TEST: Think of your last job that you got...
The Only Three Things
You Need to Know

- You get jobs by talking to people
- You need 100 leads at all times
- Look for work in channels

Watch for the pink bathrobe story
Stages of Job Search

1. Identify job targets (industry, function, title)
2. Identify raw leads (companies, people, ideas)
3. Identify names of specific people
4. Turn a name into an appointment
5. Sell in the interview
6. Stay alive through the selection process
7. Close the deal
The Four Dynamic Tensions...

- Job
- Salary
- Location
- Effort

If one is really important, you have to be flexible on the others…
Identifying a job target

- Interest alone may not be enough, but...
- Friends can open doors that skills and experience cannot
- Remember:

  *Recruiters are not paid to be creative*
The Diamond of Success
(But You Don’t Need to Go Obvious Until March)
Minimum Definition of a Job

- Industry
- Function
- Title

Only in an MBA program can you change industry and function in one jump.

It is harder to change industry than function, so concentrate on changing industry.
One to Three Goals

- “Something to do with green business or exporting”
- vs.
- “Broker for industrial-level recycling of post-consumer electronics, as in container loads or larger, and global trade in such materials”
Undecided?

- You cannot afford to leave this room without a direction...
Your goal must match your plan, your skillset, your experiences, your personality, and the real world.

The movie industry is in L.A.

Broadway is in New York.

There are no part-time jobs for beginning investment bankers.

And you can’t become a ballet dancer now…
Got a Target?

- You need 100 iterations or leads, see Hoovers.com
- You need 100% of the people you know who could lead you to an introduction at one of those iterations
- Use LinkedIn, twitter, plus Old School networking
100 + 100% 

- 100 Leads
- 100% of the People Who Can Intro You
HJM: What Is It?

Jobs...
- You can’t see
- Filled before they are posted
- Filled by internal candidate
- Filled by existing resume bank
- Created for a particularly promising candidate

- Also: HJM is also all the jobs obtained by someone who did not respond to a posting
You are going to job fairs, right?

- The recruiter is actively seeking chemical engineers — that’s the OJM
- You get the recruiter to consider you for a marketing assistant position — that’s the HJM
BIGGER and EASIER too!

- 55 to 80% of all jobs
- Competition is *vastly* reduced
Posted Openings

Hidden Job Market
How Big Is It??

- Between 55 and 80% of people who take a new position did not respond to an opening posted anywhere.

- Consistent finding: more than half of all hiring is HJM.
76% got job through HJM, either personal connection (57%) or just applying directly to the company (19%)

Mark Granovetter
(sociologist, now at Stanford)
Getting a Job
Even More for Professionals

Professional/Technical/Managerial

Source of Job:

84% from referral or direct application (HJM)
“The Strength of Weak Ties”

Point!

Acquaintances are more powerful than friends and family to find a new job

- Moderate ties (56%) “occasionally”
- Weak ties (28%) “rarely”
- Strong ties (17%) “often”
When the acquaintance can introduce the job seeker to a “high status” person.

Connections that cross social and income lines are particularly valuable, such as... **alumni associations**.
Here’re Some Recent Data

- Research: CareerXroads annual survey of major employers
- Analysis of 309,600 hiring events, spread across all disciplines, levels, types of company
- Data collected from “large employers” with good data capture practices (only ≈5% “unknowns”)
- From:
  CareerXroads
  Gerry Crispin & Mark Mehler, Principals
  HR consultants re War for Talent
External Sources of Hire

Based on CareerXroads Research on New Hires

- Referrals 30%
- Corp Web Sites 22%
- 3rd Party Job Boards 13%
- Direct Sourcing 8%
- All Other 5%
- College Recruiting 4%
- Print 4%
- Search Engine Ads 4%
Same Data, Different View

External Sources of New Hires

- Referrals: 30%
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- 3rd Party Job Boards:...
- Direct Sourcing: 8%
- All Other: 5%
- College Recruiting: 4%
- Search Engine Ads: 4%
- Print: 4%
- Career Fairs: 3%
- Temp-to-Perm: 3%
- 3rd Party Recruiters: 3%
- Walk Ins: 1%

Sources of Hire
A Very Different Approach...

- Ignore openings...and go out and look for a certain type of job
Can You Get 10 Friends to Introduce You to Their Boss?

Source: CareerXroads Research New Hires

- 1-4 Referrals 31%
- 5-10 Referrals 31%
- 11+ Referrals 38%
Two MBA Drawings...

1. Where Jobs Come From
2. Stacey vs. 10,000 Resumes
How Many People Apply for Postings?

- 383 applicants for every advertised opening*

*CEB (Corporate Executive Board), WSJ, Jan. 24, 2014
More Proof?

- Hard Work, Low Pay, Bad Boss
- Church Bulletin
- Bar in San Francisco
- Marketing Assistant on CareerBuilder
- “Rex K. Nine”
Three Main Approaches

- Candidate-in-Waiting
- Informational Interview
- Advice for Seeker

or...just get out there and ask for a job
HJM Success Stories

- Models of how this works in the real world:
  - Aiden Gets a Job...
  - The Pink Bathrobe Story...
Talking to People → Success

Four Steps to Success

1. Identify a job target of interest
2. Find someone doing that job right now
3. Talk to them

That’s it. This simple process can change your life…

4. Repeat until retired…
Think of Yourself as...

- A Zombie Horde
- A Hack Attack
My Favorite – pick emails off their website…

- “Hey, I just love your company. I would like to know if you have or anticipate any opportunities in European sales. I speak French and German, and I have a strong sales background. Who would I talk to about your European sales activities?”

- “I heard you guys were looking for marketing analysts with expertise in QuantSCAN-4. Who would I talk to about that?”
Build a presence on Facebook and LinkedIn, plus any sites related to your field...

Ask everyone for introductions to someone in specific industries or companies.

“Does anyone know someone working in private K-12 education in Chicago?” is a good query, but “Does anyone know where I could get a job?” is a bad query.

Hot tip: the best contact is not a vice president or bigshot; it’s somebody two years into the job you want.
I’m just askin’

Are you naked snorting drugs anywhere?

Clean it up. Also Phone and Email
Elevator speech:

“I am an MBA student interested in sports administration. I was on several campus committees devoted to promoting and producing sporting events, both intercollegiate and intramural. I was a volunteer at the last World Cup. My ultimate goal would be to land in sports marketing and sponsorship sales, but I am also interested in other areas. I got your name from the alumni office, and I wonder if you would have a moment to speak with me about the sports business. If you’re too busy to speak by phone, could I ask you some questions via email? I’d truly appreciate it!”
“I am interested in global operations management. My experience to date has emphasized matrix- and liaison-management of offshore manufacturing plants, working with both joint-venture/contracting structures and wholly owned offshore units. I speak Spanish and Chinese fluently, and have picked up a little Gaelic and Vietnamese. My career interest is global manufacturing and anything to do with synchronization of non-co-located corporate operations, such as engineering on one continent and production on another. I’m calling because I understand your company has operations in Taiwan”
Networking? Ditch your Resume!

- Prepare a great resume, but only provide it when asked
- Resumes get you routed to HR, a black hole for jobseekers trying to explore HJM
- Use email queries to find opportunity
- Follows: two sample query emails sent without a resume, one for summer vacation temp work, one for European sales opportunities
Dear Ms. Name:

Before any of us know it, it will be summer, and no doubt your company will want to have some talented people around to cover workers on vacation, to do the needed administrative, organizational, and analytical work, or to produce special projects that permanent staff don’t have time to pursue. And no doubt you’d like to have a pool of talent from which to pick promising new hires should you need some later.

I’d love to be one of those temp workers for you. I have leadership and business skills but, more importantly, especially for your business, I have a very solid background in most administrative management functions. My skills do include an ability to communicate well with both technical and nontechnical staff, and the ability to support mission-critical assignments, and successful experience with diverse, multicultural teams.

Since my interest is to transition to a marketing or product/brand management role it would be great for me to get some marketing exposure this summer. On the other hand, I’d welcome an assignment to any task where you have a need. I am hoping that you will see my quantitative skills, my work ethic and strong sense of personal discipline, and my enthusiasm as assets of potential value to you.

I am available 24/7 for travel or assignment wherever you may want me this coming summer. My recommendations are quite favorable (very strong).

Please let me know this: When do you think you’ll make a decision about whether you need some temp help to cover the workflow for the summer? Who recruits for this, and what is her/his email address? I’d very much appreciate your guidance, and will follow through exactly as you advise me. Here’s the best way to reach me: cedawinner@topdrawer.edu.

Thank you very much.

Sincerely,

Your Name Here
Dear Mr./Ms. Name:

Are you leaving money on the table in Europe? Are there markets you have not opened because you don’t have the internal resources to open them? For my last employer, I increased European sales by $15 million in just two years. I would be delighted to have the opportunity to make such a contribution to your organization.

Perhaps you will find this of interest:
1. Virtually my entire career history has been in international marketing, with last seven years in Europe, Latin America, Far East, South Africa, Australia.
2. Fluent in English, French, Spanish, Italian.
3. Available 100% for business travel or relocation anywhere in the world.
4. Strategic, analytical, planning skills. Can develop fully justified/supported marketing plans to meet your needs globally and by region/country.

I am very interested in discussing this further with you, first by telephone and if we can establish a mutual interest, then in person. I will call you within two days to follow up on this mailing, or you can contact me 24/7 at 4newmarkets@mgmt.topten.edu or voice/fax at 212-555-0920.

Thank you for your consideration. I look forward to our conversation!

My warmest regards,

Valeria Carla Firenza
Expect These 4 Objections

1. **We’re not hiring**
   - That’s okay. I’m not applying for a position with you. I’m just looking for information about this line of work
   - That’s okay. I’m not in any hurry. I just wanted you to know what I have to offer in case something opens up later
   - That’s okay. Perhaps you can think of someone else who might be interested right now in what I have to offer. Your referral could be appreciated by both of us
The 4 Objections

2. I’m too busy.
   - This’ll only take a moment.
   - Yeah. I heard you guys were pretty successful right now. [then, STOP, no matter how long the silence]
   - I’d be happy to meet you early, late, during lunch, even after work. What’s best for you?
3. **Send me your resume**

- Great. What’s your email? I’ll send it to you while we’re talking
- Well let me tell you what’s on it. I’m the one who…
- I’ll bring it to the meeting. What’s a good time for you?
4. **Just apply online, or, I don’t handle this kind of thing; talk to HR:**

- Actually, I’m going to be applying through ‘official’ channels, as well, but I wondered if you could give me a little inside information

- But I’m not applying for a job. I got your name from ______. She said you were quite knowledgeable about this field. I just want to know if you would have a moment to share with me any advice, ideas, leads and referrals

- Who should I be talking to? I appreciate the referral
Gatekeepers

- Call once a day until one of you dies...
- Cite a high-status referral
- Cite *any* referral
- Enlist their help
Don’t avoid applying for posted openings

□ Ask, “Who hires people like me?”

□ Ask, “Who hires ____________?”

□ When you stumble across a hiring opportunity, ask “How would I go about formally applying for that position?”
Staying alive

- It may take months to find a position
- Send a prompt thank you letter by email and mail!
- Hit their radar screen every week or two or three
- Identify 12-50 “champions” and use the easy-out bugging system
- Put your middle initial in, out, in, out, in, ...
- What to do if you’re **seventh choice**...
Seventh Choice?

☐ Occupy mental space!! Because…

1.

2.

3.

4.

5.

6.

7. You!
Salary Negotiations

- The Three Rules of All Negotiations
  1. You only negotiate when the other party moves to buy
  2. The first person to name an exact figure has lost competitive advantage
  3. If you can’t walk away, you’re not negotiating

- Deflect the issue if it comes up
  - “Salary is not my first concern. I’m really more interested in the opportunity and the people I’ll be working with”

- Questions? See the white paper on my web site: www.donaldasher.com
Dear Mr. Steel:

Thank you for your kind letter of April 17. After careful consideration I regret to inform you that I am unable to accept your refusal to offer me employment with your firm.

This year I have been particularly fortunate in receiving an unusually large number of rejection letters. With such a varied and promising field of candidates, it is impossible for me to accept all refusals.

Despite your outstanding qualifications and previous experience in rejecting applicants, I find that your rejection does not meet with my needs at this time. Therefore, I will initiate employment with your firm immediately following graduation. I look forward to seeing you then.

Best of luck in rejecting future candidates.

Sincerely,

Anthony T. Tyger