. However, the effectiveness of this method cannot be disputed.

The advantages of the Cougar's method of recruiting and placement are (1) they form close relationships with law firms, which helps them make placements other recruiters would likely not make (because they often learn about the available jobs before everyone else does); (2) they have a very good understanding of the types of candidates firms are likely to hire; (3) their candidates typically get a high number of interviews vis-à-vis the number of submissions made, and (4) a close, trusting relationship is formed with the candidate.

The disadvantages of the Cougar's method of recruiting and placement are that (1) by taking on so few candidates, they miss numerous opportunities to make placements; (2) they develop fewer new jobs and less of an in-depth understanding of their markets through proactive marketing of candidates, and (3) their candidates are not exposed to the highest number of potential opportunities (i.e., possible fits) in the market.

**2. The Market Penetrator:** This style of recruiter believes (1) each respective candidate's goal is to get the best job possible, and (2) candidates need to be aggressively marketed because (a) they will find a job (through the recruiter or otherwise) and (b) the recruiter should be the one who gets them that job. This method is also based on the belief that the recruiter cannot possibly know everything that is going on in her market and therefore must constantly be pushing to market the candidate to new opportunities matching the candidate's interest.

The Market Penetrator's method of recruiting and placement is based on sheer force and aggressiveness. The recruiter will seek to represent a high number of candidates under the belief that she is constantly taking the pulse of the market (through submissions) to see where the opportunities are most likely to be. This, in turn, enables the recruiter to make choices about proper submissions due to the constant feedback the market provides.

The Market Penetrator typically takes candidates and researches (1) their current jobs, (2) their past jobs, and (3) all potential jobs. First, the recruiter will examine the current jobs where the candidate is or is not a good fit, and she will then compare these jobs to a list of active jobs in the database. Second, the recruiter will look at the candidate's past jobs, and depending on the candidate's practice area or the strength of a given market, the recruiter will select a certain type and number of prospective jobs for the candidate. Third, the recruiter will use reference sources and knowledge of the market, gained from periodicals and so forth, to develop a potential list of firms to "hit" with the candidate's materials, in order to see if the firm has any interest. In some instances, the firms the recruiter "hits" will be firms the recruiter and/or recruiting firm has not

dealt with in the past, some of which may not even have any immediate openings.

The advantages of the Market Penetrator's method of recruiting and placement are that (1) she is likely to cover a substantial number of the places where a candidate is likely to work, (2) she is constantly turning up new jobs at firms she may approach (i.e., firms with inactive jobs or no jobs at all) that express interest in her candidates (a Market Penetrator may sometimes get a new fee contract from a law firm every week); (3) she gives the candidate the broadest possible choice of opportunities to make an educated decision about where the candidate may work; and (4) the recruiter approaches firms that other recruiters do not approach, and therefore her candidates have a better opportunity for employment, due to less competition.

The disadvantages of the Market Penetrator's method of recruiting and placement are that (1) it takes a lot of work and time in terms of research, (2) it emphasizes the candidate's interests over strong relationships with individual law firms, (3) it generally results in a lower percentage of interviews vis-à-vis submissions as compared to other recruiting methods, and (4) firms may become annoyed because they are receiving unsolicited résumés.

**3. The Database Lover:** This style of recruiter relies principally on the use of the recruiting firm's database to make placements. Candidates are sent to firms with active openings in the database. (Incidentally, this is where your résumé typically ends up when you email it to any established recruiting firm.)

This recruiting method is based on the belief that (1) if there is a real job, the candidate should be marketed to it, (2) the most likely source of a placement is with an available job, and (3) firms should be treated with respect and should therefore only be shown candidates when they have made it known that they have a specific opening.

Under the Database Lover's method of recruiting and placement, the recruiter will monitor active jobs closely and watch for candidates matching those jobs. Here, the recruiter will typically submit candidates to active jobs both within and outside of his territory.

The main advantages of the Database Lover's method of recruiting and placement are (1) he is able to provide firms with candidates matching their openings on an ongoing basis (and not upset firms with unsolicited résumés in the process); and (2) if he is aggressive, he can "hit" openings in odd areas (e.g., Maine, Sacramento, Indiana, Saudi Arabia) with appropriate candidates who are likely to be direct hits. The Database Lover can be an extremely effective recruiter.

The disadvantages of the Database Lover's method of recruiting and placement are that (1) he does not necessarily get thorough market coverage because he mostly only responds to current openings; (2) he may not take on candidates when there are no actual openings; and (3) his

candidates are competing with every other candidate in the market that is being submitted by a recruiter to the same firms.

While there are many more types of recruiters, I believe the above characterizations show three key types of recruiting techniques. Make no mistake about it: the Cougars think they do the best work, just as the Database Lovers and the Market Penetrators believe they do the best work. The fact that there is tension between competing methods is a sign of a healthy organization.

No method is wrong. Instead, I believe that a combination of each style leads to the best recruiting system. Personally, I believe I am too much of a Market Penetrator and would likely be an even better recruiter were I more of a Database Lover or Cougar.

Ideally, you should be working with a recruiter who understands all three methods of recruiting. I call this type of recruiter a Parthenon Recruiter. When you see pictures of the Parthenon in Greece, you can see it has lasted for thousands of years, partly because it's supported by so many columns. If one column fails, the Parthenon will remain standing.

While using an ancient temple as an analogy may seem strange, the fact is your career needs to be supported by more than one type of job search style. Use multiple methods in your job search, and find a recruiter who supports your efforts on multiple fronts. This will make for a stronger job search, and likely one that is very successful.

## **THE LESSON**

Recruiters use a variety of approaches, each of which has its merits; the best recruiters, however, use a combination of established methods. You need to work with a recruiter who understands these various methods, and supports your job search on multiple fronts. Exceptional recruiters are even more valuable in a bad job market, as their approach or combination of approaches will make the difference in whether or not you find employment.

## Questions:

1. Do you use a recruiter currently?
2. Which style do you think they are using mostly?
3. How is it working for you?
4. If you don't have a recruiter currently, have you made a list of potential recruiters?
5. Are you prepared with questions to ask them about their particular style?



# Day 21

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## **How to Choose Recruiters, Executive Search, and Recruitment Agencies (and How They Work)**

When you go to most job sites, the majority of advertisements you will typically see, will be from recruiters. However, despite so many recruiter advertisements clogging job sites, using a recruiter is one of the most popular (and most misunderstood) ways of getting a job. It is rare to see articles that are negative about recruiters, or information that "tells it like it is" when it comes to giving you advice on how to work with recruiters. The reason for this is largely due to the fact that the money recruiters pay to advertise on job sites and other publications incentivizes most publications from saying bad things about them.

Most job sites get the majority of their revenue from recruiters. Even the most respected publications like *The Wall Street Journal*, *New York Times*, and others get a good slice of revenue from recruiters. Because of the money that flows into the media from recruiters, there are very few in-depth discussions out there about how to choose a good recruiter.

If you work with a good recruiter, you can open more doors and get jobs more effectively than you could if you track down jobs on your own.

If you work with a poor recruiter, you will actually be worse off than if you had not used a recruiter at all.

The key when working with recruiters is to ensure you understand how to choose a recruiter to work with.

### **Niche Recruiters Are Generally Better Than General Recruiters**

Most industries are made up of an extraordinarily complex web of people and relationships. For example, in the legal field that I have experience recruiting in, most of the people who do the hiring know the recruiters who do the recruiting. They meet at industry-related conferences, have lunch on an ongoing basis with hiring people inside the industry, and so forth. Because of these contacts, it is difficult for outsiders to generate contacts within the industry and place people.

When you deal with recruiters who specialize in your niche, you are going to be better off almost 100% of the time. The fact that they are able to make a living and thrive in your niche means

they have developed the contacts and have an expertise. It also means they have likely developed relationships that can be used to your advantage. Operating in a small niche also means they are likely to be aware of industry players in your niche, be alert when openings come up, and know employers that may be having problems that you should not go to work for.

Recruiters may also specialize in people with your specific skill set, or people who work for a certain type of employer. For example, in the legal field there are recruiters who specialize in placing just construction attorneys in construction law firms. They do not place other types of attorneys and they do not place attorneys in corporations. This sort of specialization means they are likely to be much more effective when they do work on your behalf. They will be able to convincingly point out certain aspects of your experience that set you apart from other sorts of candidates out there.

In contrast, a recruiter who is not specialized, is unlikely to have the proper contacts. They may not know whom to call. They may not know where the openings are. They may not know which employers are expanding and which ones are experiencing problems. They may not have the skills necessary to understand your specific background and communicate your value to an employer.

### **Larger Recruiting Firms are (Generally) Better Than Smaller Ones**

There are over 12,000+ recruiting firms out there who list themselves in various industry directories. In addition to these 12,000+ recruiting firms, there are thousands of other recruiters who are not part of industry associations, but are tracked by various other directories. Some of these recruiting firms are large and may have 100+ recruiters. In other cases, the recruiting firms may just consist of one recruiter. It is very common, for example, for a single recruiter to work alone and work out of their home or a small office.

As a general rule, larger recruiting firms are going to be better than working with smaller recruiting firms. A larger recruiting firm has the resources to research jobs—whereas a smaller one may not. In addition, the size of the larger recruiting firm is generally an indication that they are "doing something right". You do not become a larger recruiting firm and grow in size if you are not doing something correctly. In that case of "doing something correctly", it generally means they are getting people jobs.

There are some other things about larger recruiting firms that are important to understand. First, they typically work out of an office, which means that the recruiters are able to be "focused" during work. When a recruiter works at home, they may get distracted and not "put in an honest day's work," which means that the level of service you receive is not as good as it could be. In addition, recruiters who work in larger offices typically communicate with other recruiters about firms with openings, how to place certain candidates, and more. A "base" of shared knowledge

is something recruiters in larger offices have which means you are likely to have a better shot getting placed.

Recruiters in larger recruiting firms typically are “reinvesting” in the business. This means there are receptionists and others to take calls from employers when they come in. It means the recruiting firm typically is using a database which allows the recruiters to share information amongst one another. It means the recruiting firm is doing a lot of advertising. The advertising the recruiting firm does, allows it to attract a good steady flow of candidates. Recruiting firms that have a lot of candidates typically have better relationships with employers because employers need them.

Finally, larger recruiting firms typically have various standards in place. The larger a recruiting firm gets, the more bureaucratic it is likely to become. This bureaucracy means that the recruiting firm will enforce certain standards of performance for its recruiters—only the best recruiters can stay employed. Moreover, the recruiting firm by virtue of its size will typically have a “better brand” in the market and attract the best recruiters out there. Recruiters typically want to work for recruiting firms with the most candidates, most support resources, and so forth.

Smaller recruiting firms are often at a disadvantage because they do not have the resources to investigate all of the jobs. The small size of the recruiting firm means that they must, by nature, sacrifice doing certain things. Smaller recruiting firms are most often run out of the recruiter’s home. Because of this, the recruiter may not have the resources to take all of the calls coming in, meet with employers on an ongoing basis, and so forth. Smaller recruiting firms also typically do not do a lot of advertising, which limits the number and quality of candidates they attract, and, consequently, the strength of their relationship with employers (and the number of employers they have relationships with).

I hate to sound so harsh on the smaller recruiting firms because there are a ton of good ones as well. The more focused the recruiting firm is, the better. There are some small recruiting firms out there that are very focused and are just exceptional; however, in most cases I believe that small recruiting firms have many dangers that you should be aware of.

What I have found throughout the years is that when you speak with recruiters from smaller recruiting firms, they will tell you that they have made a “lifestyle choice” choosing recruiting as a profession. They will talk about how the profession provides them the money they want, to lead the life they want, while not having to worry about working for certain hours, and so forth. When you call these recruiting firms, you will typically get an answering machine (but not always).

The problem with trusting your career to a recruiter who is making a “lifestyle choice” in terms of their profession is that this may limit you. The recruiter is likely to have fewer jobs for you to go

to. The recruiter is likely to have fewer relationships with employers. The recruiter is likely to be unreachable. The recruiter likely does not adhere to certain standards in their work product and more.

Generally, you are better off choosing a larger recruiting firm in your industry. My advice is that you generally want to look for the largest recruiting firm that is the most focused in your industry, and that has been around the longest (see more on this below).

### **Seek a Recruiting Firm that Has Been Around a Long Time**

Recruiting is a strange business. During the late 1990s, thousands of tech recruiting firms sprung up to help companies find programmers and other tech talents. The business was easy. Many people with zero experience in recruiting were suddenly making hundreds of thousands of dollars a year. Both large and small tech recruiting firms popped up almost overnight. It was “fast money,” and a certain breed of recruiter who follows the money (and does not necessarily care about the work) appeared.

By early 2002, virtually every one of these new tech recruiters was out of business. They had no staying power in the business and no deep relationships. Moreover, most of them had never dealt with a recession before. The recruiters who worked for these recruiting firms were not committed to the work and were just chasing money:

- **In fact, many of these recruiters went to work for mortgage companies after tech recruiting stalled!**
- **After mortgages stalled, they went to work for debt consolidation firms when the economy went into recession!**

In contrast to all of the new tech recruiters, the breed of recruiters who had been doing technology recruiting for a decade or more, survived. They had deep relationships with major employers that had consistent recruiting work (and smaller employers as well), that allowed them to survive. These established recruiting firms may have cut back their investment and internal hiring to some extent (or laid people off), but they survived.

The best recruiting firms have deep roots in their industry and are able to survive in all economic climates. In addition, their reputation keeps them going. You cannot stay in business very long if you get a bad reputation.

Recruiters who have been around a long time are typically quite committed to their industry and what they do. You want to work with recruiters who are committed to their profession. Someone

who is committed and has been around a long time will typically have a "long-range view" of the work that they do. This is incredibly important and something that will make a major difference in the effectiveness of the recruiter you work with.

## **Know the Difference Between Retained and Contingency Recruiters**

It is important to understand the differences between a retained and a contingency recruiter.

There are certain employers in all industries who work with "contingency recruiters". A contingency recruiter may work without a formal contract with the employer, and will forward people to the employer it believes are qualified for certain positions. If the employer chooses to hire the person, the recruiter will then negotiate a fee with the employer. In most industries, the fee a contingency recruiter gets paid is between 20 and 40 percent.

Contingency recruiters may check the employer's website for jobs, or the employer may forward jobs to various lists of contingency recruiters that they use. The contingency recruiter may have a relationship with the employer, or may not. The contingency recruiter may have a poor relationship with the employer, or may not.

As frightening as it sounds, most recruiters out there are contingency recruiters. They (and other recruiters) are all competing to generate the best candidates for an employer. A contingency recruiter will call candidates, email candidates, advertise and do whatever it takes to generate the best candidates for the company. In many cases, hundreds of recruiters may be racing to fill the same position. It is not uncommon for certain types of candidates to get 10+ calls in one day when a job is released to contingency recruiters.

Despite how alarming it may sound to work with contingency recruiters, there are actually some very good ones. Many contingency recruiters have very good relationships with employers and exceptional work products. Many contingency recruiters work in large recruiting firms that do a good job getting openings. Many contingency recruiters are highly respected by employers and working with them is considered "an endorsement" of sorts for the candidate, and gets them looked at more closely by employers.

Because contingency recruiters are compensated only if you are hired, they have a major incentive to get you out to as many employers as possible, and to get your resume to employers first. In working with a contingency recruiter, it is important to understand that you need to be careful which one you choose to work with. The advantages of working with a good contingency recruiter are profound, and they can open many doors you could not on your own: Namely, by how they present you, making sure your resume is seen by the right person inside the organization, and through the quality of the recruiter's reputation.

However, it is important to understand that since there is a fee involved if you are hired through the contingency recruiter, you should be careful which one you use. If you apply to an employer alone without the recruiting firm, the employer will not need to pay the recruiter up to 40% of your annual salary as a fee. Nevertheless, most major employers do not view the recruiting fee as an obstacle to hiring you because they want to get the right person for the job. However, if your qualifications are not outstanding for the job you are applying to, you probably should not be using a recruiter—the fee may be a factor in whether the employer hires you (this is rare, but it does happen).

In contrast to the contingency recruiter, the retained recruiter operates in a "rarified" sort of world. Retained recruiters typically are engaged by companies for their most complex, sensitive, and important searches. When a retained recruiter approaches you for a job, they are generally the only recruiter working to fill the position, and you need to go through them if you are going to get the job they are advertising.

Retained recruiters typically will charge the employer an upfront fee for working on a specified search. This fee will cover research, expenses, developing a list of potential candidates, and various consultations with the employer throughout the process. The retained recruiter will typically guarantee (as part of their fee) that they will recruit a certain number of candidates to interview with the firm, or work on the search for a specified period of time—but they generally will not guarantee a successful hire. (However, the recruiting firm will be paid a success fee if a successful hire is made.)

The recruiter may also develop a "pitch" that emphasizes the company's strengths and makes it look attractive to the employer. In contrast to the contingency recruiter, the retained recruiter will typically work very closely with the employer to identify specific candidates. Retained recruiters are typically used to recruit CEOs, law firm partners, and important executives for major corporations.

The advertisements for a retained search will generally name the company the recruiter is recruiting for, and will also specify that the recruiter has been "retained" to fulfill the search. In contrast, an advertisement of a contingency recruiter will describe the position in vague terms, and will not mention the company's name they are recruiting for. The reason for this is that the contingency recruiter does not want you approaching the employer on your own because they will not be compensated. In contrast, the retained recruiter has already been compensated, and resumes sent directly to a company with the job opening the retained recruiter is recruiting for, will be sent to the retained recruiter.

## **Should You Be Using a Recruiter at All?**

If you are approached by a retained recruiter, there is never any concern with using the recruiter. The recruiter has already been compensated so there is nothing to worry about. The situation becomes more complicated when you are deciding whether to use a contingency recruiter for your job search.

The factors mentioned above should all guide your decision whether to use a recruiter. In addition, some other factors you should consider are:

- **How much experience does the recruiter have in your industry?**
- **How many placements has the recruiter made of people like you?**
- **Do you feel comfortable with the recruiter?**
- **Does the recruiter have a good reputation in your industry?**
- **Can the recruiter share with you their work product on your behalf (most recruiters write introductory letters for their candidates to organizations)**

These factors are all quite meaningful. For example, good recruiters will regularly share redacted copies of their work product with their candidates.

In order to be using a contingency recruiter, you should have unique skills and be someone who is not easily found in the market. There is no reason for a recruiter to pay a recruiting fee to a recruiter if there are a lot of candidates like you out there. You need to be unique and have skills that a lot of other people in your geographic area do not. Generally, unless you have exceptional qualifications (or do a rare job that not a lot of other people do) you should not be using a recruiter. Everyone is a commodity. If there are a lot of people like you out there that the employer can find without using a recruiter...why would they? You need to be able to make that case.

In addition, it is important to understand how the state of the economy guides recruiter's use. In bad economies, employers are much more careful about using recruiters than they are in good economies. In good economies, employers may not pay as much attention to the expense, so you do not need to be as careful about using recruiter.

Finally, when using a contingency recruiter, it is always important to make sure they get your specific authorization to submit you to a given firm.

## Conclusions

I have done both contingency and retained recruiting in my career. I also believe that I am a good recruiter. For example, I have had candidates who went months with no interviews on their own and within days of me getting involved, they had numerous offers. When you use a good recruiter, you are doing yourself a world of good.

Despite my enthusiasm for recruiters and recruiting in general, I am very sad to report that there are more bad recruiters out there than good ones. Be very careful about what recruiter you choose and use the list below to identify the best recruiters.

### Recruiter Directory Links

- » <http://www.SearchFirm.com>
- » [http://www.google.com/Top/Business/Employment/Recruitment\\_and\\_Staffing/Recruiters/](http://www.google.com/Top/Business/Employment/Recruitment_and_Staffing/Recruiters/)
- » <http://www.recruiterredbook.com/>
- » <http://www.rileyguide.com/recruiters.html>
- » <http://www.onlinerecruitersdirectory.com/>
- » <http://www.recruiterresources.com/XcDirectory/XcDirectory.asp>
- » <http://www.recruitersdirectory.com/search/index.cfm>

## THE LESSON

Working with a recruiter can open more doors, and help you get jobs more effectively than if you were tracking down openings on your own. A poor recruiter, however, can leave you even worse off than you were on your own. Be very careful about the recruiter with whom you work, and try to find one that specializes in your niche or field.

## Questions:

1. Are you using the above list to find a reputable recruiter?
2. Are you looking for a recruiter specific to your field?
3. Is the economy good or bad? If it's good, a recruiter might not be as important.
4. Have you created a list, based on the above information, to ask potential recruiters?
5. Do you understand the difference between retained and contingency recruiters?



# Day 22

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## List of Job Search Sites and How to Find Job Sites

Here is a list of job search sites to help you with whatever type of job search you may be doing.

### List of job search sites

In addition, I've also added what I feel are some good job search resources (including employers) from different industries to this list.

However, because new job sites are launched just about every day, it is important you know how to find these sites on your own.

I want you to think back to thirty years ago, before the Internet changed the face of the job search, when newspapers in every small and large town in America had job postings. For job searchers, this was the primary source of job listings, and the job listings were the primary source of a newspaper's advertising revenue.

### Contents

List of Job Search Sites

Finding Job Sites

List of Job Boards

Understanding Fees

Privacy

### Using Job Sites

Back in the late 1990s when a lot of people started using the Internet, job boards started popping up. The idea was that there was no cost for employers to post because it was just electronic. It was online, after all. By putting the job online, it reduced the cost of advertising and printing because there was no printing and distribution of the newspaper involved. In addition, it opened

the jobs to a much larger market. As the job postings migrated to these online sites, it affected the newspaper industry negatively.

Due to a lack of readership and ad revenue, print newspapers across the country are going out of business. In the realm of career postings, job sites have taken over the market. You simply cannot afford to do any job search without having a thorough understanding of job sites.

Interestingly enough, unless you are looking for a job with a print newspaper, this is good news for you. The number of job sites out there is astronomical, and the more websites you look at in your job search, the more opportunities you will find. The total number is probably about forty thousand job sites, but I'd estimate there are ten thousand decent ones. Obviously, that many job sites also presents a problem. How can you possibly review that many sites? Plus, with the sites being so ubiquitous, you might find you have lots and lots of competition for just one position.

The first movers in this space came along and they set up job boards. The larger ones—CareerBuilder, Monster, and Hot Jobs—historically had the most jobs. These job sites followed the model of newspapers: charge employers to post jobs.

In the newspaper world, the more circulation a newspaper has the more it can charge for its classified advertising. Therefore, early entrants into the job board space sought to get as many job seekers as possible to their sites so they could charge higher rates to advertisers posting jobs. Accordingly, these sites did (and continue to do) massive amounts of advertising to attract as many applicants as possible to their jobs.

While having lots of traffic benefits the job sites and employers, it should be pretty obvious that this also makes it much more difficult for you to get a job when you are on these sites. For example, it is not uncommon for an employer to receive upwards of 1,000 applications when they post a job on a site like CareerBuilder. The drawback of the larger job sites is that the employers typically receive incredible numbers of applications. The job of the larger site is to promote the employer's openings, so you will see ads during the Super Bowl, on buses, on television, and so on. There are many places where these sites advertise with the goal of driving lots of applications.

In addition, because there is very little filtering of these applications, the employer may not even get the sort of applications they need. Many people will indiscriminately apply for jobs for which they are not qualified. For example, it is common for people such as dishwashers to apply for attorney jobs on these sorts of sites.

In addition to these “mega sites,” there are tens of thousands of smaller sites. These smaller sites typically do not receive a lot of applications. Because these smaller sites have less competition for the jobs, it is often much easier for you to get the position you want. There are numerous smaller

sites for niche jobs. For example, there are sites for different types of engineers, job sites for attorneys, job sites for accountants, and so forth. Because they do not receive a lot of applications, they are generally a good way to track down jobs where the competition isn't quite as fierce.

Because there are so many job sites, you have to think of who is constantly looking for employees. Historically, recruiters have been the ones looking for the most people. They are always searching for different types of employees and the larger the recruiting firm, the more likely it is that they will consistently have openings for certain types of people. Recruiters always advertise, and they tend to have the most jobs on job boards. This is an important thing for you to understand.

Recruiting firms generally also get special “preferential rates” with job sites. While it may cost an employer \$500 to put a single advertisement on a site like Monster, a recruiting firm may be able to purchase “packages” of jobs, which lowers its cost to post each job to around \$75. Recruiters may also have “slots” with a job site, which they need to use at all times. This means the recruiter may be forced to advertise its jobs whether it has openings that it is actively looking to fill.

Therefore, it is important to be somewhat suspect of the jobs you see advertised online for recruiting firms.

It is also important to remember that a recruiter is a middleman. When you apply to a recruiter job, you are not applying to the employer. You are applying to someone who will screen your résumé and who may or may not submit it for a particular job.

There is a final factor, which is important to understand. Recruiters charge employers fees that are a percentage of your annual salary and can be as high as 40 percent to maybe 15 percent for low-level administrative positions. If the employer hires you, they are charged this fee. Obviously, this can potentially prevent you from being hired unless you are extremely well qualified for the position. It is important to understand that using a recruiter can help you tremendously for many positions regardless of the fee. For example, many recruiters have very close relationships with various employers. In addition, a large extremely successful business will almost never care whether there is a recruiting fee involved when it hires you. Successful businesses simply want the best people and are unconcerned whether there is a recruiting fee. Nevertheless, a recruiting fee can put off many smaller businesses and unsuccessful businesses.

There are also issues of credibility with certain recruiters. Some recruiters are simply not trusted by employers and may have bad reputations with employers. This means that using a recruiter could hurt you when you are involved in a job search.

The main thing I want you to be aware of is that applying to a job through a recruiter — and most job sites are littered with recruiter jobs — is putting you in a position of not knowing exactly what

will happen. It's important to be aware of this as you send out applications.

## **Finding Job Sites**

With 40,000+ job sites, the main issue is finding the sites you should be using—and there are tons and tons of methods for finding them. There are many small sites that typically have relationships with certain employers, which is good.

For example, a small job site for people in the medical device industry may have very close relationships with various manufacturers of medical devices. These manufacturers will be very comfortable posting jobs on this site due to the fact that the job site has developed a close relationship with them and is able to provide them a steady stream of candidates. Therefore, when you go to this job site for medical device professionals, you will see some excellent jobs that match your interests. In addition, the jobs you see on this site for medical device professionals likely won't be advertised on other job sites. If you are in the medical device industry and looking for a job, you would be well served looking at this specific site.

With these sites, it is important that you understand there are lots and lots of very specific job sites for different careers. Then there are larger sites. There are many sites out there and you really need to look at a lot of different ones in order to find jobs. Confining your search to a few large legal sites is not a good idea. It is very important that you are also searching niche sites for your profession for jobs.

A good way to track down job sites for your profession is by using online directories. Let's look at some specifics.

**DMOZ.** One of the most popular directories is DMOZ.org. This is a great way to find various job sites.

The screenshot shows the DMOZ.org homepage. At the top left is the 'dmoz open directory project' logo. At the top right, it says 'In partnership with AOL Search.' Below this are links for 'about dmoz', 'dmoz blog', 'suggest URL', 'help', 'link', and 'editor login'. A search bar is located below the navigation links, with a 'Search' button and a link to 'advanced'. A red arrow points from the search bar to the 'Business' category link in the main grid. The grid consists of 12 categories arranged in a 4x3 grid: Arts, Business, Computers, Games, Health, Home, Kids and Teens, News, Recreation, Reference, Regional, Science, Shopping, Society, and Sports. Below the grid is a 'World' section with links for various languages. At the bottom, there is a 'Become an Editor' button and a green lizard mascot.

**Arts**  
[Movies](#), [Television](#), [Music](#)...

**Business**  
[Jobs](#), [Real Estate](#), [Investing](#)...

**Computers**  
[Internet](#), [Software](#), [Hardware](#)...

**Games**  
[Video Games](#), [RPGs](#), [Gambling](#)...

**Health**  
[Fitness](#), [Medicine](#), [Alternative](#)...

**Home**  
[Family](#), [Consumers](#), [Cooking](#)...

**Kids and Teens**  
[Arts](#), [School Time](#), [Teen Life](#)...

**News**  
[Media](#), [Newspapers](#), [Weather](#)...

**Recreation**  
[Travel](#), [Food](#), [Outdoors](#), [Humor](#)...

**Reference**  
[Maps](#), [Education](#), [Libraries](#)...

**Regional**  
[US](#), [Canada](#), [UK](#), [Europe](#)...

**Science**  
[Biology](#), [Psychology](#), [Physics](#)...

**Shopping**  
[Clothing](#), [Food](#), [Gifts](#)...

**Society**  
[People](#), [Religion](#), [Issues](#)...

**Sports**  
[Baseball](#), [Soccer](#), [Basketball](#)...

**World**  
[Català](#), [Dansk](#), [Deutsch](#), [Español](#), [Français](#), [Italiano](#), [日本語](#), [Nederlands](#), [Polski](#), [Русский](#), [Svenska](#)...

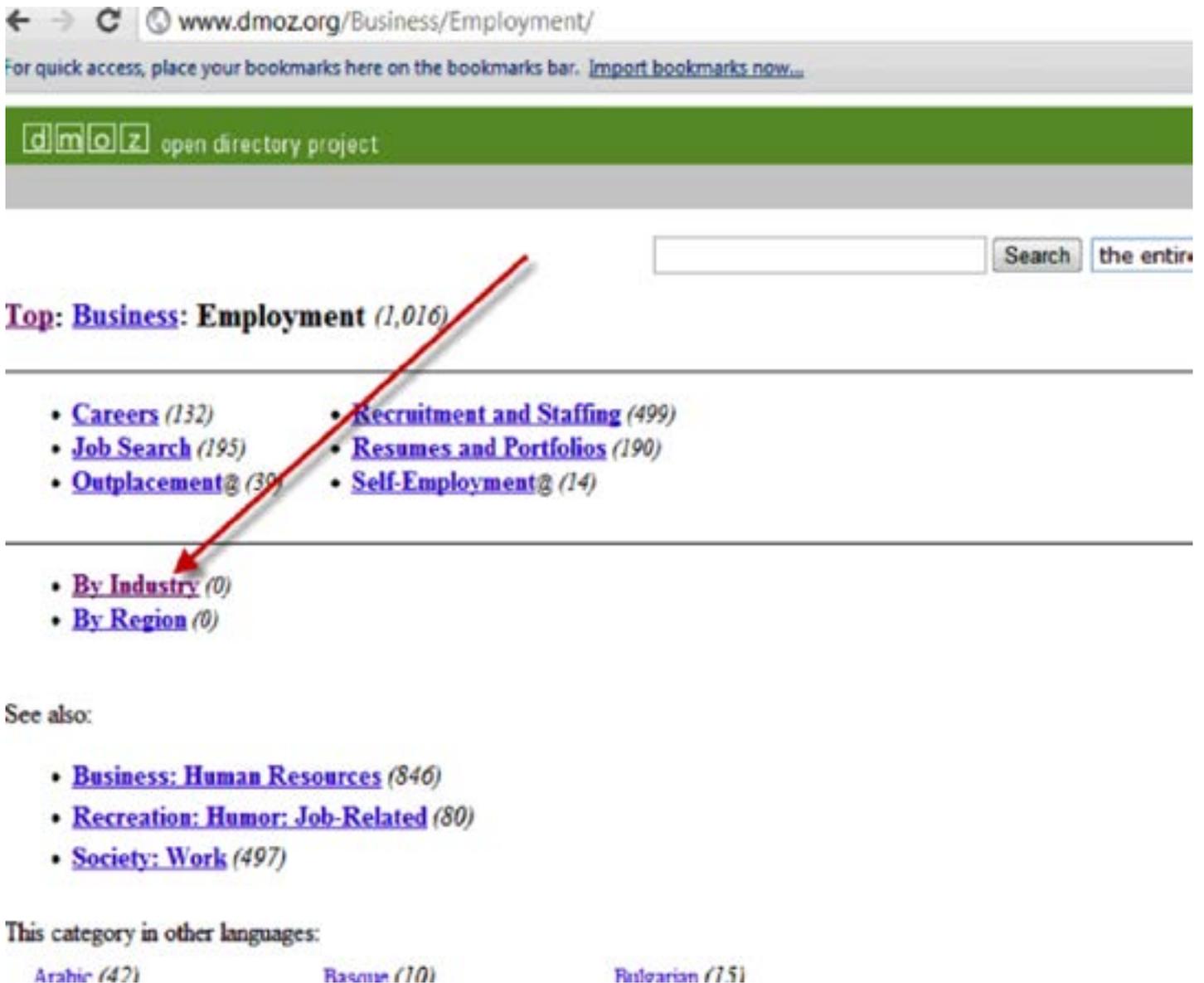
**Become an Editor** Help build the largest human-edited directory of the web

Copyright © 2011 Netscape

4,952,023 sites - 92,857 editors - over 1,008,705 categories

One of the easiest ways to search this directory is to simply follow the steps below.

1. **Go to <http://www.dmoz.org>, then click the “jobs” link above. This takes you to the screen for the URL [www.dmoz.org/business/employment/](http://www.dmoz.org/business/employment/).**
2. **Once you are there, I would recommend clicking on the URL for Industry:**



The screenshot shows a web browser window with the address bar displaying [www.dmoz.org/Business/Employment/](http://www.dmoz.org/Business/Employment/). Below the address bar is a green banner with the DMOZ logo and the text "open directory project". A search bar is visible with a "Search" button and the text "the entire". The main content area displays the category "Top: [Business: Employment](#) (1,016)". Below this, there are two columns of links: "Careers (132)", "Job Search (195)", "Outplacement@ (30)", "Recruitment and Staffing (499)", "Resumes and Portfolios (190)", and "Self-Employment@ (14)". A red arrow points from the top right towards the "By Industry (0)" link. Below these links, there is a "See also:" section with links for "Business: Human Resources (846)", "Recreation: Humor: Job-Related (80)", and "Society: Work (497)". At the bottom, there is a section titled "This category in other languages:" with links for "Arabic (47)", "Basque (10)", and "Basilearian (75)".

3. This takes you to this URL [http://www.dmoz.org/Business/Employment/By\\_Industry/](http://www.dmoz.org/Business/Employment/By_Industry/) that shows you a ton of various links categorized by industry for different types of jobs. Once you have done this, you should choose an industry. In the example below, I clicked the law industry.

The screenshot shows the DMOZ website interface. At the top, there is a search bar and navigation links. Below the search bar, the page title is "Top: Business: Employment: By Industry". A "Description" button is visible on the right. The main content area displays two columns of industry categories, each with a count in parentheses. A red arrow points to the "Law (226)" link in the second column of the second row.

**Industry Categories:**

- Column 1:**
  - Agriculture and Forestry (13)
  - Arts and Entertainment (74)
  - Automotive (179)
  - Biotechnology and Pharmaceuticals (20)
  - Construction and Maintenance (22)
  - E-Commerce (4)
  - Electronics and Electrical (2)
  - Energy and Environment (27)
  - Fashion (8)
  - Financial Services (176)
  - Food and Related Products (12)
  - Healthcare (329)
  - Hospitality (185)
- Column 2:**
  - Human Resources (20)
  - Industrial Goods and Services (9)
  - Information Technology (170)
  - Insurance (13)
  - Management (29)
  - Marketing and Advertising (69)
  - Publishing and Printing (6)
  - Real Estate (96)
  - Retail Trade (23)
  - Telecommunications (11)
  - Textiles and Newsprint (14)
  - Transportation and Logistics (1)

**Second Row of Categories:**

- Column 1:**
  - Aerospace (1)
  - Arts Education (2)
  - CAD and CAM (9)
  - Childcare (696)
  - Christian (23)
  - Disabled (24)
  - Educators (95)
  - Emergency Services (1)
  - Engineering (23)
  - Gay, Lesbian, and Bisexual (3)
  - Graphic Design (17)
  - Knowledge Management (4)
  - Law (226)
  - Law Enforcement (70)
- Column 2:**
  - Library and Information Science (97)
  - Media (29)
  - Medicine (112)
  - Nonprofit Resources (33)
  - Nursing (8)
  - Open Source (6)
  - Philosophy (3)
  - Police (11)
  - Religious Services (39)
  - Science (71)
  - Tax (6)
  - Translation Services (22)
  - Walt Disney World (8)

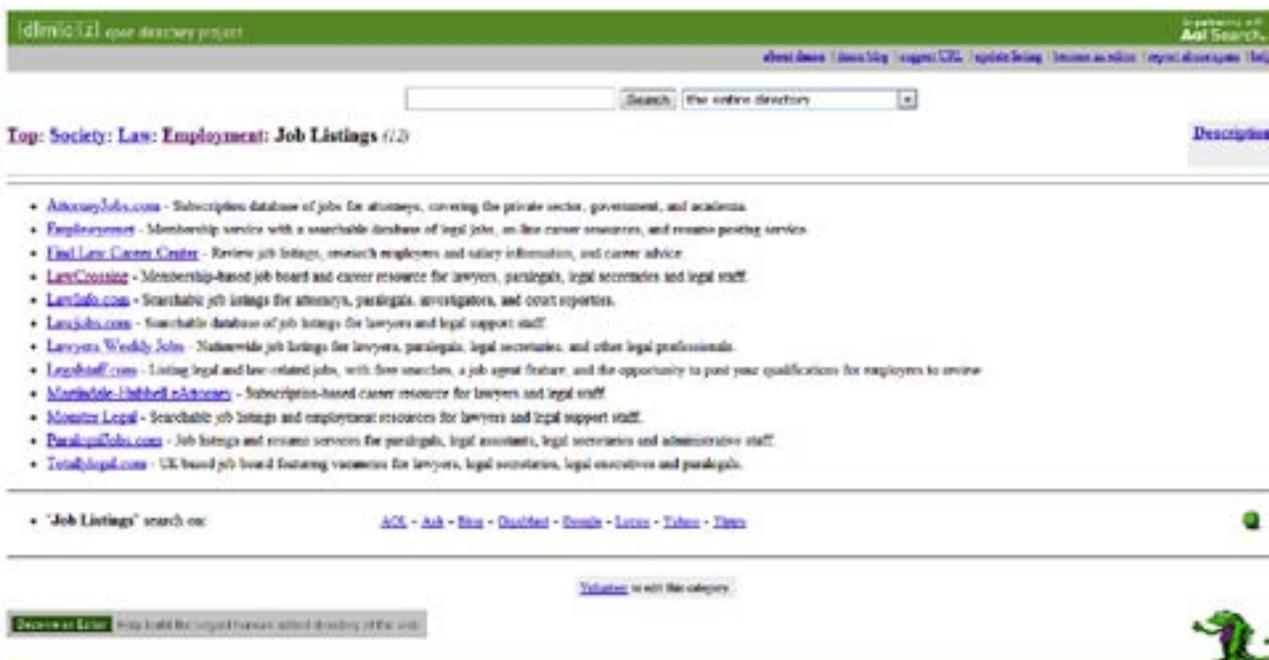
Below the industry categories, there is a section for "This category in other languages" with links for Chinese Simplified (52), Dutch (23), English (0), and German (0).

At the bottom, there is a "By industry" search bar with a dropdown menu showing "All" selected, and a list of search engines: Ask, Bing, Copypast, Google, Lycos, Yahoo, Yippy.

4. The screen that opens up when you click on an industry-specific search <http://www.dmoz.org/Society/Law/Employment/> (like I did for law) then gives you the option of looking at job listings, seeing legal recruiters, and so forth. To find job sites, just click on job listings:



5. This then takes you to the page [www.dmoz.org/Society/Law/Employment/Job\\_Listings/](http://www.dmoz.org/Society/Law/Employment/Job_Listings/) that shows you all of the job sites in a given industry:



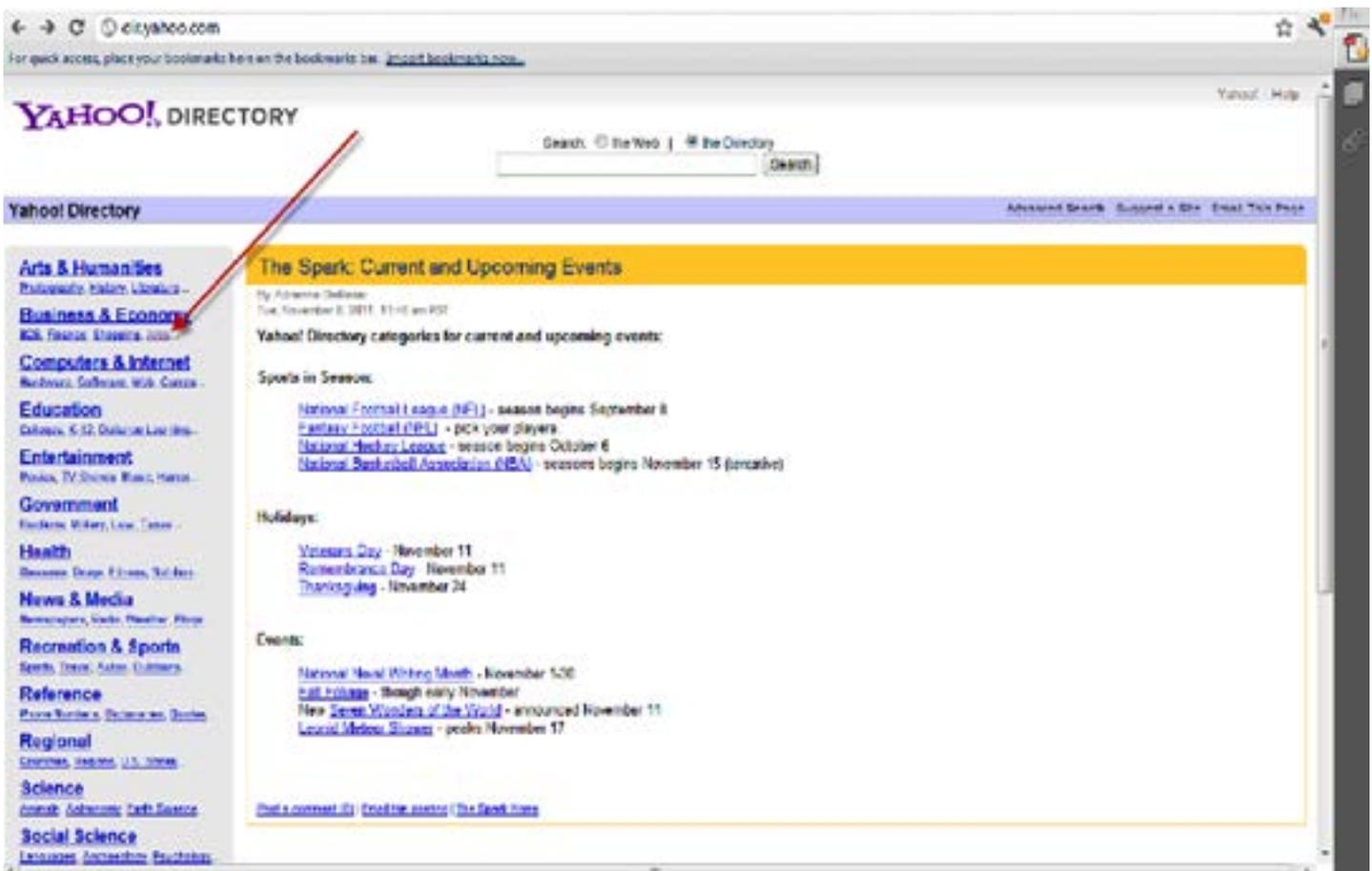
**DMOZ** is a good directory and a trustworthy source of information. Nevertheless, because sites need to be manually submitted and reviewed by editors, not every site will be included in the directory. Due to this, the job sites that end up getting included tend to be high quality.

**Yahoo.** The Yahoo! Directory is also very good. We can go to “Yahoo directory job sites.” You can see that they have different things to tell you about job listings here, too. I would check that out.

Here are some of the steps and screens you would follow to find job sites that specialize in sales, for example:

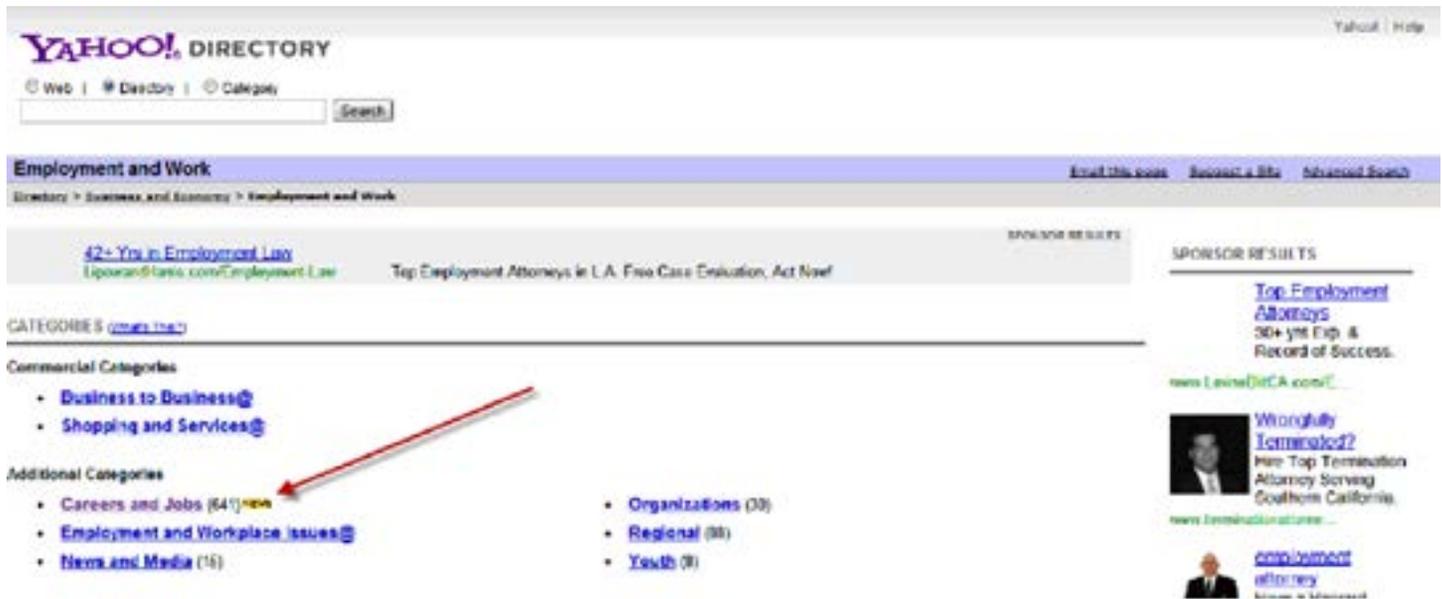
**Go to Dir.Yahoo.com**

**Click on “Jobs” under the “Business/Economy” link on the home page:**



2. Click on “Careers and Jobs,” on this page:

» [http://dir.yahoo.com/Business\\_and\\_Economy/Employment\\_and\\_Work/](http://dir.yahoo.com/Business_and_Economy/Employment_and_Work/).



3. Click on “Jobs,” on this page:

» [http://dir.yahoo.com/Business\\_and\\_Economy/Employment\\_and\\_Work/Careers\\_and\\_Jobs/](http://dir.yahoo.com/Business_and_Economy/Employment_and_Work/Careers_and_Jobs/).



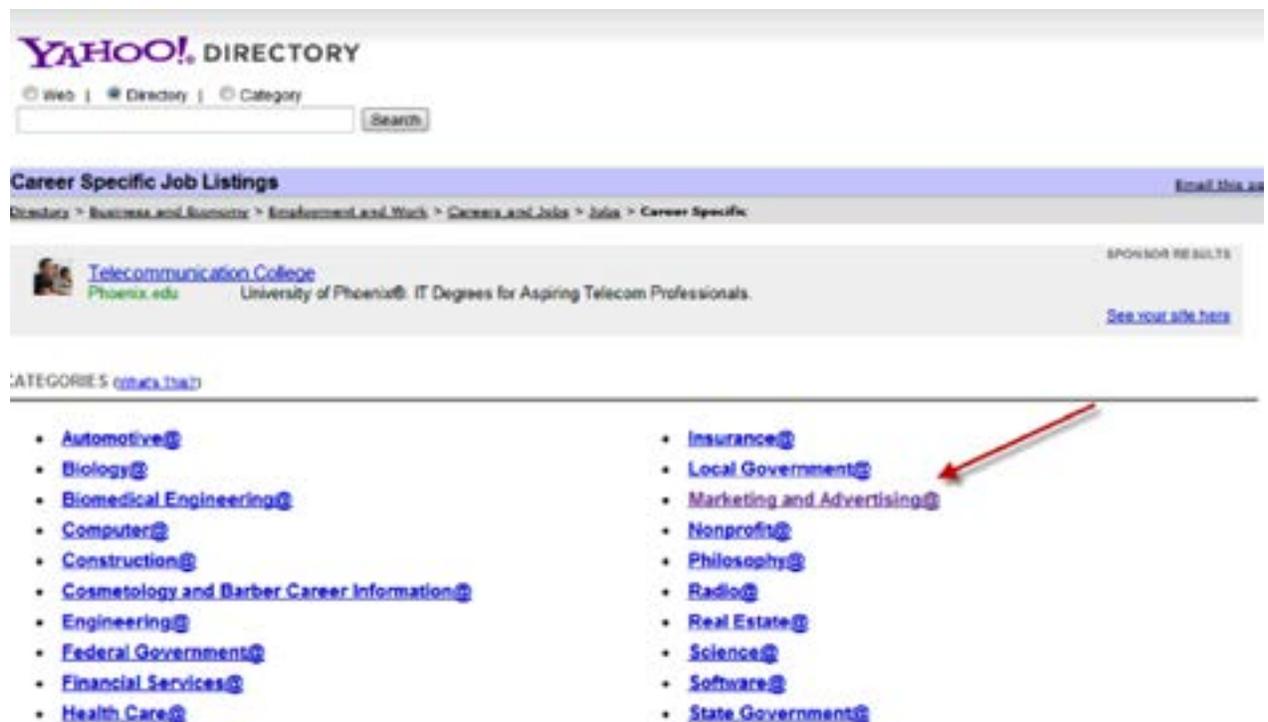
4. Click on “Career Specific,” on this page:

» [http://dir.yahoo.com/Business\\_and\\_Economy/Employment\\_and\\_Work/Careers\\_and\\_Jobs/Job/](http://dir.yahoo.com/Business_and_Economy/Employment_and_Work/Careers_and_Jobs/Job/)



5. Click on the industry that most closely matches what you are seeking. Here, I clicked on “Marketing and Advertising,” since it seemed closest to “sales” on this page:

» [http://dir.yahoo.com/Business\\_and\\_Economy/Employment\\_and\\_Work/Careers\\_and\\_Jobs/Job/Career\\_Specific/](http://dir.yahoo.com/Business_and_Economy/Employment_and_Work/Careers_and_Jobs/Job/Career_Specific/)



6. You will be then taken to this page which shows the sites for you to search through:



These are just two directories. There are literally hundreds of directories out there.

## **List of Job Boards**

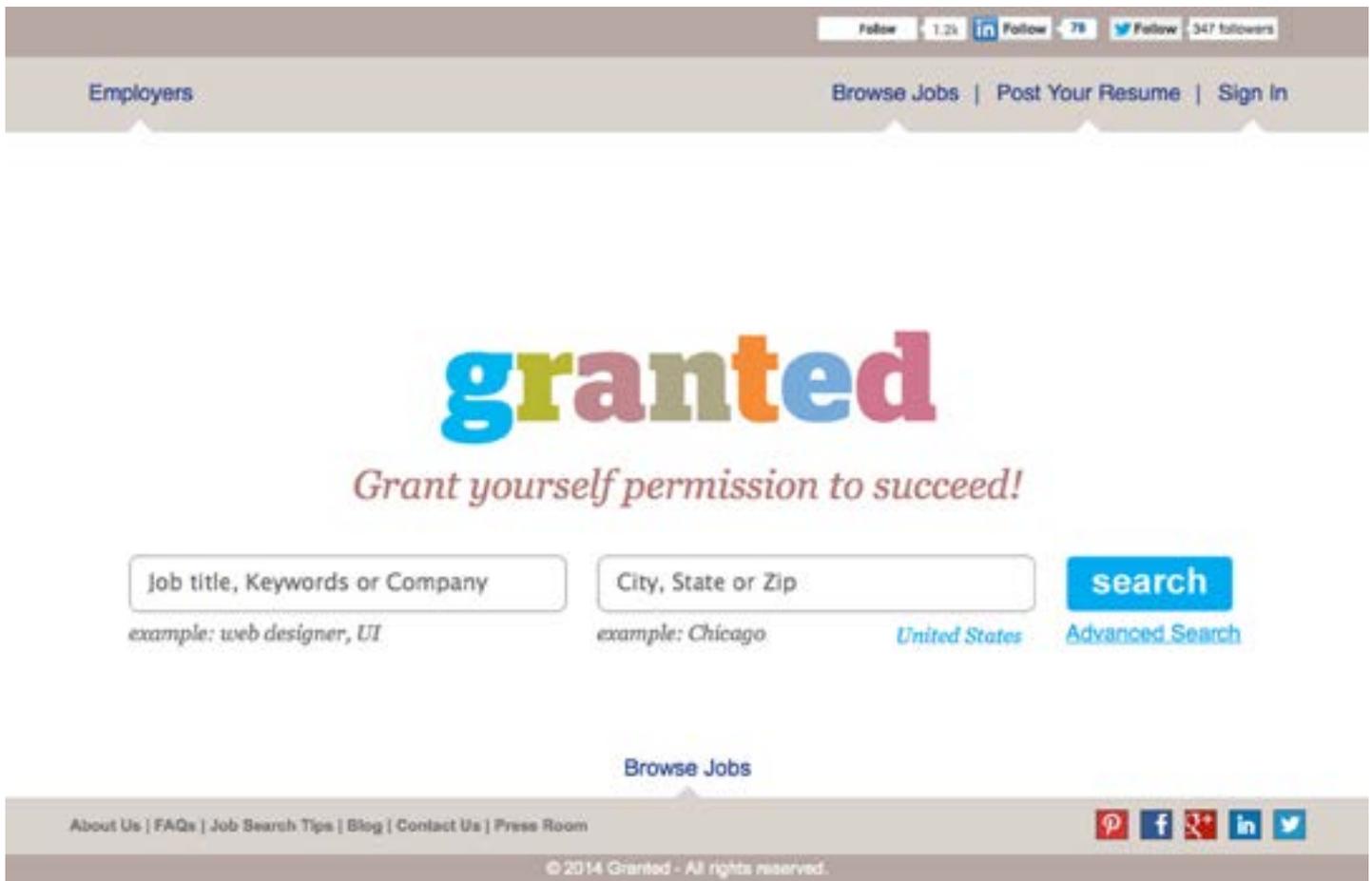
It is useful to use these directories to search for job sites because the information is all organized in one place. Because not all directories have all of the job sites, it is often a very good idea to search more than one directory for job sites in your profession. Whatever your profession is, the chances are quite good there are numerous different job sites.

One thing you may be asking is why not just make a normal search for jobs in your profession on a search engine like Google, for example, instead of using a directory. This is certainly an option. Nevertheless, you need to understand that the way a search engine ranks different searches is extremely complicated. Therefore, if you rely on search engines, and not directories, you may never find the job site you are looking for. For example, in terms of optimizing their site for search engines, many job sites have no idea what they are doing. Despite this fact, the site may have very good jobs. It is important, therefore, to supplement your search for job sites with directories.

I'd like to take a minute to share with you my suggestion of a really good job board that I highly recommend for all professions. Granted.com was designed by my company to take your job search to the next level. More than a year in the making, it gives job seekers free access to thousands of jobs from as many websites and companies. Newspapers, employer websites, job boards, and other sources are included in Granted's database.

The site covers all major job industries and allows you to upload your resume or resumes and apply to many employers directly, simplifying the process of your job search.

Below are some pictures of Granted.com's home page along with a few other pages you will see on the site.



**Granted categorizes jobs by industry and by location.**

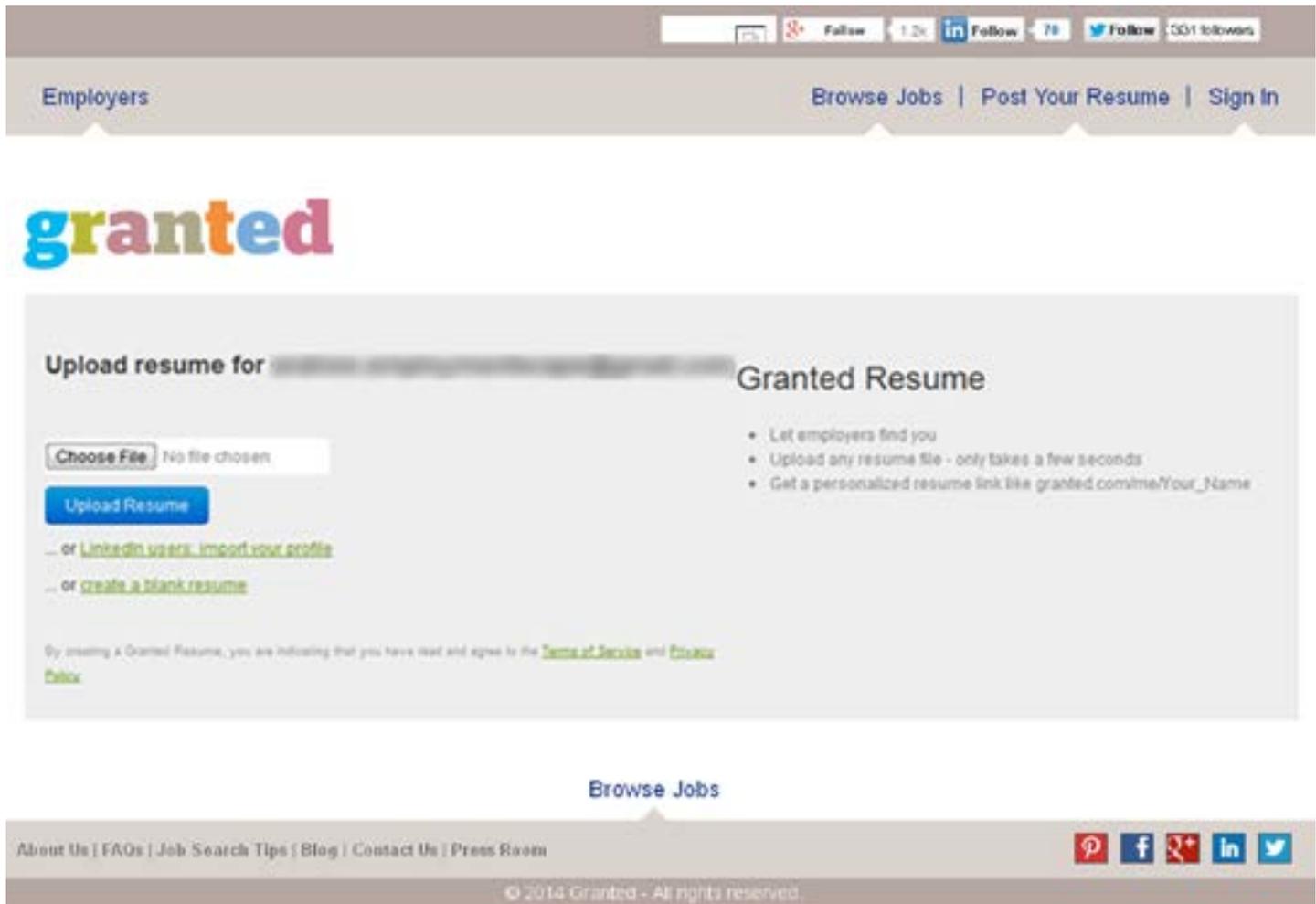
The screenshot shows the Granted website interface. At the top, there are navigation links for "Employers", "Browse Jobs", "Post Your Resume", and "Sign In". Below this is the Granted logo and a search bar with two input fields: "Job title, Keywords or Company" (with an example "web designer, UI") and "City, State or Zip" (with an example "Chicago, India"). A "search" button and a link to "Advanced Search" are also present.

The main content area is titled "Browse Jobs" and features two alphabetical navigation bars: "By Title:" and "By Company:". Below these are two sections for filtering jobs:

- Find Jobs by Category:** A grid of 30 industry categories, each with a right-pointing arrow. The categories are: 100H, Architecture, Call Center, Construction, Dental, Entertainment, Fashion, Healthcare, HVAC, Journalism, Library, Manufacturing, Military, Oil/Gas, Retail, Sports, Work At Home, Accounting, Automotive, Chemistry, Consulting, Education, Entry Level, GIS, Hospitality, IT, Legal, Logistics, Marketing, Nonprofit, Physical Therapy, Sales, Training, and Writing.
  - Advertising
  - Aviation
  - Civil Engineering
  - Customer Service
  - Engineering
  - Environmental
  - Government
  - HR
  - Insurance
  - Law Enforcement
  - Loss Prevention
  - Media
  - Marketing
  - PR
  - Security
  - Training
- Find Jobs by State:** A grid of 50 US states and the District of Columbia, each with a right-pointing arrow. The states are: Alabama, Arkansas, Connecticut, Florida, Idaho, Iowa, Louisiana, Massachusetts, Mississippi, Nebraska, New Jersey, North Carolina, Oklahoma, Rhode Island, Tennessee, Vermont, West Virginia, Alaska, California, Delaware, Georgia, Illinois, Kansas, Maine, Michigan, Minnesota, Nevada, New Mexico, North Dakota, Oregon, South Carolina, Texas, Virginia, and Wisconsin.
  - Arizona
  - Colorado
  - District of Columbia
  - Hawaii
  - Indiana
  - Kentucky
  - Maryland
  - Minnesota
  - Montana
  - New Hampshire
  - New York
  - Ohio
  - Pennsylvania
  - South Dakota
  - Utah
  - Washington
  - Wyoming

At the bottom of the page, there are links for "About Us", "FAQs", "Job Search Tips", "Blog", "Contact Us", and "Press Room", along with social media icons for Pinterest, Facebook, YouTube, LinkedIn, and Twitter. A copyright notice "© 2014 Granted - All rights reserved." is also visible.

**Granted lets you upload your resume or resumes, import your profile from LinkedIn, or even create your own resume to submit to employers.**



Granted can also provide job alerts for a specific search and email them to you automatically, along with several other great features, which is why I highly recommend using it for your job search.

## Understanding Fees

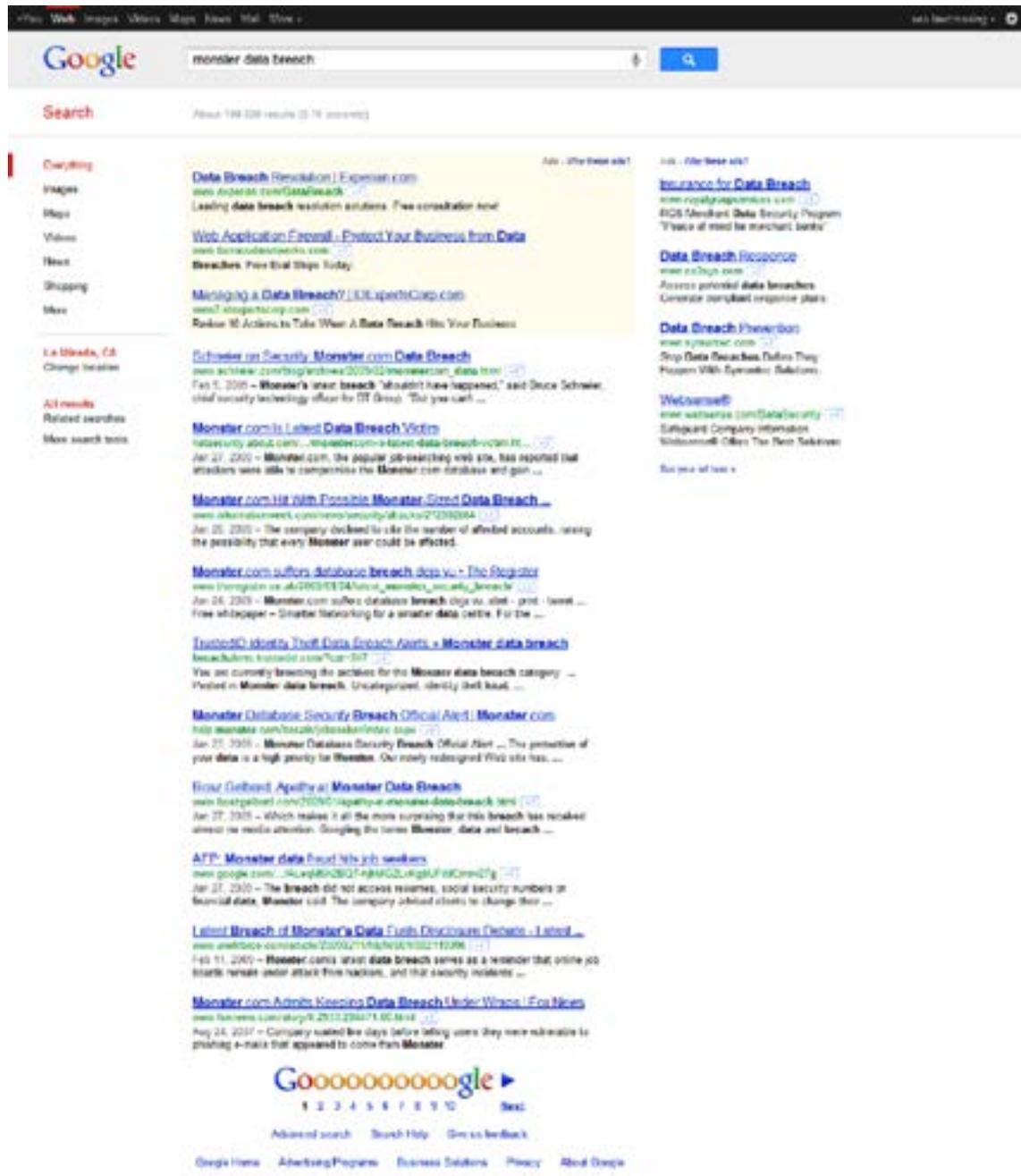
As mentioned earlier, job sites have carried over the same method of charging employers for a classified ad that was practiced with newspapers. There are a couple of things that are also important for you to understand about job sites. Typically, they charge fees. You may find a rare job site that does not, but it is rare (we do charge fees to post jobs on our site [www.EmploymentCrossing.com](http://www.EmploymentCrossing.com), but we also research jobs from everywhere we can find them, and we always let you know which jobs are paid on our site).

The cost to post a job on a job site can be anywhere from \$25 to \$500 or more. This means that the jobs you are seeing are only the ones that the employers are paying to post. It also means that the jobs on a site are dependent upon the marketing and sales ability of the job site to sell employers on posting jobs with them for a fee.

I personally think that in terms of your resources, it is good to apply to the jobs on big sites, but you need to understand that by going to large sites you are going to spend a lot of time looking at jobs. Those jobs are getting a lot of applications. In general, smaller sites are going to receive fewer applications.

## Privacy

Privacy really is a major concern with a lot of job sites. I will just go here to Google and type “Monster data breach.”



You can see here that Monster had a theft of confidential information from 1.3 million job-seekers that hackers broke into. So, there are some confidentiality issues you need to be aware of with job sites. I really feel that people hacking sites like Monster is the least of your concerns. A major concern is identity theft from posting your résumé online. People may steal your identity, which is common and a hassle.

In addition, most job sites market to you and/or make your information available to others. How does that work? Let's go online here. Here it says "one week \$699" to search resumes.

The screenshot shows the website <https://recruit.theladders.com> with a comparison table of three pricing solutions. A red arrow points to the Premier plan's price of \$699.

Compare Solutions	PASSPORT FREE	<i>Premier</i> \$699	RECRUITERLICENSE Customized Solution
Access to 5 million candidates in technology, sales, marketing, finance, HR, law, and operations	✓	✓	✓
Past jobs	1 job at a time	1 position	✓
Find the best professionals even faster with our human-powered search service, <i>FitFinder™</i>	---	1 assignment	✓
Build your talent pool with <i>Pipeline™</i> , our social recruitment tool	✓	✓	✓
Search for candidates with industry-leading functionality	Search by keyword & location	1 week unlimited	Unlimited
Get personal assistance from a dedicated Account Manager	---	---	✓
Access cutting-edge research with our Knowledge Center	✓	✓	✓
To learn more about our features, click here >	GET STARTED	GET STARTED	GET STARTED

Anybody with an Internet connection can go on and look at your résumé. A résumé will be for sale if you post it there. That is an important thing for you to understand, that your résumé is for sale.

Again, another privacy concern is with recruiters. You do not know what is happening with your résumé. Understand that when you apply for a job through a recruiting firm on a site, you do not know, necessarily, what is going to happen to your résumé. If your privacy is important to you, and it should be, this is something to keep in mind.

## Using Job Sites

In terms of the strategy I recommend:

- (1) Apply to all the jobs on the big sites that match what you are seeking to do. Set up job alerts on these sites.
- (2) Create a list of small job sites using directories in addition to search engines and apply to all the jobs. Set up job alerts on these sites as well.

It is very important for you to get those job alerts. When you get one, apply as soon as you review the job details. After a few hours, most employers will have received a lot of applications and your application is less likely to get reviewed.

I want to tell you a couple of quick stories. I used to use sites like Monster and things like that when our company had jobs. This was before we were in the job search business.

It was absolutely incredible. We still use it to some extent for some jobs, the ones we do not post on our own sites, in order to get huge exposure for a job that is really hard-to-fill. At the same time, I remember in 2001, after the dot-com crash and after September 11th, we had a job for a programmer.

At that point in time, the job market was at an absolute standstill for programmers. We posted a job there, and I was literally getting an application every two or three seconds for several days. I had to change my email address because it was so intense.

Now, I think you may be able to prevent the applications from coming to your email address and divert them to some platform within the site. The level of interest received by some jobs is just insane because there are so many people out there.

Many people do not even look to see if they are qualified for the job. You may have a janitor applying for a job as a sophisticated computer programmer, and this person has never even turned on a computer. It is important to understand that you need to really be careful, show a lot of respect for the jobs, and know that you are not necessarily going to get the best response from job sites.

Once again, I recommend applying via email and also letter or fax. I have gone into the explanation for this several times, but I want to make sure that you do that. If you have not heard anything within a few weeks, you should follow up with the employer.

I even recommend that you call. A lot of people say you should not call; it can be offensive to some employers. However, if you have not heard back within a couple of weeks, the odds are pretty good that the employer is not interested in you, so there is nothing really wrong with calling. Generally, an email is fine, too.

In brief, job sites are really an excellent way to track down jobs. The most important thing you can do in terms of my recommendations is to make sure you are aware of all of the sites in your niche in terms of what you do. You should set up job alerts and apply to jobs on large websites.

In addition to applying to jobs on large websites, it is also very important to apply for jobs on smaller websites. Smaller websites are a very good source of jobs because the jobs will not be promoted as much and they will match your niche. Use directories and so forth to set those up.

It is a good idea to make your résumé available on different sites, but be very careful with your identifying information. In this case, you want to make your résumé appear general. Do not give too much personal information. You might even set up a separate email account that you check periodically or even daily. Leave off your home address. You do not want people to see that you are employed who can then go to your house while you are at work.

These are some of the general things. I would do a Google search for guidelines and read the resources. Things change on an ongoing basis, so be careful with that. It does take a lot of time to distribute your résumé to lots and lots of different sites. We have a product called Résumé Boomer that will post your résumé to tons of different websites, so that is an option for you.

You really need to use job sites in your search. Make the most of them. I always think it is a good idea.

## **THE LESSON**

Job sites are extremely important to your job. In addition to the larger more popular ones, also sign up for smaller ones. Because these smaller sites have less competition for the jobs, it is often much easier for you to get the position you want. Getting job alerts is also very important and time-saving because new jobs are uploaded daily and you need to stay on top of it. Applying in a few different ways, such as email and fax, or even calling, can also help you stand out from the competition.

## Questions:

1. Are you currently using job search sites?
2. How often do you search for jobs suited for you?
3. Are you subscribing to both larger sites as well as small sites?
4. Have you updated your resume or used a professional service to make sure it highlights your best assets?
5. Do you know of all the sites that fit into your niche?



# Day 23

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## **Jobs from Employers and Employer Websites**

When looking for a job, as with anything you do, you get rewards only when you put work into it. Researching employer websites is not the easiest type of work to do. It requires more effort than simply going to a job site, as you may be accustomed to doing. Nevertheless, this is very important, and these are methods you can use to track down jobs pretty much anywhere. It will be worth your while to search employers' websites for jobs.

The small investment that you take right now in learning about this can really end up changing the course of your career. Because so few people follow the process and understand this process, if you follow these guidelines you will set yourself apart. What it comes down to is research.

I once knew an attorney who never lost a case. He was known for researching every single detail in his case files, and that's what gave him the advantage. That really is the same thing with your job search. The more research you're doing, the more likely you are going to win when it comes to finding a job.

I am a huge proponent of looking for jobs online on employer websites. Anybody can do this. Whether you're sixteen years old and looking for your first job or 45 and a sophisticated attorney, you can benefit from this process. The rewards are extreme.

When you look at jobs on employer websites, you are probably seeing unadvertised jobs. They're not going to all be unadvertised, but a significant portion will be unadvertised. That means you're not going to see these jobs on a major job site or in the newspaper. The job is coming direct from the employer, which is direct employment. That gives you a major, major advantage. If you're applying for jobs that aren't advertised, as I mentioned earlier, there are going to be fewer applications and fewer people knowing about them. Your goal in your job search is to maximize your self-interest. You want to apply for jobs that aren't getting a lot of applications. That's going to make a major difference for you.

Another thing about employer websites that's so exciting is the variety of employers with websites. In terms of the employer websites that my companies monitor for jobs, we're looking at between 50,000 and 100,000; there are 50,000 really good ones and an additional 50,000 that are not as good.

If you were to look at all of the employer websites available, you would be looking at well over a million sites. The reason is that today, virtually every company that has employees has a website, and a good portion of those list job opportunities. Because there are so many websites out there, when you start really drilling down into those numbers, you're going to see an incredible variety of opportunities.

Another benefit of applying to a job through an employer website is that there's no middleman. Your application goes directly to the employer, whereas when you apply to jobs through a recruiter, that recruiter acts as a filter for the résumés before they ever reach the employer. The recruiter will only send the résumés he or she thinks that employer wants to see—and that may or may not include yours.

Job sites also act as middlemen. The résumés sometimes go into a box that employers have to log in to if they want to look at the list of applicants. It doesn't always reach the employer directly. When you're applying to jobs on employer websites, there are no middlemen like that.

It's also important to remember that posting on a job site can cost an employer up to \$500. That's a hurdle that gets in the way of the job being distributed, and anything that gets in the way of a job being distributed ultimately is going to harm your chances of getting that job.

If there's no middleman, that means that you're more likely to find out about that job, more likely to be hired because there's no fee, the employer is more likely to see your résumé—and all of that works in your favor.

When you go to an employer site, you are really exposing yourself to a much greater variety of jobs because there are more jobs out there on employer sites than anywhere else, much, much more. The drawback, of course, is that these jobs are scattered across a huge number of sites, which means it's very, very important that you understand the methods I describe for researching these jobs.

When you apply to a job on an employer site, the employer is more likely to think you're interested in that company specifically than if you're coming through any other resource. That's because you have taken the time to go to the employer's website, login to find the career section of the website, and then apply. That shows a lot more interest than simply clicking on a posting you happened to come across on a job site.

They're going to look at you a little bit more favorably, especially the smaller employers, because they're not receiving a lot of applications. They believe that if you tracked them down, whatever the industry is, you must have a real desire to work there, and that is a positive thing.

The call for applications on employer websites is not always obvious. If you go to the website of an engineering firm, for example, they might not say, “We’re looking for a mechanical engineer with 30 years’ experience.” They may say, “We always have an interest in seeing qualified engineering candidates with the following backgrounds.” These are general statements of interest requesting applications for jobs that aren’t advertised. When you apply to those jobs, you can tell them, “I understand you’re always interested,” and that sort of thing. Again, this shows you are interested in working for that particular company, and employers appreciate that kind of consideration.

## **[A] Big vs. Small Employers**

You really should know the market that you’re in. Most of my career, I’ve been involved in the legal industry. If you take an area like Los Angeles County, for example, a huge area, there are literally thousands of law firms. When most people think of looking for a job, they typically think of certain big firms or ones that everyone has heard of.

A lot of times, however, there are smaller firms that pay more or just as much and that are off the radar for most job searchers. It may be seven or eight people in that operation, but people can do very, very well there.

If you know what’s going on in your industry and in the job market, you will find many, many more options for jobs regardless of what city you’re in.

If you’re in a small city with three law firms, that’s okay. Then, obviously, you can’t investigate the market very much but if you’re in a decent-sized geographic area, there are going to be a lot of employers that are going to match, whatever it is you’re seeking to do.

They may not always be catalogued by industry. Architects are hired by construction companies, for example, not just architectural firms. Attorneys are hired by corporations, not just law firms. Although it helps to begin your search by focusing on your industry, you can’t confine yourself to that industry. You must be creative.

There are a few drawbacks. You may need to be a little bit cautious about jobs on employer sites because they may not be updated as much. Think of over a million job sites out there with employer jobs on them. That’s a million different people who have the responsibility of taking the job down when the job is filled or putting it up when it’s new, so errors do occur more frequently than on job sites.

Whereas a job site will say, “This job will automatically expire in 60 or 90 days,” once they put it up, an employer website won’t do that. It comes down to an individual who is in charge of that. Don’t be disappointed if you apply to a job and you get back the response that the job has been

filled, even though you found it on their website.

I would call my philosophy aggressive because your job search is about marketing.

Even if no jobs are posted, you can send an email query and find out if a position simply hasn't been listed yet. Here's an example:

**Subject: My Interest in Working for Groupon**

Dear Ms. Jones,

I am a sales manager with eleven years of experience working for Quaker Oats in Chicago. I am in charge of managing a staff of 120 sales people responsible for retail distribution in an eleven state area encompassing the Western United States.

I have attached my resume.

I was just checking to see if you might have any openings.

I'm very interested in your company, specifically because of your recent growth and my belief that I can contribute to your further growth. I have experience expanding into new markets, and I believe I would be a real asset to your team as you too expand.

I would welcome the opportunity to meet with you at your convenience.

Sincerely,

Jeff Jones

You want to offer specific reasons for applying to that company. Pull from the material on their website or what you may have learned about the company through other sources. Reputation, company mission, and plans for the future all make good reasons for being interested in one company over another.

I highly recommend sending your applications to employers that are expressing a general sense of interest. A statement of interest is not a job. It is a request to apply if you fit general qualifications. Many people don't.

Many employers have these statements of interest but people don't really respond to them. Statements of interest are very common for professional firms which would be things like law,

health care – nurses are always in demand of course – architecture, and things along those lines.

Because the career pages of employer websites aren't always up-to-date, it's important for you to make general inquiries even if jobs aren't listed.

Your job search is in some respects, a numbers game. One of the benefits of searching for jobs on employer websites is, it really helps you to take advantage of that numbers game because you will get more opportunities to apply in various places because of the fact that there are so many places out there with jobs.

As people who work in direct-mail marketing know, you get better results if you mail out 100 letters compared to if you sent out 10. If you sent out 100 letters, you wouldn't get as good of a result as if you sent out 10,000.

To some extent, it's the same game with your job search. Finding employers and applying to positions is a numbers game. The more places you apply, the greater your chances of gaining an interview and getting hired.

This is also a marketing game. You're marketing yourself. You're the product. You are what you're selling. When you're doing that, it's very, very important that you're getting yourself out to as many potential employers as possible in order to increase your odds of getting hired. I highly recommend general inquiry applications to employers even if they don't have jobs posted. That one thing alone could change your career.

It's more than worth the investment of time because when you apply to companies, even if they don't have openings, you make their job easier for them because a lot of people maybe ask, "Do you have this person?" They'll bring that person over to whomever is asking.

The administrative team will bring your application to whomever is hiring. Your résumé will be filed away. It's a very, very smart thing to get a lot of applications out there, especially with employers where you have few privacy concerns. It's just a smart job search method and something you should be doing.

I've been criticized for saying this is a good idea but I've seen it work so many times that it's something that I highly, highly recommend that you do. Those are the main things that I wanted to talk to you about. Understanding that unadvertised jobs receive fewer applications is very, very important.

Another thing I want to make clear is it's not a question of pride. A lot of people are so invested in themselves and their personal identity that they don't want to be rejected from an employer.

Who cares? It really doesn't matter. Just because someone out there is selling a product and not everybody is buying it doesn't give the seller a reason to feel bad. As long as someone buys it, the person selling the product or the company selling the product can do well. In this case, you are that product.

Investigating employer sites has another benefit that isn't specifically tied to tracking down jobs. When you read these websites, you can learn a lot about employers. You can get a good sense of that employer based on how information is updated, how well it's written, and what information is offered. You can also learn a lot about the market this way. You will learn who the company works for or what kind of customers they appeal to. This can lead you to more and more employers. Following that trail is a very, very effective way to track down jobs.

### **[B] Resources with Employer Contact Information**

Finally, the biggest point I want to make to you is your chances of getting an interview are much better when you use an employer site. Typically, it's going to be easier with smaller employers and harder with larger. If you take a big company, typically everybody will have heard of them but there are a lot of smaller employers.

Those smaller employers are going to be much easier. An example would be where I'm from, Detroit, there are a couple of very large auto companies there. If someone is looking for a job in the auto industry, it would make sense that you would look at the websites of those giant employers to see what jobs they have available.

However, remember that there are thousands of suppliers that supply the auto companies. Just because there's that big company there, that doesn't mean that's the only employer. There are thousands of suppliers. The idea is you learn about the big company and then think about who is working for that big company. That can also provide you with lots of leads.

The issue is how to locate employers, and the best way to locate jobs from employer websites. There are so many resources out there, it is insane. Here are just a few:

**Hound.com.** This site monitors the career pages of a substantial number of employers throughout the world for jobs. This is an excellent site that has won several awards for its depth.

**Granted.com.** This site has been in development for more than a year and offers thousands of jobs from employer websites, newspapers, and many other sources. It is completely free to job seekers, and features custom job alerts, the ability to upload your résumé and directly apply to certain employers, and an intuitive design that makes it easy

to find the job you're looking for.

**Jigsaw.** This is an online company directory. It is easy to use and recommended.

**DMOZ.** An Internet directory. I like DMOZ a lot because they have a screening process that makes it difficult for an employer to get in there, but once they are in there, you're pretty much assured it's a very good employer. You can search by industry and all sorts of things. Google at this point in time is related to DMOZ. Google gets its directory information from DMOZ. That's something to keep in mind.

**Wikipedia.** Wikipedia always has a lot of lists about top employers in different industries. One example might be if you were, hypothetically, a carpet installer in Illinois. There are probably a bunch of carpet associations for carpet installers or carpet workers. They will list members of that and member companies. The member companies would be a good source for you to find jobs.

**Manta.** Manta is a good online source.

**Business.com.** Business.com is a paid directory, meaning that people have to pay to be part of that directory, but not Wikipedia or DMOZ.

**Magic Yellow.** Another really good source is called Magic Yellow which is the modern day yellow pages online. You can search by industry and they have website links. It's very, very good.

**Yahoo.**

**Dun and Bradstreet.** This is a great database.

**Standard and Poors.**

Other resources include Thomas Register, Mergent Industry Review, Hoovers (part of Dunn & Bradstreet). As you can see, there's a huge variety of sources that you can use to research companies.

My recommendation to you, however, is to go through each of these resources and find out which one suits you the best. Get comfortable and start using it to its fullest potential.

## **[C] Building and Using Employer Lists**

Something that a lot of people do not understand that is very important is the way to research who those employers are. I'm suggesting that you systematically investigate and develop a list of who is going to hire you.

A couple of years ago, I had an experience where my wife and I received a flier in the mail for a house that was for sale in our neighborhood. We went to the house at the appointed time. There were probably over a hundred people there.

I'm thinking all these people showed up to this open house like we did, but when the real estate agent sent out those fliers to everybody in the neighborhood, they didn't say, "Let me just send out the fliers to the people that I'm confident and know with 100 percent certainty are buying a house right now." They approached all of them.

When you're systematically investigating and developing a list of who is going to hire you, what you're doing is no different than the real estate agent. You're developing your future list of prospects when you find employers.

To develop your list, use a service like Melissa Data, Info USA, Jigsaw, Hoovers, or all sorts of other sources. Most of these will offer you a free trial or something along those lines and you can get a lot of your data that way.

You develop your list. Then you'll have a bunch of names as the result. You will have companies plus names with the list you've developed. Once you have that list, it could be a large or small number. It could be twenty people depending on how broad you are or it could be more than one hundred people, or a thousand, or even five thousand.

Services out there that have done this in the past typically will develop very, very large lists for people. There are lots of services out there that consult with people and develop lists. Typically, when these places develop a list, they're creating a list of at least one or two thousand.

When you target these employers, you need to understand that one of the things you're doing is targeting them based on the geographies you want to work in.

I want you to remember you can work wherever you want. I'm from Detroit. I decided I wanted to work in Southern California. That was after having worked in New York.

There are different places you can work. You need to make sure that in whatever search you're doing, that you're extremely open and making sure that you're really looking at every potential

geographic place that you can.

The more places that you're looking at, the better off you're going to be. You really need to understand that the more opportunity you have, the more places you can look at. In a lot of cases, people want to stay close to home due to parents and other things along those lines. That certainly is okay and a good thing.

At the same time, you need to understand that the more places that you're looking, the better off you're going to be because different geographic areas have more employers than others. It's very common for people to move to New York because there are so many employers packed in a little scene in the city. You're going to work where you want to.

You're going to have companies' names on the list. You're going to have them sorted geographically which is important based on where you want to work and by type of employer. The next thing you need to do is fill in the holes with your list.

Find the company's web address, search that website, and get the contact information for where to send your resume or application. That might mean an email address or a street address. There might also be an online form.

Investigate the company, not to discount places that you may be applying, but to give yourself information.

For example, if your list produces a company called ACME Power Tools in Lake Forest, Illinois, you would go to Google.

This may be all you get. Remember you're going to have a list of potentially a thousand employers. You enter ACME Power Tools and the city into Google. It gives you the address, which you'll have, and it will also give you the website.

Once you're on the website, look for a tab called "Contact", "Careers", "Employment", or "Work Here." You will likely see a list of job openings. That's also where you'll find the information you need for submitting resumes. Be sure you are sending your application to the right person.

It can be very helpful to build a spreadsheet where you can list all the contact information for the potential employers. Include the web address, names of contacts, appropriate email addresses, and any phone numbers available. I also recommend listing the type of application form, for example, an online form, an emailed resume, or something sent via US mail.

How you structure this is up to you. I recommend using Excel. Some people are more comfortable

using a Word document. Now it's time to get to work. What does that mean? It means apply to jobs. If you've found a job opening that fits your skills, follow the employer's instructions and apply. If there's no job opening, realize the company is one that is in your industry and you may be a good fit for. Apply anyway to the contact person listed on the website.

If there's no contact person for your specific department, meaning they don't say in any information anywhere how to apply, apply to any of the people listed. There may be jobs on the site that don't match what you're looking for. Say you're an attorney applying to ACME Tools for an attorney job. There's no attorney job listed but there's a contact person. It's always good to apply to that contact person.

Another trick that has been known to work is to apply to the CEO or owner. The reason this works is that, if a company is large enough, the CEO or owner is unlikely to be reviewing your résumé when it comes in. That might sound like a bad thing, but it can work for you. Here's how:

If your résumé is directed toward the CEO's office, typically someone else, an assistant of some kind, is going to open his or her mail. When the assistant opens the CEO's mail, that mail is going to be sent directly to the correct person through the CEO's office. Once the correct person gets it and see that it's coming through the CEO, he or she is more likely to take action. So if no one else is listed for receiving applications, go ahead and send it to the CEO.

Here's something else to consider: when you email a résumé to a company or apply through its system, someone may review it or someone may not. In some office somewhere, people are sitting there receiving these emails. They are not necessarily excited to keep opening them. They may be getting dozens, even hundreds, of resumes. They're completely overwhelmed with various applications for these jobs.

Because of that, you really need to make sure that when you're applying to jobs through these employers that you get your application seen. Email may get it seen but it may not. But also consider sending a letter. In some offices, a letter is more likely to get seen. It's not always easy to find a mailing address for employers, but when you can, it's a good idea to send a letter.

Faxes also get noticed. A fax is typically printed. Often it goes into a little bin that circulates throughout the company until it is delivered to the person's desk. This is one more way to get noticed.

Using all these methods in combination gets you seen. Is that overkill? I don't think so. I think you look like you're enthusiastic about the job. People love enthusiasm.

I recommend more rather than less. You might not be comfortable using all of these methods, but certainly continue two ways if not three.

## **THE LESSON**

Looking for jobs on employer websites is extremely important and helpful. When you apply to a job on an employer site, the employer is more likely to think you're interested in that company specifically than if you're coming through any other resource. Develop a list of potential employers, and follow up by looking at their sites often. When you do apply for a job directly to an employer, apply in at least two different ways.

## Questions:

1. Ask yourself honestly - how much work are you putting into your job search?
2. Have you made a list of employers and/or companies you would like to work for?
3. How often are you checking their websites looking for jobs?
4. How organized and structured is your search?
5. Do you have a spreadsheet with all the employers you would like to contact, and are you keeping track of jobs you have applied for?



TRAINING SESSION 3 : DAY 24 & 25

# YOUR APPLICATION MATERIALS

HARRISON BARNES'  
CAREER TRANSFORMATION SYSTEM



ATTORNEY SEARCH

# Day 24

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## A Short Course on Cover Letters

Too many people approach their job searches from the perspective of their own needs. They need a job, they need to make more money, they need flexible working hours and benefits. This is not the way to get a job. In fact, this “me-too” method of job seeking is unlikely to get you anywhere.

Several months ago I was in the airport in New Delhi, India, with time on my hands. I started looking around one of the shops, and after a few minutes, the person working the counter posed a surprising question. “Can you give me a job in the United States?” he asked.

“Why would I hire you?” I said.

“Because I would like to work there.”

We bantered back and forth for some time, and at no point did he give me any justification, potential benefit, or reason whatsoever to hire him. All he told me was that he wanted a job.

As ridiculous as this may sound, this is exactly what most people do when they are looking for a job.

Instead of approaching your job search from the position that you need something, you will be much better off approaching it from a position of selling something. You are selling yourself at a good price and whoever hires you will get the deal of a lifetime.

This is all a cover letter needs to communicate. If you can communicate this and nothing more, your cover letters will be outstanding.

When your mail arrives each day, you experience the same feeling as many employers. There are offers from home improvement stores, offers from cruise lines, offers from people in the neighborhood selling various home services, catalogues from retailers, and more. One—or perhaps a few—of these offers will get your attention; the others you will throw away, because whatever it is that they are offering does not appeal to you. There is not a strong enough offer. You do not see the benefit to you.

Every year Publishers’ Clearinghouse sends out direct mail pieces by the thousands. The envelope immediately gets your attention: You have a chance to win millions! A good proportion of people

who receive these offers fill them out. Why? Because they think they can win. The letter makes a compelling offer. The envelope itself appeals to your self-interest.

A good cover letter should make the same impact. You get jobs by making employers offers that seem almost too good to be true. You need to appeal to people's self-interest.

What if the person in the New Delhi airport instead had said this to me:

“I am the only manager of this store. I've been here since it started. I've hired everyone here. If you hire me, I can make your business unbelievably successful.

“This is the best-performing Mont Blanc airport store in the world. Last year, we did \$7 million in business. The closest competitor to our store was in Frankfurt, Germany, and they only did \$4 million.”

“I have made my employers successful everywhere I have ever worked.”

“Before running this store, I ran a huge call center and increased their volume of business by more than 500 percent in three years.”

However, the young man did not tell me this; if he had, he would have immediately piqued my interest. I would have thought:

This guy is good luck.

This guy is a leader.

This guy can make our company money.

This guy does something that gets results wherever he goes.

Maybe I should give this guy a job.

The point is, it is what you make employers think of you that matters. Employers need to think that you can make them lots of money. Applicants are approaching them for jobs all the time, just as you get offers in the mail all the time. Some offers appeal to the employers and others do not. You need to be able to craft offers that appeal to employers and make them want to hire and buy you.

Several years ago I walked out of a movie theater in New York City with a friend of mine. A man on the street was selling a few watches out of a Macy's bag. He claimed that they were purchased

with a stolen credit card. It took the man less than a minute to sell them to my friend. He was selling watches for \$100 that he claimed someone had paid \$2,500 for. They turned out to be fake, but he knew how to catch our attention.

When you sell something for drastically less than the competition, it is easy to sell it.

You will get attention in your cover letters and in your job search when you portray yourself as an incredible discount. Thus, you will get attention if you approach people with something along the lines of the following:

Would you like to invest \$100,000 and get back over \$1 million in return? These are the returns I have generated for everyone who has invested in me in the past:

- **I have increased my current employer's revenue by 500 percent and earned the company record profits.**
- **With a previous employer, I increased the company's return on investment by 600 percent.**
- **If you hire me, you can expect similar results as well.**

You absolutely should not think of yourself as a job seeker. Instead, you need to consider yourself to be an investment—and a commodity. People invest in you with the hope of receiving a return on their investment. If you have shown that someone who has invested in you in the past has gotten an outstanding return on that investment, you will do profoundly better in your job search. People need to believe that investing in you will give them a massive reward.

Give your prospective employers a compelling reason to hire you and pay you what you want. Just as you wouldn't pay \$4,000 for a treadmill when someone else is selling it for \$2,000, an employer is not going to meet your salary demands unless you can prove why you are worth the investment.

With this in mind, this chapter presents a good formula for you to use for cover letters that get noticed.

### **[A] Make Sure You Understand What You Have to Offer**

Before you do anything with your cover letter, it is important that you understand exactly what you have to offer. This means that you need to understand how you can make employers money, save them time, and benefit them in a variety of ways.

A cover letter's main purpose is to show employers that they will make a lot of money and have less aggravation if they hire you. You want to demonstrate to employers that if they do not hire you, they are going to lose a lot of money.

If your cover letter refers to

- **the productivity of which you are capable,**
- **the money you can earn an employer,**
- **the incredible things you have done in the past, and**
- **the fact that “good things happen wherever you go,”**

you are on the right track.

### [B] How Much Productivity are You Capable Of?

Time is money for most employers. If you can get more done in less time, then you are someone who can offer an employer a massive advantage. You need to tell employers how much time you can save them, and make this as clear as possible.

In the working world, a lot of people come into the office and do not produce much. They look at the computer, they daydream, and they talk on the phone. These are the sorts of employees that people do not want to hire.

In contrast, many employees come into work and they are “on” the entire time. They work very hard and are focused and in tune with their work. Someone like this is worth a ton more money than someone who does not work hard.

In addition, many people are able to do the work of several people. I have seen one employee do the work that six employees in a department formerly did—and do so better and more efficiently. Are you this sort of person? I hope you are. This is ideal for including in a cover letter.

Example: “When our CFO was forced to reduce our accounting department from six people to one, I was the person chosen to stay. I did the job of six people successfully and received four raises within two years.”

Example: “In my past two law firms (both over 100 attorneys), I have consistently billed more than 3,000 hours a year and have been among the top 2 or 3 billers in the firm.”

You need to make sure that you are communicating how productive you can be to your potential employer. This is a massive “key attribute” you need to communicate at all times.

### [C] How Much Money Can You Earn an Employer?

People earn employers money in different ways. A good CEO earns his or her company money through decisions and strategy. A good salesperson earns his or her company money by selling a lot. A good attorney earns his or her law firm money by working a lot of hours. A good in-house attorney earns a company through effective negotiations and good decisions.

Several months ago I was speaking with a very successful executive about the compensation of CEOs. It seems insane that many of these CEOs are earning \$20 million to \$30 million a year. However, at the same time many of these executives are making decisions and taking initiatives that lead to their companies’ making billions of dollars a year.

A very bad CEO can cost a company hundreds of millions; a good one can make a company hundreds of millions.

If a CEO is looking for a job, which line in a cover letter would look better to you:

“Led company during massive downturn in industry and successfully took company through bankruptcy. Shed ‘nonessential businesses’ and helped employees remain productive during transition.”

or

“Led a company from \$20 million in revenue to more than \$500 million in revenue in six years. Increased profit by 800 percent, resulting in shareholders’ increasing the value of their stock by more than 11,000 percent.”

The reason the second description is so effective is that the concrete examples get potential employers “licking their chops.” Based on what they are reading, employers believe they have the opportunity to hire someone who is going to make them an absolute ton of money. Employers are businesses. They want to make money; this is how they survive.

Most people in the job market receive far less compensation than they are worth. Companies function by selling whatever it is they do (whether it is manufacturing a product or a service) at the lowest possible cost. You need to make sure an employer understands and believes that you are worth far more than they are hiring you for because of the money that you can make them.

Example: “I sold an average of \$2,000,000 a year in widgets over the past three years, earning my company a profit of over \$1,000,000 each year.”

Example: “I successfully settled a class action lawsuit against our company that outside legal counsel said could not be settled for less than \$200,000,000. After six months of negotiation, I settled the suit for only \$12,000,000.”.

Example: “I cut our outside legal fees from \$34,000,000 to \$7,000,000 the next year by instituting ‘flat fee’ arrangements with outside counsel.”

Your cover letter is a marketing document – it is as pure and simple as that. Your cover letter is a sales letter that offers the employer the opportunity to profit if they hire you. However you have done it, you need to show a potential employer that you are capable of earning them money and have done so for your employers in the past.

## **[D] What Incredible Things Have You Done in Previous Positions?**

Most people have likely done something noteworthy in their past work. This could be something as simple as winning an award, exceeding expectations, getting the only raise in the department, or being named Employee of the Month. Whatever accomplishments you have achieved, you need to make a list of them.

Generally speaking, employers do not want to hire people who are average. They want to hire the best people they possibly can—and they prefer to hire superstars. Most employers believe (rightly, in my opinion) that if someone has done something extremely well in the past, that person is likely to do well in the future.

You need to list your various work-related accomplishments and identify your strongest ones.

Example: “I won Salesman of the Year for three years running in my company.

Example: “My first law firm elevated me to partner within three years; this was a firm record.”

Don’t be shy to brag about your accomplishments. These are essential to setting yourself apart. They reflect your most compelling attributes.

## **[E] Do Good Things Happen Wherever You Go?**

People who come from strong companies typically do better in the job market than those who come from weak ones. Why? Employers believe that you will bring some of the good company’s

“magic” with you. Employers want good luck, just as people do.

Some time ago I hired a law firm to do some work for one of our companies. While the work was going on, I was introduced to a partner from the law firm who would be assisting with the projects. To my astonishment, every single law firm where this partner had worked had been a major American law firm that had gone out of business due to “shady” practices.

Despite the fact that this attorney had worked with hundreds of other attorneys at all of these law firms, I concluded that all of the bad stuff happening to these firms must have involved him in some way. It was guilt by association. This is how people think, and employers are no different. They want to surround themselves with people whose employers thrive and who produce results.

Sure enough, I noticed within days of this attorney starting work that he was doing all sorts of things wrong: cutting corners in the wrong places, doing things he was not authorized to do, and more. Because of these concerns, I had the attorney stop work completely.

If someone is coming out of a bad environment, the odds are he or she will bring that environment’s habits to the new position. Often the person will bring thought processes and ways of approaching work that may affect bad results right along with them.

You want employers to believe that you will bring good luck and fortune with you if hired. How do you convey that in a cover letter? Try to be concrete.

Example: “Each of my previous employers increased revenue by more than 20 percent each year that I was there.”

If you do not come from a history of good things happening wherever you go, be prepared to demonstrate why you were the exception, and not the cause.

### **[F] Produce a Short, Readable Letter Based on Your Strengths**

Most cover letters are not read. Employers don’t read the cover letters because the applicant has not done anything to interest them in reading it. To get someone interested in reading your letter, you need to use general marketing principles that are intended to get letters read and opened.

If you have the time, I highly recommend reading some books on advertising and marketing. Ogilvy on Advertising by David Ogilvy and Scientific Advertising by Claude Hopkins are both very good, classic books on the principles of advertising. Advertising, marketing, and copywriting are incredibly important and something that very few people take the time to learn. If you understand and study marketing, you will do much better in your job search.

Let's now consider the three most important elements of a cover letter.

## **1. The Opening. Start your cover letter with a question that emphasizes one of your strongest strengths.**

Review this list from the exercise above:

- **The productivity of which you are capable**
- **The money you can earn an employer**
- **The incredible things you have done in the past**
- **The fact that “good things happen wherever you go”**

Which one of these things is your strongest virtue? Out of this list, you should be able to come up with a question with which to begin your letter.

**Productivity Example:** “Could you use an extremely motivated attorney who has billed over 8,000 hours in the past three years? That’s the kind of motivation I have and can bring to your company if you hire me as an in-house attorney.”

**Money Example:** “Could your business use an additional \$11,000,000? That’s what I saved my company in the past year by negotiating ‘flat fee arrangements’ with outside law firms.”

**Incredible Example:** “Could your business use someone who earned “salesman of the year” for the past three years in a 200-plus person sales department? That’s what I achieved over the past three years for my company.”

**Good Things Example:** “Could your business use someone whose last three employers have been among the fastest growing companies in America? That’s the sort of leadership I can bring to your company.”

Whatever your core strength is, you just simply lead with that. These examples above are your entire first paragraph.

## **2. Bullet Points. Emphasize three or four more strong virtues you can bring to an employer with a bulleted list.**

Your second paragraph might look like this:

Please consider the following:

- **You will benefit from my extremely high level of motivation. I billed over 8,000 hours over the past three years in my job as an associate at Jones Day.**
- **You will also gain from my ability to find new opportunities and capitalize on them. I recently was able to bring in three large clients for my firm, which have resulted in over \$700,000 in fees over the past six months.**
- **In my current role as an associate, I have never lost a case. I am a talented litigator who gets results.**

This is all you need to do. The second paragraph of the cover letter can be short and to the point. You are leading with your strengths and making yourself look as good as possible on paper.

**3. The Closing. All that's left now is your contact information. Your final paragraph can be as simple as the following:**

I would welcome the opportunity to meet with you. I can be reached at 555-555-5555 or harrison@myemailaddress.com. Thank you for your time.

Putting it all together, your letter may look a lot like this sample.

### [G] Sample Letter

[LETTER] Your Name and Address

Employer's Name and Address

Date

Dear Mr. Smith,

Could your business use an additional \$11 million? That's what I saved my company in the past year by negotiating "flat fee arrangements" with outside law firms.

Please consider the following:

- **You will benefit from my extremely high level of motivation: I billed over 8,000 hours over the past three years in my job as an associate at Jones Day.**
- **You will also gain from my ability to find new opportunities and capitalize on**

**them. I recently was able to bring in three large clients for my firm which have resulted in over \$700,000 in fees over the past six months.**

- **In my current role as an associate, I have never lost a case. I am a talented litigator who gets results.**

I would welcome the opportunity to meet with you. I can be reached at 555-555-5555 or harrison@myemailaddress.com. Thank you for your time.

Sincerely,

LETTER SIGNED IN BLUE INK

Your Name [end LETTER]

Keep it simple and easy to read. And most important, highlight what you can do for them.

## [H] Follow “Best Practices” in Your Letters

That’s the format, but what about the content? Many great books have been published that cover the nitty-gritty of cover letter writing. The following resources are excellent in terms of outlining best practices for writing captivating letters. Read them carefully and apply them to the formula I have provided you here.

The Robert Collier Letter Book, by Robert Collier (Robert Collier Publications, 1989).

Breakthrough Advertising, by Eugene Schwartz

The BCG Attorney Search Cover Letter Guidelines, by Harrison Barnes, available at [http://www.bcgsearch.com/pdf/cover\\_letter\\_guidelines.pdf](http://www.bcgsearch.com/pdf/cover_letter_guidelines.pdf).

This chapter has covered the basics of cover letter writing, but there is much more you can do. For example, you may wish to personalize your letters, add more information, explain away past moves, and more. Despite the potential depth you can get into with cover letters, I do not think delving so deep into your history is necessary. Your main objective should be to show employers you can earn them money and that they will get a return on their investment in you. If you remember this and nothing more, your cover letters will get you noticed.

## [1] Submitting Your Cover Letters and Resumes

After you ensure that your cover letter will get you noticed, you need to find a good job site to actually find the jobs that are worth submitting your cover letter and resume to.

A great resource that I'd recommend highly is [Granted.com](https://www.granted.com). It was recently launched by our company and contains thousands of job opportunities from all over the internet, newspapers, employer websites, and many more sources.

Another thing that makes Granted great is that you can upload your existing resume/cover letter to the site and directly apply for many of the jobs on the site. Below are some screenshots of Granted so you can see a little bit of what it offers:

Granted categorizes jobs by industry and by location.

Granted lets you upload your resume or resumes, import your profile from LinkedIn, or even create your own resume to submit to employers.

### **THE LESSON**

A cover letter must communicate not why you want the job, but what you can do for your potential employer. Your cover letter must be interesting and compelling, and highlight your special skills and achievements. If you follow the guidelines listed above, you will always write cover letters that are useful and will help you to get an interview.

## Questions:

1. Do you use cover letters currently?
2. If so, are they highlighting why you want the job, or what you have to offer?
3. Make a list of your greatest career skills.
4. Make a list of your highest achievements in the workplace.
5. Are you using a service like Granted to make the search easier?



# Day 25

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## Resume How To

Your résumé is an extremely important document. There are entire books written about how to craft them. I have written at least one myself. There are scores of résumé consultants, companies, and others that will work on your résumé for a fee. Hiring one of these services can be useful and can improve your résumé. Nevertheless, most résumés can improve dramatically by following the below advice.

Some standard advice that you should follow includes:

- **Make sure there are no typos or grammatical mistakes.**
- **Try to keep the résumé to one page.**
- **Use white paper if sending a hard copy.**
- **Make the font size a common font between 10 and 12 point.**
- **Use years, not months, for the dates of your past employment, especially if there were ever any gaps in your employment.**
- **Break your résumé into sections to make it easy to read.**
- **Make sure your résumé is tailored to each type of job for which you are applying.**
- **Focus only on the positive. For example, if you were in the bottom 25 percentile of your class, leave your class rank off the résumé.**
- **Use simple, easy-to-understand language. Write “helped” instead of “facilitated,” for example.**
- **Do not put “References available upon request” on the résumé.**
- **If you have been out of school less than five years, put your education before experience, but if you have been out of school more than five years, put your experience first.**

Although these guidelines are helpful, I would like to give you some advice that will “turbocharge” the effectiveness of whatever résumé you ultimately come up with. This is not the sort of advice

you are likely to get from most résumé consultants, and it is something that can benefit you greatly.

### Be Among the First Applicants

When employers place a job advertisement online, whether on their website or on a job board, they generally start receiving résumés within minutes. These employers may begin opening résumés immediately and will schedule interviews for the first relevant résumés they see.

More often than not, employers hire from among the pool of applicants that they see in the first few hours after the job posting goes live. Why? This is just the way most employers operate. If you are the first person to show up on their computer screen, they are much more likely to hire you than later applicants.

If you are looking for a job, you should make sure that you are checking the various job sites you use at least a few times a day. Do not delay applying. You want to apply right away, and worry about whether or not you want the job later.

### Emphasize Results You Achieved For Employers, Not Your Duties

If you are in the market for a job paying a very good salary, most people do not care too much about your duties. They figure that you have the ability to do various tasks. You should not be too concerned about telling the employer what responsibilities you have carried in your past jobs. Instead, your résumé should emphasize the various results that you have produced for past employers.

Try to be as specific as possible about these results. For an attorney, it might look like this:

- **Routinely ranked in the top 1% of salespeople in my company's annual performance review**
- **Billed in the top 5% of all associates in my firm for the past 3 years**
- **Won (or received a favorable settlement) in more than 95% of cases I handled in the past 3 years**
- **If you aren't convinced, compare these two statements. Which do you think is more effective?**
- **In charge of document review on a big asbestos case**

or

- **Helped keep a \$10 million client by working 16 hours a day for four straight months to help win major asbestos case**

I think it's clear that a résumé that discusses results is far more effective than a résumé that simply lists various duties you have had with a prior employer. It might be that you don't know how to put your duties in the form of results. Here are results that may apply to you:

- **You brought in money and sales.**
- **You did the work of several people single-handedly.**
- **You were part of a team that did something extraordinary.**
- **You were one of the only employees not let go during a major downsizing in the organization.**
- **You received extremely positive reviews.**
- **You developed a new procedure for the organization.**
- **You were continually given more and more responsibility.**

Communicate Passion for the Subject Matter of the Position

Lots of people go into work and carry on their jobs on a daily basis with no passion for its subject matter. For example, if you go into the homes of many marketing executives, you will find few books about marketing. The same goes for attorneys, architects, doctors, and others.

If you have a job to fill, my guess is that you would be most interested in hiring someone with a major passion for the subject matter. We want to hire people we believe are extremely committed to what they do, and not people who are simply “ordinary.” Ordinary is easy to find.

When I was in my last year of college, I interviewed with several trading companies in Chicago. I had gotten to the final stages with one of the top companies and was sitting in my final interview.

“This résumé looks like someone who is going to law school—not a trader,” the trader said to me.

He was right. It was littered with all sorts of things someone going to law school would be interested in, and very little of the sort of stuff that would interest a trader.

Your résumé needs to show your passion for whatever it is you want to do. Your passion needs to “bleed” out of the résumé. Someone reading your résumé should feel your interest in the

subject matter. Your résumé needs to look like it belongs to someone interested in doing the job for which you are applying. It needs to communicate this passion. If your résumé looks wishy-washy and does not communicate passion for the sort of job you are applying for, then there is a problem.

### Customize Your Résumé for Each Job to Which You Apply

You need to describe your experience in such a way that all of it seems relevant to the job you are seeking. Every sentence of your résumé should closely track the sort of job you are applying for.

For example, if you were applying to be an accountant you would want to focus on terms that would be valued for an accountant, such as:

- **Detail-oriented**
- **Hardworking**
- **Intelligent**
- **Creative**
- **Follows through**
- **Ability to meet deadlines**
- **Problem-solving abilities**

If, however, you were applying for a job where you'd be supervising accountants you would want to focus on terms that would be of value for a supervisor:

- **Team player**
- **Management skills**
- **Enthusiastic**
- **Leadership skills**

In addition, you should even further customize your résumé for different employers. For example, you can generally get a sense of an employer's attitude toward various issues just by looking around on their website. You'll see the mission statement of the company as well as the civic organizations the employer supports. If you look at the biographies of the individual executives you will learn which activities they are involved in, and these activities will give you a good sense of the political and philosophical leaning of the organization.

Our company's main office has been in Los Angeles for some time. Over the past ten or more years I have interviewed people for accounting, legal, and other positions with our company who formerly worked in the pornography industry. You would never know this by their résumés—and I hate to say it but I probably never would have interviewed them if I knew they were coming out of that industry. Yet these people were absolute experts in making their background fit what they thought would interest other industries.

For example, pornography companies have parent companies, subsidiaries, and other more respectable divisions. So instead of listing “Smut Pictures” as their most recent employer, the applicant will list the parent company (“West Coast Studios,” for example). Further, the applicant will then tailor the accomplishments and duties on their résumé in such a way that you would believe they worked for the most conservative company in the world.

These applicants knew how to get an interview simply by tailoring their résumés. You need to tailor your résumé as well. Tailor it not just for each job type, but for each employer as well.

### Include Letters of Reference and Testimonials with Your Résumé

Including a letter of reference from a past employer (or even someone who's known you a long time) can make a huge difference in the number of interviews you get.

Nothing sells more than showing the employer that your former employer and coworkers loved working with you. People are trained to instinctively question the things we say about ourselves, but they're much more likely to believe things that others say about us. That's why you see so many testimonials on television. Advertisers know we're much more likely to be influenced by what someone else says about them rather than what they say about themselves.

If you have contacts—former employers, friends, or coworkers—who can say good things about you, put quotes and other information from them in your application materials. As an added bonus, it will also humanize you.

What if you were fired from your last job? Who cares! Use a testimonial from the employer before that. Got fired from that one too? Then use a testimonial from a friend. The testimonial needs to say something about how you are a hard worker, a pleasure to be around, trustworthy, and the other qualities of a good employee. Let your former employer or friend write it. It needs to be genuine.

This can be such a powerful tool. I'd estimate it will improve your chances of getting interviews and job offers by four or five times.

## Attempt to Demonstrate a Pattern of Continuous Improvement

Employers want to hire people who are continually improving. You want to make it appear as if each successive job you have had has resulted in increased responsibility and duties. You want to show a pattern of upward mobility and progression—not stasis. Employers want to hire people who are hungry and trying to get better at everything they do.

I have no doubt that there is a certain amount of age discrimination in the employment market. One of the reasons that this exists is the perception that many older workers have “given up” and lack the “fire in the belly” that younger workers have. Whether or not this is true, it is something that I have heard many employers say.

When people are younger they often believe they can do anything, which benefits the employers. People with this sort of enthusiasm will work harder and do everything they can to get the best possible results for the company. These are the people an employer wants to hire. Employers want people who are hungry, because hunger means motivation. Employers want people who want to rise up the organization’s food chain.

At some point, the disappointments that many young people suffer can crush their enthusiasm. Often, they become more interested in a job where they can “settle down,” collect a paycheck, and go home at the end of the day. This is exactly the sort of person an employer does not want.

I remember several years ago seriously debating between two finalists for a job opening I had. One finalist was a woman who had graduated from a top-fifteen law school, worked for one of the ten largest law firms in the United States, and was about as polished as they come. The other contender was a man from the Philippines who spoke broken English and had no college degree. The woman was professional but not hungry. The man was incredibly enthusiastic. He said in the interview that he would work fifteen hours a day, seven days a week. The woman let on that she was looking to get out of the stressful world of law firms. She asked about working at home on Fridays so she could run errands. I hired the woman because of her credentials and she lasted in the position less than a year before deciding she wanted to do something less stressful.

When I looked up the Filipino man a few years later, he had become incredibly successful doing the same job I had interviewed him for at another company.

Employers need to believe that working for them represents the next step in your climb up the ladder to success. You are hungry and want to do well. You are going to do great things.

Your résumé needs to communicate this drive and motivation.

If you apply these broad strokes to your résumé, your application will get noticed. You will have emphasized all of the most important qualifications employers are looking for. But you should never send a résumé without a cover letter.

Two services I recommend for résumé revision and review are included below:

I recommend [PreferredResumes.com](https://www.preferredresumes.com) for all non-legal résumés.

I recommend [AttorneyResume.com](https://www.attorneyresume.com) for attorney résumés.

Now that you have a revised résumé, how are you going to use it? Of course you need to have a good way of finding jobs. One way that I would highly recommend to find jobs is to use Granted.com, a site created by my company that has been more than a year in the making. Granted is completely free to job seekers, and is very easy to use and functional. Granted collects jobs from employer websites, newspapers, and many other sources of jobs and puts them all in one place, making your job search much easier. Best of all, it lets you upload your current résumé or résumés so that you can submit an application directly to employers that allow this. If you don't have a résumé yet, you can create one directly on the site very easily. Granted makes it easier to fully utilize your résumé in your job search.

## **THE LESSON**

Your resume must have no grammatical errors or typos, and it must be tailored for each job you are applying to. You can have your resume created or professionally reviewed, as this is of utmost importance. You need to describe your experience in such a way that all of it seems relevant to the job you are seeking. Every sentence of your résumé should closely track the sort of job you are applying for.

## Questions:

1. Has your resume been professionally created or reviewed?
2. Is it up to date?
3. Is it interesting and highlighting your greatest achievements?
4. Does it show you are enthusiastic about your career?
5. Does your resume have any referrals on it?



TRAINING SESSION 4 : DAY 26 TO 33

# INTERVIEWS AND THE RULES OF INTERVIEWING

HARRISON BARNES'  
CAREER TRANSFORMATION SYSTEM



ATTORNEY SEARCH

# Day 26

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## Always Interview on Fridays

When I was in college I remember going for an interview with the investment bank JP Morgan. I had no idea how I had gotten the interview but it was for something dealing with finance and statistical studies of Asian securities markets. I had gone to high school for a while in Bangkok and thought it would be fun to have some sort of job involving Asia. I did an "on campus interview" and a few weeks after submitting my resume they called and invited me to come speak with them for half a day in their offices in Chicago.

It was one of the strangest interviews I had ever had.

The interview was at 7:30 in the morning in downtown Chicago—about a 30 minute drive from where I was going to school. While I am up and about very early now, in college I was in the habit of getting up each day at around 10:30 to 11:00 am and going to sleep around 2:00 am. I did this for years and getting up at 6:30 am to make an interview was a tough road to hoe.

The night before the interview I was unable to sleep until around 3:30 am. Not only was I tired, but I also became worried that I was unable to get to sleep and tumbled around in bed worrying that I would be tired during my interview.

When I rolled out of bed at 6:30 am I was a wreck. I could scarcely think and did not enjoy my trip to downtown Chicago at all. When I got into the bank's imposing offices on the top of a giant skyscraper, I was brought into a room and shown orientation videos about the bank. I could not help but notice that everyone I had seen in the bank so far was Asian. Most were speaking Mandarin (at least I thought so). I felt a little out of place and did not understand what was going on. In fact, I realized I probably would not fit in there.

After watching an orientation video that I did not understand (it was in English but I was so out of it I was confused), I was led to a conference room and another Asian person appeared to start interviewing me.

"It must be weird having a Chinese last name and not being Chinese, eh?" he said to me.

I had no idea what he was talking about. I was so exhausted and tired that I felt like I was on drugs. I tried to answer his question in a way that seemed non-biased. I wondered if he

was probing to see if I was racist or something. I had heard that a lot of these banks ask very sophisticated questions in their interviews to uncover various personality traits and so forth.

”I think that it is perfectly fine to have an Asian last name and not be Asian. There is absolutely nothing wrong with it.”

The man frowned and seemed a little taken back.

”I did not mean to offend you,” he said. ”It’s just that it not something I have heard of a lot. I mean, what are the odds?”

I considered his statement a bit more. Since this job involved statistics I assumed that this must be some sort of statistical type of question and answered accordingly.

The interview continued for some time. At one point the man said:

”Do you play any other instrument besides piano?”

”I do not play piano,” I told him.

”Ha! You are an award winning concert pianist! How can you say that? You must mean that you are seeking perfection and have not reached your full potential.”

”No, I certainly have not reached my potential with the piano,” I answered.

The interview seemed very strange but I went along with it. What the heck is wrong with this guy? I kept asking myself.

I went into the next interview. The woman I was speaking with, also an Asian, called me ”Mr. Ling” a few times during the interview. It was among the strangest things I have ever seen. I was really spaced out. I’m not Mr. Ling ... I was thinking. Why do these people keep trying to pretend I am Asian?

About 15 minutes in the interview she asked me why I chose to major in economics. I told her I was not majoring in economics. She told me my resume said I did and I asked her to show it. When I took a look at the resume I could not believe it. It was a guy who was obviously Chinese who went to my college. It was not my resume. They had the wrong resume.

For whatever reason, the rest of my interviews did not go so well when they realized that they had the wrong guy. I think the real reason they were so upset was because I had been so ”spaced out”

that I did not even realize they were interviewing the wrong guy. They certainly did not look good having interviewed the wrong guy; however, I probably looked even worse. I was simply too out of it to communicate effectively.

One of the worst things you can do is go into a negotiation, job interview—or any situation where a lot is at stake—in a bad mood, tired, or out of it. It is just not a good idea. I have lost opportunities, jobs and so forth when I have not been “up”. It is also a bad idea to negotiate when you are tired and out of it. You simply will not do well. Had I been “up” during the interview and not down and out of it, I am pretty confident I could have gotten the job.

Jennifer Lerner, a professor of public policy and management at Harvard University, has done extensive studies on how mood influences decision making. She has found that buyers who were sad when making decisions often spent as much as 30% more than buyers whose emotions were neutral at the time. Similarly, she has found that sad buyers often sold items for around 33% less than more neutral buyers.

Several years ago I went to look at a car that was priced at around \$6,000 and was worth what the seller was asking. The car was being sold by a graduate student at the University of Michigan. When I showed up to see the car, the guy had been smoking pot with a few of his friends. He was completely out of it and stoned.

I was with my fiancé at the time and she looked under the hood and started telling him she noticed some corrosion on wires (something I personally was not at all concerned about) and that due to this the car was not worth more than \$2,500. She was a tough negotiator and quite savage when it comes to getting a good deal. The car she was harping about, though, was quite beautiful and I did not think that what she told him was fair at all.

She started telling the guy all these small things that were wrong with the car and walking around the car with him. The man was so stoned and out of it he could not defend himself at all. Finally he said to her: “Ok, you can have the car for \$2,500.”

I was completely shocked by the whole thing. I thought the car was worth far more ... but we purchased the car for \$2,500. It was a really nice car and worked quite well for some time. He ended up selling it for far less than it was worth.

I have done the same thing before. I remember selling a car once for a few hundred dollars after having a bad argument unrelated to the car. I was depressed and could have sold the car for a lot more money had I been in a better mood.

The mood you are in has a lot to do with what ends up happening to you.

A few months ago I was at a seminar. Before one of the speakers came up, I noticed that he was standing in a corner sniffing something in his hand. There was another guy standing next to him that appeared to know him.

”Jesus Christ, don’t do coke here! There’s people looking at you.”

”No, you got it all wrong ... ” the speaker said. ”I am sniffing lavender to ‘get in state’. Lavender helps me get ‘up’ and I do better.”

The speaker then went on stage and proceeded to sell people on attending a seminar he was going to give and charge \$3,500 for. He did a great job.

The best salespeople, executives and others know how to control their states and ”get up” when they need to. They know how to make themselves ‘on’. This is their most potent weapon in selling. It is the most potent weapon of politicians, CEOs and others who are at the top of their game. They know how to be “on” and get themselves there.

For some strange reason, every time I have interviewed for a job on Friday I have almost always gotten the job. When I have interviewed earlier in the week I have not had nearly as much success. Why is this? I think it has something to do with the sort of mood that people are generally in on Fridays. They are more relaxed and excited about the weekend. They are more relaxed. They are in a “better buying mood.”

If you are buying or selling anything—including yourself—nothing is more important than being on. You need to be in the game and your mood has a lot to do with how well you will end up doing in everything you do.

## **THE LESSON**

Your mood is a major determinant of success in anything you do. You should never enter an interview or any other high-stakes situation in a negative frame of mind. You can needlessly lose many opportunities simply because you haven’t been “up”. For example, job seekers find considerably greater success when interviewing on Fridays, perhaps due to the fact that people tend to be in a better mood towards the end of the week. When people are relaxed, they are in a better buying mood.

## Questions:

1. Are you making sure you get enough sleep the night before your interview?
2. What are some rituals you can create to make sure you are focused and “on your game” when you interview?
3. Can you try to schedule interviews for Fridays?
4. Is there a specific smell or activity that calms you and centers you?
5. How do you think you come across in interviews currently?

6. Do you get nervous before or during your interview?
  
  
  
  
  
  
  
  
  
  
7. How can you help your interviewers to feel more comfortable?
  
  
  
  
  
  
  
  
  
  
8. Can you think of an interview you felt was terrible so that you can figure out what went wrong and make sure it doesn't happen again?
  
  
  
  
  
  
  
  
  
  
9. Do you dress for success when interviewing?
  
  
  
  
  
  
  
  
  
  
10. How can you remain serious in interviews while remaining relaxed in the room?

# Day 27

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## How to Talk about Other Interviews in Your Interviews

One of the questions I receive quite often from people I work with is whether or not they should talk about other interviews while they are interviewing with a potential employer. Let me emphasize one thing: This is one of the more important questions you will ever be asked in an interview. Regardless of your qualifications, how you respond to this question will have a direct bearing on whether or not you receive an offer from the employer. Be very careful how you answer it.

At the outset, it's important to point out you don't have to answer this question. This question won't be asked very often. Indeed, it's my opinion that this question is inappropriate. In no instance should you even volunteer this information unless you are asked. The problem is that if you are asked this question, you will look bad if you refuse to answer it. Not answering the question gives the employer the impression you will similarly "hide the ball" when working for them. It also doesn't do much to assist you in establishing a bond of trust, empathy, and understanding with the potential new employer. Therefore, it's my opinion that this question must be answered if asked. There are two important rules you must keep in mind when answering this question.

First, you need to understand most employers are unlikely to give you offers unless they think you are their first choice employer. There are certainly exceptions when employers make offers to people who they don't think are their first choice employers. As a general rule, though, if an employer believes you are their first choice, you will be better off. Because I'm a legal recruiter, I see instances all the time when attorneys go to work for law firms that initially weren't their first choice. Many firms are very good at recruiting and can convince most people to join their firm when they extend offers—even in the face of competing offers. Nevertheless, for the most part, an employer wants to believe you are their first choice and the majority of the time this will have a direct bearing on whether an offer is extended.

Second, how you justify why you are interviewing with the other employers will also have a direct bearing on whether or not the employer makes you an offer. In addition to knowing you're their first choice, employers also want to know you are likely to remain with them after joining. They also want to know why they are the best fit among potentially competing offers. Furthermore, the employer wants assurances that he is not making a mistake on you. How you justify where else you are interviewing will have a direct impact on your potential success in terms of getting an offer.

## Before You Ever Tell An Employer Who Else You Are Interviewing With, The Employer Must Believe They Are Your First Choice

I have a quick story from personal experience that's related to law firm interviewing—albeit, indirectly. I formerly worked for the admissions office of a major American university in Los Angeles. In this position, I was largely responsible for ensuring that applicants to the University were interviewed by different alumni. While I was not the one making the ultimate decisions as to whom the school admitted, I did put together reports on everyone I spoke with and expressed my enthusiasm (or lack thereof) for each applicant. I would have a hard time believing my reviews didn't carry at least some weight in the admissions process. A couple of years ago, I probably interviewed 50 students for the school that year. This school is generally ranked a "Top 10" American college. However, in some years it is slightly lower.

As is typical of most interviews, I spoke with high school students about their dreams and aspirations for college and asked them why they were interested in attending the University. Because I also attended the school, I had a decent understanding of the sorts of students that were likely to be happy and fit in well there. In my experience, the sorts of students I believe would be a good fit for the school were also the same sorts of students who were the most enthusiastic and have the most compelling reasons for wanting to attend.

One challenge of these interviews was trying to decide who amongst a great number of highly qualified individuals really wanted to go to the school. If someone wasn't qualified, my job was easy. Because the University is a highly ranked school, the majority of students I spoke with were inevitably applying to schools like Princeton, Yale and other similarly situated schools. Accordingly, one of the first questions on my mind was this: Why my school and not another highly ranked one?

This situation is compounded by an obvious fact: While I certainly believed the school I was interviewing for was the top university in the United States (and could argue convincingly about this all day), most years it's not the number one ranked university by US News and World Report, which is what most students use to make their distinctions between schools. Now, if I was interviewing for a university consistently ranked number 1 in the United States, I would think that the university was every student's top choice. Because the school I was interviewing for was not the number 1 ranked university, I knew that several people I spoke with might rather go to a more prestigious university.

Now if you think about it, this rationale is very similar to what goes on when people are interviewing with employers. In an extreme, if you're interviewing with Google and a small, 15-person computer firm in Palo Alto that pays less than half of what Google does, most rational observers would presume that you would rather go to Google than the small 15-person computer firm.

Imagine for a moment what the 15-person computer firm is thinking if you tell them that you are interviewing with Google. Do you think they think you'd prefer to work in the small 15-person firm? Imagine what Google is going to think if you tell them you're interviewing with the small 15-person computer firm. They're likely to think you're not that marketable. Or they might think that Google is a reach for you and want to help you advance. You need to put yourself in the shoes of the person making hiring decisions, because what they think will determine whether or not you're ultimately hired.

Why did I ask myself if the student really wanted to attend the university for which I was interviewing? Because I wanted to make sure if I put a strong recommendation behind the person, they are likely to attend the school. Don't get me wrong: if you are a stellar applicant you will still get a stellar recommendation. But someone who really wants what you are offering is always going to be far more attractive than someone who doesn't.

What the University did with this information was their business. However, I did like to be able to say "the University is this person's first choice and I am confident they will come if admitted. I believe the school is their first choice because of X, Y and Z. Furthermore, they are the sort of person I imagine would do quite well there because they share so much in common with others students I knew while there."

When an employer is interviewing you, the same sort of logic applies. Employers constantly receive numerous applications from highly qualified individuals. If an employer thinks you will never take an offer, they're unlikely to be interested in speaking with you. In the event you do get an interview, if the employer thinks you just want to go to the most prestigious employer (and they are not that prestigious) they aren't likely to make you an offer.

As an aside, I should note I see this sort of phenomenon all the time in my job as a legal recruiter of attorneys. I deal with attorneys at some of the top law firms in the world on a daily basis. Many of these attorneys want to go to smaller firms that pay far less. Most of these attorneys are under the impression that the smaller firm would "die" to have them, but the opposite is most often true. If the attorney is coming from a far superior law firm, the smaller law firm and its attorneys might be intimidated by hiring the attorney because they never worked in such a small law firm. People don't like to spend time with those they think (or others think) are superior to them.

You can draw on personal experience in this analogy. If you went to a public school and are now in a profession like architecture, medicine, sales, and so forth, your high school friends would be a good example. A lot of those people probably haven't done much with their lives. You aren't the same person anymore and they're not as comfortable around you anymore. They are uncomfortable because they perceive inequality. Surely, this doesn't apply to all your past friends. However, I'm confident it applies to many of them. Regardless of how you may feel with

this continued association, they're likely uncomfortable. This is also one reason people do not tend to marry outside their social class, for example. It creates too many difficulties due to a perceived superior and inferior role. No one likes to be around others that remind them of their inadequacies. Employers are exactly the same.

I'm an expert in getting attorneys jobs inside law firms. I know nothing about in-house placements or other sorts of legal-related placements. Law firms, by their nature, are strange and unique creatures. Law firms want to save face. Having someone take another offer over theirs makes the law firm look bad in their eyes. It makes them feel inferior. This sort of event makes it seem that the other law firm is a more attractive alternative. It's also a negative vote of confidence from you if you don't take an offer if one is extended.

So, how does the question of whom you are interviewing with fit into the equation? First, you need to answer this question. This question will rarely be asked at the beginning of the interview, though. Before you ever answer this question, the employer you are interviewing with must—and I mean must—know that they are your first choice . If the employer thinks this, then telling them that you are interviewing everywhere can help you.

Back to the situation with the 15-person computer firm. You could still very easily get an offer from this firm if you play your cards right. First, you need to walk into this interview and convince the firm that you really want to work there.

- **Maybe you know someone at the firm that has said good things about it.**
- **Maybe they do a certain type of computer work you've been interested in since high school.**
- **Maybe their office is right across the street from your house.**
- **Maybe you want to work in a smaller firm so you can feel a more collegial atmosphere.**

You need an arsenal at your disposal to give the employer compelling reasons for hiring you. If you give the firm enough reasons why you're a good fit, they will look at the fact that Google is interviewing you as something that verifies your worth in the market. The small firm needs to think you will be their first choice over Google. You taking an offer from them over Google will be a major vote of confidence in the small company, which is something they will use to impress upon its employees that they offer a great place to work.

When I was interviewing candidates for the University, I would answer the question of whether or not the candidate was really interested in my opportunity in several ways. For example, if

the student had 1580 on their SATs (almost a perfect score), was captain of the football team, student counsel president, and first in their class, and my school was the only top school they were applying to, then my job was easy. The student was most likely interested in what my school offered.

Even if the student was applying to several more prestigious schools, I could still judge whether or not this same applicant really wanted to attend the University by several methods:

- **If their parents went to the University and they have always wanted to go there**
- **If they attended the University for summer school**
- **If they worked for a professor of the University during high school**
- **If their life had been profoundly influenced by the work of some professor they wanted to study under**

You should get the idea. Even without this, a stellar applicant will still get serious consideration. The point is your interviewer wants to be able to say, “this school is their first choice and I believe it.”

An employer wants the same assurances that they are your first choice. These assurances need to be given at the interview stage and they need to be given early. This is not an article about interviewing and I cannot tell you how to interview. I can tell you that when an employer believes they are your first choice, you will have a better chance of getting an offer with the employer.

If you apply to enough employers and package yourself correctly, you are likely to get more than one interview and may very well end up with several offers. Accordingly, you may often be asked in interviews who else you are speaking with and so forth. How you address this question will actually have a strong bearing on whether or not an employer hires you.

## 2.How You Justify Why You Are Interviewing With Other Employers Will Have A Direct Bearing On Whether Or Not The Employer Hires You

There are several scenarios you should be aware of and each one merits a separate response. If you have prepared the interviewer properly, you will do very well when asked where else you are interviewing. Some potential scenarios are:

- (a) You are not interviewing with any other employers
- (b) You are interviewing entirely with less prestigious employers
- (c) You are interviewing with a mix of more prestigious and less prestigious employers

Given the importance of each of these hypotheticals, they will all be discussed below.

### **a. You are not interviewing with any other employers**

If you are not interviewing with any other employers then you should tell the employer as much. If you're in school and this occurs, the employer should be under the impression that you're just starting the interview process if this is the only interview you have so far. Employers don't want to feel as if you are the black sheep and someone without a lot of options.

If you're interviewing laterally (i.e., you are already employed and interviewing somewhere), it's perfectly acceptable to tell the employer that you're not interviewing with any other employers. In this situation, the rationale for having only one interview should be that (1) you are not interested in a new job for the sake of a new job, and (2) the only reason you are speaking with this employer is because they are a perfect fit for your interests. The employer needs to think they are a perfect match for you. There are several additional reasons firms like to hear you are interviewing only with them:

- It makes you look loyal to your current employer -By stating you are interviewing with only one employer, it makes it seem as if you're not doing an "all out" search to find new positions. You are only interested in this one interview because the employer matches what you seek so closely.
- It puts the employer in a position where they know if they make you an offer, you are likely to take it - By having only one interview, the employer can give itself more assurances that if an offer is made, you will likely accept.
- It puts the employer in a position where they know if they make you an offer you will not choose one of their competitors over them - If you inform the employer that you have only one interview, the employer will have the assurance that they will not have to "lose face" if you take an offer from one of their competitors.

### **b. You are interviewing entirely with less prestigious employers**

There are some potential positives to this admission. The positives are:

Since we are the more prestigious employer, if we make the candidate an offer they will most likely come here.

If the employer is more prestigious than the one you are currently at, the employer will think you are trying to "move up." It's almost axiomatic in American culture that we respect individuals

who are trying to move up and improve their lot in life. After all, most of our ancestors were immigrants at some point and moved up the ladder.

If you tell your interviewer that your other interviews are with less prestigious employers, you may have a problem. Here, the employer will certainly think to itself, “Can’t this individual get an interview with better employers? Is there something wrong with them that we are missing?”

In this situation, you need to be very careful. One way to approach this is to state you only are applying to places with openings and these are the only employers you are aware of with openings. In this way, the employer will believe you are applying to these other employers simply in response to what you know. While in all likelihood, you probably applied to more prestigious employers and have not heard back or were rejected, if the former is true, you need to make the employer aware of it.

The most important thing you can do in this situation is to make it clear to the employer that you are qualified to work for them. For example, if you are interviewing with less prestigious employers that pay far less, then tell the more prestigious firm that money is not a concern for you. Here, you can tell the firm you are most concerned with finding the “right fit” and that the less prestigious firms have a lot of attributes that might not be immediately transparent. In this instance, you put yourself in the position of someone who is more concerned with practicing law in the right environment than someone who is concerned with making as much money as possible. This sort of characterization can only help you.

There are many ways to get creative with this response. In sum, the most important thing you can do in a situation where all of your interviews are with less prestigious firms is to make the firm aware that (1) you are very interested in them, (2) seeking to move up, and (3) most concerned about finding a good fit.

### **c. You are interviewing with a mix of more prestigious and less prestigious employers**

The issue in this situation is about the most normal occurrence for people. Most people that are interviewing are speaking with more prestigious and less prestigious employers. Here, your case doesn’t need to be as compelling. Like all the situations discussed above, the employer must still be left with the impression they are your first choice. In addition, the employer must have a basis for understanding why you are interviewing with more than one employer.

Assuming you have done your job of giving the employer the impression they are your first choice, the employer should also understand why you are speaking with so many different sorts of employers. Here, the employer needs to be aware of why you’re doing such a broad search.

Accordingly, the employer needs to be aware of why something is seriously wrong with your current employment situation.

Again, this is a delicate topic. In all interviews, you never want to leave the employer with the impression that you harbor any sort of ill will towards your current employer. Employers typically do not like interviewees who say bad things about those they work for because they believe that they could one day be on the opposite side of this. This simply makes you look bad. What you need to do in the interview is convince the employer that your current employment situation is preventing you from reaching your full potential. You need to project that you are leaving your current employer because you are trying to grow.

By upward momentum, I mean your desire is to be better at your job, get more business, get better work, and so forth. In sum, you should always try and portray yourself and your job search as follows:

While your decision to join your current employer was a good one, you have continued a pattern of “growth” that has characterized you from the very beginning and is evident in everything you have ever done. While it’s unfortunate, your current employer is limiting your growth potential. The environment of the employer you are interviewing with offers this growth potential and that’s why you’re speaking with them. In fact, the growth potential of the employer you’re interviewing with offers is “hands down” the best of the bunch in terms of the other employers you’ve spoken with because of X and Y and Z ...

If you were someone in charge of determining who you were going to hire, which candidate would you want to hire (1) someone without compelling reasons for being interested in your company, (2) or someone who needs the environment your firm offers to grow? I am sure you can see the logic of this.

It’s a fundamental human characteristic to want to feel good about ourselves. Finding someone who needs an organization like ours to thrive and letting them work with such an organization is something that makes hiring authorities feel good about themselves. You need to give employers compelling reasons for hiring you.

Moreover, giving yourself “upward mobility” makes you sound like a winner and not a loser. People want to associate with winners and not losers. Employers want to hire winners and not losers. Give yourself upward mobility.

## **THE LESSON**

Employers sometimes ask in the course of an interview about other interviews you may have had. How you handle this question can determine your success. You must convince your current interviewing employer that their position is your first choice before divulging any information about other interviews, and be careful how you justify your other interviews to your prospective employer. You must convince your current interviewing employer that you consider their position to be your best fit and that it would most help you meet your career goals of upward mobility.

## Questions:

1. How do you think you honestly come across in your interviews thus far?
2. Have you expressed that while you are taking part in other interviews, the current job is your first choice?
3. Have you practiced what you will say when asked these sorts of questions?
4. In interviews, are you “selling” yourself?
5. Do you know what to say that shows your interviewer that you would be the best person for the job?



# Day 28

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## The Five Musts of Interviewing

I know people who seem to get every job they ever interview for, whether or not they're the most qualified candidate. But most people who interview don't get the job. This isn't surprising, given the number of applicants for each opening. However, when it comes down to the bottom line, there are only five reasons people don't get the job they're interviewing for.

Employers are really asking five questions in their interview:

- 1. Can you do the job?**
- 2. Do you want the job?**
- 3. Will you fit in?**
- 4. Can we manage you?**
- 5. Will you do the job long term?**

If you can successfully communicate positive responses to these, then there's nothing else you need to prove, and you'll get the job. But the truth is, most people cannot effectively communicate those five simple things.

### 1. Can You Do the Job?

In most cases, if you've earned an interview, you probably can do the job. You've demonstrated that you're qualified, that your education and experience endow you with the requisite "hard skills" to perform and succeed. You generally won't get an interview if you don't have the necessary hard skills for the job.

Regardless of your qualifications, however, hard skills alone are never sufficient to get you a job. An interview is rarely about your technical skills and experience, but rather about something else entirely: your "soft skills." Soft skills have to do with your personality and will be very much on an interviewer's mind:

- **Can you communicate well with others?**
- **Are you creative?**
- **Can you adapt to different environments?**

- **Will you work well with a difficult supervisor?**
- **Will you do more than is expected of you?**
- **Can you work in a team?**
- **Are you willing to learn?**

Many people in the work world have mistaken ideas about meritocracy and the importance of hard skills in the end. Here are some meritocracy misconceptions you may be ingrained with:

- **Your past achievements guarantee your future success.**
- **Going to a good school means success in life.**
- **Having good grades makes you smarter and more likely to succeed.**

Yes, all of this matters to some degree, but make no mistake: quite often candidates with less impressive qualifications get more offers because they do a better job selling their soft skills in the interview. Regardless of what you've done in the past, employers are really only concerned about what you can do in the future.

Several years ago I hired someone from a unionized position in a school system to start a division within our company. This position required creativity, multitasking, and working long hours. Although this candidate met the job requirements, hiring her turned out to be a gigantic mistake for the simple reason that she was unable to adapt to a new environment.

Shortly after joining us, she started asking about various procedures she was accustomed to that she felt should be in place. She insisted that everything be documented. She was upset by the company's lack of protocols and process and the absence of formal break times. She was used to structure and reporting hierarchies that were foreign to our still-formative company.

Her expectations weren't unreasonable, and had our work environment been similar to her previous one, she would have had the perfect soft skills for the job. But our company's unstructured environment was too different, and her soft skills did not mesh with it.

When I got my last dog I named him Badger, because I admire the characteristics of badgers:

- **Badgers can work alone, but also in groups (badgers have even been known to hunt with coyotes).**
- **Badgers hunt all night and day.**

- **Badgers are completely fearless (they'll eat larvae from a bee's nest).**
- **Badgers are fierce, will protect themselves, and are generally unafraid of other animals.**
- **Badgers are thick-skinned (literally)—so much so that it's difficult to pierce with even a bow and arrow.**
- **The looseness of badgers' skin also allows them to twist and turn on their attackers when held.**
- **Badgers will attack and eat venomous snakes.**
- **Badgers will hunt in the open and will even fight people.**
- **Badgers are intelligent and can use tools.**

As with badgers, you'll be served well by being versatile, easily adapting to a new environment, and having a strong work ethic. Because when employers consider you for a job, they're mainly looking for a good fit with the company.

Employers are also deeply interested in your level of productivity. Some people show up to a job, work hard, and accomplish all their tasks for the day, while others work more slowly and less productively. Obviously, if you had a business to run, you'd be most interested in hiring the people who show up to work and get a lot done.

When prospective employers perceive you as extremely productive, you immediately stick out as someone hireable. People who work hard and stay focused rarely lose their jobs. So how do you convey a high productivity level?

Be prepared to talk about your experience. When asked about your experience, don't just list your work history. Tell brief stories that address the qualities the employer seems to be seeking for the job: attention to detail, getting along well with others, making the employer money, working hard.

- **Keep answers about your experience to under two minutes. Stories longer than a minute or two are likely to bore your interviewer, an obvious negative for you. Most interviewers prefer succinct answers that get to the point quickly while still conveying your personality.**
- **When talking about your experience, detail the results you've gotten in the past. Employers are more concerned with results than your past duties. Include specifics about what you achieved in your previous employment and**

**emphasize the results you could produce for your new employer as well.**

- **Appear genuinely interested and enthusiastic about your profession and what you do. Employers have a choice of many candidates, so you need to appear focused and proficient in the subject matter relevant to the job in question. People with a profound interest in and passion for what they do are always preferable to those who simply do a job. After all, whom would you want to hire, someone with a passing interest or someone who takes the work seriously? Talk about seminars you've attended on your own time, books you've read, and other extracurricular activities related to the job. Make sure the employer gets the impression that you're highly committed.**
- **Remember that you're marketing a product – yourself. When you interview and describe your experience and qualifications, you're presenting a product and need to make your proficiencies stand out; make it clear you can do the job and do it well. Use strong, confident language and make eye contact. Sell yourself. Employers don't care that you have bills to pay or want a prestigious position; they're looking only for the best possible product to fill their needs.**

## **2. Do You Want the Job?**

A surprising number of candidates show up for an interview when they don't really want the job. Many people seem to either think they're above the job, see the job they're interviewing for as a steppingstone to something better, or are interested just in the money. That attitude comes through loud and clear.

Make absolutely sure the interviewer realizes you're there to do the job you're interviewing for, and that this is the job you want. If the interviewer senses for a moment that you'd prefer doing something else, chances are you've blown it.

I cannot tell you how many people I've interviewed in the past who told me they planned on doing something else in a few years. Why would I hire them? I'd rather hire someone who wanted the job than someone just passing through. I've had jobs for gardeners, for example, and been astonished when guys with Ph.D.s showed up with stories about a slow employment market, expecting me to hire them. I'd have to be out of my mind to hire a Ph.D. as a gardener who was interviewing because of a bad job market:

- **He wouldn't be committed to the job, and he'd want to do something else.**
- **He'd resent the job and what he'd be paid to do it.**
- **He'd feel the job was beneath him.**

Employers hire people who really want the job. An employer wants to feel good about giving someone a job. When I hire a gardener, the best candidate has done gardening for his or her entire career. This person understands plants and how to do the work and enjoys doing it. I don't want to hire someone who doesn't really want the job. People who like their jobs almost always are better at it than those who don't.

When people are trying to judge whether or not you want the job, they're almost always asking whether your heart is in what you are interviewing for. Many people interview for jobs their heart just isn't in. Employers can tell this about you very quickly. So how do you convey that you really want the job?

Look, act, and dress professionally. You want to come across as polished, even flawless. People who want jobs are on their best behavior for interviews. This is a basic sign of respect that shows the employer you want the job.

- **Bring your resume, samples of your work, and a written list of references with you. People who want the job come equipped with this information. You need to be prepared to talk about your experience in as much depth as the employer wants. You also want to show your interviewer that you have plenty of materials to back up your qualifications. Bringing samples of your work and a list of references shows confidence and a forward look.**
- **Learn as much as you can about the employer and your interviewers. Learn everything you can about the company you want to join. Plan to spend at least a few hours reading up on the company before you even set foot in that interview. Read their mission statement, company history, and anything currently in the news. Show them you're truly interested in working there. If you have the names of your interviewers ahead of time, read up about them too.**

### 3. Will You Fit In?

Fit is of massive importance to employers. It's one of the main things interviewers screen out, and they do it fast.

If you show up to interview with a fitness company and you're 55 years old and 100 pounds overweight, do you think you'll fit in? You won't stand a chance of getting the job. You know it and the company knows it. You just won't fit in.

When I was practicing law, I once represented a small trucking company that had been sued by

a woman who'd applied to be a driver. That trucking company in a rural town was made up of all men and was a macho type of place. She was (predictably) not hired and sued the trucking company. The basis of her lawsuit was that she hadn't been hired because she was a woman.

When the case got to trial, you could see the snickers of the jurors, judge, and just about everyone else involved but the woman and her attorneys. Clearly, the woman would not have fit in with the group of rough truckers. Despite evidence that she might have been as qualified as the male truckers who'd been interviewed, it took the jury less than 20 minutes to return a verdict against her. The woman had not been hired because she was not a good fit.

Fit is incredibly important to employers. You need to appear to be a person who'll fit in.

- **How you dress for your interview is a factor in whether you fit in.**
- **What employers pick up about your political leanings is a factor in whether they think you fit in.**
- **Your sexual orientation (and how evident you make it) is a factor in whether you fit in.**
- **Your religion is a factor in whether you fit in.**
- **Your sex is a factor in whether you fit in.**
- **Your age is a factor in whether you fit in.**
- **Your race is a factor in whether you fit in.**
- **Your interests outside of work are a factor in whether you fit in.**
- **Your general personality is a factor in whether you fit in.**

If you don't think this stuff matters and that employers are open-minded, you've got another thing coming. It doesn't matter if the company calls itself an equal-opportunity employer. Employers care a ton about whether or not you fit in, and they take it incredibly seriously.

Several years ago 60 Minutes featured a young technology company made up mainly of young college graduates. These kids were all sleeping at their desks, bringing their pets to work, eating their meals there. I remember watching this show with a couple in their early 50s.

"Dear Lord!" one of them said. "Who on earth would do that?"

Now it just so happens that these two people were unemployed. Do you think someone in his 40s or 50s could show up at this company and get a job? Absolutely not. They wouldn't fit in.

Intelligence, background, and experience would simply not matter when it came right down to it. A more important question would be was that person willing to sleep at his desk? Work seven days a week? Share interests with his co-workers?

All of this matters.

Remember, the interviewer needs to like you. In order for this to happen, you must appear to fit in with the culture of the organization. Each organization has its own culture. You need to assess this culture quickly and do your best to appear as if you'd fit in. At the same time, be honest with yourself. Would you be happy in this environment? A good fit works both ways.

Before any interview, ensure that you understand the values of the company. These values are often on the website or in corporate brochures. In the interview, it's always a good idea to refer to some of these values to demonstrate a good fit. How?

- **Don't talk about conflicts you've had in past positions. Any sort of conflict is a red flag and signals a questionable fit. Leave it out, whatever it was.**
- **Avoid divulging personal details like your religion or political affiliation. While this might help you in some instances, you simply have no way of knowing for sure how this will go. It's better not to bring it up at all.**
- **If asked illegal questions (about your race, age, ethnicity, and so forth) be careful not to offend the employer; answer as gracefully as possible. A woman who's asked her age, for example, can demur with humor with something along the lines of "A lady never tells her age." This sidesteps the question with a minimum of fuss. Be careful with these sorts of questions should they come up. Although you may decide you don't want to work for a company that doesn't respect lawful hiring practices, you also don't want to make a bad name for yourself in the industry by reacting poorly.**

#### **4. Can We Manage You?**

In just about any interview, you'll be asked why you left your previous employer, and the one before that, and so on. Employers want to determine whether you're manageable. What does it mean to be manageable? For most employers it comes down to being good at taking orders.

Often when people are asked this question, they start to complain about their past employers. They talk about how much they disliked their supervisor, the bad morale in the company, and so forth. If your reply is the least bit negative toward supervisors and others, you'll come across as someone who cannot be managed.

I've heard people in interviews say they quit because they didn't think it was fair that their boss asked them to run an errand during work, or because they were given work they thought was beneath them. Say anything like this and you'll appear unmanageable.

Employers expect you to show up on time, be ready and willing to work, and be happy following orders as well as work independently. If you don't want to be accountable to someone else or follow orders, then you shouldn't be working for someone else. Ultimately, though, everyone works for someone else.

Being perceived as someone manageable means that you're seen as someone who puts the organization and job first. If you're asked to do something, the employer needs to be confident you'll do it and make it a priority. An employer wants to believe that your career is your priority, and following orders is part of that.

Concerned about things like work-life balance? That's fine; just keep it inside. The employer needs to believe that what matters to you is not work-life balance but your job. When it comes to working for just about any employer, it is not, regrettably, remotely about you—it's about the employer.

Many people get distracted when they get older and end up getting interrupted more often. It becomes harder for them to focus as much on work, and their lives away from the job take over. Time away from work, devoted to family, sports, children, activities, church, and vacations, moves up in priority. Many older job candidates discuss personal commitment issues during the first interview. This is a mistake.

People who get distracted by tasks away from the office are effectively having their careers and time managed by someone or something else. This is not what an employer wants to see or hear. An employer needs to believe that your number-one priority is your career and job. People whose careers are their priority are infinitely more manageable than those who have other priorities.

Being manageable also means being flexible. For example, when employers ask whether you'd be willing to move, they're interested in what you're willing to give for the job. You want to land that position? Demonstrate that you're willing to do whatever it takes to get the job done.

- **Show yourself to be someone who'll do what's asked. People who question orders are considered unmanageable. If you're applying for a position that requires that you take orders from someone—which is most often the case—you must appear willing to follow those orders.**
- **Always speak positively about your former employers. Negative comments**

**give the impression that you'll question authority and have "anger issues," even if your negative feelings were justified. You need to be seen as affable and able to work with different personalities.**

- **Talk about positive performance reviews that you've received if the opportunity arises. People generally get positive performance reviews only if they're doing a good job and following orders.**

## **5. Will You Do the Job Long Term?**

Employers are extremely interested in whether or not you'll continue with the company, and in that current position, over the long term. Anyone can show up for an interview—or the first day of work. Not everyone will continue to show up month after month and year after year. That's the kind of person employers want to hire.

Many people are dabblers; they never commit to one thing for the long haul. How many projects have you, for example, started, such as a hobby, exercise routine, or diet, only to stop a short time later? But some people keep going and push through, even when the going gets tough. They don't allow themselves to get distracted. They're the ones employers want to hire.

It's expensive for employers to hire people. They spend valuable time seeking out candidates. Then there's the expense of training someone and arranging setups with IT and other departments. And if the person leaves, there's the drag on morale to contend with. For these reasons, if employers don't think you'll do the job long term, why hire you? You're just going to waste their time and money.

If you have stellar qualifications and are attempting to get a position with a not-so-prestigious company, you may actually find it difficult to get hired. Why? Far from being impressed with you and your qualifications, the company may think you'll leave when something better comes up. They may also think you want higher compensation than they're willing to give and will move on for more money should the opportunity arise. Employers don't want to risk that, so you might find in some instances that you can't even get an interview.

Similarly, if your resume is littered with various job changes, employers will reason that you'll change jobs again at the drop of a hat. Lots of people move between jobs like this, and generally each successive job becomes more and more difficult for them to find.

Another issue for employers comes up if you're attempting to enter a new field. If you're interviewing for a position that doesn't appear to be the sort you've had before, the employer may worry that you won't stick around. Because you're trying something new, you might turn out not

to like it. Employers are taking a risk that you'll both excel in the position and enjoy it enough to see it through and stay with the company.

If you do have several job changes on your resume or if you're making a career change, you need to communicate to employers that you're capable of sticking a job out. An employer wants to know that this position represents something significant to you, something you'll commit to for the rest of your career.

Remember these concepts when you interview:

- **Employers want people committed to the geographic area they're in. They want to know you're connected and set to stay. Particularly if you're planning to move to a new area for the job, you need to play up any connections you have there to demonstrate that you'll stick around.**
- **Employers want people committed to the profession they're in. Be sure to come across as someone who wants to do the job for many years, if not your entire career. Even if you've changed companies, you need to explain your experience in such a way that it all appears connected and part of your career path.**
- **Employers value stability in both your career and your life. A home, a mortgage, and a family are all signs that you're stable and not going anywhere. When an employer learns that you're "settled down," this signals that you're committed and are likely to continue with the company over the long term. If there's a chance your interviewer thinks you're a flight risk, don't be afraid to indicate you have a stable home life.**

## **THE LESSON**

You can read entire books about interviewing, but when it comes right down to it, what employers care about are the five questions presented here: (1) Can you do the job? (2) Do you want the job? (3) Will you fit in? (4) Can we manage you? (5) Will you do the job long term?

Prepare the answers to these questions when you interview, and your chances of landing the job will increase exponentially.

## Questions:

1. How can you show an employer that you can do the job in your interview with them?
2. Why are demonstrating your “soft skills” to a potential employer so important in getting hired?
3. How can you show an employer that you truly want the job you’re applying to?
4. How can you show an employer that you will be a good fit at their company?
5. How can you show your employer that you will not be a hard employee to manage?



# Day 29

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## Relationships, Commodities, and Making Connections

Several years ago, I was at a wedding rehearsal dinner with a man who was one of the several owners of a very famous New York and Los Angeles sushi restaurant called Nobu. I had never met the man before that night. I was seated right next to him and both of us were for some reason not at the “popular” tables at this event. We seemed to be isolated from the rest of the people, who all seemed to be having a very good time. The man was very wealthy and had a lot of very good business experience, which we discussed. I was actually excited to be seated directly next to him because I figured he could teach me a lot about business.

This fellow had a very serious demeanor about him, and you could pick up a sort of calculating vibe from him. He was dressed very casually, as if he had been by the beach earlier in the day, and he seemed a little disappointed that he was seated next to me, since I was in my early 30s at the time and did not have much in common with him. His eyes darted around to see what other notables at the dinner were doing the whole time.

We made some idle chitchat for a while and then I started to ask him more personal questions:

“Are you married?” I asked.

“No, I have never been married,” he told me.

Since he was probably at least in his mid-50s I found this somewhat unusual so I prodded a little further. We were at a Mexican restaurant, and once the man was into his second Cadillac margarita—a strong drink—he seemed to be really loosening up. He was drinking pretty fast and he was starting to smile. His intense vibe seemed to be disappearing.

“Why not?” I asked.

“Frankly, I never plan on getting married. What’s the point? I am wealthy and I live in Los Angeles where there are tons of young, beautiful women all around.”

That made some sense.

“You should have brought a girlfriend with you to the dinner,” I said.

“Oh no, I do not have any girlfriends. Who needs that aggravation? I work too hard. I prefer prostitutes.”

“Are you kidding?” I said, laughing. I really thought he must have been joking.

“No, I am not. I have a different one stop by three or four times a week. I have a couple of services that send the girls by, and I pay on my charge card. Who needs a relationship and all the trouble that goes along with that? It is actually cheaper to get prostitutes than to be married or have girlfriends.”

As I am sure you can imagine I was really taken aback by that statement. In fact, I did not really believe him. I questioned him further and he calmly went into the reasons why he had made this “lifestyle choice” over a decade ago, and how he thought it was the smartest thing he had ever done. He was completely serious, and I remained astonished. Later that evening, I figured out a way to politely drop this into a conversation I was having with the man’s friends and, sure enough, everything the man had told me was true. In fact, the guy had the habit of showing up to dinners and events with his friends and saying things like:

- **“I just had an Australian girl who told me she had some Aborigine in her. It was the most exotic experience I’ve had in months.”**
- **“I’m sick of all these girls from the Midwest. I have started requesting that they only send girls with an attitude from the New York area.”**

Stories like this are hard to believe. I watch plenty of television, but I did not realize this sort of thing actually happens in real life. Interestingly, I do not think you would ever see someone like this living in a smaller town in the United States. People like this, I imagine, can only exist in big cities, where there is tons of trade going on and people are buying and selling things in a frenzy – places like Los Angeles and New York. Only this kind of environment can possibly produce people like this.

I am not going to get into moral and other reflections about this because that is not the point of my story. What was so fascinating to me, though, is that here I was speaking with an incredibly successful businessman—and he had a view of relationships, love, and life that completely contradicted everything I had ever known. He had turned everything that seems to be so personal and sacred into a commodity, something to charge on his American Express and pay for at the end of the month.

The more I thought about this, the more I realized that this method of thinking about people is extremely common among many people out there: They simply look at other people as

commodities. A commodity is something basic that can be bought, sold, or traded. In fact, the entire goal and pressure of a capitalistic society is to essentially make everything into a commodity. Since people work so hard, they want to feel that the money they make can satisfy every possible need they might have, and because of this, everyone's needs are able to be filled by commodities, which our society constantly churns out in one form or another.

In your career and life you need to escape the world of being considered a commodity. When you are a commodity, you can be replaced at whim and you have no value independently of others in the market and world. You need to do something that differentiates you from others and protects you from becoming seen as a commodity. If you are unique, you are not something people can just purchase on the open market—and you are not a commodity.

The man with the prostitutes was really missing out, as far as I am concerned. If he ever allowed himself to get close to a woman, the woman would:

- **Give him love and make him feel needed,**
- **support him when he is in trouble,**
- **allow him to make an impact on others,**
- **understand where he wants to go with his life,**
- **understand what is holding him back,**
- **understand what he has done that has worked, and what has not worked for him,**
- **be his cheerleader, and want him to do well all the time,**
- **provide him direction when he is on the wrong course, and**
- **help him make the right decisions about his life.**

There would be a bond there that would be incredibly different from anything else; that woman could not be considered a commodity. A woman who understood the man so well would never be a commodity. She would be far beyond being put on a charge card. She would be precious to the man and altogether intangible. And if he were ever to lose her, the man would have a very difficult time ever replacing her.

What is conspicuously absent in the way most people think about their careers is an understanding that they need to escape the forces that are constantly seeking to make them commodities. If you are a commodity you are no different from a prostitute in the following sense: You show up and do your work and get paid. There is not much there to differentiate you

from others who do the same work. In fact, just like a prostitute, most people in their work and jobs can be replaced with a simple phone call. What you need to do is move beyond this; you must establish yourself as someone with unique skills, talents, and value who could never be replaced.

In order to create real value for an employer, or anyone, you first need to understand them and where they want to go. You need to understand what motivates them and what is important to them. Regardless of whom you are dealing with, virtually every single person in the economy is in the business of trying to help others become better and have better futures. Once you connect with someone and understand where they want to go with their life and career, you have set yourself up for success. All people want someone behind them who can help them have a better future than they have today.

Knowing what people want and where they want to go is an incredibly powerful piece of knowledge. If the people you are working for cannot tell you where they want to go, there is a real danger. You should always know where the people you are serving in your profession want to go. If the people you are working for share with you where they want to go, then they are showing you that they want to have a relationship with you and view you as part of their plan. If the person will not share this information with you, then they probably do not want to have a relationship with you. Nothing is more important for your long-term success than understanding this piece of information.

There is a particular sort of scene that I have witnessed in the movies more times than I can count. The scene typically involves a young man and a woman sitting on a car hood in a field, or lying in an open field, looking up at the stars while talking about the future and what they want to do with their lives. The reason I think we see this so often in movies is that when we tell another person what the future looks like to us, we are forming a bond with that person and saying, “Here is what we can have together.” This is quite powerful.

When two people come together and form a vision for how their future should look, they form an incredible bond that cannot be replicated. If two people have this bond and connection, they have a much better relationship and a stronger prospect of a long-term future together than if they do not. It is about trust, progress, truth, and connection.

We need to appeal to the people we work for on an emotional, not just on a practical level. If you do not appeal to people on an emotional level, you are just a commodity and you are no different from anyone else out there. Ultimately, we will never distinguish ourselves and have any level of employment security unless we can make people feel protected, help people maximize their experience and effectiveness in the world, and create some sort of special connection with those around us. If certain people do not share with you where they want to go, it means that they have no interest in having a long-term relationship with you. This is a warning sign, and it often

indicates that it is unlikely they are envisioning a future with you.

The man who is involved with prostitutes is generally not going to take a lot of time to get to know the women—their hopes and dreams; nor will he share with them about his own hopes and dreams. In this situation, neither the client nor the service provider is interested in getting to know one another on this level. Both parties are simply commodities to one another. It is only when we make a true connection that we are able to move beyond the world of being commodities.

When you see advertisements for fast cars, for example, it is no mistake that the advertising company will often show a beautiful woman standing next to the car. That is a depiction of where the young men, who purchase such cars, typically want to go. The car is portrayed as something that will take men to this woman. In fact, all good advertising is about nothing more than linking a product or service to where the intended purchaser wants to go. The more effective the advertising is, the more likely it is that consumers will associate a product or service with where they want to go, and will therefore purchase it.

The goal of advertisers should be no different from the goal you have in your relationships, at work, and in your business: To get to where you ultimately want to go. One of the easiest ways to get ahead in any organization is to understand where your supervisors and the company you are working for want to go. You need to understand things like what strengths people have—which they want to see leveraged—what they most fear losing, and what they are most excited about accomplishing.

There are countless attorneys, teachers, mathematicians, doctors, tool and die makers, and other sorts of people who can fill any position. All an employer needs to do is put an advertisement out somewhere and countless people will appear at their doorstep within hours, ready to work. The only way you can differentiate yourself from others in the job market, and in this world, is to (1) make a personal connection with others, and (2) be seen as someone who can help people get where they want to go. Once you are seen as an ally and a confidant, you will move beyond the world of being a commodity.

When you understand where the people you work for want to go, they will form a bond with you and you will suddenly become much more than just your “average hire” who can be replaced easily. Instead, you will become a tool in their arsenal for their success. The worst thing you can do is be seen as a commodity who does not understand your bosses, your clients, and so forth. Instead, you need to be seen as someone who understands and knows where the people with whom you do business want to go.

All success in the business world depends on this understanding. The more and greater your

understanding of where the people you work for want to go, the better off you will be. You need to work with people who will let you in and allow you to form this connection with them, in terms of where they want to go. If you do not form this connection, you will just be a commodity. And if the people you are working for do not allow you to form this connection, it is because they see you as a commodity.

How can you make this connection in the real world? You simply need to ask. You need to sit down with the people you work for and say to them that you want to talk about what the future looks like to them, how you can help them get there, and how you can be the most effective in getting them there. This will set you apart from other employees, and it will also tell you if your employer sees you as part of the future of that company.

## **THE LESSON**

When you are a commodity, you can be replaced on a whim and have no value beyond anyone else in the market. Do something that differentiates you from others. When you are unique, you are no longer someone whom employers can easily find on the open market and your value will increase. Establish yourself as irreplaceable due to your unique skills. Understand your employers' needs and desired direction in order to create value for them.

## Questions:

1. How can you make sure that you are not considered a commodity by your employer?
2. Why is making connections an important part of this process?
3. What connections can you make with your employer and co-workers to make sure you are not a commodity that can be traded away easily?
4. What do you currently do that differentiates you from others?
5. Why does your value increase when you differentiate yourself from others with unique skills?



# Day 30

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## **Keep It Simple Stupid: Confessions of a Bad Interviewer**

When I was in college, I wrote a 500-page book that went into considerable depth evaluating the incredibly complex race relations that existed within the Detroit metropolitan area at the time. Specifically, I was interested in how African-Americans had, in many cases, avoided integrating into the larger society due to a need to strengthen their own society first. The theory I came up with was quite interesting because I noticed (in an exhaustive multi-year study) that the more religious and ethnic groups had historically come together and developed their own customs, unique beliefs, and so forth, the easier it was for them to integrate into the larger society.

I went so in-depth writing this book that I analyzed how Africans who had been forcibly brought to Italy had assimilated into the country 2,000+ years before, then did an exhaustive analysis of how other ethnic groups had assimilated into the various cities and other locations around the United States after immigrating here. It was an exhaustive study that looked at Jewish immigration, Irish migration, and multiple ethnic groups over hundreds of years in both the United States and abroad.

It generally took me about 30 to 45 minutes to explain this during job interviews I had during my senior year of college with investment banks, advertising agencies, and others who were unfortunate enough to bring this up during the job interviews. Because all this was featured so prominently on my résumé people always asked about it and, when they did, out of a sense of enthusiasm and loyalty to the material, I would launch into a long discussion about the material and what it meant. Within five to six minutes, the interviewers would all wear the same expression as they mentally checked out and started thinking about something else. When I was done with my lecture, they would generally thank me, and the interview would be over within a few minutes.

If you're thinking "This is some boring shit!" you are not alone. In fact, I was so interested in this information when I was in college that when I started interviewing, I couldn't figure out why I didn't get further interviews. I never got the jobs I was interviewing for. In fact, it literally bored people to tears. It took me numerous interviews to figure out that talking about that crap in an interview was a huge problem.

One day, I walked into an interview with someone who, at the time, was famous and since has become an even more famous hedge fund manager, Victor Niederhoffer. Even then, this man was

probably worth hundreds of millions of dollars and was someone who was regularly in *The Wall Street Journal*, *The New York Times*, and other publications. I'm not sure what he was doing interviewing seniors at the University of Chicago, but there he was. We were about two minutes into the interview when he looked up at me and said:

“What is all this crap on your résumé about doing academic research about Detroit?”

Niederhoffer had a couple of assistants sitting behind him smiling. A ton of students had tried to get interviews with this guy because working for him even then was considered a ticket to fortune. He was only interviewing 10 students that day and had announced before the interviews even began he was bringing back one or two, at most, for further interviews.

“Don't know...” I said smiling.

“Well, you better forget about it because I can tell you no one cares. Can you forget about it?”

“Yes,” I told him.

“Okay, if you come to work for me, never bring this shit up again. The only thing that matters is what you do with what you know, and no one cares about what you know. Now tell me how many bricks are on that building across the street. That's the only question I have for this interview. If you can do this, you will show me everything you have ever learned about math right now and that's something I can use. I want to know the answer right now, and I do not care about how you reach it.”

I looked at the building, did some quick math in my head and then told him.

“Thanks. That's all,” he said.

That evening I received a call from his office asking me to come in and interview the next week. The “vibe” that Niederhofferr had sent out to me during the interview was something that really left an impression on me. The feeling he gave me was that “results” and action mattered most.

I didn't get the job when I went back to see Niederhoffer. In an interview that lasted no more than 5 minutes or so, the person who interviewed me told me my résumé “looked too much like I wanted to go to law school” then asked me to leave. I thought it was very funny and even then wasn't upset about what had happened.

What this Niederhoffer guy taught me, however, was that in an interview, you have to keep things simple. After the interview with Niederhoffer, when people started asking me about all of the academic stuff on my résumé, I would generally keep my answer to less than 20 seconds. People

would then continue with more questions, and I would keep these answers short and simple as well. Since I was interviewing with businesses and not academic institutions, I realized the smartest thing I could do was keep things simple, and this always worked.

What does this mean to your job search and life? It means the most important thing you can often do is to keep things absolutely as simple as possible. I'm sure there are a lot of things you have an interest in. This may include a 30-minute explanation as to why you lost your last job, or it may be a long-winded explanation of how you chose where to go to law school or get your MBA.

No one cares.

In fact, the less people know and the less you bore people, the better off you will be.

My grandfather grew up on a farm in rural Indiana. He put himself through school writing for a newspaper called The Michigan Daily. Because he'd grown up on a farm and spent his childhood with people from farms, he had a very easy-going style that enabled him to explain enormously complex ideas to people without very much education. When he got out of college, he ended up getting a job with the local Detroit paper covering World War II from Paris. After the war, he returned to Detroit where he became a very well-known newspaper columnist and had a radio show. He made his entire living off of keeping things simple and the ability to explain complex ideas to people in an easy manner. He wrote in simple language that the farmers he grew up with could understand, and it paid off.

The ability to take complex ideas and explain them to people in a simple and straightforward way is something that's a real skill and something not a lot of people can do. In fact, the ability to simplify ideas, concepts, and various things is one of the greatest skills there is. We all have the tendency to overly complicate our lives in incredible ways. We make our lives and everything we do much more complicated than it really needs to be. This is a huge mistake. When we make things uncomplicated, simple, and easy to understand and digest, we are always better off.

Think about the people who interview you. They have no interest in long-winded stories from you about this or that. All they are interested in is whether or not you are a good fit for the job. If you sit there telling them impossibly long stories, they are going to get bored very quickly and start thinking about something else. It's a well-known truth that almost everyone is more interested in themselves than other people. If anything, you should be getting the people who interview you to talk about themselves and not you in interviews. When it comes right down to it, most interviewers want to talk more about themselves than you.

One of my favorite quotes is by P.T. Barnum who said that "No man ever went broke by overestimating the ignorance of the American public." Throughout my career, I have watched

people who are not all that intelligent and cannot understand extremely complex ideas make a tremendous amount of money and start giant businesses explaining complex things in a very simple manner that would be viewed as condescending by academics and others in the know. I see this time and time again with books and other things that come out and skyrocket to phenomenal success. Here's the best way to succeed in your job search and interviews: present yourself and what you do in a simple, easy to understand manner.

You need to keep things simple, and keeping it simple is something that can give you huge rewards in everything you do. The more simple you keep things, the better off you will be. When searching for a job, this is the best thing you can do. Don't overcomplicate anything. Just keep it simple.

One of the most interesting pieces I ever read about the power of keeping it simple was from a well-known copywriter who was hired by the company that manufactured the Swiss Army Watch to market this product in the United States. The company had several different styles of the watches and versions for both men and women. The manufacturer was very eager to run an advertisement in major publications, which gave consumers the choice between several different versions of the watch.

The copywriter told the watch company they shouldn't do this. Instead, they should only market one version of the watch and not even market different watches for men and women. They should just try and sell one watch. The copywriter believed that if people had too many different choices to make between the watches, they would never be able to make a decision. Because of this indecision, they wouldn't purchase a watch. However, the manufacturer believed that if they had the ability to choose between several watches, they would be more likely to pick out one they really liked.

Before rolling out a large national advertising campaign, the watch manufacturer agreed to do an A/B test where the manufacturer's preferred ad showing more than one watch was run against an advertisement showing only one watch. The result was that the advertisement showing only one watch, as the copywriter said it would, outperformed the other advertisement with multiple watches dramatically.

Simplicity works in many, many areas. I'm not sure why, but businesses and people who keep things simple are often able to do far, far better at everything they do than those who complicate things. For years, Honda Motor Company only made motorcycles. Then, slowly, they went into making cars. When they made cars, for the longest time they only made the Civic and Accord. When others, such as Chrysler, were starting huge crazes with minivans and other sorts of cars, Honda continued manufacturing just a few models of cars such as the Civic, Accord, and Prelude. I remember an interview with the CEO of Honda I read in the mid-1980s where he stated they

might never start making minivans and the sorts of automobiles other manufacturers were making because it would make the car company “too complex.”

Years later, of course, Honda did start making minivans, but the philosophy of the company was to keep things as simple as possible for the longest period of time. The reasoning for this was simple: the more things the business did, the more room there was for error.

This is a philosophy you should carry over to your job search as well. When you concentrate on keeping things simple, you don't give employers long-winded explanations and stories in reference to your various moves and so forth. You concentrate on doing a few things exceptionally well rather than doing many things in an average or below average manner. You keep things simple and this gets the best results.

You need to keep things as simple as possible and not overly complicate things. Simplicity is where you can get the best results.

## **THE LESSON**

Many people make the common mistake of making their lives and work more complicated than they need to be. Interviewers, for example, are interested solely in your fit for the job rather than long-winded stories about you. Present yourself and your skills in a simple, easy to understand manner for best results.

## Questions:

1. What can you do to ensure you keep things simple in the job search process?
2. What can you do to make sure you keep things simple when interviewing with a potential employer? Why is this important?
3. What do you have a tendency to complicate in your career or job search? What are you going to do to simplify this?
4. When you do find a job, what can you do to simplify your work?
5. Why is simplifying things at your job helpful to you and your employer?



# Day 31

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## The Best Way to Prepare for a Job Search and Interviews

Several years ago when looking for a position in Los Angeles, I interviewed with numerous law firms. In virtually every one of these interviews I ran across an attorney who knew not one, not two, not three—but numerous, numerous attorneys in my current firm. If this is the case in a market the size of Los Angeles (and the market in Los Angeles is huge), I cannot even imagine what it must be like in smaller markets. For example, I'm from Detroit. I grew up in a suburb of Detroit. When it came time for me to decide where to work after law school, when I started interviewing with firms in Detroit I knew many of the attorneys before I even arrived at the interviews—they were the parents of people I grew up with.

The following are my suggestions for the best way to prepare for a job search and interviews:

### 1. Know you are always being watched, observed, and judged.

When I was in high school, I remember one of the best looking girls in my school was known to be a prude and someone who would date boys but never let anything all that exciting happen. She was also a star athlete and a student council leader and a very respected student. My parents were divorced and lived about an hour apart. I lived with my father. The funny thing is that this same girl also had parents who were divorced and spent a lot of time in one city visiting a parent.

The girl had the exact opposite reputation in the city where she didn't live full time. Her strategy it seemed, like the strategy of many, was to have two separate personas. She knew that if she behaved one way in her school and around people there she would experience fall out. She also knew that by keeping her "wild side" in another town this wouldn't affect her directly in her own back yard.

In life we are always being observed. We are being observed in our communities. We are being observed in our jobs. We are being observed by our peers. We are being observed by our superiors. There are a lot of people out there who understand that. The smart woman discussed above certainly understood that (albeit, in a different context).

When I went to look for a job in Detroit, despite the fact I hadn't spent time in the city since high school, I already knew which firms I would likely get jobs in and which ones I likely wouldn't.

This had nothing to do with the prestige of the firm—it had to do with the people inside the firms. I knew I had been close to certain people growing up and their parents liked me. I also knew I hadn't been close with others and had made some enemies along the way. Sure enough, when I started applying for jobs in Detroit I was preceded by my past. The Detroit legal community is small enough that most people know one another.

In everything you do in the public arena, you are likely being observed, watched, and judged. The people you need today will likely have some impact over events that may happen to you tomorrow. It's as simple as that. Like the woman discussed above, you need to do everything you can to maintain a strong public face at all costs.

One thing about interviewing is there will likely almost always be someone where you are interviewing that knows of you. That person will likely have a say in what is happening to you in your new position. Be aware of this and you will be preparing for interviews every second of every day.

**2. Remember the best employees can spot other good employees and you cannot “fake it”—you are always preparing for interviews just by doing a good job with your current work.**

There are many people out there who go to work in jobs and for whatever reason aren't challenged. Most often, the people who claim they aren't challenged are the same people who go out of the way to not challenge themselves. We all know the type of person who doesn't challenge themselves in the job. These are the sorts of people always looking for shortcuts and other methods to do as little work as possible. I've never understood this sort of person—but they are there. This sort of person is also the same one who is likely to be very defensive when asked about something they don't know but think they should know — “Oh, I already know that!” they will say.

When you are good at something and really doing your job you have the tendency to get “immersed” in your subject matter. Over time, the subject matter and its intricacies and innuendos becomes almost second nature to the good student. You also become more astute and a level of presumed understanding emerges between people who understand the subject matter well. Little tidbits and other bits of understanding emerge. Two people who are very good at something share a similar understanding.

When you are interviewing with a truly excellent person, they will also be able to tell if you share this level of understanding. If you are a slacker and not a hard worker, or someone who doesn't consistently challenge their mind, they will see right through this. This level of understanding is particularly important at the higher levels. You need to always be working hard and doing good

work even when you may not want to make long-term plans to be at your current firm. This is essential.

### **3. You need to go into your job with a sincere and 100% desire to make it work and switch jobs infrequently—if at all.**

Until the 1980s, the majority of workers in America hardly changed jobs—if at all. One of the major changes that happened was when the Japanese started importing cheaper and better cars into the United States. American car makers (a major industry at the time) could no longer afford to be as loyal to their employees and mass firings and layoffs became increasingly commonplace. Furthermore, pensions were fairly rapidly phased out at most companies in favor of 401ks—because employees began to be more “portable” in their jobs.

Despite that fact that people can switch jobs on a whim, switching jobs is not always the smartest thing to do. Young people like to feel as if they are in control and more valued by their employers than they value them. In addition, young people are likely to move for a slight bump in salary, a person in the firm they don’t like, or some other trivial sort of factor.

These are not good reasons to move. In fact, there are few good reasons to leave most employers. The best reason is if there is something inside your firm that is so endemic to the firm and so pervasive that unless you leave, your career will never go forward. These factors also should be near 100% beyond your control. When you join an employer, it is much like getting married. If you show a lot of commitment to your current employer you will be respected if you have to leave due to factors outside of your control.

The reason all of this is important is because the person interviewing you wants to trust you. If the person or organization interviewing you doesn’t trust you and believes you may leave for a trivial reason then they will be unlikely to hire you. If your reason for leaving is sound and the next firm who hires you believes you are likely to remain on board in the face of adversity then they are more likely to hire you. People want to have those with staying power in their organizations. No organization is perfect and all organizations go through ups and downs.

## **Conclusions**

In everything you do—both inside and outside of work—you are always preparing for your job search and interviews. You need to remember that the time to prepare for interviews and a job search is before you ever know you will need to prepare. Being a good employee and a job searcher is something that takes the same amount of time and effort to achieve.

## **THE LESSON**

Everything you do is a form of preparation for your job interviews, as you are always under some form of scrutiny. The best employees can always spot other good employees, and you cannot “fake it.” Merely doing a good job in your work is a form of interview preparation. Always put your all into your work, therefore, even if you don’t have long-term plans to remain at your current employment. Switch jobs as infrequently as possible. The time to prepare for a job search is before you even realize that you need to do so.

## Questions:

1. How does knowing that you are always being watched affect how you act in your career?
2. What is one way that you can do a better job than you are currently at what you do?
3. Why is switching jobs infrequently important to your long-term career goals?
4. What are some steps you can take now to prepare yourself for your future career?
5. What are some ways that you can always be prepared for your job search?



# Day 32

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## How to Explain "Job Hopping"

### "Job Hopping"

Most people switch jobs and there is nothing wrong with doing so. However, if you're looking at your third or fourth job within the past few years, something is wrong. I see résumés from people attempting to do this all the time and, for the most part, I can't help such people. "Employer hopping" is taken into account by employers assessing your qualifications. Having moved several times in a short timespan can, in fact, impact your ability to get a job because it leads employers to question your loyalty and long-term commitment to what you do.

In addition, moving several times in a short timespan gives employers the indication that you may have moved because (1) your work wasn't well-received, (2) you may have been asked to leave, or (3) you're unable to get along with others in a work environment. None of this is to say that any of the above factors may be relevant to your reasons for moving in the past. It's important to realize, however, what employers are thinking and that their thoughts (without even hearing your explanation) will have a strong influence on their decision to interview you.

Your reasons for moving need to make sense. The reasons that typically make the most sense to potential employers are (A) quality or type of work, (B) structural changes with your employer, or (C) location. While these are the best reasons for making a move, it's important to note that people who've moved several times have done so because (A) their work wasn't well received, (B) they were asked to leave, or (C) they were unable to get along well with others in their work environment. If you mention any of these reasons to an employer, you are unlikely to get hired. It's important in any job search that you emphasize reasons for moving that aren't likely to prejudice employers against you.

### I. REASONS THAT EMPLOYERS "BUY" FOR MOVING

#### A. Quality or Type of Work

It's permissible for people to move due to the quality or type of work they do. For example, an attorney might move to bring about a transition from litigation to transactional work (or vice versa). If that's the case, such a move makes perfect sense and employers won't be prejudiced

against the employee for doing so. In addition, if you want to do more sophisticated work, that will also make sense. During the boom in corporate work in the late 1990s and the first part of 2000s, many corporate people from smaller law employers moved to larger law employers. Here, a suitable explanation for moving was almost always because they wanted to get more “public company work” or be staffed on larger deals. Explanations such as these were almost always considered permissible.

One of the most perverse reasons for moving that employers don't like to hear is that you're interested in moving because your company doesn't have enough work. This is, in fact, one of the most common reasons that people move. The problem with giving this explanation is that an employer is likely to think that you're not given much work because (1) your work isn't good, (2) you aren't proactive enough in asking for work, or (3) the people in charge of doling out work don't like you. In explaining there isn't enough work at your current employer, you need to be clear with potential employers that there isn't enough work for anyone in your company and you're not alone. You also need to express this fact in a way that doesn't make it sound like you're attacking your current employer. Permissible ways to explain this is to mention that there have been key defections in your department, that major work that has occupied you for months (or years) has gone away, or that the employer has recently lost several major clients. However you explain this, you need to do it with tact and without appearing to attack your current employer. In addition, you need to be aware that the employer may be wondering, “Is this person short on work because something is wrong with him/her?” while giving any explanation.

Moving to get higher quality work or a different type of work shows ambition and a need for constant improvement. Most people can explain the need to move in these terms. Conversely, moving because you don't have enough work needs to be explained in a way that connotes ambition.

## **B. Structural Changes with the Employer**

Many employers go through significant structural changes that have an adverse effect on employees. For example, employers merge, offices close, and key supervisors leave. When this occurs at the largest employers, many people hear about it in the business community. Each of the reasons discussed above are permissible reasons for leaving an employer if they're handled in the correct way.

One way that smart job seekers can often explain moves is to say that because of significant structural changes in their current employer, they don't believe there are opportunities to advance. The former Brobeck, Phleger & Harrison's real estate practice in San Diego is a perfect example. In early 2000, this practice was staffed by two partners and three lower associates. One partner left in 2001 when it was staffed by one partner and three associates. In combination

with a partner defection and other market forces, the amount of available work for the associates decreased quite dramatically. Because this wasn't a large practice area in the employer's San Diego office, it should be obvious there were few opportunities for associates in this office to make partner unless they had a significant book of business or the partner that was left had such extreme amounts of business that he needed to elevate an associate to partner in order to further grow his practice. In this instance, explaining this particular dynamic would make sense.

When structural employer changes do occur, employers are also looking for various "warning signs" that may indicate you're a potentially problematic employee. If a key partner supervisor leaves, the employer will often want to know why the supervisor didn't take you with them. Similarly, if an employer merges with another and your position is put at risk, the employer will want to know why there was no one to protect you. After all, if you made yourself indispensable, the key person would want to take you with him and important supervisors would presumably protect you during any merger. Because employers will be thinking these things when they evaluate your candidacy, any explanations you give for your contemplated move should take these factors into account.

Employers experience serious structural changes quite frequently. Most lower level employees at employers that close or with companies where key supervisors leave, are quite successful in finding alternative employment quickly. To me, this is a very interesting phenomena; however, I believe the reason these people find new employment so quickly is related to the fact that — more so than with most other moves — the move can be explained by negative forces completely beyond the employee's control.

### C. Location

Location is often an exceptional reason given for moving. The best location-related reason for moving is that you want to move back to your home city to be near either you or your spouse's family. Reasons that employers don't like to hear for relocating are (1) to get to better weather, (2) for a change of scenery, and (3) that you are moving to join a girlfriend or spouse.

Employers are generally quite receptive to people who are leaving to be closer to their family. This is especially so if you moved to a large city such as New York and are going home to a much smaller market. Spending your first few years of work in a major market can be explained as a product of your ambition to be exposed to the most sophisticated work possible before settling down at home. You can also explain this based on the fact that you thought this would be your only opportunity to work in a major market before settling down and you therefore enthusiastically embraced the opportunity. If you commenced your career in a smaller market and are now moving to a larger one that isn't where you grew up, the above discussion of quality of work should be used. The reason moving home to work is accepted so readily by employers is

because it connotes a desire for stability. Individuals moving home to work are likely to remain with the same employers for a long period of time.

Employers don't like to hear that you're moving to get better weather or a change of scenery. Each of these reasons for moving raises the distinct possibility in the employer's calculation that you're unlikely to be stable with them. Employers all over the country have been "burned" by lower level employees who moved to a certain area only to be disenchanted with where they were living and move again. If you move because of the weather, for example, this might indicate to legal employers that the weather in a given city is more important to you than loyalty to your employer or the quality of work you're doing. If you're interested in moving to Los Angeles for better weather, what would you do if offered an equally paying job in Maui a few years later? Similarly, if you are tired of big city life and moving to a small town to work, what will happen if you decide you don't like the extreme of a small town and want to move to a more mid-sized town? You get the idea. Moving for reasons related to weather or scenery are never good ideas.

I see people each year who attempt to relocate to Colorado because they like the Mountains, Las Vegas because they like the nightlife, Paris because they like the culture, San Diego because they like the beach, Portland because they like the music scene, New Orleans because they had so much fun at Mardi Gras...and on, and on, and on. In heated economic climates when employers were literally begging for people, I often made these placements with some frequency. My candidates were more than open regarding their specific reasons for relocating with us, and the employers hired them anyway. In a poor economic climate, though, employers are far more prejudicial and unlikely to accept such reasons. It's simply not in their best interest to do so. Indeed, few people who relocate for reasons such as this are likely to find happiness in their next positions.

Since this is somewhat of a sensitive subject, I've saved the discussion of relocating to join a spouse or significant other for last. At the outset, I should point out that the generalizations we are about to point out do not apply to all employers. Nevertheless, I'm repeating something that I've heard over and over from employers. Employers are not always open to you relocating to join a spouse or significant other because, in the employer's mind, it connotes that someone other than you is responsible for your career. If you're relocating to join a spouse who has found a better job, will you move again if he or she finds a better job a few years down the road? If your significant other or spouse doesn't like where you are currently living, will he or she like the next place you move?

At their heart, most employers crave people who can contribute to their overall stability. Employers do not like to have to contemplate that someone close to you may potentially influence their bottom line and your career at some unstated time in the future. In addition, the higher paying the job, the more likely it is to be extremely demanding. Most people practicing in large

cities have a very difficult time holding together families given the demands of their jobs. While the demands of your profession are another topic altogether, employers generally expect their employees to be the ones with the primary job responsibilities and their spouse or significant other to be the ones on the sidelines supporting that effort. This statement sounds extraordinarily wrong and I'm not necessarily expressing approval for this line of thought. Nevertheless, this is how most employers think and it's something you need to keep in mind when explaining your reasons for moving.

The fact that relocating to join a spouse may be viewed as a "negative" by an employer needs to be understood as part of employers' overall desire for stability in the people they hire. Anything that doesn't suggest stability is viewed as a negative.

## D. Conclusions

### **II. YOU SHOULD DO YOUR BEST TO AVOID SPENDING TOO MUCH TIME HIGHLIGHTING TO EMPLOYERS THE REASONS YOU HAVE FOR MOVING**

You will have a very difficult time getting hired if you tell employers you're moving because (A) your work was not well received, (B) you were unable to get along with others, or (C) you were asked to leave. If you've moved several times in your career, after your third or fourth move, most employers will begin to presume that you're moving due to these reasons. While you need to be honest with every employer you speak with, you should also be very careful how you explain any move that involves one of these three issues.

#### **A. Your Work Was Not Well Received**

If you're contemplating moving because your work hasn't been well received, or if you've moved in the past due to this reason, it's important to do a very careful self-analysis before explaining this to any employer.

Every employer has different standards for their work. At many insurance defense employers, it's quite common to turn in work riddled with typographical and other errors. At some employers, a typographical error would be near cause for dismissal. At some employers, there are supervisors that are notoriously difficult to work with and set such a ridiculous standard that no associate could possibly meet it. When economic times are very rough, performance appraisals can become unnecessarily harsh to the degree that they shouldn't be taken as seriously as they appear.

Most lower level, professional employees working for large employers have their work criticized with a high degree of severity. While few lower level employees speak about this, even the most

talented of the bunch feel a great degree of inadequacy with respect to their professional abilities in a demanding organization, especially in detail-oriented large organizations. The reason large employers are so harsh in their performance reviews is that they're pushing their lower level employees to think in different ways and have an extremely high standard for their work. While many people are detail oriented by nature before they even go to college or professional school, the level of detail an employee needs to develop with respect to their work product and thinking processes is something most people don't learn in college or professional school. Most of this is taught through formal and informal reviews of work over time. Over time, an employee is expected to develop their skills to the point where their work doesn't need to be severely criticized. Generally, by an employee's third year of work, this should no longer be the case.

If you are in your first few years of work and contemplating leaving due to harsh criticism, or you're in a particularly demanding work environment, you should probably give yourself some time and attempt to improve to the level that is expected of you. This is something that most people do. The time that other people take to criticize your work should be something you appreciate, even if they appear somewhat hostile while doing so. As your work is further criticized, your professional abilities should improve.

If you moved or contemplated moving during your first few years due to criticisms of your work, it's probably not a good idea to bring this up. I would estimate that a majority of the people who move during their first few years do so due to harsh criticism. Most people facing harsh criticism simply don't speak with other people about it with a great degree of frequency due to factors such as internal competition or their own desire to keep this private and not be seen negatively by others. Sadly, many people move for this very reason during their first few years at a company and this movement is more related to their self-confidence and ability to take criticism than any actual problems with their development as employees. Since most people working for the largest and most prestigious employers are unusually accomplished to begin with, the level of criticism they receive during their first few years of work can be emotionally devastating.

After working for a few years for a large or demanding employer, you will be in a position to know whether the criticism of your work is justified. If this criticism is justified and you continue to make serious errors, you should probably do your best to find an environment you have reason to believe will not have as exacting of standards. This also raises issues such as whether or not you're a good employee, whether you're suited for what you do, and if it makes sense for you to continue. One important factor to remember is that some employers are more critical than others and just because your work is not well received by one employer, does not mean it will be poorly received by another. If this pattern continues to repeat itself after a few moves, however, then you need to be realistic that the problem may be your work and not the employer. If this is the case, it might be a good idea to consider whether you want to continue practicing at the same level.

## B. You Were Unable To Get Along With Others

It's important to recognize that some degree of politics exists in virtually any employer environment, whether large or small. In fact, it exists in most office environments, including those outside your profession. The key to succeeding then is developing the skills to strategically navigate in these sometimes difficult situations. These skills generally develop over time with exposure to a wide variety of situations.

There are numerous different types of personalities and some people are more suited for certain work environments than others. Getting along with others is among the most important aspects of work, and employers want to hire people they believe will get along with others. Since people spend countless hours with each other at work, they do not want to be around (or hire) people that are likely to have personality conflicts with others. Employers are economic engines, and people who are critical of the environment or other factors related to personalities in the workplace are seen as people who put the employer in danger.

“Explaining” the political games you have encountered in your positions at past employers may not be a good idea when interviewing with prospective employers. First, it's generally not a good idea to “badmouth” your current employer to a potential employer. Depending on the type of environment you are leaving, you may only call into question your ability to integrate yourself into the environment at the employer who is interviewing you. During the interview process, employers are generally wary of candidates whose main complaint is some sort of personality conflict or general complaints. You should be clear that your reason for moving is not a problem with the employer environment as a whole, lest you come across as someone who works against the “system.” Employers primarily, and perhaps most importantly, do want people who are hardworking, flexible, have the ability to deal effectively with other colleagues and with clients, and who ultimately have developed the key skills to understand and deal effectively with political situations within the workplace.

You're encouraged to take a strong look at the factors that influenced your past departures from previous employers. If they are mainly political, you should consider making a list of the characteristics you're looking for in your new employer environment. You should also consider whether your attitude and approach to problems at these previous jobs in any way contributed to your overall unhappiness and departure. Also, determine whether there's anything you need to change in your approach. We suggest this because of what was mentioned earlier—you will encounter this in every single professional environment, whether you make a move to a big, medium, or small employer. So it is important to learn through these experiences so you can enhance your ability to make a successful move this time.

## C. You Were Asked To Leave

If you were asked to leave any of your past employers, this is generally not a good topic to bring up as a reason for moving. You need to understand that a large percentage of people have been fired at some point in their careers. How this is handled is the important thing.

The justification employers give for asking a lower level employee to leave are generally related to the quality of the person's work. Sometimes, this explanation is accurate and a lot of times it's not. You may be asked to leave due to your seniority, the fact that you're not working hard enough, or a major downturn in the employer's work load. In most respects, lower level employees are asked to leave because they don't get along well with supervisors or others in authority. Conversely, very few employers actually ask lower level employees to leave because they perceive their work quality as poor (although this is the explanation most frequently given by employers when they don't like someone).

If you've been asked to leave an employer, this sends all sorts of negative messages to potential employers. If you were asked to leave because the employer you were at didn't have enough work or you weren't going to make partner, the employer will be thinking to themselves that not all lower level employees were asked to leave, so why you, in particular? There must have been something about you or your work that motivated the employer to ask you to leave instead of others.

You get the idea. If you're asked to leave an employer, you need to de-emphasize this fact in your discussion with future employers. Most employers will not directly ask this question in interviews, and if an employer did ask you to leave, they will very rarely tell anyone who calls to check your references. It's interesting to us that the largest employers will often give the best recommendations to lower level employees they ask to leave. Smaller employers tend to give the harshest recommendations.

While this is something that's not often discussed, the largest employers actually want lower level employees to leave after several years of work because they depend on a constant stream of hungry lower level employees to show up and earn them large profits for several years then depart before being promoted and making a larger income or a bigger share of the profits. Indeed, I have very rarely seen the most prestigious New York City legal employers, for example, ever give a negative evaluation of the work done by one of their former lower level employees. Smaller employers, however, have less at stake and are often not as highly leveraged and dependent upon a constant stream of lower level attorneys.

### **III. CONCLUSIONS**

If you've moved too many times within a short timespan, employers will likely conclude that you're likely to move again – regardless of what it's like to work there. What's so unusual about this discussion of “job hopping” is that most of the reasons people actually move are wholly unrelated to the reasons that are actually acceptable (in the employer's eyes) for moving.

While this article could have spent a considerable amount of time discussing even additional reasons to justify moves, each of the acceptable reasons can be summed up in one sentence: I am moving, but I am a stable and good employee. Similarly, the unacceptable reasons for moving can be summed up in one sentence: I am moving because I am unstable and may not be a good employee.

### **THE LESSON**

There's nothing wrong with changing jobs to pursue opportunities. However, too much job hopping can inhibit your ability to get a job and be difficult to explain to employers. When employers see a great deal of job hopping on your resume, it signals to them a lack of commitment; therefore, you must be careful in how you explain these job transfers in an interview. Whatever your actual reasons or motivations for moving, you must give employers the sense that you are a stable, dependable employee.

## Questions:

1. What does your resume say about you in regard to how much you have engaged in “job hopping”? Take a close look at it and decide whether it needs to be revised.
2. How do you plan to respond if a potential employer asks you the reason why you moved to a particular job in the past?
3. Why is it important to show a potential employer that you are a stable and good employee? How can you do this?
4. Why does a lot of “job hopping” on your resume show a lack of commitment to an employer?
5. What are some unacceptable reasons for making a move in an employer’s eyes?



# Day 33

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## The Foot-in-the-Door Phenomenon and Your Job Search

One of the most powerful and important things you can do to get a job or achieve anything in life is learn how to just get your foot in the door. Once you are able to get your foot in the door, everything changes.

My entire life, I have seen firsthand the power of people getting their foot in the door. A large part of the battle for success in your career revolves around your ability to do this, because once you get your foot in the door incredible things can happen to you. Once you are in, the people you are working with will protect you if you work hard. You will also be in a position to impart massive change on the world.

Several years ago, I was in a relationship with a woman who worked for David Geffen, who is one of the most powerful and richest men in Hollywood. This woman used to work at Geffen's house, and when she was there she would see people like President Bill Clinton walking around. Amazingly, Geffen never completed college. He started his career working in the mail room at the William Morris Agency. To get the job, he was asked to prove that he had graduated from college, so he forged a letter to that effect. Geffen was such a hard worker that, once he was able to get his foot in the door, he was able to achieve what his true pedigree would not have allowed him to achieve. While people may not approve of Geffen forging the fact that he went to college, doing so got him in the door. The rest is history; getting his foot in the door gave Geffen the opportunity to become a powerful agent, and ultimately, hang out with presidents, make movies, become a generous benefactor, and more.

All of his successes came from his ability to get in the door.

Several years ago, I was speaking to an attorney who was working at what is widely considered the most difficult law firm to get hired by in the United States. The attorneys who work in this law firm all seem to have graduated as the top one or two students from the best law schools in the United States. Simply stated, it is all but impossible to get a job at this law firm. When I looked at this woman's transcript, however, I realized that she had done very well in law school, but nowhere near well enough to get a job at this particular law firm. Then I realized something else— she had started working at the law firm at the age of 18, as a secretary, and had worked there for almost seven years before finally going to a third-tier law school. Nevertheless, the law firm had happily hired her once she had graduated from law school, because she already had her foot in the door.

During the Korean War, Chinese communists used the foot-in-the-door phenomenon with American prisoners. Unlike the North Koreans, who were very savage with the American prisoners, the Chinese were very nice to the prisoners. The Americans who were captured had been trained to provide nothing but their name, rank, and serial number. The Chinese, however, managed to be extremely successful in getting the prisoners to be informants, to denounce the United States, and more.

During the war, a prisoner might be taken to a room, given a cigarette and something to eat. Then they would sit there with the Chinese for some time. They could potentially sit there for hours chatting about this or that, but really nothing in particular. The prisoner would feel like he was being treated very well and would let his defenses down to some degree. Then the prisoner might be asked to make a very simple statement that, on the surface, did not sound all that bad:

“In communism there is no unemployment and in the United States there is. Therefore, America is not perfect.”

However, where this gets interesting is in regards to what the Chinese would do later. According to one account of this, in *Readings in Managerial Psychology* by Harold J. Leavitt, Lewis R. Pondy, and David M. Boje:

But once these minor requests were complied with, the men found themselves pushed to submit to related but more substantive requests. A man who just agreed with his Chinese interrogator that the United States is not perfect, might then be asked to indicate some of the ways in which he thought this was the case. Once he had so explained himself, he might be asked to make a list of these “problems with America” and to sign his name to it. Later he might be asked to read his list in a discussion group with other prisoners. “After all, it’s what you really believe isn’t it?” Still later he might be asked to write an essay expanding on his list and discussing these problems in greater detail.

The Chinese might then use his name and his essay in an anti-American radio broadcast beamed not only to the entire camp, but to other POW camps in North Korea as well as to American forces in South Korea. Suddenly he would find himself a “collaborator,” having given aid and comfort to the enemy. Aware that he had written an essay without any strong threats or coercion, many times a man would change his image of himself to be consistent with the deed, and with the new “collaborator” label, often resulting in even more extensive acts of collaboration.

A huge secret of getting the results you want from people, organizations, and others is to start small and get them to make larger and larger commitments. For example, when a man asks a woman out, he never says, “Hey, let’s go have sex and then spend the next 60 years of our lives together in a committed relationship.” Instead, he invites her to have coffee, go see a movie, take a walk, and so forth. Everything begins with very small steps, and these small steps lead to greater and greater commitment.

When a religious organization comes to your door, the people do not say: “Hey, we would like to invite you to renounce every other religion on the planet, come to our church every Sunday for the rest of your life, and give us as much of your money as you can until you die.” Instead, they offer you a pamphlet and then ask if they can come back to see you at another time after you have had a chance to review the pamphlet. They seek smaller commitments from you at first. They know that the most important thing they can do is get their foot in the door. Once they do that, everything else falls into place much more easily.

The Scientologists do not ask people on the street if they are interested in getting therapy for the rest of their lives in order to get aliens out of their body. No, they know it would be “crazy” to do this. Instead, they ask people to take a personality test, and then they build on this. You need to start small with anything, before you can build on it. Organizations are all smart enough to know that the first step and challenge they face is getting their foot in the door.

One of the funniest things I have seen that business schools, college career counseling offices, and other organizations often do with their students is encourage them to ask for “informational interviews” with various alumni of the school, who work in important positions, and in the cities they are seeking to work in. For example, the counselors will coach their students to go out and contact various alumni and tell them they are planning on working in a given industry, in a certain city (the industry could be large and very broad such as banking, retail, law, health care, etc.). The students tell the alumni that they are interested in getting some information about what it is like to work in a given industry in that city and to “learn from someone in the trenches” or something along those lines. Since this is such a small request and seems quite harmless – “I’d love to provide this alumnus of my school some information” – the alumni of the school almost always agree. They figure that since there is some sort of affiliation between them and the student (having attended the same school), and the student is simply seeking some harmless information, there is nothing wrong with speaking to the student at all.

The student will invariably show up at the person’s place of business well dressed, with a folder containing a résumé, and with a list of a few prepackaged questions to which the student already knows the answers. The student will then sit down with the employer and commence speaking with him or her. The entire time the employer is speaking, he or she is, on some level, evaluating whether or not the student would make a good hire. The student is not really there to get information 99% of the time, but to “get a foot in the door” and hopefully get a job, or future interview at the least. While the employer has easily agreed to the small request of an informational interview, he or she suddenly starts feeling a small tug to potentially hire the student. The “informational interview” is an incredibly effective tactic, and a brilliant example of the foot-in-the-door phenomenon.

We see the foot-in-the-door phenomenon in shopping centers, grocery stores, and all sorts of

places every day. The “free sample” in the grocery store is an example of the foot-in-the-door tactic. You are offered a piece of something to eat or drink, and you try it. You then end up buying something you normally would not have bought. Someone sprays some perfume on you while you are strolling through a department store, and you decide to purchase it. It happens all the time.

What does the foot-in-the-door mean for your career? It means that you do not always need to ask for the moon when looking for a job. You can start out small and build from there. David Geffen started out working part time at the William Morris Agency. You can start out working in your dream job part time. You can start out as a contract employee. If you want an important job inside the company you can start out doing something that is relatively unimportant. Who cares what it is? Starting out doing something unimportant is a good way to get your foot in the door.

This is what internships are in many companies. Numerous companies and other organizations have unpaid internships for students. People come from all over the country to work for one organization or another for free each summer or during the school year. You might ask, why would someone want to work for an organization for free? This is a great question. Working some place for free does not seem to make a lot of sense, until you realize that the person is really just doing everything within their power to get their foot in the door.

If you really, really want to work for a particular employer, the most important thing you can do is get your foot in the door. In a bad job market you can really make the foot-in-the-door phenomenon work for you. For example, many people are looking at the prospect of being unemployed for potentially weeks (or longer) in a bad recession. If you are going into a job interview where there is a lot of competition with an employer you really want to work for, a good strategy might be to say something along these lines during the later stages of your interview:

“Listen, I have really wanted to work at this company for a long time. Financially, I am okay and do not have any pressing need for money at the moment. I am more concerned about having something to do during the day. I like working. I like the atmosphere here, and I really like this company. I would like to come work here for free for a month so you can see what I am like. Regardless of what happens, I will make the best effort I can during this time; you will have someone doing the job right away, and it will not cost you anything.”

This strategy is incredibly effective and it can work wonders. Why? Because you are showing a commitment to the employer. You are showing that you like to work. You are not making the employer feel guilty about not paying you. You are not obligating the person in any way, and you are giving the employer something for nothing. This strategy works and it is like a guided nuclear missile you can use against your competition for the jobs you are most interested in. Try it if you really want the job. If you pull it off right, it will get you a foot in the door, and once you get your foot in the door, this can lead to a full-time job later.

You need to get your foot in the door and knowing how to do this will pay huge rewards. The most successful salespeople, job seekers, and others all know that the biggest step they make in their march toward a job or sale is getting the employer, or prospect, to open that door.

## **THE LESSON**

Getting your foot in the door is an important, necessary first step towards getting the job you want. Once you are “in”, your colleagues will protect you if you work hard and you will have the same opportunity to compete with others. The biggest step you can make in your progress towards your goals is to get your prospective employer to let your foot in the door, even if only a little.

## Questions:

1. Why is it so important to get your foot in the door with a potential employer?
2. What are some ways that you can get your foot in the door with a potential employer or employers?
3. Has getting your foot in the door ever helped you get a position in the past? If so, how did this happen?
4. How can working for a company in a free internship help you out in your job search?





TRAINING SESSION 5 : DAY 34

# HOW TO NEGOTIATE OFFERS

HARRISON BARNES'  
CAREER TRANSFORMATION SYSTEM



ATTORNEY SEARCH

# Day 34

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## Everything Is Negotiable

Life is negotiable.

Something very few people truly realize is literally everything is negotiable, and it's important to think of your career as a chance to negotiate the best possible deal and circumstances you can for yourself.

Your career, your pay, your hours, your health insurance, your parking, and everything else related to your job—all of these things are negotiable.

I remember when I first started practicing law, I joined a law firm, and there was a girl in the firm who had gone to a very good law school and done very well there. However, the girl was quite flippant and didn't work that hard. She did good enough work; nevertheless, she would come in maybe around 9:00 and be gone by 4:00 or 5:00 each day. She did things in the evening like take tennis lessons. On the weekends, she liked to go horseback riding, and she had a far different life than I and the other associates in the law firm.

I couldn't understand this. While I was working at least 6 days a week and walking around the law firm like a zombie like the rest of the associates, this girl seemed to think she was a member of a country club. She was relaxed and practicing law for her was not something that was nearly as intense as it was for the other associates in the law firm. We all worked like hell and were terrified because we wanted to impress the right people, wanted to make partner in the law firm, and were afraid of getting fired.

One day, I was out with a friend of mine who was a partner in the law firm. I couldn't believe it when he explained to me what had happened with this particular woman:

“Before she started here, she negotiated a contract where the firm agreed to make her partner within 5 years. She also negotiated that she would not have to bill more than 1,500 hours a year.”

I was almost speechless when I heard this. What a superstar this girl was for negotiating this. I've been intimately involved in the legal industry for years and have never heard of someone negotiating a contract like this with a potential employer while they are in law school. Most people joining law firms work their asses off for years and have no security that they will ever

make partner. They are nervous for years and scared and frightened. This girl, unlike any of the other young attorneys in the law firm, never had to worry about this. She had sealed her fate even before she joined the law firm and in return she was calmer, enjoyed life more and had employment and advancement security.

This is the power of negotiation. This girl asked for something I have never heard of anyone ever asking for, and she ended up getting it. This was incredibly smart of her and something that ended up changing her life.

You too can change your life through negotiation. The ability to negotiate is one of the greatest skills you can possibly have. You need to negotiate, and when you negotiate effectively, you will have more security, wealth, and happiness than those who do not negotiate.

Everything is negotiable. I negotiate every single day and in every single way.

Let me walk you through a typical day of mine. Nearly every day of mine is punctuated by a series of negotiations like this.

I woke up this day on the Gold Coast of Australia where I was on business. I went downstairs to fetch a cab to the International Airport in Brisbane. When I got downstairs, I asked how much the fare to the airport was. I was quoted between \$200 and \$250. I told the first cab driver in line that I would pay \$140 and he agreed. I didn't accept a metered fare, and I simply made an offer and it worked. As it turned out, the cab driver was going the 70-minute drive to the airport because he wanted to go see an open house for an apartment near the airport. I gave him a nice tip when we got to the airport, and he was extremely grateful. I saved a lot of money, and everyone was happy.

When I got to the airport, I asked for a seat in an exit row with no one beside me. I was nice to the ticket agent, and they made this happen. Incredibly, the coach area I was sitting in was full except for the seat next to me. My simple request made this happen. It is really incredible what you can get if you just ask. I probably had more room than if I was traveling in First Class.

Then, I went through customs and stepped directly into the Duty Free Shop. I had been wanting to get an iPod for some time and, if you can believe it, I had been carrying around a CD player around with me everywhere because I was able to download songs onto my computer and then burn them onto CDs. This had worked for me for some time; however, it was getting very old. I've literally been walking around with a portable CD player for the past 25 years and, this day, I decided I needed to start using an iPod permanently.

At the Duty Free Store, instead of an iPod, I picked out a Sony MP3 player with wireless

headphones. As I was at the cashier, I started being nice and requesting a discount. Incredibly, the woman at the counter disappeared and went to talk to a manager and came back a few moments later and agreed to give me a 5% discount. This wasn't a lot of money, of course, but it ended up saving me around \$15 on the item. I do this everywhere I go. If a Diet Coke is \$3.00 in certain stores I exclaim, "This is too much!" and say I'll pay \$2.00. Most times the cashier smiles and laughs and tells me no. Nevertheless, this strategy works almost all the time wherever I go.

Several years ago, during the "real estate boom," I saw a house for \$2,500,000 that I liked on a nice stretch of beach in Malibu. The house had been on the market a few days and I was sure it would be selling in a jiffy. There hadn't even been an open house yet.

"I can't afford this right now!" I told the owner. "I have another house I'm paying for! Can I rent it for \$3,000 a month for a year and decide after a year if I want to buy it?"

"Sure thing!" he said. Little did I know the man's wife was from Asia and had known people who had been killed in a terrible tsunami which swept through many areas of Asia. She wanted to get the hell out of there, and they took the first offer which came along. The savings from this was incredible, and I got to enjoy an exciting house for only \$3,000 a month.

The idea I'm trying to make you understand is that most things are open to negotiation. In fact, the way I look at it, almost everything is open to negotiation.

Most people assume when you go into certain sorts of stores that there's no negotiation. In almost every store and every case I have ever seen there is room for negotiation. You need to adopt a negotiation mindset and do everything within your power to consistently negotiate everything you can.

In your career, your ability to negotiate will pay gigantic rewards. You can negotiate almost anything—from the assignments you get, to the work you do, to your promotion, to your health and life insurance, you name it. You can also negotiate your way into a job and your way into various promotions once you have gotten the job you are after.

My only word of advice about negotiation is never do too much of it. You never want to piss people off. Negotiate too much and you will find your employer extremely turned off. It's often best to only negotiate the small things at work and never do so too much. Do not forget, however, there is far more that you can negotiate than you might first realize.

## **THE LESSON**

You can change almost every aspect of your life through good negotiation. You must view your career in terms of opportunities to negotiate the best possible outcome. When you do this and hone your negotiation skills, you will achieve far more wealth, security, and happiness than would be possible for those who don't negotiate. While negotiation is critical, it must not be overdone; simply realize there are always more potential opportunities than what might initially be offered to you.

## Questions:

1. What are some ways that you can put negotiation to work in getting a job?
2. How can negotiating appropriately with your employer after you get a job help you?
3. What are some specific ways that other people have negotiated with you? What can you learn from these negotiations?
4. Why is negotiation critical in order to achieve greater success in your life and job search?
5. What opportunities might you have missed out on in your career due to not negotiating properly? How can you make sure this doesn't happen in the future?



TRAINING SESSION 6 : DAY 35 TO 44

# STRATEGIES FOR ON THE JOB SUCCESS

HARRISON BARNES'  
CAREER TRANSFORMATION SYSTEM



ATTORNEY SEARCH

# Day 35

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## **If My Boss Gets Mad at Me or I Get a Poor Review, Does This Mean I Should Look for a New Job?**

Fortunate are the people who find themselves in situations where their bosses are demanding of them. I say this in all seriousness and for several reasons. At the outset, I want to caution you: this article is not for the faint of heart. It's for individuals who take their careers and lives seriously. You have chosen to be part of the working world and put the futures of individuals and companies on the line based on the quality of your skills. So it's time you faced some cold, hard truths.

When I was younger I attended a very demanding private high school. I also took the hardest classes I could. Most of my former classmates are quite successful today, leading in the professions of law, medicine, and other pursuits. I remember when I was in high school, I was working almost every school night until 12:30 or 1:00 a.m. on homework. I also remember being just an above average student and getting tons of criticism from my teachers. My writing was good but could be better. I needed to be more punctual about arriving for practice. When I did math problems, I needed to spell out the proofs of each problem more carefully. I needed to do this. I did that poorly. I should spend more time reviewing the punctuation before turning in my Spanish homework.

In retrospect, I know all of these criticisms were about things that were true. At the time, I think what I did is something we all do. Instead of making sure I was accountable for every error, I found fault with the teachers and coaches who criticized me, even looking for reasons to find fault with them personally. I even complained about my school and teachers to other students, trying to make them see these criticisms of me were totally unjustified. When we don't like what we hear, we often attack the messenger, don't we? This is perfectly normal.

When I went to college, I was still somewhat angry with my high school but took everything in stride. I didn't change anything I was doing in terms of studying and continued working hard in all my classes. A mere three years after graduating from high school, I remember being informed by my college (a top-ten college) that I had been nominated by the school for a Rhodes Scholarship because my grades were so good. I remember being very surprised when the school told me they had only nominated four or five students for this award—I still thought of myself as an average student. College had been much easier for me than high school.

What I realized then, and understand now is when the bar is raised for people; those who try to jump over it get stronger. You often become so strong you don't even know it until you are competing in another field. The high school I went to was training its students to "go to the Olympics," both academically and in life. I simply didn't know it at the time.

Up until a few years ago, I used to stop at a gas station to get some coffee each morning on my way to work. The gas station was near a public high school in Los Angeles, and the owner spent a lot of time defending his gas station against kids trying to steal this or that from his store. In addition, kids were always loitering outside the gas station, smoking cigarettes, passing unseen items between their hands, and making lots of noise. If I happened to drive by that gas station later in the day, kids from the high school were still horsing around and up to no good when they probably should've been in class.

I don't need to wonder—because I already knew the answer—if the teachers of these students were always waiting in the wings with one criticism or another of their student's work. I would venture to say the teachers probably never went so far as to hover over these students and make sure they were doing their best. I doubt any of these students went to top colleges, and I am pretty confident none of them will ever be nominated for Rhodes Scholarships.

I am also 100% confident that each of those students, if placed in the right environment, would be capable of great things. The right environment would encourage these students and would also raise expectations of them. What we believe we can do is very important. What I'm willing to bet, though, is that no one had much hope for these high school students hanging out in front of the gas station. Because no one had any hope for them, I knew nothing good would happen to them.

What would've happened to these students if someone had set goals for them and made them accountable?

There are very few people in our lives who will believe in us. For most people, taking the time to give someone honest appraisal is not a fun thing to do. People simply don't enjoy being criticized and criticizing others is not a great way to make friends. There are also very few people who are willing to work hard to better themselves and overcome criticism. The people who can improve in response to criticism are the strongest people of all.

Certainly, no one is perfect right out of law school, and anyone who disagrees is mistaken. I remember when I was a summer associate in a New York law firm and the firm gave me a stinging review that scared the pants off me. I couldn't believe it. I also remember speaking with the associates in the firm about their reviews at a big dinner. While I didn't speak with all of them, roughly half said they had received good reviews, and the other half willingly admitted their reviews were poor. At the end of the summer the strangest thing happened: the people who had

supposedly gotten good reviews didn't get offers, and the ones who had received the poor reviews did. This was in the mid-1990s, when the legal economy was in shambles!

When a class of associates joins a law firm, it's likely only one or two of them will still be there when it comes time to make partners. This could be one or two people out of a class of 75. The truth is that the 73 or 74 out of 75 people who are no longer there:

...not because they have been fired,

...not because the firm is a horrible place,

...not because one partner is unfair,

...not because the firm doesn't have opportunities available,

...not because working in-house is better,

...not because they have always dreamed of doing other things outside the law, and

...not because the work is boring.

The reason most of these people leave is they don't want to—or cannot—change in response to criticism. It's very difficult for most people to confront their weaknesses. Most people choose to go through life not confronting their weaknesses, and this is fine. However, those who do are the ones who achieve great things.

One of the biggest problems law firms encounter when hiring new attorneys is that most new attorneys believe they are special. Having attended law school and been admitted to the bar, many of these attorneys expect their first employers to do a lot of ego-stroking, telling them what good attorneys they are and how unique they are. I have seen this happen on more occasions than I can count.

There is nothing wrong with this attitude. It only becomes a problem when the attorney or law student is not strong enough to accept criticism. Unfortunately, law schools, colleges, and others do not prepare budding attorneys for the criticism they will eventually face, and they often cannot handle it. Yet taking criticism is a perfectly normal part of becoming a functioning attorney.

When I was practicing law, I often had opportunities to go up against more experienced attorneys, several of whom had been practicing 30 or more years longer than I. I never lost a case against one of these attorneys. However, because I was young and just starting out, the cases were

never that complex and my opponents not all that formidable. In these cases, I went up against attorneys from small law firms that did not have particularly good reputations. The difference between the work I did and the work these attorneys did was profound. Their work would typically be littered with typos. Their legal arguments would often be poorly thought-out and just plain wrong. I knew in almost all cases the work these attorneys produced would not even come close to getting out the door at the law firms where I practiced.

When you consider this example, you should realize it does not differ from the example of my high school and their established standards. Contrast a first-rate, demanding high school with a poor one. Contrast a good law firm with a poor one. The difference between first-rate organizations and poor ones—and the people they produce—often comes down to two concepts:

## **ACCOUNTABILITY AND STANDARDS OF PERFORMANCE**

The levels of accountability and standards of performance an organization has for its people make a huge difference in the final quality of what is produced by that organization. The more accountable the organization holds the people in it, the better the organization. The better the organization, the higher the work standards of its employees and the better they will do, no matter where they find themselves.

I recently read the biography of Jack Welch, former Chief Executive Officer of General Electric. In this book, Welch spends a lot of time talking about when a company decides to elect a new CEO, there are usually five or six people who are top contenders for the job. The ones who do not get the position typically leave and go on to immediately assume CEO positions in other leading companies in the world. For example, the CEO of Home Depot, Bob Nardelli, is someone who did not make CEO at General Electric and then left to take his current position.

When I first read Welch's biography, I was struck that the people who lost the fight to become CEO at General Electric left were welcomed as the CEOs of competing companies. It was almost as if failing was a good thing. How could someone who failed in one situation be such a superstar performer elsewhere?

I thought about this for some time, and I realized what it was all about. General Electric is a world-class organization that sets high hurdles for all of its employees. In fact, I have heard that the hurdles that General Electric sets are so high that it simply asks the bottom 10% of its performers to leave each year. When people come from a world-class organization that sets high standards, the world knows the organization has molded those people into world-class performers. Again, the situation is no different than it was at my old high school. Because of the demands made on me, I went on to become as good as I was capable of being.

This brings me to an answer for the question, “If my boss gets mad at me or I get a poor review, does this mean I should look for a new job?” In my opinion, the answer is simple: absolutely, positively not. Instead, you should consider yourself blessed. How many of us have opportunities to be pushed to higher levels of performance? How many of us are lucky enough to have bosses and others who care enough to get us to improve ourselves?

The natural reaction to any sort of criticism is to lash out at the person or the organization criticizing you. I think this is a huge mistake. People in the know will pay tens of thousands of dollars for this sort of guidance and to be pushed beyond their current levels of performance. CEOs of many companies will hire coaches for more than \$5,000 an hour to criticize them and push them. Olympic athletes of every sort generally have coaches behind them, pushing them every second of the day.

Is your organization competing in the Olympics? Do you want to be in an organization competing at the highest level? Are you willing to compete at the highest level?

The next time an employer gives you criticism or pushes you, remember you have a choice. You can find a group of people who will never find fault with you, like the kids at the substandard Los Angeles public school. You can also choose to practice law with a lousy firm and get beaten by 25-year-old kids when you are a 55-year-old attorney because you never decided to jump over the bar when it was held high for you and never took the advice of those trying to help you.

I would encourage you to compete in the Olympics. The next time someone pushes you to improve yourself, smile, put your head down, and follow his or her advice. The next time you look up, you may find yourself on top. If you are like me, you will find the whole experience quite enlightening, and if you have character, you will realize you can never be more indebted to anyone than to the people who challenged you to be the great person you are.

## **THE LESSON**

If your boss gets mad at you or if you get a poor review, you should consider yourself blessed. While few people are willing to work hard to better themselves and overcome criticism, those who do are the strongest and most successful. A demanding boss raises the bar, and forces you to become better and stronger to clear it. You must seek out—rather than avoid—people who challenge you and force you to become greater than you currently are.

## Questions:

1. Why is it important to seek out people that challenge and criticize your current level of performance?
2. How well do you currently handle criticism? Evaluate where you are at and what you can do to improve how you handle it.
3. Why is a demanding boss a good thing, even though it may not seem like it on the surface?
4. The next time you... are criticized and tempted to get mad at the person doing the criticism, take a deep breath and evaluate what they have said and whether it is true or partially true. How did doing this help your performance?



# Day 36

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## **If You Want to Earn More, You Need to Be Worth More**

Your financial requirements and what you would like to earn have nothing to do with what you are worth in the market. In running my various organizations, I have hired superstars from the very best universities with the very best work histories who ended up contributing next to nothing to the organization. I have also hired people who started out making close to minimum wage, and whose contributions were so great their salaries doubled, and in some cases even quadrupled. Several years ago, the contribution of one of our departments, which was then around 10 people, was so great I literally doubled each and every member's salary in one short 15 minute meeting.

Are you someone who contributes so much to your organization your salary merits doubling? Or do you merely have a sense of entitlement and feel you are worth more than you are paid?

I cannot tell you how many times I have heard statements like the following:

“I made this much four years ago; therefore I should be making more right now.”

“My wife told me that I need to get a raise.”

“I think it is really important that I get this car because it will show some outward sign of success.”

“I know of someone who makes even more money than this in [some other city] and, therefore, I need to make that much as well.”

“This is an expensive city, and I need to be paid that much to live well.”

“I would like to have some extra spending money for travel and other things, after paying the mortgage on my house.”

“I need to make enough money to afford to send my kids to a private school.”

These are actual statements I have heard from people over the years. The sense of entitlement that drives people to make these sorts of demands needs to have a basis in reality.

Again, your financial requirements have nothing to do with how much you are worth in the market. Unless you are truly indispensable, your employer simply does not care what those requirements are. You are paid a certain amount based on your ability to generate value for your employer, and, with very few exceptions, that value generally must be far greater than what you are paid. Your contribution to any organization must generally be at least three times greater than the reward you are seeking.

Far too many people fail to realize that what... they are paid is based on the company's profitability. Organizations have overhead, such as rent, advertising, and the cost of manufacturing the products or services they provide. Organizations need to have reserves in order to pay you when money is not coming in. Organizations need money for research and development. Organizations need money to pay for your health benefits and social security taxes, to print brochures, pay for office machine maintenance and more.

Since I am a legal recruiter, I would like to share with you some information about how partners are traditionally compensated in law firms. There are numerous compensation systems. However, the one I am about to share with you is the most prevalent.

When many young attorneys graduate from elite law schools, they tell themselves when they join equally elite law firms they will one day make astronomical amounts of money. About 10 years ago, I remember the number young attorneys my age were throwing around was \$1 million. How does an attorney make \$1 million a year?

Remember: any amount of money you are paid will have to add much more than that to the firm's bottom line. Typically, the rule is that for every \$1 a partner makes they have contributed at least \$3 to the firm. That means that the partner is lucky to receive only 33% of what he or she brings in as business to the firm.

How does a partner contribute a total of \$3 million to the pot for a firm? The partner brings in loads of business, works extremely hard, and then collects the money that has been billed. The partner also has associates doing work. He ensures their work is getting done and that all invoices are getting paid.

If partners in the world's largest law firms are lucky to receive only a 33% return on the contribution they are making, you should understand you will need to make a giant contribution to any organization you are part of in order to justify the amount you would like to be paid. In order to justify a high salary, it is important you begin concentrating on what you can do to make your contribution even greater than it is now.

You need to make yourself indispensable to your employer by virtue of your hard work and

contribution. There are certain people within any organization who are indispensable and others who are not. These employees usually don't last very long in organizations.

I want to tell you a quick story about one of the worst hiring mistakes I ever made. It involved hiring a manager to lead a small company I was starting at the time. In order to try out for the job and show me what he could do, I asked the man to put together some financial figures that took into account the potential performance of the company and what he believed he should be paid if each milestone was met. Since it would take several hours to go over these figures, I agreed to meet the man at my home on a Sunday afternoon to go over them until we could reach an agreement.

After three to four hours of reviewing these figures with him, I realized there was absolutely no way the company could make any money and that, no matter how well or how poorly the company did, the man would end up making plenty of money from the business. It really didn't make a lot of sense, and I saw immediately this man was not interested in making a contribution to the company. He was only interested in taking money from the company as quickly as possible.

There were many warning signs I should have noticed early on. The man was extremely flashy in the way he dressed. He bragged about always getting stuff for free. His car had been modified, and was very over-the-top. Basically, the man made me feel uncomfortable.

By 10 p.m. that Sunday, I realized I could not reach any sort of agreement with this man. Instead of offering him the job to lead the company, I offered him a commissioned sales-type job in another company. The man had stellar qualifications and had formerly been the leader of a large division of a national company.

The man responded by telling me how he had a home in Beverly Hills with an expensive mortgage payment, a nanny he needed to pay, a private school he sent his daughter to, and that his wife really liked to shop for expensive shoes. Therefore, he told me he needed to bring home a certain amount of money every two weeks to pay all these extravagant expenses. I told him I understood and I agreed to loan him a massive amount of money against his future commissions over the next several months as he settled in to his new position.

This man ended up being the worst performing salesman in the company's history. He failed like no other and disappeared with all of the money he was lent. To this day, I still do not know where he is.

The primary mistake I made here was not paying attention to the various signs that this man would make an extremely bad hire. Mainly, he was entirely focused on what he believed he deserved, and not at all focused on what he could contribute. The most revealing thing was his

business plan, which basically did not permit the company to make money and survive.

In order to thrive in your job, you need to be the sort of person who over delivers and provides incredible value to your employer and organization. You need to focus on over delivering in order to be worth more than the other people who are doing similar jobs.

I am from Detroit and an interesting subject to me is the decline of the American automobile industry. I remember in 1984, when I was 14, my mother purchased a Honda Accord. Before she purchased the car we went and looked at numerous other American cars. Even then, I realized that the quality of the Honda far surpassed any American car in the same price range. You could tell by the way the car started, the way the doors closed, the way the lights clicked when you turned them on, the way the radio fit into the dashboard, the hue of the paint, the tightness of the ride, and more. As a young teenager, I thought someone would have to be an absolute idiot to purchase an American car in the same price range.

At the time I did not even know about things like resale value, how long the car would last, and overall brand reliability. Purchasing the Accord would actually be even more valuable to someone in the long run, once reliability and resale were factored into the equation. In this respect, it made even less sense to purchase an American car. Ten years later, I sold that Accord to a classmate of mine for around \$4,000. If it had been an American car (assuming it were still running), the sale price would have probably been around \$400.

My main point is the Honda provided far more value than its competitors at the time. It was worth far more than its American counterparts, even though it was priced less. It is no wonder, then, the market share of Japanese manufactured cars has grown rapidly in the United States, while the market for American cars has declined. It is an issue of providing more value for the money.

Since your labor is a commodity to your employer, you should aim to become a higher-priced commodity that is worth far more than your competition. In order to merit raises and other employment related benefits, you need to shine and really stand out as someone who provides tremendous value. Do not expect to be paid a certain amount simply because it is what you want. Get paid more because you are worth more and because you deserve more.

## **THE LESSON**

You are a commodity, and your security and success depends on creating much more value to your employer than you receive. Expect a certain amount because you are worth it, not because it is what you want. By putting in a tremendous effort and generating value, you become indispensable and can justify higher pay.

## Questions:

1. How is your labor a commodity to your employer?
2. How can you increase the value of this commodity to your employer? Name some specific ways.
3. What are some ways that you can become indispensable to your employer?
4. What are some specific ways that you can generate value for your employer?
5. Why is it so important to increase your value in your career?



# Day 37

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## Over Deliver Because It Is Not about You

Several years ago, I was in the midst of opening up various legal recruiting offices around the United States. In my sheer enthusiasm for the business, I would bring new recruiters from around the country to Los Angeles and have them live with me for several months while training them in my method of recruiting. The new recruiters would sit in my office and I would observe them recruiting and critique their performance. I would have dinner with them each night and discuss recruiting as well.

While I am not good at a lot of things, I do believe I am good at recruiting. I love the business and have a natural talent for it. That is one reason why I took the practice of recruiting and the training involved so seriously. Some recruiters lived with my wife and me for up to four months while being trained.

Recruiters would generally start the job with all sorts of questions about fundamentals.

- **They would have questions about the proper sorts of candidates to send to law firms.**
- **They would have technical questions about different law firms.**
- **They would want to know various company procedures and so forth.**

I would happily share and teach all of this information; however, in the weeks and months that I would train each new recruiter, I really was never all that concerned with fundamentals. For example, I knew that the recruiters would learn about various law firms in due course. I knew that I could teach them how to present candidates to law firms most effectively.

What I was most concerned with was something far deeper and more significant. There was one thing that I knew would either make or break these recruiters and determine whether or not they succeeded. By the time each recruiter was done being trained, I knew and could tell many, many things. I knew if they would succeed at the job. I knew if they would last at the job. What I knew, all came down to one thing:

Whether or not the person believed the job was about them – or was about others. The more the recruiter truly believed the job was about others, the better they did.

“None of this is about you,” I would always tell people. “It is 100% about others and has nothing to do with you.”

Less than 30% of all the recruiters I’ve hired, worked on, and trained ever “got” this. A few people understood this naturally (most do not). My training would generally hit the new recruiters with this message from multiple directions and in unexpected ways. I might have them read self-improvement books where this was an underlying (but not direct) message. Generally, sometime during the final week or so of the training, I would try to deliver them this message in a serious way. I might bring it up in the evening while we were sitting by a fire and there were no interruptions. I felt the message needed to be taken in, pondered, and slept on. The reason for this was that I felt the message was incredibly important and something that needed to be absorbed and fully understood.

In fact, I felt the message was the most important career lesson the person would ever receive.

When recruiters “got” this message, their career and life changed. They would very quickly start doing exceptionally well and making all sorts of placements. They would be referred to others. Their entire career would just get fired up in a real hurry. People who understood and practiced this mantra almost universally did very well.

The power of this message was so strong that two recruiters working together in the same office might have results that were 180 degrees different. One recruiter might have 15 people interviewing at one time and be making placements at a rapid clip. Another recruiter might be lucky to have anything going on at all—despite having access to the same resources as the other recruiter.

It is all about the other person and never about you.

What does it mean when I say people believe the job is about them? It means people are focused on their needs and wants. They focus on things like:

- **How much money they make.**
- **Working too hard.**
- **Giving too much of themselves.**
- **Whether others in a similar job are making more money than them.**
- **How others in their company are doing compared to them.**
- **How much free time they have.**

- **Hobbies and pursuits outside of work.**
- **How they are perceived by others.**
- **Not being taken advantage of.**
- **The prestige of other people they are working with.**
- **The quality of their benefits.**

People who are focused on themselves spend a lot of time worrying and thinking about stuff like this. In fact, they generally spend just as much time thinking about these sorts of things as they spend thinking about their jobs and the people they are serving. When someone is focused on things that have nothing to do with serving the people they are working for, they get predictable results.

When a job is not about you, everything changes. If a job is not about you:

- **You take time to prepare an exceptional work product.**
- **You see things from another person's point of view constantly.**
- **You think about the other person's needs while you are working and not your own.**
- **You take the time to meet people and form alliances.**
- **You communicate with people in a way that they can tell you care about them.**
- **You write articles, give speeches, and do all sorts of things that people focused on themselves do not.**

The world provides rewards (money, status, and so forth) in direct proportion to the value you provide. You will simply provide more value to others when you are focused on giving and concerned about the welfare of those you are working for.

There are essentially three types of people and businesses out there: those that over deliver, those that deliver what is expected, and those that under deliver. People who over deliver generally believe the job is about others. People who under deliver generally believe the job is just about them.

In your current and past jobs, you certainly have been promoted, let go, or remained stagnant based on whether you over or under delivered. In terms of the businesses you frequent and like, the odds are very good that you are most comfortable with those which over deliver. Your

personal success, like the success of most businesses, comes down to whether you over or under deliver.

In my job, I speak with people who are unemployed and have lost jobs all the time. I also speak with people who are incredibly successful all the time.

The one constant I have noticed when speaking with the most successful people is that they make “over delivery” incredibly important in their work.

In terms of speaking with the most unsuccessful people, they make under delivery the most important thing in their careers.

The laws associated with making money, getting ahead, and being successful – all really do come down to over and under delivery. Most people who believe that a job is about others, over deliver. Most people who believe the job is about them, under deliver. Do more than expected, work harder, give more, and you will simply do better in life. There’s really no question about it.

In your career, one of the most important things you can do is to get a reputation for over delivering as opposed to under delivering. Everything in your career and life—and how you will be known—generally comes down to whether you over deliver. You need to be focused on what other people want and need. Being focused on the needs of others and not yourself is crucial in any pursuit.

I love reading biographies of incredibly successful people. I like doing this because studying the lives of successful people teaches me lessons that I can teach others about their own careers. Most biographies start out in the person’s childhood and then go from there. One of the most interesting parts of these biographies is reading about the work ethic of the people. The great successes are always people who over deliver and are concerned about others. They can see what other people want and could use and make this a priority.

I also love reading stories about successful companies. Successful companies also get the reputation for being focused on others and anticipating others’ wants and needs.

To truly reach your potential, you need to over deliver—be focused on others and not yourself.

## **THE LESSON**

You are rewarded in direct proportion to the value that you deliver, meaning that you have to over deliver in order to reach your full potential. You will provide more value to others when you are focused on giving. People who under deliver view their jobs as being primarily about them, while those who over deliver see their jobs as being about others. Strive to develop a reputation for over delivering rather than under delivering.

## Questions:

1. Do you currently strive to over deliver or under deliver in your career? How is this affecting your career?
2. What are some ways that you can improve in your career to ensure you are over delivering instead of under delivering?
3. Why is focusing on giving so important to your career?
4. How can you make giving to others a bigger part of your career?
5. What are some ways that other people have given to you in your career? How has this affected you?



# Day 38

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## **Why You Should Never Miss a Company Holiday Party or Invitation to Your Boss's Home**

A few years ago, I spoke with a man (now retired) who had worked in a large corporation for 40 years and in his last 20 years, he basically did nothing. He was paid very well and was more or less forgotten—doing very little of anything. He would show up at the office at 9:00 a.m. each day, try to look busy—do a task now and then—and then get in his car at 5:30 p.m. each evening and drive home. When he finally retired from the company, he felt as if he had achieved a great victory. For the past 20 years, his friend (who had risen very high in the company) had protected the man and made sure he kept his job—despite the fact that the guy was doing next to nothing and was of very little use to the company whatsoever.

This story may sound a little odd, but in virtually every company, there are people working in jobs who are not needed. There are people working in jobs where they may be grossly overpaid. There are people who are not carrying their weight. There are people who simply have very little utility to the company at all but, for whatever reason, are kept in the jobs they are in due to some connection, emotional attachment, or other safety net they have created.

Hiring, interviewing, continued employment, and your entire career are largely emotional areas. Most people believe that hiring and the job market are “professional” and “rational”—I believe nothing could be further from the truth. Probably 50% of the people in any company do not belong there, the company could do without them, or the company could do their jobs cheaper with someone else. If this sounds a little offensive to you, then I apologize. What I want you to understand is the value of having emotional connections in your job. Without these emotional connections, you will be much worse off than with them.

In one law firm I worked at, I remember an entire group of attorneys were kicked out of a block of hotel rooms because one of the attorneys had thrown a woman he had met out of his room naked and proceeded to call her a bunch of names. Incredibly, this guy was not fired, nor was he even disciplined by the firm. He was friends with several attorneys and no one really seemed to care. If the relationship had been “professional,” he would have gotten in a lot of trouble. I saw other attorneys fired or asked to leave the same firm for much more minor offenses. However, when an attorney like this is fired, he or she generally does not have an emotional connection to the firm.

In every industry I am aware of, when layoffs occur and when people are fired, generally the first to go are those who do not have an emotional connection to the organization. If that is you, you are making a huge mistake. Regardless of how professional you are, the odds are that you are setting yourself up for problems later on.

Holiday parties are a perfect example. An invitation to an event at your boss's house is another. I used to be uncomfortable with these sorts of things—in fact, I often dreaded them because I felt instinctively they were so important and did not want to screw up. Nevertheless, I always went and am glad I did—the relationships I made were very beneficial to me.

The holiday party, invitations to spend time with your boss outside of work, and other similar occasions are extremely important because they are a chance to form an emotional connection with the people you are working with. This connection is arguably more important than the professional connection. The emotional connection will take you farther and will last longer than any other sort of connection. Avoid holiday parties and other occasions to form emotional connections with your coworkers and superiors at your own risk.

Most hiring is motivated by some sort of emotional need on the employer's part. When you go to interview at any job, the most important thing you can do is find out why the employer really wants to hire you. You may get some sense of this in the advertisement you respond to—or from your recruiter—but you are only going to truly understand why the employer wants to hire you when you get into the interview and are able to feel comfortable with the interviewer—and uncover the employer's emotional reasons for wanting to hire you.

Most people go into interviews concerned mainly about themselves.

- **They worry about their appearance.**
- **They worry about how they will describe past jobs and moves.**
- **They worry about their experience.**
- **They may worry about their education.**

All of these are valid worries (and may be important to the employer) but none of them are as important as the emotional motivation behind the employer's hiring you.

Emotion is often irrational, and employers often hire people for irrational reasons. In fact, our entire economy runs on irrationality. This may seem like a bold statement, but look at it this way:

In virtually every news story I have read about when unemployment is high, something is always

mentioned about how companies and other organizations are “doing more with fewer people.” Many of the stories mention things like companies doing just as much business (yet being more profitable) with 25% of the workforce.

More recently, news stories have mentioned “record corporate profits” because companies have staffed down and are doing the same amount of work with fewer employees in response to recessionary conditions.

This indicates to me that something else is going on when employers are in hiring mode. A rational and unemotional organization would only hire as many people as it needs to do the work. It would not hire more people than it needs to do the work—and it certainly would not hire four times as many people as it needs to do the work.

There is, of course, the need for extra employees in case someone leaves. There is the need to make sure people are not overworked. But there is absolutely no reason for any company to have four times as many employees as it needs to do the work. (Forget about four times as many employees ... there is no reason to have 25% more employees than is needed to do the work.)

Overstaffing is a complete waste of any organization’s money and resources. If this is the case, what is going on?

- **In good economic climates, companies may be enthusiastic about the future and therefore want to hire more people—this is emotional.**
- **In good economic climates, more work that might not even be necessary is allowed to be done—this is emotional.**
- **In good economic climates, companies may want to see their offices and factories full of people—this is emotional.**
- **In good economic climates, friends and relatives of people are hired more readily—this is emotional.**
- **In good economic climates, people who are not productive are kept around—this is emotional.**
- **Hiring becomes more of an emotional function for many employers than a rational and business-oriented function.**

For a few years, in my own company, we had a man who was consistently working massive amounts of overtime. It got to be so that his overtime was so excessive, I spoke with his supervisor and told him that overtime had to stop. Then I spoke with his supervisor again. Then I

spoke with him again. Then I spoke with him again. This went on for more than a year. Finally, I told the supervisor that if the overtime did not stop, I would fire the guy working overtime.

To my astonishment, the supervisor said: "Boss, he has three kids to feed and a house. You need to let him work overtime."

The supervisor was telling me, essentially, that his emotional connection to the employee overrode the company's more pragmatic and business-oriented reasons (saving costs) for limiting his hours.

I could list countless examples of these sorts of emotional connections and how they come into play in the workplace. There are so many emotional connections that virtually every company is far more inefficient than it should be.

If you are smart, you should realize that these emotional connections and emotional alliances are almost as important as your professional performance at work. These emotional connections are important in your getting and keeping a job and just about everything you do in your professional life.

Make the most of your emotional connection and realize that emotion is the dominant force in most professional settings.

## **THE LESSON**

Emotional connections are very important in life and in your career. They are a critical part of getting a job, keeping a job, and doing well in your job. Your professional performance is important at work, but your emotional connection to your company is almost as important. Without an emotional connection to your employer and/or co-workers, you are at much higher risk of being expendable to the company.

## Questions:

1. What are some emotional connections that you currently have with your employer and/or co-workers? List these connections.
2. What are some ways that you can build additional emotional connections with your supervisor, boss, co-workers, or others in your company?
3. Why is it so important to build emotional connections in your career?
4. How can being emotionally connected with people at work be a benefit to your career?
5. How can being emotionally connected with people at work be detrimental to your career?  
How can you avoid this?



# Day 39

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## Lessons of Stars: How to Be a Star in Your Life and Career

When Cameron Diaz first moved to Hollywood she very quickly became one of the most popular people in town. Everyone knew who she was: she was well-liked, popular and someone people were talking about and wanted to know and be friends with.

One of the first and least obvious rules of Hollywood and life is this: It's not who you know, it's who wants to know you. If you are great, you will be found. Despite so many people clamoring to be stars, there are actually very few real stars. The real stars "shine" and stand out—they are well-known before they become stars. Cameron Diaz was one of the most popular people in Hollywood long before she became a star.

If you are a real star, everyone wants to be like you. If people don't think you're amazing, there is a serious problem. Success is something that you give yourself – fame is what others give you.

Diaz didn't start as an actress. She was a model. But she tried out for a minor role in Jim Carrey's movie, *The Mask*, and had so much presence in the audition that she was asked to come back and try out for the lead role. At this point in her career, she had zero acting experience. Prior to returning to the audition, she worked with an acting coach for a few weeks. She auditioned for the role, and the rest is history.

What is a star? What makes someone a star? How do they become a star?

Because of where I live and work, I see stars every day. I know several of them. There are some things stars actually do on an ongoing basis that makes them stars. Due to these things, they would be stars in just about anything they did.

- **If they sold real estate, they would be stars.**
- **If they applied themselves in academics, they would be stars.**
- **If they tried to be great attorneys, they would be stars.**

Everyone, in every profession out there should try and be a star.

When you look at someone like Diaz, what do you see? You may see a lot of things, but one of the most obvious things you notice is that she is alive – she has an enthusiasm and energy about her that are almost palpable. Most stars are also alive like this—it’s contagious and conspicuous. They don’t hide behind social mores and what they think they need to be. They are simply themselves, authentic and vulnerable. They speak and communicate from their hearts. They are “real” people – genuine in their speech and actions. People understand them. They are living life.

And this brings me to what is likely to be you – and comprises 95% of the world: Most people are walking around “dead.” Most people don’t let their true selves come out and they’re afraid of being transparent because they don’t want to be hurt. Most people have closed their hearts long, long ago. When people are young they are excited, open and live their lives without their brain judging, categorizing and being afraid to act. Your brain will never accomplish anything because it hides your light. Ask yourself, “How come I’m not shining as brightly as I was before?”

I have three young children. My 10-month-old smiles all the time. My three-year-old laughs out loud, giggles and smiles constantly – she is so happy and excited. When she is upset about something, you also know it. She screams, throws herself on the floor and tells you exactly why she is upset – she may be jealous, afraid, or want a toy. Regardless of how she feels she is honest about it. Her true self is always coming through.

My six-year-old, though, is not so much this way. She is gradually losing this honesty with herself and her emotions. She has to. Whether it is through school, peers, or even my wife and me, she is gradually learning she needs to cover up and mask her true feelings and who she is inside. This formerly emotionally honest child has started to cover up and her heart is gradually closing, like most people as they age.

Most people are far more prejudiced towards themselves than others.

The first lines of the Bible state that in the beginning God said, “Let there be light.” The whole idea of light is something that needs to come through in you and your life and everything you do. Someone like Diaz allows her light to come through – as do most stars. It’s called “show business”, not “hide business.” Real stars allow themselves to shine – like stars.

When a star gets on stage, they must blow people away with more passion and excitement than anyone expects. The best stars give 150% in their performances. They can reach deep within themselves to bring out the best in their characters – and themselves. They do not do anything operating at 50% – every part they take, they give the most of themselves they possibly can. More than people expect.

In your career, you should always seek to give the absolute most of yourself. Success is something

that you give yourself — fame is what others give you. People who hold back and apply themselves are always the ones who never get anywhere. Clock watching, doing the minimum amount expected and not giving 150% are all signs of people who rarely are able to achieve anything meaningful in their lives and work. Giving 150% is not just important in your work – it is also important in your relationships. How do you think that people like Diaz were able to become so popular before they became stars? As friends, acquaintances and more, they connected with people, were more authentic and tried harder than others. This is something that made them stars.

Another major characteristic of stars is that superstars watch what they eat. They do this through the food they eat and the thoughts that they allow into their mind.

I am not going to get into a debate about what you should eat and whether to diet; however, it is important for being a star. If you are “star” through and through, you are going to be very concerned about your body. You are in the limelight, and someone who is setting an example for others. You want to look and be your best in all respects.

Most stars are extremely careful with what they eat. I remember reading an article about Charlie Sheen and Denise Richards when they first got together. Denise Richards was bragging about how they had so much in common because they both only ate pre made meals that were delivered to them because they had to look good on camera. This may sound like something that is relatively shallow and inconsequential, but in reality it is not. Stars are concerned about being their absolute best in all respects, and this carries over to their diets and everything they do to a major degree.

Being a star is not just emotional, it is also physical. We live a few doors down from a female star and a few times a week she actually leads an exercise class for people in the community. She is passionate about her health because she is in the limelight so much. She does not get paid for the exercise class – it is just the sort of thing that she does.

The public image of someone like Sheen is something akin to a train wreck. To some extent, this is true, but even for someone like Sheen you need to look at the things he is saying and does. His public statements about having tiger blood, being original, all powerful and so forth are mental statements that show profound levels of motivation and self-confidence –something needed to be a star. Moreover, he is also vulnerable and honest about his addictions to sex and inappropriate behavior. He hides nothing and bares his soul. The same can be said for other stars such as Lindsay Lohan – regardless of what you say about them, they are authentic to a great extent.

Stars are not only careful about what they eat physically, they are also very careful about the thoughts that they allow into their brains. Thoughts are food. Most make a major and concerted

effort to surround themselves with positive people and thoughts. They understand that both positivity and negativity are contagious.

When you look at your life, your friends and the people you associate with, you will learn a ton about who you are. For example, junkies attract junkies, happy people attract other happy people, people living the lives of stars attract other stars. If you surround yourself with unhappy and negative people, this is who you are likely to be as well. If you surround yourself with people energized by the possibilities of the world, you are likely to be energized as well.

I was meeting with a well-known acting teacher who coaches people like Meryl Streep, Al Pacino, Johnny Depp and other well-known stars. He told me that sometimes they would be listening to him speak in a room of 100+ students. The best actors and actresses always listened very carefully. They would madly scribble notes, leaning forward and wanting to learn more. In most cases, most of the other people in the audience sat there unengaged. He believes that most people who never become stars (or are not stars) think they already know everything.

What made this so amazing to me is that the acting teacher said the real stars all listened in this way – even after winning Academy Awards. They felt they needed to continue learning more and could always grow. They poured everything positive they possibly could into their minds at all times and were always growing.

For most of my career, I have bought various motivational books for people in my companies. I noticed over and over that some people took the information, read it and absorbed it. Others acted aloof, left the books in the office and acted as if they already knew everything. Some people also became extremely defensive:

“I already know that!”

“I already do that!”

They tried to attack the messenger.

Their position is that they already know everything.

When someone is coaching you, giving you new information and trying to teach you something, the very last thing you should be doing is ignoring that information and not absorbing it. The strongest people out there always make every effort to absorb every bit of information they can. Stars want to grow so they can shine more. As long as criticism and new information is productive, they want it at all costs.

Being able to accept criticism and input is also about vulnerability. Vulnerability is a safe fear – like a roller coaster. You think you are going to die but never do. The best stars know how to be vulnerable. People do not want to help people who aren't vulnerable. Vulnerable people are more likeable than non-vulnerable people. It's human nature to want to help the most vulnerable people.

Around three years ago I was travelling and met a very famous movie star—the sort of star who makes tens of millions of dollars per picture. Within a short time of knowing this person, they opened up to me about their career and what they were unhappy about, what they felt they were not good at, mistakes they had made and more.

I was amazed that this person would tell me so much information. The effect this had on me was that I liked the person more and wanted to help them – despite his being at a far higher level than I am professionally. This is something I have seen over and over from stars – like young children, they can be honest with their emotions and vulnerable to others. They are not closed off and allow themselves to be vulnerable.

It actually takes courage to be vulnerable. Being vulnerable is a strength. Being vulnerable means opening your heart to life and everything it has to offer. To experience love you need to be vulnerable. People who do not allow themselves to be vulnerable are usually trying to avoid pain – but they are also avoiding all of the fun, love and great things that life offers.

Stars are resilient and do not allow themselves to be easily discouraged – they believe in themselves. When Picasso started out and was displaying his work in Spain people thought his work was terrible. He then went to Paris and displayed his work and people thought he was a genius and his fame ignited.

When Lady Gaga, Jesus and others were starting out, people thought they were insane. However, their originality and ability to persevere in the face of discouragement kept them going. They believed in themselves and eventually, like Picasso, they succeeded.

Another star I know was married and had what appeared to be a very happy life. Deep down, though, she knew she was not in love with her husband. She reached within herself and decided that as difficult of a choice as it was, she needed to divorce her husband and did. The alternative for her was living a life that was not completely fulfilling.

Stars know that they need to make hard choices to have a good life. They do whatever they need to and go through the pain it requires to have a good life. If you make hard choices, you will have an easy life, and if you make easy choices, you will have a hard life.

On the most simplistic level, if someone is fat and not exercising they are not making the sorts of choices that are required to be healthy. The easy choice is to eat whatever they want whenever they want. The hard choice is to exercise and go through the pain and to exercise the self-control to avoid eating when they want to.

You need to have great positive energy that is radiating out of your body. If you do not have this sort of energy, you are going to be less employable than those who do have that energy. A star knows that life is like a dinner party. The people who are the happiest and radiate the most positive energy are likely to be the most employable and do the best in the world. If you were a casting director, would you want to pick someone who is depressed and unhappy and put them on your set for six months?

Stars are also not afraid to meet people and get out there. When someone is successful, they are able to connect with all sorts of people. Unsuccessful people often feel they are different than other people and do not connect with them. When I am walking around and see stars, I have noticed that – despite not knowing me – most are friendly and say hello and smile and give off a lot of energy. Most people do not do this. This is what stars do. I see Cindy Crawford all the time – despite not knowing her. She always smiles. She does this with everyone – I am not special. A few months ago, my wife and I were on a bus at a ski resort with Laura Dern. She started talking to us out of nowhere and was incredibly friendly. She did not know us. I remembered it, though, just like I remember people like Cindy Crawford for being so nice.

## **THE LESSON**

To be really successful in your career, you need to learn the lessons of stars. You need to take care of your body and mind. You need to watch what you allow in mentally and physically. You need to constantly be willing to learn more. You need to be vulnerable and connect with others. You need to be willing to make hard choices and not only easy choices. You need to let your light shine through. You need to give 150% to your work – more than anyone else. You need to realize that you are part of the human experience and open your heart to others and be genuine. You need to turn your light on.

## Questions:

1. Who are a few of your favorite stars? Take a look at their lives and find out how you can emulate their good attributes in your career and life.
2. What can you do to take better care of your body?
3. How can you take better care of your mind?
4. How can you let your light shine through in your career? How will this help you and others around you?
5. Are you currently being genuine to those around you? If not, what can you do to be more genuine?

6. What are some ways that you can give “150%” to your work?
  
  
  
  
  
  
  
  
  
  
7. How can being vulnerable be a strength in your life and career?
  
  
  
  
  
  
  
  
  
  
8. Are there any hard choices coming up in your life? If so, resolve them now to be true to yourself when making these choices.
  
  
  
  
  
  
  
  
  
  
9. Have there been times when you have taken the easy way out instead of being true to yourself? How can you avoid doing this in the future?
  
  
  
  
  
  
  
  
  
  
10. What do you feel is the most important lesson that you can learn from the stars? How are you going to apply this lesson in your life and career?

# Day 40

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## **The Focus of the Group You Are in Determines the Kind of Person You Become**

When I was around 7 years old, an international touring group of 40 or so young singers and dancers called Up with People came to my Detroit elementary school. The group put on a spellbinding show that mesmerized me. I went to a relatively small elementary school that must have had fewer than two hundred students in it. The fact that I still remember the show—and its positive message—more than thirty years later is a testament to how good this show was. For months after the show, I remember kids from our school sang the songs the group had performed.

From what I remember, the cast members were all smiling (both before and after the show), danced through the aisles of the gymnasium/auditorium where they performed, and really put on a great show. Afterward, some of the cast members even went up to individual children in the audience and told them things like they were “precious” or that they were “cute,” making it even more memorable.

Up with People was founded in the mid-1960s, somewhat as a response to the negativity of the prevalent hippie movement. It was meant to be a positive voice for young people—instead of the more prevalent negativity of the time. Rather than focusing on what was wrong in the world, the group focused on creating world peace, happiness, and community service. The group never had any religious affiliation.

By the time I was 18, several of the kids I knew had started to listen to the Grateful Dead. As part of this, most of them turned quite negative. They talked about how bad corporations were and how people needed to mellow out. They soured on school and started smoking marijuana between classes. They started speaking in slow, monotone voices. Their grades slipped. Their skin turned pale. They started growing their hair long. A couple grew goatees. One got kicked out of school.

I do not disapprove of those who use drugs—but some stuff can go too far. Not everyone who drinks wine becomes a wino on a street corner and not everyone who uses drugs has a problem with it either. In terms of the people I knew who were following the Grateful Dead—stuff soon got out of control. I even knew some people who started using crack cocaine within months of becoming enamored with this group.

Despite what I knew was likely to be a bad time, I decided to make the trip to a Grateful Dead concert in Ann Arbor, Michigan, with my friends in 1988. While I never had a lot of experience with the hippie movement, watching people sell dangerous drugs to one another and take acid did not seem like a positive thing. At the concert I saw mothers with babies who had taken acid and were spinning in the aisles while the band played. There was just not a lot of positive stuff going around.

The most notable aspect of the concert for me was not when my friend (who had taken too many mushrooms) suddenly started screaming because he was so zoned out he could not see his hand. Instead, the most interesting part of the concert was the huge dichotomy I saw between the University of Michigan students who were working at the doors of the concert and showing people to their seats and the Grateful Dead fans attending the concert.

The Michigan students were all clean-cut, sober, well-spoken, and professional looking. Michigan has always been a very good school, and the kids working at the concert looked as if they were doing their best to prepare for lives of productivity, good jobs, happy families, and finding the good in life.

In contrast, the people attending the concert were worn down, on drugs, unhappy looking, and seeming to represent the negative side of life.

The Grateful Dead and the people who attended their concerts back then had very obvious overtones as people who were concerned with what was wrong with society. In response, these people put themselves in a position where they were not contributing to society as much as they should.

The idea of the Grateful Dead versus the clean-cut and happy group Up with People is an image that has always stuck with me. One group stood for something happy and positive and the other stood for something largely negative. One group went into communities and performed community service and told people how special they were. The other group went into communities, set up tent cities, dealt drugs, and got people to drop out of society rather than participate.

After reminiscing about the Up with People event I saw more than thirty years ago, I reviewed their website today. I found the following language on the site:

More impressive than where Up with People has been is the very real and sustainable change it has inspired across the globe through its contingent of alumni. For over four decades, students who traveled in Up with People have gone on to become enthusiastic leaders in their hometowns, their countries and the world. Equipped with the life skills and broad perspectives learned “on

the road,” they have made a tremendous difference in a myriad of careers and through their life choices, have truly become global citizens.

I liked the idea that the Up with People group seemed to stand for and focus on so much that was positive.

There are a tremendous number of factors we can focus on if we choose:

- **We can focus on the temperature of the room we are in.**
- **We can focus on the texture of the desk we are sitting at.**
- **We can focus on the meal we had last night.**
- **We can focus on how we felt the last time we were sick.**

Have you ever known someone really down on the world and life in general? I have. I’ve known lots of people like this in the past. Someone who gets down on the world is likely to see everything around them as negative. People around them are seen in a negative light. Their career is seen in a negative light. Pretty much everything around them will be seen in a negative light. Instead of focusing on the things around them in the world that are positive, happy, and uplifting, a negative person will “delete” what’s positive and focus on the negative.

The power of focus is massive. If you choose to focus on the positive, life looks good. If you choose to focus on the negative, life looks bad. If you choose to focus on ways to be more successful, you will be more successful. If you focus on what is wrong with your job, you will see more things wrong than right. If you choose to focus on what is right with your job, then you will see more right than wrong.

The psychology of the group may focus on the positive or the negative. The focus of the organization where you work will generally have a lot to do with how successful the organization is—and how fulfilled the people working inside the organization are. The group psychology of an organization will generally focus either on the positive in its people and environment—or the negative.

Most of us are experts in deletion. We delete the things around us that we do not want to pay attention to. You are certainly deleting a lot of stuff in your environment right now. If you did not delete all this information around you, the odds are very good you would never get much accomplished at all—you would be paralyzed by so much information that you would not be able to function. So, most people only allow themselves to focus on a few things at a time. One of the true joys of our minds and psyches is that we have the ability to direct our focus.

Where your focus goes, your energy generally follows. Most people in the world, though, are not all that focused. Instead of focusing on the outcomes they want in their life, they get bogged down in various details. These details end up detracting them from their focus, and in the process, not much ever happens. Your ability to focus on the outcomes you want in your life and career can make a profound difference in what happens to you. Your ability to focus on what is positive and not negative will also make a huge difference.

The problem with focus, however, is that most people do not know how to use it to their advantage. Instead of focusing on the stuff that will take them forward and give them the results they want in their lives, people focus on the wrong things—or allow others to tell them where to focus.

Most people, you and me included, have something that makes up the majority of their focus. For some people this focus could be their family. For others the focus could be on their job. For others the focus could be on the sports they play. Whatever your focus is, whether creative or destructive, you generally end up becoming. The focus of the groups you associate with also plays a large role in the course of your life.

The reason that the focus of the groups you are a part of is so important is that most groups end up having a massive influence on our focus—groups generally have a cultural psychology that focuses on certain aspects of life. There is a reason that you can make massive generalizations about the sorts of people who followed the Grateful Dead around and the sorts of people who joined Up with People—both groups had an overall focus or message.

You should choose carefully the groups you associate with and participate in. I believe nothing is more important than choosing groups with a positive focus—the focus of the group will determine the kind of person you become.

## **THE LESSON**

Make sure that you are involved in groups that focus on positive things. Your success in life depends on your ability to focus on the outcomes you want, and the focus of the groups with which you associate will in turn shape your own focus. You must endeavor to always choose groups with a positive focus.

## Questions:

1. What are you focusing on in your life? How will this affect you today and in the future?
2. Why is it important to focus on more positive things than negative?
3. Make a list of the positive things that you are currently focusing on daily. How many can you come up with?
4. Make a list of the negative things that you are currently focusing on daily. How many can you come up with?
5. How has your focus in the past affected where you are at today?



# Day 41

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## **Our Habits Determine the Outcome of Our Lives**

When I was younger, I was reasonably good at tennis and would have been capable of being an exceptional player if I had developed the correct habits. By the age of 15 I had developed a serve so strong that even professional tennis players had difficulty returning it with any consistency. The problem with this serve was that I only got it in around 30% of the time (and I had a horrible second serve). I also had an extremely good forehand that was devastating to my opponents. In a similar manner, the forehand—when I hit it my hardest—did not go in nearly as much as it should have.

During my eighth grade year, I was regularly beating players in my age group who were ranked in my state. On at least a few occasions, I beat tennis players who were considered among the top 20 or so in the state for my age group. My father realized I had a lot of potential and after I completed eighth grade, he took me to a private tennis instructor and arranged for me to get at least a few lessons per week for the entire summer.

I started playing with the instructor and I remember him telling me that I had the potential to be very good but I would need to develop different habits.

- **Instead of hitting the ball hard, I had to start lobbing it more often, making it harder for kids my age to return.**
- **Instead of hitting harder serves, I had to concentrate on getting them in.**
- **Instead of using a two-handed backhand, I needed to learn a one-handed backhand.**
- **Instead of standing upright when I hit the ball, I needed to concentrate on leaning forward.**
- **Instead of standing upright after a shot, I needed to get down lower on my knees.**

What the pro was talking about was the need to develop new habits and ways of playing. He told me that if I did not develop these sorts of habits, I would never be a great player. I doubted the pro at the time and did not believe him. I ignored his advice and believed that my current habits and ways of playing were very good. After all, I had beat lots of exceptional players. Even the

pro had trouble returning my serve. Maybe he was trying to sabotage my game because he was jealous!

I started skipping the tennis pro's scheduled lessons. I fought his efforts to change my game. I believed I would be just fine the way I was.

When I got into ninth grade, I tried out for the varsity tennis team. During the winter, I had been playing in an indoor club and had played tennis against many of the varsity players—some of whom were now seniors and, therefore, much older than me. Since I had been able to beat many of these players, I figured I would have no problem making the varsity tennis team.

When I tried out, I made the varsity team—at least, I thought I had. Then, about a week after everyone had been cut, the coach came up to me after practice and told me she was cutting me. She told me that I would “lose more than I won,” because of my bad habits. Furthermore, she said that if I wanted to be on the team the following year, I would have to spend the year working on the same things the pro the summer before had told me I would need to work on. Essentially, I was cut because I had such bad habits.

Sadly, instead of working on my habits, I quit tennis and never played again all through high school. Why? I was afraid to change my bad habits and work on good habits.

How many things have you quit in your life because you could not develop good habits? How many times have you given up on something because you could not change?

Let me tell you about an experience I had with habits that changed my life. The same year I was bumped from the tennis team, I also failed ninth grade—and received one of the biggest wake-up calls of my life. I was taking Algebra and Spanish that year. Each night there was homework in these classes, and I did not do the homework. Why? When I was little, I had taken all of these IQ tests and been told how smart I was. I'd also gotten very good grades before then without studying. Who needs homework?

So, instead of doing homework each night, I watched television and did other things. Within a few months, I was way behind in my classes and could never catch up. You can never catch up in a class like Algebra or Spanish if you do not do the homework and memorize what you are supposed to. This is what happened to me.

This is what happens when you do not develop good habits. You fail at things that you should be succeeding in. You fail not because you are not smart enough or talented enough—you fail because you develop bad habits.

When I started my next year of school, my father required me to study from 7:00 p.m. to 11:00 p.m. each night. I was not allowed to watch television or anything else. He required me to develop good habits, and these habits ended up changing the direction of my life. To my astonishment, within the next several years, I had become a great student, was considered smart, and was a completely different person. This was all because of habit.

I have been taking yoga lessons recently and am enjoying it. Yoga is actually a very complex discipline, and the postures involved in yoga can take years to develop. Last night, I was in a class and the teacher stopped me in the middle of a pose. The teacher told me to do only half of the pose until I was able to do the entire pose correctly. The message was: Do not develop the habit of doing something the wrong way. Start from the beginning and do only as much as you can do correctly. Once you have developed the correct habit, then and only then should you attempt more.

When most of us think of habits, we think of the sorts of habits that hurt us—things like smoking cigarettes, driving too fast, and so forth. We rarely consider other, more helpful habits we develop, such as flossing our teeth, stopping at stop signs, or showering each day. There are tons of habits we can develop that can help us a great deal, such as saving money, working a certain amount each day, exercising a given number of hours per week, meditating, taking self-improvement classes, reading, and more.

Setting goals and taking consistent action toward those goals is an example of a helpful habit.

The beauty of habits is that unlike anything else in this world, they can help us make massive and profound transformations in everything that we do. Power comes from taking a small action each day toward an objective. In order to achieve any goal of significance, you need to take smaller and smaller steps toward it each day. You need to refine what you are doing.

One of the most important things you can ask yourself is whether your habits empower you or hold you back. The habits you have and adopt will determine the outcome of your life. Similarly, a lack of habits will dramatically affect your life. Habits will determine whether you are:

- **Successful or unsuccessful**
- **Happy or sad**
- **Rich or poor**
- **Healthy or unhealthy**
- **Excited or bored**
- **Alone or with someone**

- **In peace or stressed out**

In fact, the more you examine your habits, the more you will realize that these habits are having an impact on what happens in your life. Some people have bad habits; other people seem to have no habits at all.

“In truth, the only difference between those who have failed and those who have succeeded lies in their habits. Good habits are the keys to all success. Bad habits are the unlocked door to failure. Thus, the first law I will obey, which precedes all others, is—I will form good habits and become their slave.”

Og Mandino, *The Greatest Salesman in the World*

There are many people who are happy to tell you what you need to do in order to be successful. There are also thousands of ways to be successful in all sorts of businesses, professions, and more. While knowledge and information about what you need to do is required for you to be successful, the important thing is focusing on what you need to do consistently to be successful. What actions do you need to take on a consistent basis to be successful?

There are people in the world who talk about and hope that they will achieve certain results in their lives, and there are those who just go out and achieve those results. There are lots of people out there who are happy to talk about what they would like to see happen in their lives. Most of these people are on the sidelines of life. The difference between those people who achieve what they want in life and those who merely talk about what they want is habit.

## **THE LESSON**

Bad habits will cause you to fail at things at which you should succeed. Develop habits that empower you rather than hold you back. Habits make up the only real differences between those who succeed and those who fail at life. Habit separates those who achieve what they want in life from those who only talk about their goals.

## Questions:

1. What are some of your bad habits? List at least 5.
2. What are some of your good habits? List at least 5.
3. What are a few good habits that you can incorporate into your life to improve it?
4. If you have had a bad habit that you corrected, what was it? How did you do this?
5. What are 3 ways that having good habits can make you more successful in your career and life?



# Day 42

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## Pay Attention to the Details

One of the most important things you can do in your career, business, and life is pay attention to details. With very few exceptions, the most successful people I have met always have an extraordinary ability to pay attention to even the smallest details. In fact, the more you examine successful people, the more it becomes clear that they are often obsessed and incredibly knowledgeable about details.

In my house, shows like *The Hills* and so forth are on all the time. (A quick aside: I was at a party a few years ago where I had to sign a bunch of releases because the back of my head was apparently on camera when they were taping the show.) A lot of the good-looking young people on these shows are very, very successful. Watching them, though, it is hard to understand why they are so successful, because none of them seem all that intelligent. In fact, the shows are often comical because the kids seem so concerned about surface-level sorts of things. If you tried to speak with any of these kids about anything mildly intellectual, it seems as if their eyes would glaze over and they probably would not be too interested in whatever you were talking about. When I first started meeting successful Hollywood types years ago, I was baffled. Most of them did not seem all that intelligent, and they seemed mostly preoccupied with superficial things that seemed relatively unimportant to me. Frankly, I did not understand how these people could be doing so well.

The more I observed them and saw what they were doing, though, the more I realized how incredibly in tune they were with details. In terms of their diet, many of them (even the men) had a profound understanding of the calorie count of certain foods, the danger of mixing certain foods, the importance of avoiding sugars and fats, and all sorts of things. Moreover, they had intricate knowledge of hairstyles, different fashions, and more. Finally, they were aware of an incredible number of social intricacies, always in-the-know regarding various events, who was in and who was out, and more.

Being successful in Hollywood is a skill. I would argue that you need to be raised and bred for it to some extent. I do not care if they have great scholastic skills or not; the people who are able to experience success in the entertainment business are in tune with and are always looking out for an incredible number of details. Skills required in Hollywood such as social survival and advancement, maintaining looks, being in the good graces of the right people—all involve being aware of numerous incredibly small details that other people would probably overlook. Then

there is the separate matter of maintaining a thick skin and a high self-esteem in the face of constant rejection.

The Hollywood moguls are fascinating. One of the more interesting stories is that of David Geffen. Geffen never completed college and started out working in the mail room at a talent agency. He eventually became a billionaire by representing people in the music business, and he started a film company as well. A secret to his success, I used to hear, was that Geffen never drank, smoked, or used drugs, and he spent his career negotiating and doing business with musicians and others who were always under the negative influence of one substance or another. Due to this fact, Geffen used to tell people that he was able to negotiate all sorts of details in his favor.

Being aware of details is not just important for Hollywood types; it is important in every profession. Whether you are a lawyer, a teacher, a waitress, or a professional athlete, your ability to pay attention to details will determine your success or failure. The people who get ahead in every profession are the people who take the extra step to do what others neglect to do. Most people do not concentrate on small details and do everything they can to get ahead except concentrate on the small details. Instead, they gloss right over the small details, not wanting to put forth the extra effort. This often results in a less than satisfactory outcome.

In law, the people who are aware of the most details are the best attorneys. Every really good attorney I have ever known has been the one who examines and understands details that others do not take the time to understand. Glossing over details is a form of intellectual laziness, and the attorneys who do this are the ones who typically lose the most cases, have to charge the least money, and are the least respected in their jobs.

When I was practicing law, at one point I worked for an attorney who never lost a case. He worked on several incredibly important cases that you are probably familiar with, and in virtually every case, he won before the case went to trial. These incredible results were due to the attorney's ability to go deep into cases and understand the smallest of details. Without this skill, he probably would have been just another average attorney.

He could come across a misstatement that someone made. Or it could be that someone never received proper notice for a given matter. Whatever the small details he uncovered, they were usually a game changer, and it led to his winning the case. The attorney was disciplined and focused in his work. He was not spending his evenings going out to eat with clients and so forth. He was waking up early and running several miles each morning, then coming into the office and working himself into a frenzy of enthusiasm for all the various details of the cases he was working on.

Teachers who pay attention to details will know which students are performing the best and which students are not performing so well. They will understand which students have learned the lesson and which ones have not. Devoted teachers will make sure that their students understand the subtleties of various lessons that other teachers might not even bother to teach. The detail-oriented teachers will have numerous handouts for students and will go the extra mile. They might also spend time after class with students who do not understand certain materials. Ultimately these teachers will make more of an impact on the lives of their students.

Waitresses who are detail-oriented will remember what their customers ordered the last time they visited the restaurant. They will remember customers' preferences and will make sure that their orders are prepared a certain way. Good waiters will watch the customers' coffee and beverage cups to make sure they are kept full at all times. They might write small notes on the check thanking people for their business. They will often greet repeat customers by their first names. They will attend to one detail after another, and as a result, they will make better tips than their less detail-minded peers.

Professional athletes who work out every day, watch their diet, and work on improving their weaknesses and strengths each day, are likely to do better than athletes who do not. When you watch or read about the successes of the top professional athletes, you will generally see that they push themselves and work on details of their game in ways that the more "average" athletes do not.

If you are going to get ahead and advance in anything it is incredibly important that you do your absolute best to concentrate on the details that others are glossing over or outright ignoring. The person who stretches himself or herself and pays attention to details is always the one who ends up doing the best in any undertaking or profession.

Details are also important in your search for employment. When looking for a job, the person who seeks jobs in places that are often overlooked will typically achieve better results. Those who take the time to personally consider and address their applications to the right people usually do the best. Those who follow up afterward will do even better. Those who research a prospective employer before attending an interview are also more likely to receive an offer.

Where people win in business, in their careers, and elsewhere is often in the small print. I hate contracts and I hate the small print, but this is where many people and companies make their profits, and it is where you are probably losing, if you are not paying enough attention. The small print hits you when you don't expect it. Your bank charges you all sorts of small fees; a hotel charges you an extra \$7.00 for room service; your credit card company charges you annual fees and so forth. These tiny expenses add up and they can ultimately eat away at you. When you deal with very good negotiators, they will typically negotiate around the periphery and make out

better in the end, due to details that you have overlooked. Details always add up. In the aggregate, focusing on the small details can often be more important than focusing on the larger picture of your career and life. You achieve the greatest progress by tending to one detail at a time.

## **THE LESSON**

The most successful people are often obsessed with and are incredibly knowledgeable about the minutiae of their work. You must concentrate and develop an understanding of the details that others “gloss over” for true happiness and success in your job. When looking for a job, you will find greater success by looking for openings in places that others overlook. Focusing on the small details will, in aggregate, bring you much greater success than focusing on the bigger picture, so start by tending to one detail at a time.

## Questions:

1. Why is it so important to focus on the details in your career and life?
2. Have you ever missed important details in your career? If so, what kind of an impact did it have on your performance?
3. What are some specific ways you can improve the attention you pay to details?
4. How will improving the attention you pay to details increase your current level of success?
5. What details are important for you to focus on in your career and life?



# Day 43

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## Protect Your Reputation at All Costs

“A risk to reputation is a threat to the survival of the enterprise.”

-Peter J. Firestein

I read an article once about Blackstone executive David Blitzer, whose father-in-law he once charged with trying to shake him down for \$7.5 million. The man was ultimately arrested after Blitzer, 38, made a \$500,000 payment as part of a deal to get the harassment to stop. Blitzer’s father-in-law had originally requested that Blitzer loan him money, which Blitzer did. However, when Blitzer refused to relinquish more money than originally requested, things turned ugly. According to the article:

In June, Ross demanded more money and began harassing Blitzer with phone calls and emails, according to the district attorney’s office. Ross allegedly said if Blitzer did not give him at least an additional \$50,000, Ross would contact Blackstone executives and law enforcement with accusations he said would ruin Blitzer’s career.

In one voicemail message, Ross threatened to “commit open warfare” against Blitzer if he didn’t send money, the district attorney’s office says.

When I read that article, a family member was attacking me in a similar way, after I’d refused to give that person a loan. The difference between what happened to me and the situation with Blitzer was the “open warfare” against me had already begun. The attacks had been going on for some time, in fact. When my relative denied the attacks, I asked him to take a lie detector test, which he took and failed.

While I cannot comment on this further, I will say you must protect your reputation at all costs from public defamation. Don’t let yourself become a victim.

Being attacked by my relative was one of the hardest things I have ever dealt with. A situation like this really goes to the core of who you are, and it causes damage in many ways. People have asked me why someone would make accusations against me if they were not true. My reputation has been tainted. The problems the ordeal caused me, my family, and even my employees are completely unacceptable.

During your career, you cannot afford to take any chances with what people say about you. Never let lies be spread about you. Before becoming the CEO of the employment companies I work for now, most of my experience was in the legal industry. I worked in Los Angeles and saw several attorneys' careers destroyed by rumors. While some of the rumors I heard were in fact true, most were not—and the results for the attorneys were catastrophic. Even in a market as large as Los Angeles, word got around very quickly. If you think there are rumors going around about you, you need to react quickly to stop them. The only fight you're guaranteed to lose is the one you back down from.

When you are searching for a job, you need to be aware your potential employers will do their homework on you. They will put your name into a search engine and look you up on social networking sites to see what they can find out about you. If you have a blog, your potential employer will look this up as well. If the people you associate with on your blog do not meet your potential employer's approval (e.g., they are into "weird stuff"), this may cause him or her to lose interest in your candidacy. You must ensure you are protecting your reputation and controlling what others can find out about you.

I once heard someone say something I believe is very appropriate regarding professional reputations: "Never tell people you work with your biggest weaknesses because this is something that can be used against you in the future. Your weaknesses are something that gives others power over you." While this advice may sound extreme, the point is to protect yourself. You do not want people spreading negative information about you in the workplace. This can not only cause problems with your current job but can also potentially damage your future employment prospects. There is no quicker way to hurt your career (especially in niche professions where a lot of people know each other) than to allow rumors to circulate about you.

The best way to deal with rumors is often to acknowledge they exist and then do your best to address them. Addressing rumors is an excellent way to ensure that whatever is behind them is not allowed to fester. For example, the Coca-Cola Company has an entire portion of its website dedicated to addressing false rumors. This is a priority for large companies such as Coca-Cola, and it should be a priority in your career as well.

In my opinion, one of the best ways to overcome your critics is to simply sit down and speak with the people you believe are creating the rumors. This can be challenging to do in a professional environment, but when done properly, it can put the people on notice about your concern and let them know you may suspect their own behaviors. Getting close to these people—keeping your enemies close—is often the best way to help quiet them.

When I was in high school, I remember another football player spreading rumors about me and a girl in our school, with whom I'd never even spoken. I walked up to the player the day I heard the

rumor and asked him, “What exactly makes you feel good about spreading rumors about this girl and me?” I never heard the rumor again. Later, I heard he denied ever saying it.

In summary, if you hope to continue to grow your career, you must confront rumors early on in order to prevent them from growing and festering. Protect your professional reputation at all costs, act with honor and don't let petty talk from other people stand in the way of your progress.

## **THE LESSON**

Protect your reputation at all costs, and do not let false rumors or information about you to stand uncorrected. You do not want people to spread negative information about you in the workplace; not only can such rumors impact your current job, but also your future employment prospects. Negative rumors must be stopped as soon as you become aware of them.

## Questions:

1. What are some ways that you can protect your reputation in your career?
2. What should you do if someone tries to tarnish your reputation?
3. What are some specific ways that you can avoid spreading rumors about others?
4. Have you ever spread false rumors about anyone else intentionally or unintentionally? If so, what were the repercussions of this?
5. What are some ways that people ruin other people's reputations?



# Day 44

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## **Your Job Search and Future Prospects Will Be Determined by the Company You Keep**

I have had the most unusual series of interviews over the past few weeks. Yesterday I interviewed a woman who came in smelling like alcohol—to such an extent that my eyes were watering. I asked her about her record and she told me that she had a DUI but “all that was behind her now.” She then wanted to make sure that this was not something that would “prejudice me” against hiring her. I must admit that since I was interviewing this woman for a job that involved a lot of driving, it sure as hell did prejudice me.

Earlier in the week I was interviewing a guy and I just started to get a bad feeling while talking to him. Something looked off about him and I just sort of blurted out: “Have you ever been to prison?”

“Well, if you must know...” he began. He then told me that he had just finished serving four years in a federal prison for some incredibly complicated crime involving computers, wire transfers, Pakistanis, and the Taliban. It took him at least 20 minutes to explain his story and I had no idea what he was talking about at around 3 minutes in. None of these items were on his résumé; I can assure you I would have remembered it if they were. There was just a time gap there that went unexplained—until I inquired.

“I hope this will not prejudice you against hiring me,” he also said. Of course it did.

No company in its right mind would hire these people and give them a second chance. You might ask: How do I know this? Well, around a decade ago, I used to be the type of employer who took in lots of lost sheep like this, to give them second chances (I have hired two drunk drivers before), and in every single instance these people repeated some sort of indiscretion once hired. The person who hires these people will likely be making a big mistake.

For years I have had the annoying habit of grinding my teeth when I go to sleep. It is not something that actually wakes me up, or bothers my wife; however, over the course of my life it has resulted in some of my teeth being flatter than others. I have a mouth guard for this, which I wear when I sleep, but I guess it is something that I do during the day as well.

A couple of years ago I was at the dentist and he recommended I go see a periodontist to potentially reset my jaw to stop me from grinding my teeth. When he told me the periodontist might have to break my jaw, my ears really perked up, and I decided that this was something I needed to investigate. I suddenly had images of a guy in a lab coat rolling up his sleeves while he hauled me off, punching me in the jaw until the bones finally broke. I was not in any sense excited about undergoing this process, mind you; I just thought I should investigate and see what the concept was all about.

I have no idea how I found my dentist, but he is really uptight and detail oriented. He used to walk by my office at the same time every day and his entire office was a model of organization, detail, and sterility. He was obviously cut out for this sort of thing. As I was standing there to pay for a tooth cleaning session, in perfect hand writing he wrote down the name of a couple of guys who he said would do a good job of breaking my jaw.

“Which person is better?” I asked.

“I’m afraid I cannot tell you that,” he said very sternly but in a way that remained friendly.

For the next few minutes I stood there trying to deduce through a series of questions which one he thought was better. I really trusted his opinion since he was so uptight and anal. It looked like he probably spent at least 10 minutes shining his shoes every morning. Looking at him I also could not imagine how his dry cleaner could possibly work with so much starch. You could probably break his shirts in half. Finally, I hit on something:

“Why did you put this guy first? It looks like his name would not be alphabetical,” I said.

“Well, I am not sure why I did that...It must be an error.”

“Logically, the rest of these guys are in alphabetical order. Additionally, you must realize that I would probably call the first guy on this list.”

So I called the first guy on the list per my dentist’s recommendation. Unlike my dentist who I generally had to wait six to eight weeks to see, this guy’s appointment scheduler invited me to come right over.

“I have this afternoon at 2:00, 3:30, and 4:00,” she said the first time I called. I scheduled an appointment for the very next day. When I got to the periodontist’s office I was really surprised by how nice it was. The furniture and the entire surrounding made for about the nicest dentist office I had ever seen. Naturally, my immediate thought when I saw this was that my procedure was going to be pretty expensive.

The doctor called me in. He walked right in to greet me as I found myself a seat. I noticed that his teeth were the whitest things I had ever seen, but they were also pretty crooked. I would learn later from one of his dental assistants that he had purchased a whitening machine few years ago for several thousand dollars and he would have his staff use it regularly on his teeth. It seemed to be working really well; his teeth were so white I could barely believe it. An assistant took some x-rays of my mouth and jaw, and then I sat waiting for 25 minutes. When the doctor finally returned, he told me that my back teeth were ground down and that he was going to need to take some impressions. 10 minutes later I was sitting there having all of my teeth imprinted on wax, my mouth filled with these God-awful metal trays. I was then instructed to set an appointment to return to have my jaw fixed—in a few weeks. When I got to the front desk, the receptionist asked me for a credit card and told me she would be charging me \$1,000 today, and would be putting this money towards the final bill. I did not ask any questions about what was going to happen from there on, and should have paid a lot more attention than I did.

A few days before my appointment, the doctor’s office called to confirm the appointment. I started asking questions at that point. Then they told me to bring \$4,900 along with me.

“What are you going to do, break my jaw? That seems like a lot of money to break my jaw.” I said.

“No, we are going to file down some of your teeth and install temporary crowns and then take impressions before ordering the permanents.”

“New teeth? I am not interested in that. I am going to have to think about this,” I told them.

“But we already ordered the temporaries,” the assistant said to me.

“But I never asked for new teeth in the back of my mouth and no one said anything about that. This is not that big of a deal. A mouth guard costs a few dollars at a sporting goods store. There is no need to spend so much money. Let me think about it.”

I canceled the appointment. The periodontist called me once or twice to reschedule and I would not agree to a date. I was really put off by the idea of having some guy drill down the back of my mouth due to a bad bite. I was not at all interested in having mouth reconstruction due to some teeth grinding.

After this episode I completely forgot about the periodontist. I had paid him \$1,000 and, although I figured that it was way too much, I had learned a powerful lesson and knew I would remember this for some time.

About a year later, though, I returned from summer vacation with my wife and I checked my

answering machine. There were multiple messages from a guy named “Brian Cash” on my work voice mail. In fact, the guy had been leaving messages at least two or three times a day.

“You’re going to have to pick up or take my calls one of these days!” he said. His messages grew increasingly bothersome and they simply never stopped. I had been on a 10 day Alaskan cruise with my wife and I had to plod through at least 20 of these things. I was positively amazed that anyone could be so persistent in tracking down a person.

I called him back eventually. According to Cash, my dentist was saying that I owed him \$5,000 for some molars he ordered for me and he was available any day to do the medical procedure. I was really at a loss for words and explained to Cash that I had not ordered any new teeth. There was no contract or anything for the work, and I had never agreed to the procedure. I was sort of at a loss for words about the entire situation.

“I’ll keep calling until you pay!” Cash promised.

Since the dentist was local to Pasadena, I decided to call him and get to the bottom of everything right away.

“I do not know how we got to this point. It makes no sense to me,” the doctor said. After some discussion we came to an agreement that was comfortable for both of us, which would also make Cash stop calling. However, the more I thought about Cash the more I realized that he could probably help me quite a bit as well. As it was, at the present I was owed more than \$1,200,000 for services rendered by one of my companies. It occurred to me that recruiting Cash for these collections might be a good idea.

Around a year ago I offered a special financing service through two of our companies, Legal Authority and Employment Authority. These are job search services that have never been really all that profitable, which help people track down jobs by doing targeted mailings to various employers. Essentially, what these companies do is research all of the employers that match a person’s career interests within a given area of the country, and then they redo the person’s résumé and cover letter and help bulk mail the materials out in unsolicited fashion to all of the prospective employers.

For example, when someone is interested in being a corporate attorney in Las Vegas, Nevada, the service can assist in identifying all of the law firms with corporate groups in Las Vegas. When you go to a traditional job site, you might only see a few openings (if any) for corporate attorneys in a city like Las Vegas; however, there may be 100 or more law firms that have corporate practices. Clients of these services have their résumé and cover letters redone and then mailed out to these employers. This is extremely effective because, although most of the time the employers do

not have any openings, they are receiving letters from people ostensibly interested in working for them. The letters are addressed to the people in charge of hiring for these organizations; of course, the service researches all this information before sending out the letters. Very few job seekers do mailings to employers like this, which make for a very unique and effective service. In addition, the service allows the job seeker to cover the entire market at one time by mailing the entire universe of prospective employers. I think very highly of this service and believe it is among the most effective ways out there to get a job.

The problem with the service is that it costs money. It costs a couple of hundred dollars to have the résumé and cover letter redone, and then a couple of dollars for each letter that the person sends out. This means that the service can cost anywhere from around \$500 to a couple of thousand dollars. Because many people using the service are unemployed, paying for the service is not something high on their priority lists. So, a couple of years ago I decided to offer people financing, if they wanted, in order to find a job. In addition, I offered people free financing while they were in school to use the service with zero interest until they got out of school. I felt like this was a good thing to do because it would make the service affordable to a lot of people who otherwise would not use the service. As I quickly found out, though, extending credit is a completely separate business from helping people find jobs. While most people gladly paid for the service, the amount of people that did not pay quickly built up in number. Pretty soon we were owed \$1,200,000+ from people who never made a payment! The worst part about the whole thing is that this business, even charging people the full amount, never made a lot of money either.

\$1,200,000 is quite a lot of money and because my focus is on getting people jobs, it had never occurred to me that enlisting the help of a guy like Brian Cash might be a good idea. However, the more I thought about it, the more I realized that using a collector like him to push people to make payments, or pay off their balances could be a great idea. Within a few days I was on the phone with Cash and we were negotiating having his Minnesota Company going to work collecting debt on our behalf. For the past six months or so we have been using Cash to collect money owed to us from various job seekers around the United States. The process has been working fine overall, but recently things started to go terribly wrong.

A few weeks ago Cash stopped returning our phone calls.

On Friday of last week his website disappeared.

On Friday of last week his number was disconnected.

In trying to figure out what happened we discovered this:

International Collection Services license suspended

## **Minnesota Department of Commerce Summarily Suspends License Of International Collection Services-Bloomington collection agency charged with misappropriating client funds**

(St. Paul, MN) -The Minnesota Department of Commerce suspended the collection agency license of International Collection Services (ICS) of Bloomington, MN, charging the company with using customer funds to conduct the agency's business instead of remitting the money to their clients within thirty days of collection as required by Minnesota law.

Bloomington Police Department officers and Department of Commerce investigators executed a search warrant on Tuesday, June 9 and recovered financial records and computers from the company and its owner, Tim Peters. The search warrant was necessary because Peters refused to grant access to the company's records, another violation of Minnesota law.

The department received complaints from two out-of-state clients of ICS alleging they had not received money owed to them after ICS had collected on accounts due. Based on the complaints, investigators conducted an audit of the company's trust accounts and allege that ICS has misappropriated over \$125,000 from clients within the past three years.

The company allegedly used that money to pay for operating expenses and to pay off Tim Peter's personal credit card bills.

"Consumers have an expectation that when a collection agency collects your money to pay a bill, they actually pay the creditor on your behalf, not spend the money on their own bills," said Minnesota Commerce Commissioner Glenn Wilson. "When a breach of trust like this occurs, we suspend the license and shut down the agency."

The Department's order for summary suspension of International Collection Services' license will be considered at a hearing in front of Administrative Law Judge Eric L. Lipman on June 29, 2009 at 9:30 am in St. Paul

And then we also found this:

### **State shuts down Bloomington collection agency**

by Elizabeth Baier, Minnesota Public Radio

June 11, 2009

St. Paul, Minn. — The Minnesota Department of Commerce has suspended the collection agency license of Bloomington-based International Collection Services, accusing the company of misappropriating more than \$125,000 from clients in the last three years.

According to the department’s allegation, ICS used customer funds to conduct business instead of remitting the money to its clients within 30 days of collection, as required by Minnesota law.

Officials with the Bloomington Police Department and Department of Commerce executed a search warrant on June 9, and recovered financial records and computers from the company and its owner, Tim Peters.

The search warrant was necessary because Peters refused to grant access to the company’s records, another violation of Minnesota law, according to officials with the Department of Commerce.

Multiple phone calls by Minnesota Public Radio to the International Collection Services went unanswered Thursday.

On its Web site, the company says it works on a contingency basis and only gets paid if it collects on a client’s debt.

“We are so confident in our ability to collect that we will attempt to collect your debt for FREE,” according to a message on the Web site’s homepage. “If we can’t collect, then you owe us nothing!”

We of course realized a short time later that “Cash” is actually Tim Peters. The entire matter is now being investigated by the authorities. Our estimates for how much money we lost range from a few hundred thousand dollars to perhaps more.

Around four or five months ago something unusual happened. We had originally paid my dentist over the phone with an “e-check” to settle our disputed debt with him. We paid him the day that we had reached our settlement over the phone. However, six months later he attempted to submit a charge with an e-check for the same amount again. We caught this, called the dentist office and they claimed that the entire thing was an error.

But the more I think about this, how could have it been an error? In addition, it seemed to me very unusual that the dentist referred me for collection—for a procedure I did not even approve. What I should have noticed and what I should have understood from all of this was that the dentist was a dishonest guy. In my experience:

In my experience dishonest people generally do business with other dishonest people, and if someone takes advantage of you once, they are likely to take advantage of you again.

My first reaction when I started speaking to Bryan Cash was that he was a very good collector. He called and harassed and harangued me like crazy. He was working for a guy, however, who was trying to collect from me for a questionable transaction in the first place.

Generally, people who commit unsavory acts, associate with other people who commit unsavory acts. There is a reason for this: it generally comes down to the fact that most people doing business with one another are smart enough and decent enough to ask questions to understand if a transaction is honest or dishonest. Here, for example, Cash was attempting to collect on a debt which was not valid. He should have easily known the debt was not valid because there was no contract associated with it. Any honest debt collector would likely ask questions about the legitimacy of a debt in this situation. Cash simply went forward trying to collect the debt. This should have been a clue to me right away that he might not have been an honest guy.

Dishonest and nefarious people typically pal around and do business with other dishonest and nefarious people. This is just the way it is. It has probably always been this way and probably always will be.

Another thing that I should have picked up on was the dishonesty of my own dentist. Once I'd paid him with a check over the phone, I should have realized that he might try something dishonest again. This is exactly what happened when he tried to bill me a second time.

For the most part (although it is not always the case), certain people have a certain nature that they simply will not change. Throughout my life I have preferred to give myself the benefit of the doubt and to believe that most people are honest and decent. I also like to believe that if someone does something dishonest once, that he or she deserves a second chance because he/she might have made a mistake the first time. However, I continue to learn that this often is not the case. Most dishonest people will be dishonest again and if you encounter someone through one bad person, the odds are that the person you encounter will also be a bad person.

If someone lies or takes advantage of you one time, the chances are high that they will do it again. You also need to understand that you are likely to meet bad people through other bad people. There are just certain rules that you should follow in terms of anybody you meet—including employers.

In this month's New Yorker there is a good article about Angelo Mozilo, the disgraced former Chief Executive Officer of Countrywide Mortgage. I read this article with considerable interest yesterday, wondering how I would have felt working for a company if I knew that Mozilo was

lying to the public, to bankers, and to others about the quality of the mortgages he was selling. I think I would have been very afraid of the situation and would have gotten out of there. This is what some people did before the company exploded. They got out because they were uncomfortable.

Good people will generally leave bad situations. Good people simply do not want to be associated with people or organizations that are involved in nefarious dealings. Being associated in any way with questionable or unethical behaviors will taint you, and most people want to stay clear away from people of questionable or unethical repute.

For example, if you put on your résumé that you used to work for a company that makes pornography, your odds of future employment are probably going to be tainted. I know this because I have interviewed several people before in our Los Angeles offices who have worked for pornography companies in one capacity or another (accountants, sales people, receptionists, and so forth) and they always try and cover up or downplay this fact on their résumé; however it generally ends up coming out when I interview the people. I am not comfortable with this track record of employment. Many employers will not be, as it calls one's character into question.

It is not ok to go into interviews and talk about the things you have done wrong. It is also generally not a good idea to work for companies where something nefarious is at play. You should not trust someone who has acted unethically or dishonestly once, because the odds are they will do so again. Your job search and future prospects will be determined by the company you keep.

## **THE LESSON**

Dishonest and honest people tend to stick together, both in business and in life. What line of work you go into and who you associate with will determine your future career prospects. Be careful in both areas and stay away from unethical and dishonest companies so that your future reputation is not tainted.

## Questions:

1. What can you do to avoid falling victim to dishonest or unethical people and their schemes?
2. Why do people that are dishonest tend to associate with like-minded people and people that are honest tend to associate with like-minded people?
3. What are 5 ways that you can always ensure you are honest and ethical in your career no matter what position you may be in?
4. How can being honest and ethical make you more successful in business and in life?
5. What are some signs of unethical and dishonest business practices that you should watch out for?



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