

EXCLUSIVE
Getting Started & Useful Checklists

RICHARD MAUN

JOB HUNTING 3.0



SECRETS AND SKILLS TO SELL YOURSELF
EFFECTIVELY IN **THE MODERN AGE**

In Praise of *Job Hunting 3.0*

“*Job Hunting 3.0* will seriously enhance your chances of finding and securing the job you want. Having worked in the recruitment industry for a number of years, as both an employee and running my own recruitment business, I found *Job Hunting 3.0* logical, emphatically thorough and very easy to read. Finding a job is a process and this book provides a step-by-step guide to navigating the job market and all its nuances successfully, by giving practical examples and emotional support for what I would call ‘best practice’. Whether you are a high flying executive, looking for your first job, or at any point in between, this is the ‘bible’ for modern day employment success.”

Jordan Dudley, Director, Dudley Child Executive Recruitment Ltd

“This immensely readable book is compulsory reading for anyone who is trying to navigate their way through the whole job hunting and recruitment process. It provides a detailed road map, with practical insights, examples and step-by-step directions to ensure success is achieved. It is clear, complete, with easily applicable tools that can make all the difference, and the engaging writing style keeps you hooked. I particularly liked the ‘*Minute To Win It*’, which is a fantastic tool for anyone who may find themselves at a networking event or in an important elevator situation, irrespective of whether the next job move is in sight. Job hunting is difficult and time-consuming, fraught with worry and potential pitfalls, especially in a time of fluctuating market conditions, where competition is high. This book helps to ease some of that tension by providing a practical framework and the opportunity to reflect and review achievements helping an individual to realise their potential and employability.”

Pippa Dickson, HR Business Partner, Schroders Investment Management

“As an experienced recruiter, the effect on candidate morale produced by the competitive job market is well known to me. Survival kits for applicants are essential, therefore, and *Job Hunting 3.0*’s useful techniques, which are brought to life with the author’s first-hand illustrations, make this book a must for every candidate’s toolkit!”

Mel Armstrong, Director, Cardinal Talent Ltd

“This book demystifies the process of looking for a job and I would recommend it to anyone, but I wouldn’t give them my copy; it’s a keeper. For a start, it makes clear that job seeking is a process with a series of steps to follow. The author breaks down each step, explains why it is important and what it achieves, and gives lots of tips and hints and examples. I recommend reading straight through to get the big picture and then going back to each step when needed, in detail, to really absorb and practise the advice.

Doing this is really useful because there is nothing so simple as common sense when someone else has taken the trouble to spell it out. This book is full of it, delivered in a tone that is friendly, wise and encouraging.

In addition, this book is not just about getting a job. It’s full of things that will help the reader to stand out and get noticed in whatever endeavour they are engaged. Certainly that may include looking for a new job, but there are a myriad of other situations where the advice given in this book will make a real difference.”

Geoff Nelder, Director, Fellowship and Enterprise Centre, Cranfield University

“A unique, insightful and warmly humorous look into the world of job hunting. Inside you will find practical advice and examples of essential items, such as clearly laid out CVs, cover letters, answers to difficult interview questions and tips on how to build rapport with people. Buy this book and you will have a great companion on your job hunting journey and be well on your way to success!”

Meg Pringle, Managing Director, Milburn Property Development Ltd

“A compelling read and a great book with valuable content based on what actually works. *Job Hunting 3.0* is an essential part of your toolbox, whatever your age or background is. This is an easy book to understand and apply, in order to help you get your next position, especially when people are faced with more competition and fewer jobs. This book is also about understanding yourself and will help with many other situations that you may find yourself in on a day to day basis. The details are laid out logically and are easy to understand and practise. These days one has to have the edge on the competition and *Job Hunting 3.0* will give you that edge.”

Jonathan Farnfield, Operations Director, Firth Rixson Forgings Ltd

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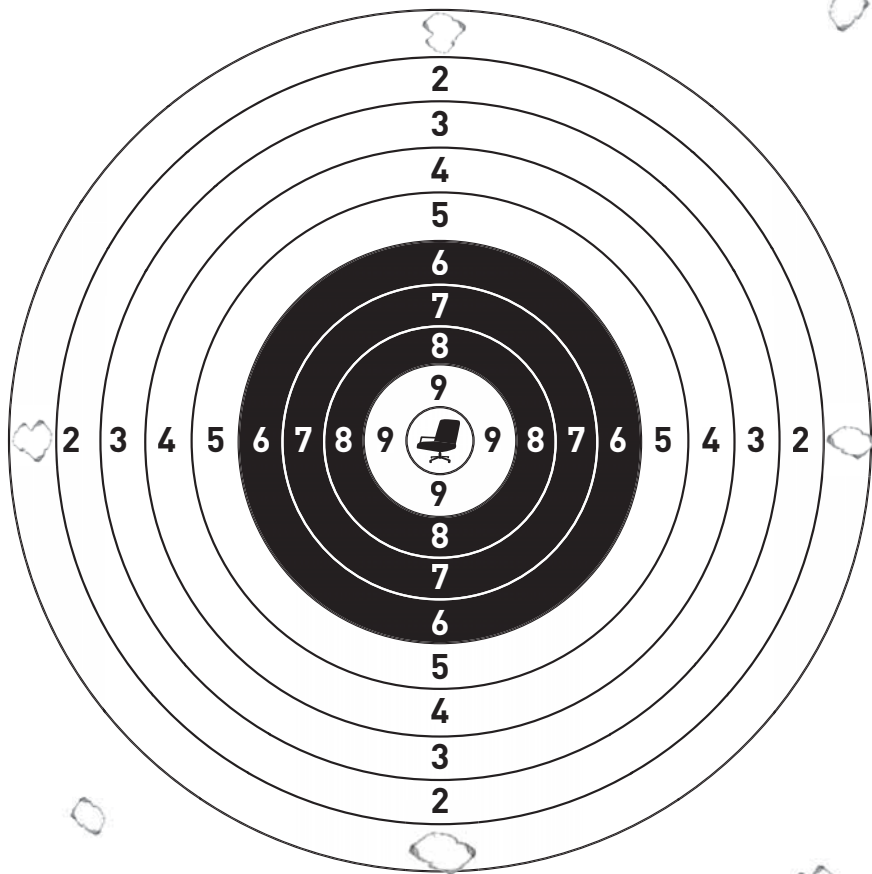
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Section 1
GETTING STARTED



1.1 YOU'RE OKAY

NOTHING TO FEAR

I'll start here with a confession; I used to be terrified of job hunting. I knew that it was all about selling, which was the one thing that I never wanted to do. If I had to telephone somebody to follow up on an application, I just wouldn't do it. If I had to tell people what I did well, I would feel embarrassed and waffle. If I was invited to an interview I would drive to the business the day beforehand in order to practise navigating there and to find out where the nearest car park was; worried that on the day something terrible would happen and I would get lost, end up in a ditch, or be eaten by monsters.

That was in the beginning and now, after having had some training and a lot of practice, I've *learned* how to sell myself successfully and that I can do it well.

I know what to say, how to answer questions and how to build rapport with people. I can write a great CV and a value-adding cover letter, have learned to enjoy networking and now feel confident during an interview. I know that if someone sees me and says 'no thanks' they're not suggesting that I'm a worthless person; they're simply saying that I don't have what it is *they* want for the role. I might have some of 'it', but I don't have enough, which seems reasonable to me.

I used to be terrified and I'm not any more, because I know *how* to sell myself effectively in order to get a job. I've realised that there is nothing to be scared of; it's all about learning the practical tools, skills and secrets in this book and applying them. It really can be that easy.

I've also realised that I'm *okay*. This means that I'm a decent, lovable human being and that if I'm rejected for a job these core qualities are not dented. They remain 100% intact and it's the same for you. We are all *okay* and we remain so whatever rubbish is thrown at us. Sometimes in the hunt for a job we may trip and scuff our knees, or get bruised by some thoughtless feedback, but that's just part of life. It doesn't mean that we have become diminished in any way. We're *okay* and we remain so at all times.

You are *okay*. You have value and are loved. You have friends and family. You have skills and talents. Looking for a job does expose you to

the possibility of rejection and the thing to remember is that job hunting is a process for you and it's a process for the person looking to fill a role. If you don't fit into their process it's likely that you'll be bounced out at some point and that's just how life goes sometimes. There will be other opportunities and new people to meet.

There was a time when you didn't have the friends or the partner that you have now. You found each other and now enjoy each other's company. Along the way you will have met hundreds of people who didn't fit into the role of 'your friend'. When you think about it, life itself is a constant series of little interviews where people are accepted or rejected and we don't even think about that on a day-to-day basis. Job hunting is a heightened version of that and because the consequences of success or failure can be more severe, people tend to become more sensitive to the possibility of rejection.

I mention these things because not only have I learned them for myself, I've come to realise that they are basic truths that we need to accept in order to be really successful at job hunting. There's a job out there for everyone. It might not be our first choice, or in the best location, but it is there and this book has been written to help people learn the skills, tools and secrets they need in order to be successful. There's no magic to job hunting and it doesn't matter how old you are, or what qualifications you have; by reading this book and applying the contents you will get ahead of the competition, who are often more ignorant and trusting to luck than people realise.

IT'S OKAY TO BE FED UP

If you've been made redundant, you might feel thoroughly fed up with the world of work. If you're looking for your first job you might feel that it's impossible to get started on your career. If you're trying to change careers you might feel it's an uphill task. All of these are perfectly normal reactions and it really is okay to feel feelings and to share them with someone you

trust, because dealing with our feelings removes the negative energy that holds us back and drains our motivation. Like pulling a splinter out of our foot, we can stand up straight again and walk forwards with confidence.

If you are looking for work and are fed up, frustrated and feeling tired, don't despair; it just means that you haven't found a job *yet*. Keep going and you'll get somewhere in the end.

IT'S OKAY TO ADMIT IGNORANCE

A surprising thing I've noticed about job hunting is that some of the people who tend to be the *best* at it are the ones who, at the start, hold up their hands and say:

"I don't know what I'm doing. I'm 35 years old and have to face the fact that I really don't know how to write a CV or how to do well at an interview."

By admitting their ignorance they open themselves up to new ideas, find it easier to ask for help and to practise key skills. Conversely, I've also noticed that people who think that they *should* know what to do because they were 'once somebody important' often seem to do badly, because their ego gets in the way of good honest learning. Pause for a moment and ask yourself if you need to admit that you have gaps in your job hunting knowledge? It's *okay* to do so.

DON'T COMPARE YOURSELF

A human trait is to rationalise our position by comparing ourselves to others and we might find ourselves saying things like:

"Oh it's easy for her, she has an MBA." or

"I wish I was the Captain of the First XI like him. No wonder he found it easy to get a job." or

"I'm too old! I wish I was young, like her."

These kinds of statements imply the other person is better than us and that we are 'worse'. We say these things to make us feel better when we are struggling to get ourselves sorted out, but they tend to overlook the other person's deficiencies and our own strengths and talents. A colleague of mine, who knows how people tick, has a great phrase that really challenges us to wake up to our own possibilities. He likes to look people in the eye and with absolute and genuine conviction say to them:

“Be careful! You’re *in danger* of finding out that you’re *really talented*.”
You are too.

WE CAN ALL BE SUCCESSFUL

What I’ve seen is that *all* people can be successful, no matter how young or old they are or what qualifications they have. There is no blueprint for the successful job hunter, there is just good process. There is no one set of skills or talents that *makes* you employable and an alternative set that means you’re not, and I’ve come to realise that you can’t line people up and pick out the ones who are likely to be successful just by looking. You don’t know what demons they have inside them, what concerns they have, how good they are at interviews and how much they’re looking at you and saying to themselves:

“It’s alright for you. You have skill and talent. If only I could be more like *you!*”

Looking confident doesn’t mean that they are feeling confident on the inside. Sounding nervous doesn’t make you a poor candidate. It could mean that you really want the job and that this shows you up in a better light at interview than somebody who is ice cool and comes across as a bit detached and uninterested. You can never tell what the other person is really thinking or feeling, so the only thing you can do is to focus on yourself, remind yourself that you’re *okay* and to go for it.

USEFUL AFFIRMATIONS

One way to stay in an *okay* place, instead of going to a *not-okay* place and feeling worthless and victimised, is to accept one or more Affirmations¹ for ourselves. These are true statements that fill a gap or overturn an old instruction in order for us to develop. For example, the first thing I do when running an assessment centre is to say to people:

“You can have gaps in your knowledge and still be successful here today.”

Candidates assume we are looking for experts. We aren’t. We’re looking for talented people and when I’ve offered them this Affirmation I can see them visibly relax as the pressure generated by a false underlying assumption is bled off. In order to remain in an *okay* place, it can be helpful to use Affirmations to keep our footing, because they tend to do the same

¹ An ‘Affirmation’ is a term from the world of Transactional Analysis. Commonly used to support learning and development, they can make a real difference to the way people go about their lives.

job for us that a tight-rope walker's balance pole does. Here are some for you to consider and feel free to adjust the words, if you need to, in order to make them sit more comfortably in your head:

- ✓ You have a right to be here.
- ✓ You can still be talented and not know things at the same time.
- ✓ You can know that you have value.
- ✓ You can enjoy finding a new job.
- ✓ You can get help if you need to.
- ✓ You can practise and find ways to increase your confidence.
- ✓ You can be successful.
- ✓ You can choose what you do and how you do it.
- ✓ You can state your case and ask for what you need.
- ✓ You can be you.

It doesn't matter who you are or what job you are looking to secure. Everyone can feel feelings and everyone can remind themselves of the skill and talents which they have and which can be harnessed to make them employable.

There is nothing to be scared of. There are no monsters under the bed. If you have a bad experience, then file it in your head under 'bad experiences'. That's all it is. Your next experience can be a better one and what has gone before might just be telling you to practise more thoroughly or to sit down with someone you trust and talk through your job hunting activity.

I've noticed that, in general, what all people want is to go to work and do a good job. Sometimes people get a bit carried away by their impressive-sounding job title and sometimes they don't realise that they're under so much pressure that they're not communicating effectively. The interviewer can often be more nervous than the interviewee because when they accept a candidate and offer them a job they become responsible for that candidate's future performance. Therefore, it's highly likely that the next

time you go to an interview you will be one of many people in the room who are nervous!

*** SUMMARY** It's *okay* to feel nervous, or to be fed up; they're normal human emotions and we can share them with people we trust and have our grievances heard. It's not helpful to compare ourselves unfavourably to other people, because that just gives us an excuse to put ourselves down, when we need to get up and feel great. Instead we can remind ourselves of our skills and talents and choose an Affirmation or two, to keep ourselves balanced and to prevent ourselves from falling off our job hunting process. There is a job out there for everyone. What, where and when is up to us and if we apply the tools, skills and secrets in this book, then we can sell ourselves effectively and get ahead of the competition.



1.2 THE JOB WORLD

SETTING THE SCENE

This book is called *Job Hunting 3.0* to make the point that the world of work has really moved on in the last few years, in the same way that man learned how to make fire, how to make bricks and then how to use social media websites to connect with tribes from all around the valley. The job market has developed in roughly the same way.

Go back 50 years and all you needed to get a job then was a parent willing to put in a good word with the boss. Family connections counted.² Go back 30 years and all you needed was a Curriculum Vitae (CV), or résumé, or personal biography, very wide lapels and a cheeky grin. At that point I might have written *Job Hunting 1.0* to make the point that a smile and a suit were the essential tools to get a job. In this first great age, we had the approach of the ‘fashionable job hunter’, which detoured slightly in the 1980’s with floppy hair and mascara for men. Go back 15 years and things had changed again. The rise of the psychometric profile meant that people were being effectively screened into and out of jobs. So now you needed to know something about yourself and in this second great age of job hunting we had the rise of the ‘behavioural job hunter’. I might have written *Job Hunting 2.0* to get people thinking about themselves at a deeper level in order to be able to answer searching questions about personal preferences.

THE NEW AGE

Now we have the age of the ‘applied job hunter’. Increasingly, people are hiring ‘application’, where they want to know what we can actually *do*. I’ve seen this at first hand when people with MBAs have struggled to differentiate themselves in a crowded market and have joined our university programme to get a boost of practical, *applied* skills. Vocational qualifications are becoming a ‘must have’ accessory because they tell potential employers that you really can do the job. Don’t worry though if you don’t have any right now; there are still plenty of things you can do to get ahead of the competition.

This focus on application does raise the prospect of having to work for free as an intern, or on work experience, in order to get a practical

² They still do in banking, which is why the world has a financial meltdown about once every 20 years. It’s not so much a case of ‘who you know’ as ‘who’s got the same chin as you?’

foundation that you can add to your CV. These are worth considering. Annoying perhaps, in the short term, if you want some money today, but helpful in the medium and long term if they open the door to a job for you.

The daughter of a colleague of mine recently applied for a job in advertising. She was one of over 1,500 applicants and earned a place at an assessment centre after a couple of preliminary rounds of sorting and sifting. There were 20 people in the room on that day for five jobs. Although she did well, she was unsuccessful and the advice she was given was to go and work in advertising for a year (for free) and then reapply. The implication was that with some experience she would have been much more likely to have been hired.

As competition increases, people want to know what we can do. This isn't a bar to changing jobs or moving career; it just means that we all have to work a bit harder in order to do so. This isn't necessarily a bad thing either because it means that if we really want something, then we will do what it takes to get there and this will get us ahead of the competition, who otherwise might have been gifted our job by an unthinking recruiter.

Ultimately, all organisations have to balance their budgets and activity counts more than qualifications. I've worked with many people who were using Lean process improvement techniques to add value to their organisation. I've known some of them get *fired* for lacklustre performance, poor communications skills or for spending too much time planning and not enough time doing. I've never seen anybody fired for not knowing anything about Lean. You can read about that in a book. What counts is application, or as I like to say sometimes: **Putting the pedal to the metal.** (If you don't, your car won't go anywhere.)

What we now have is an age where employers are less fussy about how old you are (helped by the law on this issue) and more fussy about you actually being able to *do* the job. So now we need to marshall all our skills and experience into a package that allows us to go out and sell ourselves

in terms of practical application and tangible achievements rather than relying on qualifications and time served.

I've seen the trend in recent years for people to hire 'grey hair', which is a term to mean more mature and more experienced people. The stereotype of companies wanting to hire only people under 30 because of their long-term career prospects and their 'party all night, work all day' energy levels is a myth. On our programme, we extended the age range and accepted a number of people in their late 50s who went on to secure tough consultancy jobs, working alongside much younger people. They were hired because they had the *skills* and the *attitude* that the company was looking for.

This shift towards applied skills was confirmed to me recently when I learned that in the top year at a local secondary school, 50% of the students were in the *vocational* stream and 50% in the academic stream. When I was enjoying my school days the figures were 95% in the academic stream and 5% pushing burgers at our local fast food restaurant. (I use the term 'restaurant' very loosely here.) Businesses need people who can help their organisation to become more successful, and they've realised that being able to quote Chaucer is great for posh parties and less useful when asked to deal with a grumpy customer.

THREE NEW PARTS OF THE LANDSCAPE

The world has changed. It has moved on. People looking for work need to adapt to this and in the third great age of job hunting, we have several forces that have all come together to change the landscape forever. These are:

Jobs don't tend to last as long. The average job tenure now lasts between two and five years, depending on which source you quote. This means you need to have great job hunting skills, because you're going to be using them much more often.

The rise of the Internet. I mention this because it's undeniable that while being a cumbersome know-it-all, the World Wide Web has increased the speed of communications and the opportunities for people to link up, chat and work together. It also means people can find you more easily and you can find them. This is not always a good thing if your next employer finds the photographs of *that* party, where you dressed up as a chicken and did

something outrageous with a melon and bottle of tequila. Be careful; it's *okay* to have fun, but keeping an eye to the future doesn't hurt.

The death of the career. When I was a young boy, with long socks and short trousers, I was often asked: "What would you like to do for a career?" This is one of the stupidest questions ever invented, because it forces us to think in terms of 'career' and 'one choice'. It's never *careers* or asked as "What would you like to do for your *first* career?"

I always found this a difficult question to answer because I hadn't tried any jobs yet, I didn't know what work was like and in fact one of the jobs I now have (as a business coach) hadn't really been invented in its modern form. Answering the question with:

"I would like to do something not yet invented, using technology that hasn't been devised yet and requiring skills which I'm not going to be taught at school,"

... would have been a prescient and pretentious answer. Some people train as teachers, pilots, or barristers and spend their whole career teaching, piloting or barristering. Many others adapt and develop their 'career' as opportunities wax and wane and changes in technology, manufacturing infrastructure, social circumstances and climate affect their local economy and the choices available to them. This means we all need to be *agile*. We need to have a flexible skill set so that we can respond to changes, shift our viewpoint, learn new skills, discard the bits we don't need any more and generally stay on top of things to stay in the employment game. *The career ladder has gone*: chewed up by the industrial shredder of progress. It's been replaced with a pile of planks, a hammer and a bag of nails and it's up to us to build something that works well.

THREE GUIDING PRINCIPLES

When we think about the world of work, there are three words that sum up the world today and what is needed from us in order to survive and thrive. They are:

1. Agility
2. Application
3. Assertiveness

1. **Agility** because the world changes fast and we need to have robust and responsive job hunting processes, built on a foundation of core skills. With good basic skills and a level of competency *in all of them*, we can jump from opportunity to opportunity as the need arises.

2. **Application** because the emphasis of the new age of job hunting is on practical application: What have you actually achieved in the past? How did you add value in your previous role? What did you actually do when leading the team? We need to know what we have done and writing everything off as simply being a ‘natural part of the job’ isn’t helpful. We need to account for the good things that we have achieved and recognise that although we were paid to do them we still made a real difference to our host organisation.

3. **Assertiveness** because we are surrounded on all sides by competition. I’m not talking here about brashness either; just simply being able to speak up and be proud of what we’ve done. Answering searching interview questions successfully requires a knowledge of useful answering techniques and an ability to say “I did this” instead of “We did this.” Many of the people I’ve worked with have struggled to turn ‘we’ into ‘I’, but it’s a key feature of success and one that ripples through this book. We can all overcome our natural modesty and shyness and speak up for ourselves.

*** SUMMARY** The world of work is now about *application*. The two key questions people want answers to are: What have you done and tell me how you did it? Simply having qualifications isn’t enough and although they can help, they do need to be balanced with tangible success in the field. We need to be agile and have a complete set of core job hunting skills. We need to focus on application and to celebrate our success, and we need to be assertive and tell people confidently how we can add value to their organisation.



1.3 THE JOB HUNTING PROCESS

A QUICK GUIDE

I'm used to doing something called 'helicopter thinking' which is when we get into our mental helicopter and go for a buzz round the problem.³ We can hover high up in the air and look down at the scene below us, take in the view and really see the world at a glance. This chapter is the job hunting equivalent of helicopter thinking because we can see all the constituent parts of the job hunting process. We can zoom in and check out the rest of the details in each of the specific chapters, but for now this is a good place for us to start.

We can notice too that job hunting activity tends to be iterative. This means that we do something, then go back and refine a previous step, then go forwards again and so on. We can bounce around as new information sparks off new thoughts. When considering CVs, for example, I've known people update them each week, so that their CV becomes a responsive living document instead of a dusty old dead thing tossed casually onto the high shelf and left to rot until needed, when it will be out of date.

CVs can take time to hone and polish, so it's worth updating ours every time something significant happens at work. If all we do is to write a note, or type in a new bullet point, at least we can smarten it up later and edit out the weaker points.

SKILLS, SECRETS, TOOLS AND TECHNIQUES

There are specific things which we can learn to help us in our job hunting activities and these will be explained in more detail throughout the book. Here is a selection for you, to whet your appetite and to encourage you to ask yourself: Which items in the table on page 14 do I know about, or use already?

³ Unlike most aeroplanes, helicopters have bubble canopies for a great view out, round and down.

The 90/90 Rule p. 151	The Three-Horse Race p. 49	Minimum Walkaway p. 236	Minute To Win It! p. 110	The Five-Slide Formula p. 199
Aces High p. 85	Using Numbers p. 90	The STAR Technique p. 191	How CVs Are Really Sorted p. 33	The Three-Foot Rule p. 134
The Demons Model p. 142	Performance Ratios p. 56	The Value of Stories p. 114	Killer Questions p. 196	Pause Button p. 224

THE JOB HUNTING PROCESS

There are eight component parts to our job hunting process and below is an overview of each one, together with top tips that can help to keep us on track. Keep the secret ones in sight, as they are called 'secret' for a good reason: People seem to ignore them on such a regular basis that they might as well be locked in a box and buried in a secret location in the middle of the Antarctic.

Two points about learning: Although all of these items below are repeated throughout the book, expanded on and explained in more detail, *quick learning* can be great learning. Also, to get into the habit of *reflective learning*, read them all, circle the ones that you like most and then take a break and let them sink in. Reflective learning means to have a go at something and then to review the experience and make new decisions and choose what we will do differently next time.

Some people can be panicked into over-work, but the problem is that quality tends to drop as we get fatigued. We need to only ever plan a maximum of 80% of our day for job hunting activities and leave the remaining 20% for interruptions, coffee breaks and general work-avoidance. We all like to play a bit, so if we plan realistically then we are more likely to reach our targets, feel good about what we're doing and actually *achieve*

more overall than if we're constantly beating ourselves up to keep jumping over a bar that is set too high. I can always remember at school dreading the high jump event during sports day. I wanted the bar to be set low so that I could hop over it with ease, rather than be fixed at a height carefully calculated by my P.E. teacher to smack me on the forehead.⁴ What counts are results, *not* time spent. Go easy on yourself. You can work hard at job hunting and still take time off and enjoy yourself. Here is the process:

1. GETTING STARTED

It's always worth taking a moment to put our job hunting spectacles on and view the world as it is and not how we would like it to be. We also need to start our process by reminding ourselves that we're *okay* and can get support. I've worked in isolation before and regretted it (I don't make that mistake now), and it's always better to check in with a job hunting buddy once a week. In addition it can help us to be reminded of these points:

- ✓ **Start by stopping.** If you've recently left a job, give yourself at least a one-week holiday (even if you spend it at home) to get some clear water between you and your old job. That will help you to think more clearly about the future.
- ✓ **Line up your supporters.** Identify four or five people whom you trust and ask them to be in your job hunting supporters club. Treat them to a telephone call or coffee and biscuits once a week and chat through your plans and your progress with them.
- ✓ **Clear a space.** Find a space to work in that will allow you to be productive. This might mean borrowing a spare desk in an office or somebody's study. It's worth finding a good work space for yourself as the environment we work in does tend to affect our output.
- ✓ **Getting angry is good.** The chances are that at some point in your job hunting process you will feel angry. Angry at losing your job, or at the level of competition, or at the slowness of a company's decision-making progress. That's *okay*. Check in with your supporters and have a good grumble; it will clear away the weeds on your job hunting path and speed things up for you.

⁴ P.E. stands for physical education. The name was a misnomer: My body learned nothing.

2. SECRET NO. 1 – PASSION

Being interested is great. Being *really* interested is better. Being *very enthusiastic* is best of all. Here are four points to think about:

- ✓ **If you like something, say so.** People cannot read our minds.
- ✓ **Smile.** People like it.
- ✓ **Follow your energy.** Our energy is finite, so we need to let our own flow guide our direction.
- ✓ **If we're not 100% interested, then don't go to the interview.** Our heel-dragging lack of enthusiasm will show up on our faces and in our voices, so we may as well use the time for other, more constructive activities.

3. CAMPAIGN

A campaign gives our job hunting an overall structure and a process to follow. We need to know where we are heading, keep track of progress and celebrate our successes. Some key points for a successful campaign include:

- ✓ **Make our campaign visible.** We can turn it into a chart and put it on a wall or on the desk in front of us. Hiding it away increases the chances of forgetting all about it.
- ✓ **Invite comments from our supporters.** Giving our campaign a health check by sharing it with them can be a wise move. They will see us differently to how we see ourselves and we might be underplaying our skills and opportunities.
- ✓ **Update progress on a daily basis.** A campaign has to be a living thing and it's always satisfying to tick off work done or targets reached.
- ✓ **Spot opportunities for change.** After a while our campaign chart will show us where we've spent our energy and what results we are getting. This is useful information as it tells us what to do more of and what to change. Looking at trends is a useful way to get objective information about how well we're doing.

4. TOOLKIT

Having a CV is a good start and there are some other things that we need to have in order to be successful. For example, I've met people, introduced myself, handed over a business card and then watched as they patted in pockets or rifled through a handbag, looking for a scrap of paper or a crumpled card to give me in return. Given that first impressions count, it's good to be prepared for these situations and to assemble a useful job hunting kit. Think about the following:

- ✓ **Get the set.** Make sure you have: A business card (or calling card), a CV, a good cover letter and a *Minute To Win It*. It pays to have the set because they all do a different job for us.
- ✓ **Always carry a pen and a small notepad with you.** You never know when you will need to make notes. You can also use the pad to swap contact details.
- ✓ **Borrow from the best.** When writing our CV and cover letter, it's *okay* to copy from examples that we like. There's no need to reinvent the wheel if it already exists.
- ✓ **Looks count.** Pay attention to both the content and the look of your CV and cover letter. Layout and clarity are as important as accurate spelling and useful detail.

5. SECRET NO. 2 – NETWORKING

This is so obvious that it's often overlooked. There are some skills to successful networking, although in my experience fear is the biggest thing that holds people back. These points can help us:

- ✓ **Who knows we are job hunting?** We need to tell our family and friends. There's no shame in it and if people know what we're looking for, they can help us to find it.
- ✓ **Update our Internet presence.** LinkedIn, for example, is great for business-to-business connections. Update your profile and invite people to connect to you.⁵
- ✓ **Join a real-life networking group.** Networking groups are a great way to meet people and build confidence.
- ✓ **Always ask in the third party.** *Never* ask people directly if they might

⁵ LinkedIn is gathering a reputation as a sensible place to be listed and there are plenty of other good networking sites to choose from.

need you. Instead always ask: “Who do you know who might be interested in my skills?” If the answer is them, they will still tell you.

6. SELF-AWARENESS

We need to get a feel for how we are appearing in the world around us. This is because if we know what we do well, we can celebrate it, and if we know what we do badly, then we can improve it or do something different. We can help ourselves by remembering the following key points:

- ✓ **Ask for feedback.** Then add the number of times we get the same piece of feedback from different people. Any piece that we get more than twice needs to be acted upon.
- ✓ **Look at the person we're with.** How is he responding to us? Is he smiling, or is his brow furrowed with concern? What is this telling us?
- ✓ **Follow our own energy and intuition.** If something feels right (or wrong), then it probably is.
- ✓ **Stop and think about what our body is doing.** Are we slumped? Are we twirling our hair? Are we staring out of the window? We can shift our position in the chair in order to ‘break state’ and settle back into a more assertive posture when at an interview.

7. INTERVIEW SKILLS

We need to sell ourselves effectively because we want someone to lease our skills for a day, a month, a year or more. We may go to several interviews and meet a range of people. We might also go to networking events, talk to business contacts, be introduced to people and make presentations. Therefore, we need to be mindful of the following:

- ✓ **An interview is a conversation, not an interrogation.** If we get asked a long, multi-part question, we can ask the interviewer to rephrase his question.
- ✓ **Be scrupulously polite to everyone we meet.** We don't know who they are yet.⁶
- ✓ **Beware of the ‘silence’.** If an interviewer falls silent, that is an invitation for us to keep talking, which invariably results in us saying something stupid. We can be silent too; let them speak first, or ask them what they want to know.

⁶ In one company, I was walking to the exit and chatting amiably to the Operations Director who had interviewed me, when we bumped into the gardener. “Who was that scruffy old bloke?” I asked with disdain. “The MD's father,” came the terse reply. I said nothing and went a dark shade of red.

- ✓ **Make notes and take notes with us.** We can forget things when we're stressed. To help us remember, it can help to write down the name of the person we're talking to. Using people's names is a good way to build rapport. Much better than the vague 'mate'.

8. SECRET NO. 3 – PRACTICE

I've learned from my own experience that knowing all the right things is not as useful as being able to talk about them. Practice helps us to 'get it into our muscle' in the way that athletes train hard in order to hone their bodies. Muscle memory allows us to perform better on the interview day. Consider these points:

- ✓ **Get ahead by practising.** Most people don't bother. If we bother, we will do well.
- ✓ **Interviews only happen once.** There's no second chance so knowing what we will say and how we will say it means that we are more likely to have a better time.
- ✓ **Practice creates flexibility and develops confidence.** This is because it increases our repertoire of things to say, so that we can cope with unusual situations. It's just like when we learned to ride a bicycle; once we stopped thinking about how to balance, we could ride anywhere.
- ✓ **Make our mistakes in private.** Practising with a friend means that we can make all of our mistakes in a safe environment, instead of a live environment where the stakes are higher.

*** SUMMARY** Job hunting is a process and by working through all stages of the process, we can have better outcomes. If we miss a whole section, then we're missing important knowledge, tools and equipment. It's the same when we go camping. We need to take all the items on our checklist, because once we're stuck in a field with nothing but grass under our feet and stars overhead, we have to rely on ourselves. There's no popping out to the shops for an emergency pint of milk, and job hunting is the same. We can take what we need from each part of the process and enjoy feeling more competent and more confident than we did before.



1.4 REAL-LIFE MISTAKES

SILLY THINGS THAT PEOPLE DO

I can still remember my first interview. I was about 17 years old and keen to take on a Saturday job stacking shelves in our local supermarket. Actually, the truth is that my *parents* were keen. I would have preferred to stay at home and read a book, but it wasn't to be, so I answered an advertisement in the local paper, caught the bus into town and was interviewed by a supervisor in the shop. We were surrounded by boxes, bits of plastic packaging, and all the smells of food and dirt that tend to waft round the back door of a large retailer.

“How keen are you on this job?” he asked me directly.

I stroked my chin thoughtfully, tried to sound sincere and said: “Very.”

He didn't seem convinced. “Yes, but we've had lots of applicants, so how keen are you really?”

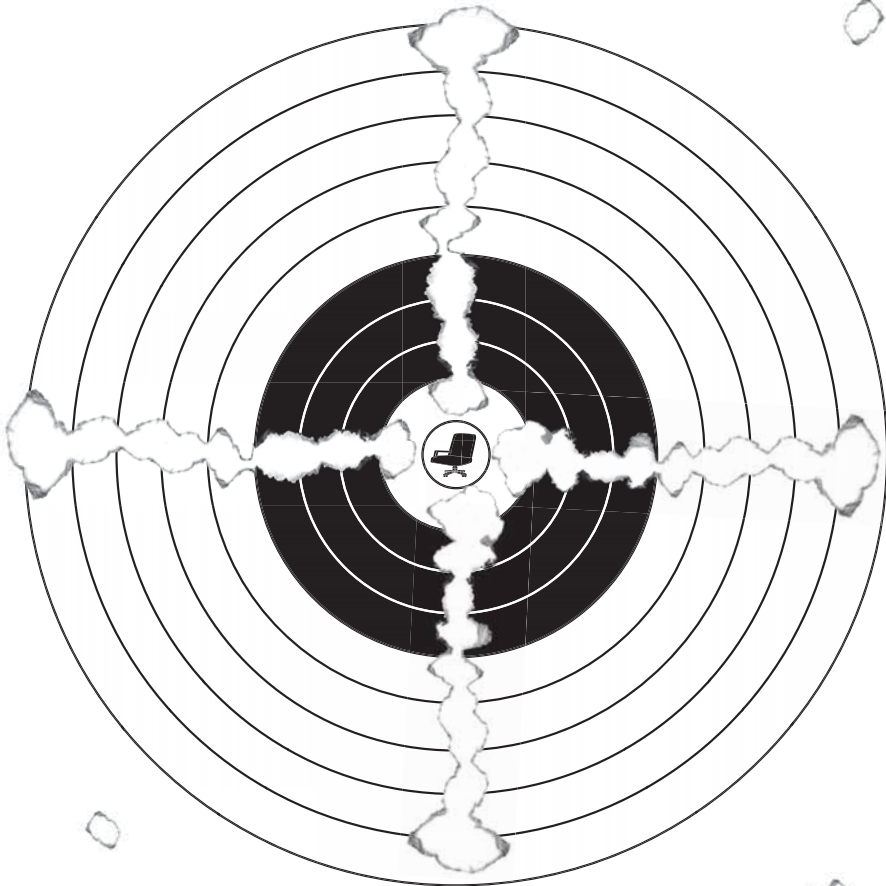
Really? I thought I had made myself clear. Apparently not. I gave him my most sincere thank-you-for-this-award grin and looked him straight in the eye.

“Very *very* interested,” I replied slowly and with heavy emphasis on the second ‘very’. There was no doubt now; he knew I was interested. He thanked me politely and said that he would be in touch. I assumed the job was mine, but it wasn't.

It was only on reflection, after the bus had meandered its way home like a happy drunk, that I realised he had wanted me to *sell myself*, by telling him what I could do for him, by extolling my love of cardboard and by highlighting my willingness to push around trolleys piled high with potatoes and carrots, whilst whistling a merry tune to the shoppers. Why didn't he say so directly? Perhaps he thought he had. Either way, I didn't exactly sizzle.

We all make honest mistakes, largely through ignorance, fatigue, haste or inattention to detail. Job hunting is no different, and I've realised that the trick is to learn from other people so that when our turn comes, we can be even more polished and poised. I would acknowledge that since my shaky start, I've improved my interview skills and general job hunting performance *considerably*.⁷ Some people maintain that there's no substitute for experience and that may be the case. However, if you've never had

⁷ I've had training. I've practised hard. I've learned it all from the ground up. We can all be great.



Section 9
CHECKLISTS



CHECKLIST A: BUILDING A NETWORK

HOW TO BUILD A NETWORK

This is easy to do. First grab a sheet of paper and scribble down the following categories, in any order across the page (to avoid getting stuck in fixed thinking patterns):

- ✓ Family.
- ✓ Friends.
- ✓ Neighbours.
- ✓ Leisure groups.
- ✓ Address book.
- ✓ Ex-colleagues.
- ✓ Your supporters group.
- ✓ Recruitment agencies.
- ✓ Directors/senior managers you know.
- ✓ People who already have the job you want.
- ✓ Your partner's address book.
- ✓ Contacts on Internet networking sites.
- ✓ Local networking clubs.

Then systematically write the names of everyone you know, under each category, and keep going until you've filled the piece of paper. When we're getting started it's not the size of our network that matters because we can easily grow it: It's being able to see it so that we can begin to *create networking opportunities* for ourselves.

CHECKLIST B: CV TIPS

CV TIPS

In order to get a sense of what makes for a good CV, here are my favourite tips, culled from my experience of reading hundreds of CVs. Tick off each

item after you have compiled your CV:

- ✓ Two pages maximum length.
- ✓ Tell the truth.
- ✓ Leave out interview-specific information.
- ✓ Give a clear summary of yourself.
- ✓ Put your name on both pages in the footer, in case the pages become separated.
- ✓ Avoid clichés.
- ✓ Don't have a section on key skills.
- ✓ Include achievements and state how you did them.
- ✓ Use numbers.
- ✓ Include a range of achievements.
- ✓ Avoid spelling mistakes at all costs.
- ✓ Tear the first page in half. (How much is it selling you?)
- ✓ Avoid silly fonts and crazy colours.
- ✓ Use a clear, readable font.
- ✓ Use white space to make your CV easier to read.
- ✓ Be selective about your interests.
- ✓ Ask three friends to check your CV.

CHECKLIST C: RAPPORT BUILDING TIPS

People buy people, which means that if we can build some rapport between us and make a little emotional connection then we are more likely to sell ourselves to them. The *90/90 rule* suggests that people form 90% of their opinion about us in the first 90 seconds of meeting us. In a large office this could be the time it takes for us to open the door, walk to the table and greet them. Rapport building is an essential skill and here are the top tips for success:

- ✓ Make eye contact.
- ✓ Shake hands readily.
- ✓ Smile.
- ✓ Show active listening.
- ✓ Ask questions.
- ✓ Vary the tone of your voice.
- ✓ Pause.
- ✓ Dress appropriately.
- ✓ Keep to time.
- ✓ Offer compliments.
- ✓ Say please and thank you.
- ✓ Use people's names.
- ✓ Follow the pace of the other person.
- ✓ Sit in a purposeful position.
- ✓ Notice areas of commonality.

CHECKLIST D: INTERVIEW CHECKLISTS

THE DAY BEFORE

Find something to put your interview kit in. The cheapest option is a smart folder from a stationery shop. A comprehensive interview kit includes:

- ✓ Copies of your CV.
- ✓ A copy of your CV for yourself.
- ✓ A copy of your STAR stories.
- ✓ A copy of the printouts of the client's website.
- ✓ A clean notebook.
- ✓ A pen.
- ✓ A spare pen.
- ✓ Business cards or calling cards.

- ✓ A banana.
- ✓ Your reading glasses (if you need them).
- ✓ Headache tablets.
- ✓ Essential computer equipment.
- ✓ Compatible computer file versions.

TWO HOURS BEFORE

Before you walk into the building (because that's when the interview really starts) read through this checklist to make sure everything is in order:

- ✓ Read through your CV to make sure you're familiar with key facts and dates.
- ✓ Read through your STAR stories so that you have them firmly in your head.
- ✓ Take three deep breaths, slowly and carefully.
- ✓ Make sure you have the names of the people interviewing you written at the top of your pad.
- ✓ Make sure you have eight keywords from your *Minute To Win It* in the margin of your pad so that you can look down and jog your memory if you need to. Say your first sentence out loud a couple of times.
- ✓ Remind yourself that you're *okay* and that you have a right to be here.

WHEN YOU MEET YOUR INTERVIEWER

Stand up, make eye contact and smile. Then reach out and give him or her a confident handshake.

During the Interview:

- ✓ Smile.
- ✓ Stop talking once you've answered the question.
- ✓ Use STAR answers to 'show' what you can do.
- ✓ Sip water to create thinking time.

✓ Use words like ‘great’, ‘really like’ and ‘enjoy’ to convey enthusiasm.

You’re now better prepared than most people. *Go for it!*

CHECKLIST E: SAMPLE INTERVIEW QUESTIONS

There are five types of interview questions: Classic, critical incident, cutting, killer and closing. Here is a quick reference guide to interview questions:

Classic Questions

1. Tell me about yourself...
2. Why do you want to work here?
3. Give me three strengths and three weaknesses...
4. Why did you leave your last role?
5. What have you been doing whilst looking for a job?
6. Who else have you applied to?
7. What salary are you looking for?
8. What do you know about our organisation?
9. What skills or experience make you suitable for this role?
10. Describe your current working day.
11. How would you feel about relocating?
12. What was your previous salary?
13. Why did you choose to study for that qualification?
14. Which tasks do you find difficult to do?
15. Which tasks do you enjoy doing or you find boring?
16. Which achievement at work have you been most proud of?
17. What are your three best achievements to date?
18. What do you like most about this job?
19. What do you like least about this job?

20. Where do you want to be in two or five years' time?
21. What have you learned from your last role?
22. What do you think of your previous employer?
23. What sort of a person are you?

Critical Incident Questions (*Tell me about a time when...*)

24. You had to solve a complex problem.
25. You had to be really creative.
26. You had to improve a process.
27. You had to deal with a crisis.
28. You had to change course radically.
29. You had to overcome resistance.
30. You made a bad mistake.
31. You solved a very difficult problem.
32. You showed great perseverance.
33. You showed exceptional leadership.
34. You worked hard to get someone to adopt your idea.
35. You changed someone's mind.

Cutting Questions

36. What's your biggest mistake and what did you learn from it?
37. If I telephoned your former colleagues/team right now, what would they really say about you?
38. If your ex-boss was outside and was seeing me next what would he say about your past performance?
39. How can you convince me to take you on in this role?
40. Why do you have that gap in your career history?
41. Why did you leave your last role so quickly?
42. Why did you make that sudden career change?
43. What does 'passionate about change' on your CV really mean?

44. What really happened?
45. What other options did you consider? You said the 'team did the work' so does that mean you made no real contribution to the result?
46. How do you think that qualification will help you in this role?
47. How do you perform under stress?
48. You have talked about people being an organisation's primary resource, but none of your CV achievements are people-related. How do you explain that?
49. You said you were *passionate about people*. How can you justify that comment?
50. Here's a ball of wool (or pen, or mobile telephone, or rubber band). You have three minutes to try and sell it back to me, starting now.
51. Why should we take a risk on you?

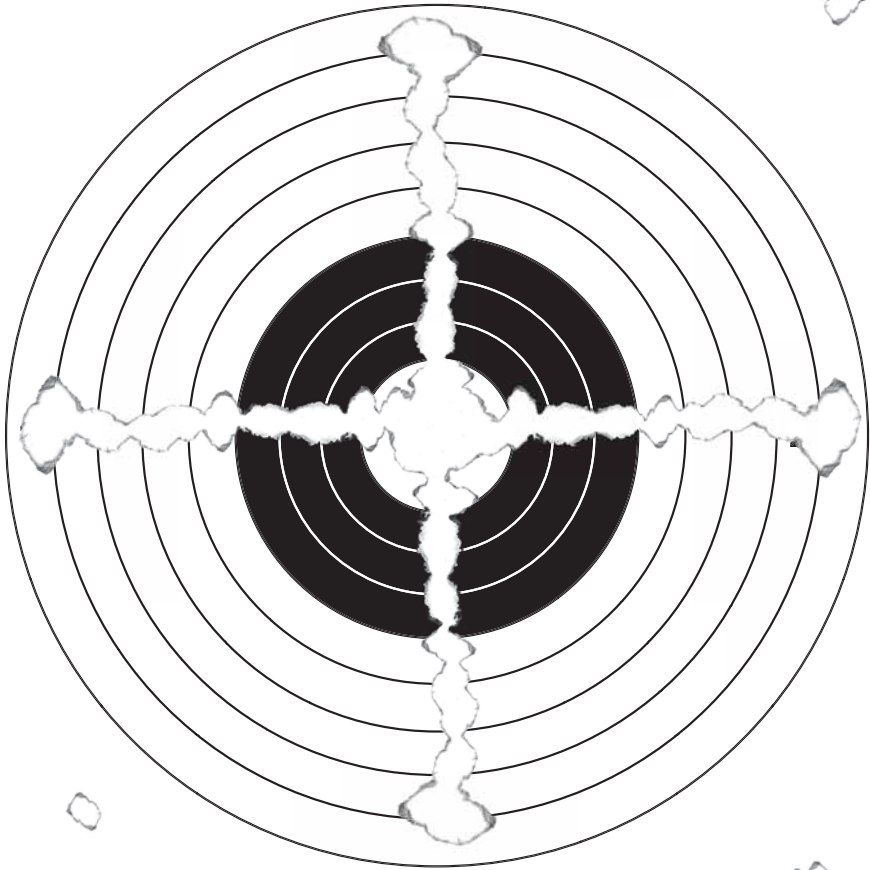
Killer Questions

A killer question is one that kills off your chances and ends the interview; a sort of 'I'll get my coat' moment. Most people have *one question* which they dread, perhaps it's to do with a gap in their CV, a poor exam result, a sudden change of career, a business failure or several jobs in short succession. Whatever your killer question is you need to work with a friend to come up with a neatly polished and acceptable answer.

Don't be scared about your killer question: Be prepared for it.

Closing Questions

52. What would my challenges be in the first three months?
53. What would be my priorities on day one?
54. Are there any questions which I've not answered to your satisfaction?
55. Is there anything about my application which you are concerned about?
56. How would you describe the culture of the organisation?
57. How would you describe your style of leadership?
58. What's the next step from here? (Look for buying signals.)



Section 10
POCKET GUIDE



POCKET GUIDE

This is a mini guide for people to cut out and keep. More details can be found in the relevant sections of this book. How do you choose what to distil out of a whole book? Well, this mini guide was compiled during a two-day job hunting skills workshop and shows the key points that the delegates were eager to learn about and put into practice:

PROCESS THINKING

- ✓ Job hunting is a process and we can work through each step.
- ✓ *Good processes lead to good outcomes.*

CAMPAIGN BUDGET

- ✓ Books.
- ✓ Business cards.
- ✓ Petrol / Rail fare.
- ✓ Coffees.
- ✓ Stationery.

SUPPORTERS

Write down the names and contact details of five people who will support you:

- 1.
- 2.
- 3.
- 4.
- 5.

CAMPAIGN

- ✓ *Thoroughbred*: This is what I would *really* like to do, e.g. a business coach. It relies on transferable skills.
- ✓ *Jumper*: This is what I would like to do, e.g. depot manager. It relies on some of my CV and some of my transferable skills.

- ✓ *Hack*: This is what I have done in the past and am happy to do again, e.g. postman.

ACHIEVEMENTS

- ✓ They are the building blocks of successful job hunting as they appear in CVs, networking conversations and at interviews.
- ✓ Every achievement can be valued, or measured in some way.
- ✓ If you haven't quantified an achievement, that only means you haven't quantified it *yet*.
- ✓ How to value it: What was the end result? Was it on time? On budget? How many people did it involve? How much time or money was saved? How can you measure the change between the start and the finish? What problem did it solve? How did it help the business to reduce costs or make more sales?

REASONS TO GO AND MEET PEOPLE

- ✓ Thinking of setting up in business and would like to hear your story...
- ✓ Learning about your experience of...
- ✓ Looking for tips to help me find a similar role in...
- ✓ Considering working as an intern and would like advice about...

BEING ASSERTIVE

- ✓ Don't say you're out of work; it sounds *passive*.
- ✓ Say you're looking for work; it sounds *active*.

INTERNET

- ✓ Social networking sites are here to stay, so make use of them.
- ✓ Google yourself and find out what a potential employer might see if they did the same thing.

TENACITY

- ✓ If you're cold calling someone, make *six attempts* to reach them before deleting them from your campaign.

NETWORKING PROCESS

- ✓ Create a list of people you know.
- ✓ Ask yourself: Who knows I'm looking for work?
- ✓ Tell people what you're looking for.
- ✓ Set targets to aim for when growing your network.
- ✓ Meet people.
- ✓ Hold lots of conversations.
- ✓ Keep going.

NETWORKING

- ✓ Do something to meet new people, e.g. join a social club.
- ✓ When talking to people, be *specific* as it's more memorable than being general.
- ✓ Networking works because people *warm up the referral* for you.
- ✓ Networking works because people *trust the judgement* of their contacts.

LOOKING GOOD

Do something else whilst looking for a job, such as voluntary work. Being busy gives us something to talk about at interview and makes us look *proactive*.

ACES

Write down your top three Aces:

- 1.
- 2.
- 3.

CV AND COVER LETTER

- ✓ It's okay to repeat things in them.
- ✓ Put your top achievement on your cover letter to whet their appetite.
- ✓ Don't waste space on your CV with key skills. Let the reader *infer* them from your stories, achievements and experience; it makes for a much stronger sell.

MINUTE TO WIN IT

Write down the eight keywords which you can use to tell people about yourself:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

INTERVIEWS

In general:

- ✓ Have more stories than they have questions so they run out of bullets first.
- ✓ Interviewers tend to look for people who can demonstrate personal development, thinking ability, communication skills, determination and flexibility.
- ✓ If they ask about your three weaknesses, talk about what you have changed or learned to do better.

Look interested by asking purposeful closing questions:

- ✓ What do you see me doing in the first month?
- ✓ Can you tell me about continuous personal development opportunities?
- ✓ How would you describe the culture of the company?
- ✓ How would you describe your style of leadership?

Assert yourself by:

- ✓ Using *I* not *we*.
- ✓ Using words like 'great', 'good', 'really liked it', 'love it'.
- ✓ Making eye contact.
- ✓ Smiling.

Negotiating

- ✓ You have all the power until you sign.
- ✓ If you don't ask, the answer is always *no*.
- ✓ A great boss is worth more than a great salary.

SUPER TIP SECTION**THE ABSOLUTE BARE BONES FOR SUCCESS****SUPER TIP 1**

Learn the answers to these critical incident questions: *Tell me about a time when you:*

- ✓ Showed exceptional leadership.
- ✓ Demonstrated great perseverance.
- ✓ Showed extreme flexibility.

- ✓ Solved a complex problem.
- ✓ Changed someone's mind.
- ✓ Handled a disagreement.

SUPER TIP 2

Go networking because people buy people.

SUPER TIP 3

Past behaviour is the best guide to future performance.

SUPER TIP 4

Be passionate, smile and make eye contact.

SUPER TIP 5

Practice creates flexibility and develops confidence.

SUPER TIP 6

Maintain your network by having friendly conversations with people.

SUPER TIP 7

Remind yourself that you're okay. You have skill and talent. You can do it.



ABOUT THE AUTHOR

Richard Maun facilitates personal and organisational development through coaching, management consultancy and lively interactive workshops. He specialises in using Transactional Analysis in organisational settings and combines it with Lean thinking. He has worked with a wide variety of people in the public and private sector to help them act in awareness, improve team dynamics, increase leadership skills and refine business-related processes.

Richard now runs his own management development company and is a director of a training company as well as a visiting lecturer to a leading UK university. He also works as a freelance business writer and has published two books with Marshall Cavendish – *My Boss is a B@\$T@*D* and *Leave The B@\$T@*DS Behind* – that look at how to survive turmoil at work and how to set oneself up in business. Both are based on real-life experiences and contain practical tips and engaging stories.

For more information and free downloads, please visit Richard's blog site.

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THE ESSENTIAL MANUAL FOR THE MODERN-DAY JOB HUNTER

The secrets and skills contained in this book can make a life-changing difference to your job hunting activities because they are based on real-world experience and have been used by real people to get real jobs.

Packed with practical tips, essential tools, detailed examples and revealing the three big secrets of success, *Job Hunting 3.0* can accelerate you past the rest of your competitors and into a winning position.

To be successful in the modern world we need to know how to package our talents, how to unearth opportunities and how to assert ourselves when it matters. We need to be able to build rapport with people, talk fluently about how we can add value and be agile with our thinking in order to maximise our core strengths. We also need to use technology to our advantage and embrace the new wave of social media opportunities. Moreover, *Job Hunting 3.0* is built on process thinking, because job hunting is a sales *process* and if you set up and follow a good process, you will create opportunities for positive outcomes.

In this book you will learn about the essential elements of job hunting in the modern age, including the three-horse race, the Minute To Win It, the STAR answering technique, the demons model, the 20+ places where you can look for work, performance ratios, using numbers effectively to add value to your CV, killer questions, winning at assessment centres, the pause button, aces high and the 5-slide formula.

Job Hunting 3.0 takes us through all of these elements and more, with one goal in mind: **TO GET YOU AHEAD OF THE COMPETITION SO THAT YOU CAN SECURE YOUR NEXT JOB.**

RICHARD MAUN is a business coach and consultant specialising in personal and organisational development. He lectures on career matters and communication skills at business schools and other institutions. He is the author of several business books.

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