



Key Career Management Strategies • Steps for Changing Careers
The Resume • Letters • Search Firms • Interviews • Personal Branding

> Career Resource Manual

Career Resource Manual

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**Key Career
Management
Strategies**



A Brief Overview

5 strategies to help you effectively manage your own career.

1. Understand your own personality, values, interests and skills.

To meet the demands of an ever changing and competitive market, determine what type of work best utilizes your personality and skills. Then determine what type of organization requires those skills. Use this information to set career goals which will guide and direct your career path.

2. Set clear career goals based on your strengths and industry needs.

You are the only one responsible for your career. It is critical to take the initiative and develop a career path which capitalizes on your strengths, your interests and your skills. A self-directed career plan is essential.

By understanding your strengths and the needs of the targeted marketplace, you can effectively plan a career that will keep you interested, challenged, motivated, marketable and in demand.

3. Focus on what the golf industry needs now and will need in the future.

Adopt a broader and open perspective to the marketplace as a whole.

How? Keep up to date. Stay current with trends, initiatives and changes. Network at events and online using social media, and attend industry specific conferences. Stay informed by reading industry articles, journals and resources.

By keeping up to date and being flexible by adapting to change, you will stay ahead of any trends or industry changes. This will positively impact your career strategy and help you attain your goals.

4. Always think about your next career step.

Continually ask "How marketable am I?"

Career paths are rarely linear - they don't follow a straight line. There are often ups and downs during patterns of growth and change. At times, you may have full time club employment, other times a part time contract. You may even find yourself outside the work force and further developing skills to reposition yourself in the marketplace.

Always look ahead. Obtain the skills and seek out experiences you need and can use for that next step. Make learning a habit. With the impact of evolving technology and an ever changing market place, you will train and retrain yourself many times over throughout your career.

5. Establish a diverse network, keep up to date, you are your own security.

For years networking skills were only needed when looking for a new job. This is no longer the case. In order to progress and understand the golf industry, you must keep your network stream active. Develop personal relationships with others in your field. Keep up to date on provincial, national and international trends. Establish yourself online and maintain a creditable web presence, as well connect with online communities related to your field. Be well informed, be connected and be known by others in the industry.

Job security depends largely on you and how you manage your career. With the right mindset, confidence, and well-honed skill base, you can survive any situation.

Most important tip? Stay focused and flexible.

Remember! Your attitude goes a long way in determining your ability to reach your career goals and will directly impact your marketability along the way.



1 Key Career Management Strategies

Change: The One Certainty of Life

It can be said that taxes and death are the only certainties in life. In reality, there is a third certainty. Change is inevitable and you can't escape it - particularly when it comes to your career.

Change usually arrives unexpectedly. Sometimes it happens at the most inopportune moments. At some point, we will all face the unanticipated - illness, death, sudden accident and ... the unexpected loss of a job.

Because change can be brought on by either a major positive or negative event, or the smallest, most subtle alteration, it is important to be prepared for it. Your preparation has a significant impact on your reaction to change and how the experience can lead to personal growth.

Change Is The Vehicle For Us To Experience Growth:

To grow is to experience a fullness of life: to be engaged with life - to be an active participant in daily living.

*What is growth?
And why is it essential to leading a full life?*

When you are experiencing personal growth, you are able to:

- Accept yourself as you are.
- Accept others as they are.
- Accept responsibility for yourself.
- Have a realistic understanding of the world around you. Express your feelings with spontaneity and without fear of embarrassment.
- Develop and feel comfortable with a meaningful attitude and philosophy of life.
- Relate warmly with a feeling of care towards other people.

Our Growth Depends on Our Choices

Dealing successfully with the changes and challenges requires making positive choices. Some people think growth happens by "going with the flow"; others by avoidance - avoiding new experiences and relationships that may make them vulnerable to pain or challenge.

Growth does not happen by default or by grasping onto someone else's banner. Growth requires effort. It requires confronting, resisting and stretching - not waiting, reacting and simply adapting.

Do you know anybody who, throughout their career, stayed with one job for many years? They work hard, make no demands, but are often passed over at promotion time? Sometimes these people are not happy. Perhaps it's because they are not growing and in some cases don't care? They like the perceived job security but their careers are going nowhere. In an economic downturn, these are often the people that are the first to be let go.

Sometimes, when faced with unemployment, these individuals experience a complete attitude change. With a fresh outlook and guidance, they can land new jobs where they are happy and fulfilled.

Would you want to reflect on your life and regret that you did not have a career path? Do you want to regret that you didn't change your attitude sooner?

Then there are another group of people. After much reflection, they decide that there must be something more to life than their boring job. They take control and make changes in their career path. They make a conscious decision to be actively engaged in life, take a few chances and have "fun" with their chosen work.

*Which group of people do you belong to?
Which group do you want to belong to?*

Accepting and seeking out change is necessary for career growth.





“Change is inevitable and you can’t escape it - particularly when it comes to your career.”

Watersheds

Watersheds are events that significantly affect the course of our lives. The events are usually unpredictable. The watershed may be a childhood incident, a crucial decision, or a new experience. The short and long term consequences may be positive or negative. It can leave you emotionally down or it can be a springboard for growth.

Career transitions can be watersheds - it is our choice. We can grow or fail to grow because of the decisions we make.

When people make their own decisions and choices (not allowing others or an organization to make decisions for them) they are using a powerful tool - the power to open unexpected doors.

This creates certain freedoms, increases autonomy and liberation from a burden and creates a sense of being in control, a sense of personal power.



① Key Career Management Strategies

Decision Making

Decision making is integrally tied to growth. It is important to make good decisions in a time of crisis. Decision making can be a challenging experience and can be closely tied to our self-esteem.

People with high levels of self - esteem:

- Know what they want,
- Listen to their inner self and hear themselves,
- Solve problems creatively and are highly self disciplined.

People with high levels of self- esteem are better able to negotiate difficulties and solve problems. They are more likely to experience growth and are more likely active in the decision process.

After a job loss or job change, it is normal to question what you want, your direction and your career path. You may be tempted to stop listening to your inner self, and become caught up in what other people think you should do. It is important to do constructive reflection: reflect on who you are, what you want and what is important to you.

When facing a fork in the road, decide to go one way or the other. Standing still is not an option. Even without knowing the outcome, a choice must be made, a chance must be taken.

You must trust your ability to handle a bad choice when it is made. Not all your decisions or choices will be the right one, every time. Some decisions will lead to unexpected results. Accept this as an opportunity for another choice.

Trust your ability and make the decision to confront the situation and work through it.

What to do when faced with a decision:

- Be resourceful.
- Have faith in yourself and believe that you can solve your own problems.
- Be willing to consider something that is not the norm.
- Do not limit your growth by limiting how much you can change.
- Consider all the options no matter how unusual, or impossible they may seem.
- Set your target and go for the career opportunity you want.



“You have the ultimate control over your career. Decisions are your choice.”



Principals: Leading To Personal Growth and Enrichment

11 Principles to Help Lead You to Personal Growth and Enrichment

(Lauer & Lauer ,Watersheds ,1988)

- Know yourself and take responsibility for yourself. People cannot be victims and expect to grow.
- Know your own self worth. A crisis will assault your self- esteem, which makes it difficult to deal with a crisis. We must believe in ourselves, have a sense of our personal value in order to maximize the benefits of a situation.
- Self- esteem must be looked after; it is precious. There will be many times in life when you will question your self- worth and your values. Yet, it is of prime importance to address the issues to continue to grow through life's crises.
- Balance self concern with concern for others. When facing a crisis, people often become self- absorbed, don't listen to others or neglect to have concern for them. Find the right balance. Other concerns can be an effective way of surviving current difficulties enabling you to turn the situation into a positive growth experience.
- Find available resources. You are not alone. There are always options and resources available. Find them; use them.
- Learn the art of re-framing. Re-framing is re-defining something so that it is no longer a problem. It is changing the perspective of the situation; seeing it from a different angle. This is not an exercise of self -deception; it is not denial. It is learning to look at a situation from a different perspective or angle.
We can say we have an insurmountable debt load when we have a large mortgage; and we will never overcome our debt. Or, we can see it as the growth of an asset over the longer term gaining value annually. One perspective is negative, another is positive. Which perspective is healthier and more valuable?
- Practice "silver lining" thinking. Re-framing is one method of changing perspective. In some cases, we cannot completely re-cast the experience; yet, there is always a "silver lining" What are the positive outcomes in an otherwise undesirable situation?
When people practice positive thinking, their sense of well being increases. Negativity diminishes a sense of well being. Certainly people must not deny their feelings but they must not be dwelled upon. Do not hold on to negative thoughts; hold on to the positive ones.
- You must have determination and perseverance, within reason. Many people struggle for years before they see results. It is possible to miss an experience by giving up too soon, by not working on it long enough, by not thinking through about an important decision or not getting out of a bad situation soon enough (such as a job you hate).
- It is important to distinguish between an unhealthy perseverance and one that will yield beneficial results. The key is to identify if and where progress is being made. Reasonable well thought out perseverance is healthy and will be enriching.
- Be an active listener and become engaged with the world around you. Practice a perceptive attitude and absorb what you see and hear.
- When a crisis or challenge arises, use it to restructure your perspective in a meaningful and positive way. Restructuring does not necessarily mean a revolution. It could be simply a new way of seeing an everyday event.
- Become committed and develop strength in your personality. Develop your sense of personal control and your ability to have power and, influence over situations and experiences you face in life. This includes unexpected crisis including life changing career evaluation and transition.



① Key Career Management Strategies

Career Change

The transition between changing jobs or career direction is often difficult and time consuming. During this transition period all the decisions are yours. You have control. This is your opportunity to reflect, to clarify and to chart a path for your life and your career.

Your self-awareness and self-understanding will make the quest easier. Develop an accurate and reflective picture of your career history and clearly define an appropriate goal. Establish and develop the tools necessary to achieve the goal (an excellent resume, interviewing skills, marketing plan, and letters).

Get to know your market place and industry. Become engaged with your world. Learn how to work it to your advantage.



“Become engaged
with your world.”

I am

under

renovation

Common Issues In Stages of Life and Career Development

Whether or not you've been recently downsized, are in transition or genuinely desire a new direction, changing careers can be particularly challenging.

The following outlines common issues faced by people as they move through different stages of life and career development. (* indicate the most common issues)

Twenties - 20

- Enthusiasm and eagerness to work*
- Work identity
- Narrow perspective of work
- Family expectations vs. own
- Self-assessment
- Anxiety around financial independence

Thirties - 30

- Measuring up - image is everything*
- Permission to be who you are
- Purpose
- Work/life balance
- Relationship focus
- Career focus (if no spouse)
- Integrate work experience
- Clarify
- More focused about going to school
- Super-delayed adolescence
- Choosing a mentor

Forties - 40

- Maintain their standard of living*
- Flexibility
- Mid-career focus
- Programmed to move up the ladder
- Re-evaluation of values, preferences
- Need to think about "Plan B"
- On the Job Security

Fifties - 50

- Work/life balance*
- Do I still want to do this?
- Loss of health, mortality
- Empty nest syndrome
- Financial concerns
- Lack of technical skills
- How to apply wisdom and skills to new models/ structures
- Find new ways to apply skill sets
- Burnout or energized, depending on how long in your field
- Deal with less experienced management
- Not being appreciated for your expertise
- Age discrimination
- Healthier and working longer shift in mindset
- Menopause (For women, this is a time when they wish to shift the focus from family to career. For men, this is a time when they want to "pause," slow down and question whether to put their life into their career or have more time for leisure, spouse and family)
- Sandwich generation between children and parents: spending more time helping elderly parents
- Want to develop "other side"
- Still being accepted as "able"

Data By The Decade

- Twenty Year-Olds Enthusiasm, eager to do it
- Thirty Year-Olds I'm going to do it (stamina)
- Forty Year-Olds If I don't do it now, I'll never do it (urgency)
- Fifty Year-Olds Can I still do it? (ambivalence); Some want to retire, others want to "get into it"
- Sixty Year-Olds I'm glad I can still do it
- Seventy Year-Olds I'm glad someone else is doing it (relief)

Adapted from the Connecticut Counseling Association Professional Development Workshop, Spring 2002, James P. Trotzer, Ph.D.





**Steps for
Changing
Careers**

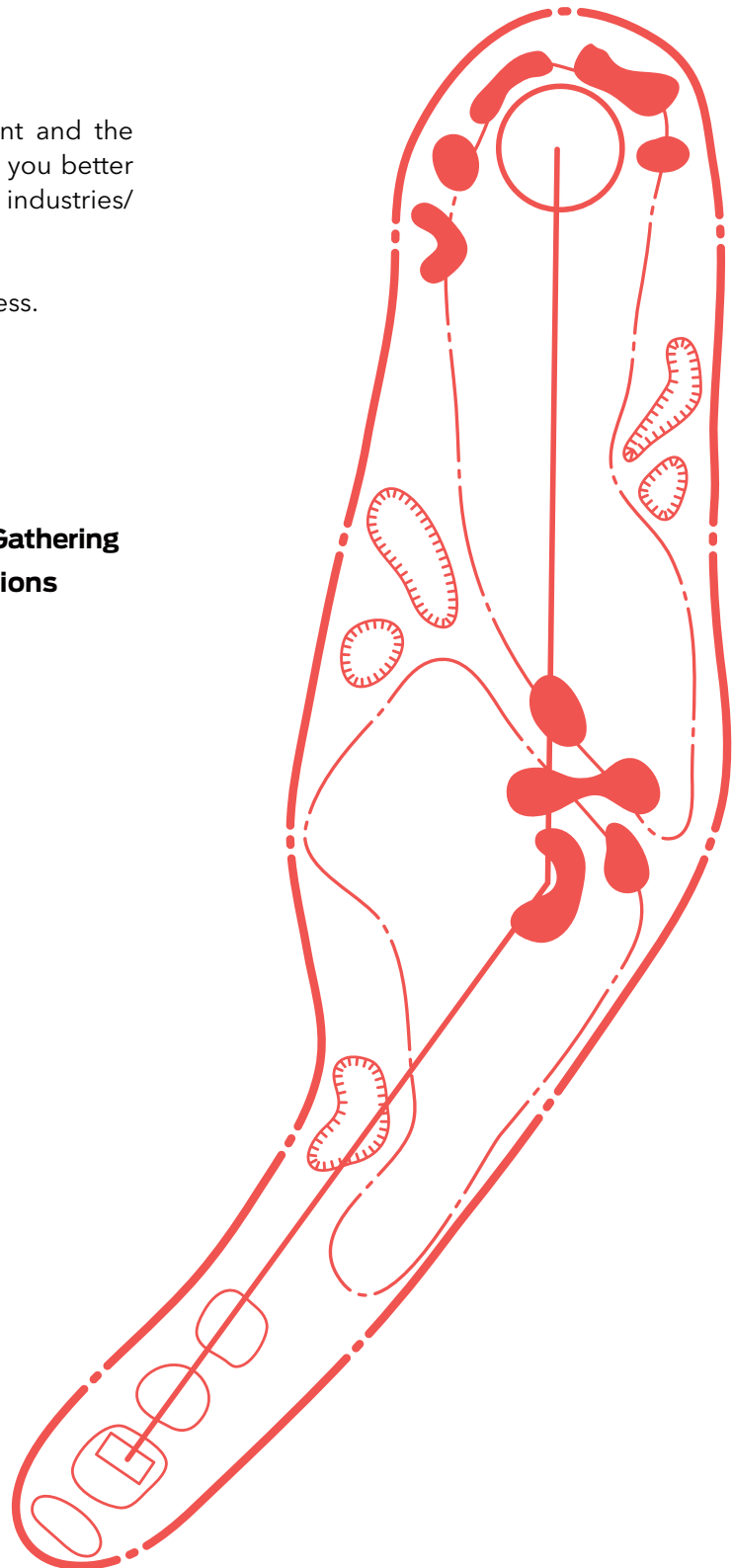


A Brief Overview

Understanding your own career development and the issues relevant to your stages of life will help you better decide how to change your career and what industries/ careers to target.

The following steps will guide you in the process.

- 1. Identify Your CIV's**
- 2. Conduct Market Research**
- 3. Identify Your Transferable Skills**
- 4. Target Your Resume**
- 5. Network/E-Networking & Information Gathering**
- 6. Join Business & Professional Associations**
- 7. Continue to Learn, Intern & Volunteer**



STEP 1 - Identify Your CIV's

Identify Your Core Competencies, Interests and Values (CIV's)

The first step in a career change is to understand your core competencies, interests and values (CIVs).

Competencies relate to your skills and experiences.

Interests relate to job functions you enjoy.

Values relate to what is important to you or what motivates you.

Understanding your core CIVs will enable you to best identify your career targets. It will also enable you to market yourself more effectively and help you with resume writing, business correspondence, your "30-second pitch," networking, interviewing and market research, all of which are covered under separate sections in this Guide.

Refer to the Competencies, Interests and Values section for further assistance on how to direct your research and career change.



“Competencies.
Interests. Values.”

STEP 2 - Conduct Market Research

The second step in career change is to conduct your market research, focusing on the industries and occupations in which you have an interest. While researching the job market, be aware of potential industries, employers and job opportunities. Keep in mind current employment trends (growth industries) and particular influences in your geographic area. Use the results of your research to create a list of target industries, companies, positions and contacts.

“Keep in mind current employment trends and particular influences in your geographic area.”

STEP 3 - Identify Your Transferable Skills

Communicating your skills and achievements to potential employers in your new market requires time and planning. The key to a successful career change is identifying your **transferable skills**. These skills are the foundation on which to build. Transferable skills are general or universal skills and can be developed in one job or activity then transported to another. They are customarily divided into three basic categories: People, Data and Things.

Once you have clearly defined the skills that you will bring to any position, you will need to market them effectively.

People	Data	Things
Mentoring	Synthesizing	Setting up
Managing	Budgeting	Operating
Negotiating	Researching	Creating
Instructing	Analyzing	Driving
Persuading	Compiling	Manipulating
Speaking	Computing	Repairing
Helping	Copying	Filing
Serving	Comparing	Organizing

STEP 4 - Target Your Resume

Begin with a thorough self-assessment of your previous work experience, activities and education - then start to shape your new resume. In general, a chronological resume may not provide the best format to present your transferable skills and past experience.

Develop a **profile section** to concisely describe who you are and what employment opportunities you are seeking. The profile communicates your strengths and objectives.

Build a **summary of qualifications** section. Extract and highlight your relevant experience and skills. Put these essential points at the top of your resume to make it easier for the employer to learn about you.

Use a **functional format** designed to organize your experience into three or four transferable skill areas such as management, business development, teaching, supervising, financial analysis, etc. This allows you to identify and emphasize the transferable skills you bring to any work setting.



“Identify and emphasize the skills you bring to any work setting.”



② Steps For Changing Careers

STEP 5 - Network & Information Gathering

Gathering information about an industry, profession, region and style of facility (private, semi-private etc...) allows you to form a realistic picture of opportunities within the field. Meeting with contacts for Information Interviews allows you to develop a network for your job search. Information Interviewing and Networking is the process of conducting exploratory informational conversations with persons who can **provide you with career advice** and introduce you to others who can **assist you with your goals**.

For some people, contacting and speaking to professionals can be intimidating. However, most professionals are happy to help those breaking into their field, and they enjoy talking about their own work.

The purpose of conducting information interviews is two-fold. Talking with experienced professionals is the best way to get a realistic picture of a profession, industry or company. They can describe to you the particular culture of an organization, the type of jobs within it, typical career paths of employees and they can provide a clear description of their own career.

The other purpose of an information interview is to build personal relationships with those who will be a future contact. These insiders can serve as key contacts in your future job search. Since most job openings are never listed in the classified ads, insiders can lead you to the "hidden" job market.



STEP 6 - Join Business & Professional Associations

Joining a professional association related to your field is extremely important. It helps establish you as a professional and helps to expand your network. Along with the opportunity to meet new people and network, joining associations allows access to a hidden job market. Newsletters are often published with job announcements for members only.

Establish your presence and credibility so that when opportunities become available, people will think of you. Volunteer to participate: attend meetings, serve on committees, write for a newsletter, plan a program or event, and attend conferences and seminars.



STEP 7 - Continue to Learn, Intern & Volunteer

Taking courses in your field of interest allows you to remain up to date with current trends and provides an environment in which to develop contacts. **Keeping your skills sharp** will add to your attractiveness as a candidate, particularly if you are unemployed. If an employer sees you are taking classes, they know you are serious about your new field.

Obtaining an internship or volunteering in your chosen field is a great way to gain practical experience and access the hidden job market. These activities can also expand your networking potential and bring you in contact with other people with similar interests.



The Resume



A Brief Overview

A Critical Component of Your Self-Marketing Strategy: The Resume

The resume is an integral part of your marketing strategy; therefore it should generate interest in a target market. A good resume takes time, thought and effort to develop.

When completed, your resume should accomplish the following:

- Define a clear focus and generate interest in your services.
- Pinpoint skills, accomplishments, competencies and results.
- Project your style and personality.
- Set you apart from your competitors.
- Compel your audience to want to find out more about you.

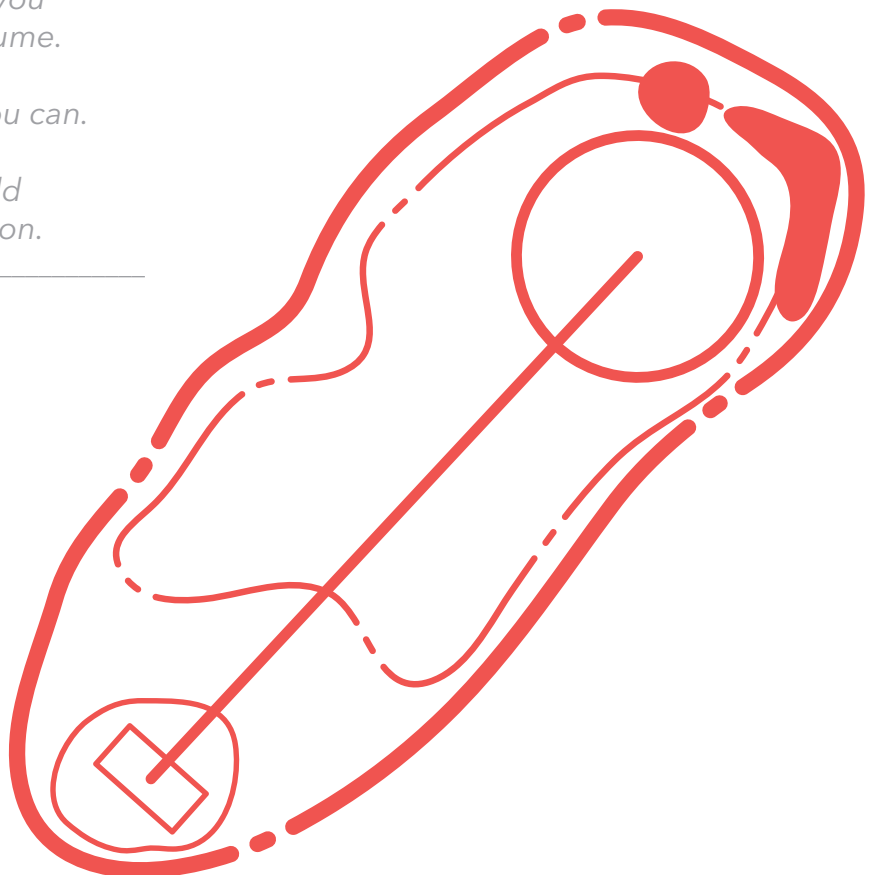
It is extremely important that you are the author of your own resume.

No one can sell you as well as you can.

Your oral presentation should reflect your written presentation.

Questions to Ask Before Writing A Resume

1. Who are you writing this resume for?
2. What are the competencies/skills you most want to get across? Where do you excel? What do you do better than people in the same position as you?
3. What were your major responsibilities in your last position? Don't simply list responsibilities or duties. Quantify and qualify your statements, create a picture for the reader. Ask yourself why, how and what was the result of your activities. Use action verbs in the past tense, much more powerful.
4. Is your resume accomplishment oriented?



3 The Resume

The Resume - What is a resume?

The resume is essential for any job search. It is a marketing and promotional document / data sheet, and must be designed effectively to present what is most relevant about you to your potential employer.

In today's ever changing, competitive workplace, the resume not only outlines your work history and accomplishments, it must also make a strong impression by reflecting how unique you are and how you stand out from other applicants. It should capture the essence of you and entice the reader to meet the person behind the words.

There are many varied and diverse opinions about the style, format, content and length of any resume.

Resume writing is an imprecise art. There is no such thing as one size fits all when it comes to compiling this job seeking tool. To be effective, no matter the format, you should write your resume for the specific job you are applying for. You must present yourself as the perfect fit for the job. It must make you stand out in the crowd.

It is important to remember two important facts about resumes:

1. There is no such thing as the perfect resume.
2. The best resume is "your" resume, one that you feel comfortable with and that gets you the results you are seeking.

The resume for today's and future markets:

Your resume is a marketing tool. It is a reflection of you for your target audience. It must be:

- A comprehensive profile.
- Accomplishment oriented.
- Action word laden.
- Professionally presented.

Taking the time to prepare a proper resume requires a great deal of introspection. In short, it is an inventory of what you have done, a summary of what you have accomplished and highlights what you offer.

A good way to start is to ask:

- What did I really accomplish in my last position(s)?
**This is not necessarily the same as your specific job description /position outline.
- How did my former organization benefit from my direct input?
- What made me different from my peers?
- What are my strengths?
- What skills do I possess that are most relevant to my target in today's marketplace and what makes me stand apart?

Remember: a resume is often your first introduction to a potential employer or contact. It must make a positive first impression. Interviewers will have your resume on hand and it will in most cases influence the way you are interviewed.

Your resume is a reflection of you. Proper spelling, grammar and presentation are essential. Ensure you reflect positively your personality and professionalism. Rewrite it as many times as necessary. Remember, you may want different styles and content depending on the situation and your target audience.

Important Tips

- Have your resume proofread by yourself and preferably a detail oriented person. Make sure all spelling, grammar, address; phone and email contact is correct.
- Don't use "I". The person reading the resume will assume that you are the subject of each sentence.
- Use action words like "organized " " implemented" "initiated " "generated " " resolved", "structured" "refined" (consult a glossary of action verbs that fit you).
- Avoid gimmicks such as promotional packaging or funny props. Professionalism is the key.



Inventory of Your Accomplishments

If you were hiring someone to fill the position you seek, what areas of demonstrated expertise would your ideal candidate possess? When looking at their competencies what skills, knowledge or behaviors differentiate the average from the superior performer?

Make a list. This list will eventually help in creating a focused group of accomplishments for your resume.

Before you start drafting your skills inventory, you'll need to gather some resources. These may include:

- Old resumes
- Position descriptions
- Performance appraisals

Remember, the last **10 years** will be of most interest to people, with more emphasis on the **past 3 to 5 years**.

Your Accomplishments & the STAR Technique

Brainstorm your **accomplishments** (both large and small). Write down as many as you can think of, position by position, year by year. Don't worry about length at this point. The less relevant points will be edited out later. Talk to former co-workers, family and friends, they may remember achievements you may have forgotten.

Use **action verbs** to accurately describe **your role** and **quantify** (#,\$,% etc ...) where possible. It's important to add the result of what you did, how well it worked, and what value you added to the company or to the position.

The resume is a selling tool that outlines your skills and experiences so an employer can see, at a glance, how you contribute to the employer's workplace.

Your resume has to sell you in short order (under a 30 second read). While you may have all the requirements for a particular position, your resume will not get a passing grade if the employer does not instantly come to the conclusion that you "have what it takes." The first hurdle your resume has to pass- whether it ends up in the "consider file" or the "reject file"--may take less than thirty seconds.

S.T.A.R.

S.T.A.R. is an acronym which describes the process used to effectively communicate your accomplishments. It stands for Situation or Task, Action, Result.

“The resume is a selling tool that outlines your skills...an employee can see at a glance how you contribute.”

3 The Resume

Inventory of Your Accomplishments

S.T.A.R.

S.T.A.R. is an acronym which describes the process used to effectively communicate your accomplishments. It stands for Situation or Task, Action, Result.

Situation Or Task

Describe the situation that you were in or the task that you needed to accomplish and put this into context. You should use a specific example; try not to be too vague or generalized. The situation or task can be taken from any part of your life, for example, work/volunteer experience, study, personal interests or hobbies. Ensure that you give enough detail so that the employer fully understands.

Action

Logically create a picture for the reader to walk them through the steps you took to handle the situation or resolve the problem. Keep your statements clear and concise and focus on what you did, not what you might do.

Result

Explain the results of your actions. What did you achieve? How did the situation end? What did you learn from the experience? Even negative aspects and situations where things went wrong can be discussed positively as learning experiences.

When this brainstorm is transferred to the resume, begin with the result or the benefit (**using key action words**). Then follow this statement with the action - how you accomplished the task. This way, the employer sees the results (increased sales, lowered costs, improved morale and productivity), and by how much (quantify where possible, in % format so as not to divulge confidential information) Then they can read how your methodology worked (how you did it).

Questions to help you identify your accomplishments

1. Describe a specific situation in which you solved a problem or took charge of an emergency.
2. Give an example of something you created or built.
3. Describe an instance in which you developed an idea, or identified a problem that had been overlooked.
4. Did you suggest any new programs or services for your company that were put into effect?
5. How have you increased sales or reduced costs for a company?
6. List ways you have saved time or money.
7. Did you help establish any new goals or objectives or your company?
8. Did you do anything to make your role more efficient?
9. Have you been involved in a team effort that produced a specific result?
10. What on-the-job training programs have you completed?
11. What awards or commendations have you received and why?
12. Did you train anyone? Did they move up? Did you ever assist a peer because they thought you were good at something?
13. What do you do better than your co-workers and why is this an advantage?



Developing a Profile

The Profile is easiest to create once the bulk of the resume is written. The profile summarizes the content of your resume. A profile helps give the reader a “snapshot or elevator pitch” of who you are. It is the introduction to your resume.

You will also use a profile to introduce yourself when you are writing letters, using the telephone, networking and interviewing. Since first impressions are often long-lasting, it is important to have a well written, accurate profile.

What should your profile tell people?

- Who you are
- How much experience you have and in what areas
- Your strengths and professional positioning

Let's look at some examples:

1. Highly skilled and innovative in all areas of member services and golf club operations. A conscientious leader and team player who is dedicated to getting the job done in a timely and cost effective manner.

2. Highly visible hands on leader. Proven success in cost effective management in all aspects of food and beverage services. Food /beverage /dining operations supervisor with over 5 years of experience in superior service oriented fine dining environments. Lead by example, and known for the ability to create order out of chaos. Demonstrated strong problem-solving skills and management of wait staff.

3. Club Manager and head professional with progressive experience in public and private environments. Problem solver with a strong quality background and committed style. Able to juggle multiple tasks and handle fast paced, deadline driven club initiatives. Proven effectiveness in achieving results by generating common and team focused training and building initiatives.

4. A versatile golf management professional with demonstrated leadership skills in developing and directing club and member initiatives based on sound goal-setting and strategic marketing analysis. In over fifteen years of management and advanced teaching , have gained valuable experience and the following key competencies:

- In depth knowledge in all aspects of golf club planning, organization and operation.
- Innovation/creativity in marketing club house and on course services.
- Proven management and motivation and training of all staff.
- Superior internal communication skills that extended to successful, marketing of diverse member services.

5. Club executive, specializing in strategic and operational planning and financial decision support in a fast-paced, service driven industry. Successful in combining general business and financial knowledge with superior team building skills to generate significant bottom line efficiencies and contribution to member value creation. Recognized for setting, achieving and maintaining the highest standards.



“...it is important to have a well written, accurate profile.”

Developing a Profile

Key Action Words

Management Verbs

Administered ~ Analysed ~ Assigned ~ Attained ~ Chaired ~ Consolidated ~ Contracted
Coordinated ~ Delegated ~ Developed ~ Directed ~ Evaluated ~ Executed ~ Improved
Increased ~ Organised ~ Planned ~ Produced ~ Reviewed ~ Strengthened ~ Supervised

Communication Verbs

Addressed ~ Arbitrated ~ Arranged ~ Authored ~ Collaborated ~ Convinced ~ Drafted
Edited ~ Formulated ~ Influenced ~ Interpreted ~ Lectured ~ Mediated ~ Persuaded
Promoted ~ Publicised ~ Recruited ~ Translated ~ Wrote

Research Verbs

Clarified ~ Collected ~ Diagnosed ~ Examined ~ Extracted ~ Identified ~ Inspected
Interpreted ~ Interviewed ~ Investigated ~ Summarised ~ Surveyed ~ Systematised

Technical Verbs

Assembled ~ Built ~ Calculated ~ Computed ~ Designed ~ Devised ~ Engineered
Fabricated ~ Maintained ~ Operated ~ Overhauled ~ Repaired ~ Solved ~ Upgraded

Teaching Verbs

Adapted ~ Advised ~ Clarified ~ Coached ~ Enabled ~ Encouraged ~ Explained
Facilitated ~ Informed ~ Instructed ~ Persuaded ~ Stimulated ~ Trained

Creative Verbs

Acted ~ Created ~ Customised ~ Directed ~ Established ~ Illustrated ~ Initiated
Integrated ~ Invented ~ Originated ~ Performed ~ Planned ~ Revitalised ~ Shaped

Helping Verbs

Advocated ~ Assessed ~ Assisted ~ Counselling ~ Diagnosed ~ Educated ~ Guided
Motivated ~ Referred ~ Rehabilitated ~ Represented

Clerical Verbs

Approved ~ Arranged ~ Catalogued ~ Classified ~ Collected ~ Compiled ~ Dispatched
Executed ~ Inspected ~ Monitored ~ Organised ~ Prepared ~ Processed ~ Recorded
Retrieved ~ Screened ~ Specified ~ Tabulated ~ Validated

Putting Your Best Foot Forward

- Review your accomplishment inventory.
- Return to the exercise in which you listed the expertise required for the target you seek.
- Flag those accomplishments which match the needs of your target.
- Do not discard your general inventory - many of the remaining accomplishments will be helpful during your search.
- Create a first draft of your resume.
- Make an appointment with your Advisor to start the final resume development process.

Components of the Resume

Vital Statistics - The Header

- Required - name/address/phone number(cell,home, or work)/email
- Optional - LinkedIn, Website, Twitter

Profile or Summary

A Profile is known as the Summary, Career Highlights, Career Summary or Career History. This is a summary / overview of your qualifications. It will highlight the main message you want your intended audience to know about you and make your resume interesting and readable in less than half a minute.

A strategically-oriented profile will clearly outline the direction you are heading with your career. This will immediately help position you in the marketplace.

The following may be included in a profile :

- Title
- Number of years of experience
- Industry
- Areas of expertise
- Unique qualities.

Selected Business Experience

- Company/Position/Years - reverse chronology (Most Common) - most recent position first.
- List achievements for each position.

Responsibilities Statement (This is optional in any resume)

- If utilized, it usually includes selected information from your job description, any special assignments and general duties. Make sure you include only duties in which the next employer might be interested.
- Limit to two or three lines.

Accomplishment Statements

- This relevant section is condensed statements used to outline your contributions in your previous employment situations. Conversely, you are clearly stating what you can offer your next employer. There should be three to five statements for each position over the past ten years. Each accomplishment should be clearly outlined in two or three lines.
- Your intended audience should very quickly be able to identify what you have done and how it applies to the position that has to be filled.



3 The Resume

Putting Your Best Foot Forward

Education & Professional Development

This important section outlines your general education. It is imperative that all courses or training that supports and are relevant to your career objective be included.

Summary should include:

- All post secondary education (College or University).
- Secondary School information (only if you have not taken any college or university - level courses).
- All professional development and certificate courses, workshops or seminars that are current and relevant.

Other: (Optional)

If you belong to an association, board or an organization that is relevant to your career objective you may want to include this on your resume.

Sometimes people like to include volunteer work or interests to provide additional insight into their personality. This could further illustrate attributes like, organizational, team building and problem solving skills.

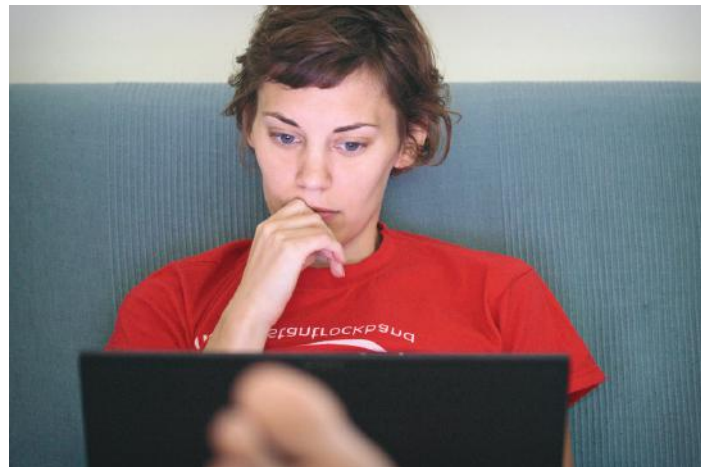
- Affiliations
- Associations
- Memberships
- Community Involvement
- Languages
- Interests (you are human after all, this is often the link to remember you by)
- Licenses
- Certificates
- Classifications

Omit

- References (yes, references, they are given at a later date, remember they are a part of your "sales cycle")
- Picture
- Social Insurance Number
- Religious/Political Affiliations
- Reason for leaving last company
- Salary, Availability
- Marital Status, Age, Health, Weight

Final Check

- Too wordy? *Can you say the same thing with less words and still get your message across?*
- Too short? *Are you censoring too much about yourself?*
- Poor presentation? *White space is required for a less than 20 sec read*
- Poor grammar, spelling, punctuation? *Fatal error!*
- Unfocused-no target? *Know what you want!*



Resume Formats

Three general styles of resumes are common, each with a wide variety of layouts. Each format has a different emphasis.

The Chronological Resume

The chronological resume is the most familiar format on the job market. This format gives historical data in an easy to read manner. It is easy to scan for key information as it lists employment positions, starting with your most recent position and describing earlier positions in reverse order. It covers education and relevant courses and can include other information related to your job search.

Progressive career growth can be easily identified since emphasis is placed on recent experience rather than past history. It strives to show a progression of responsibility.

The Functional Resume

The functional resume emphasizes your experience by grouping your accomplishments into functional areas that are particularly important for the position you seek. It de-emphasizes your employment history and highlights your key skills and accomplishments.

Skills and accomplishments are highlighted, rather than titles and years of service. This can be helpful if you are changing careers. Accomplishments can be selected from several different positions and grouped under one function.

The functional resume can shift the focus away from the most recent position. Gaps in employment are not visible, it de-emphasizes frequent job changes or extended periods of time in one job.

The Performance Resume

The performance resume blends the features of both chronological and functional formats. The first part presents your skills profile, achievements and abilities without any reference to a particular job or employer. This can make a powerful first impression.

The second part covers your work history in reverse chronological order. This provides more details of your most recent positions and fewer details about past experience. More information about job specific accomplishments can be included depending on what you think will be valuable and relevant to the reader.



“Chronological,
functional and
performance
resumes.”

Sample Performance Resume

MAURICE NORMAN

30 Concord Court, Toronto, Ontario M1S 4B4 ♦ Tel: 416-000-0000 ♦ Cell: 416-000-0000
Email: norman@xxxx.com

HOSPITALITY / CLUB MANAGEMENT PROFESSIONAL

Highly versatile general manager with broad general business and marketing experience and the proven ability to lead an organizations' infrastructure to cost effectiveness and profitability.

-
- Dedicated and flexible with strong organizational, entrepreneurial and management skills.
 - Proactively identifies solutions to improve/enhance organizational effectiveness/efficiency.
 - Strong attention to detail, and well developed problem-solving skills.
 - A collegial relationship builder who forges strong liaisons with membership, internal clients and external suppliers.
 - Acts upon and resolves operational and administrative issues creatively and cost effectively.

Management / Leadership

- Directed the entire golf operation encompassing golf services, all building and course maintenance, food and beverage. Duties included all financial and operational management.
- Negotiated equipment and supplies agreements resulting in cost savings and reduced lease and buy liabilities.
- Served as a key member of the transition committee, assembled to oversee the building of a new club house and substantial changes to the course and a completely revamped service delivery philosophy. Changes produced a cohesive entity incorporating the best values, policies and practices of the club.
- Managed all marketing and external communications initiatives at public relations firm. In various positions have led a senior management staff of up to seven and up to 200 employees.

Sales - Business Development

- Through the development and implementation of various business and innovative marketing plans, sales have grown each year. Introduced frequent programs that were service oriented and focused on feedback and results. Played key role in leading marketing team of Canadian division of one of the largest public relations firms in North America.

Finance

- Improved overall operating profitability at various positions achieved through a focused planning and realistic approach to fiscal administrative planning.
- Managed annual revenue budgets of over \$11 million. Negotiated all contracts with major suppliers. Developed effective financial plans and initiatives.
- Played integral role in the development and implementation of all expansion plans and their financing. Business revenue grew by over 400% in less than three years.

Information Technology

- Acknowledged as very competent in the area of custom management software. Developed and tested modifications to ensure proper functionality of upgrades on an ongoing basis.



Sample Performance Resume

PROFESSIONAL EXPERIENCE

THE SOUTHWEST GOLF & COUNTRY CLUB (2000 - 2009)

The South West Golf & Country Club is a well established full-service country club which has won many awards in leading edge hotel and club industry initiatives and outstanding guest and member satisfaction.

General Manager (2007-Present)

- Implemented orientation sessions for both direct reports and executives new to the organization, facilitated new hire's entry to company. Program enabled new members to maximize their potential sooner by permitting a clear understanding of their role and expectations.
- Organized and provided support for office-wide activities e.g. social events, business meetings, annual national all-staff conferences, bi-weekly senior leadership team meetings, and client and staff gatherings.
- Coordinated information and ensured compliance with human resources policies, interacting with human resources management as required.
- Monitored annual performance and salary reviews for all staff, ensuring their timely completion.
- Improved communication between management and staff by easing the distribution of pertinent information needed to function optimally. Resulted in improved efficiency and effectiveness of daily operations, significantly reducing staff turnover.
- Monitored accounts receivable and ensured appropriate action taken by managers. This ensured timely collection and reduced write-offs.

*Awarded Southern Ontario "Golf Club Innovator of the Year Award", 2009

Associate Vice President (2005-2006)
 Director Golf Operations (2002-2005)
 Club Professional (2000-2002)

NEAR NORTH PUBLIC RELATIONS, Ottawa, ON (1989 - 1999)

Director

- Developed a marketing strategy to improve lead efficiency resulting in increased sales. This resulted in an increase in client base of 25%. Recommendation to further increase sales force led to division being awarded top national distinction for four consecutive years.
- Introduced and implemented new client tracking system. This reduced development time by 75% and enabled new revenues to be realized three times more rapidly.
- Maintained the integrity and accuracy of all budgets and statistical data. Conducted client team "expectation sessions" to increase communication and create a healthy client service environment.

DEER RUN GOLF CLUB (1985 - 1989)

Manager Golf Operations

Training, hiring and orientation of pro shop staff and food and beverage staff. Directed all golf operations and started golf training school. Introduced state of the art teaching, coaching, instruction and pro shop management software. Responsible for all operation of on-course member and guest services.

TRADING POST GOLF CLUB (1983 - 1985)

Manager Golf Operations

GOLF ONTARIO 1981-1983

Golf Teaching Pro and Course Consultant

EDUCATION

UNIVERSITY OF SOUTH FLORIDA (2000 - 2009)

Bachelor of Science Hospitality, Club / Administration Management

Captain of Golf Team, NCAA Champions 1979
 Member, CSCM, PGA of Canada,
 OPGA Education Committee

PERSONAL INTERESTS

Travel, hockey/baseball coach, golf, golf history



Sample Chronological Resume

ROBERT JONES

36 McDonald Court Toronto, Ontario M1D 4B5 ♦ Tel: 416-000-0000 ♦ Cell: 416-000-0000
Email: jonesy@xxxxx.com

A highly versatile club manager / golf professional with experience and ability to lead an organizations' infrastructure to cost effectiveness and profitability while meeting marketing initiatives and growth potential. Responsibilities included managing the day-to-day operational and administrative services with staff compliments of up to 200 people, course maintenance; equipment; purchasing and support of food and beverage operations. Other responsibilities included providing leadership and direction to staff members, interfacing with the board of directors, delivering and maintaining quality member services in accordance with country club policies and procedures.

PROFESSIONAL EXPERIENCE

THE BUNKER GOLF & COUNTRY CLUB (2000 - 2009)

The Bunker is known as a leading well respected full-service country club providing members and guests a memorable experience for over sixty years.

General Manager / VP Operations (2006-Present)

- Responsible for, and managed all aspects of the club. Accountable to shareholders for club's yearly budget performance which has come in at or below targets for the last three years, resulting in cost savings and reduced liabilities.
- Implemented a new five point strategic plan two years ago. Currently reviewing plan with Board of Directors to ensure we are meeting demands of today's competitive market.
- Changed many out-dated views and built a staff culture of accountability creating a management team that focused on member service delivery.
- Coordinated and supported Management Committee's annual goal planning activities.
- Organized and provided support for club-wide activities e.g. social events, business meetings, all-staff training conferences, bi-weekly senior leadership team meetings, member and staff gatherings.
- Implemented marketing and service orientation sessions for both direct reports and staff. Facilitated new hire's entry to club. Practical program enabled all staff to maximize their potential sooner by permitting a clear understanding of their role and expectations.
- Served as a key member of the Transition Committee. Goal was to partner with the Board of Directors to produce a cohesive vision incorporating the best values, policies and practices of the organization.
- Coordinated information and ensured compliance with Human Resources policies and employment laws.
- Monitored annual performance and salary reviews for all staff, ensuring their timely completion.
- Introduced "Team Player of the Year Award", in 2008.

Associate Vice President, (2005-2006)

Director of Golf (2002-2005)

Manager / Club Professional (2000-2002)



Sample Chronological Resume

ONTARIO SCHOOL OF MARKETING & BUSINESS (1989 - 1999)

Director

- Pioneered a sales strategy to improve generated lead efficiency resulting in increased sales. This decreased average enrollment costs by 25%. Recommendation to further increase sales force led to campus being awarded top national distinction for four consecutive years.
- Played integral role in the development and implementation of all expansion plans and their financing. Business revenue grew by 400% over 10 years, physical space by 500% and staff by 450%, with an annual operating budget of \$2MM.
- Acknowledged as expert of custom management software used province wide. Developed and tested modifications to ensure proper functionality of upgrades. Provided support to end-users at 5 locations across Ontario.
- Introduced and implemented new scheduling system. This reduced assimilation time of new students by 75% and enabled new revenues to be realized three times more rapidly.
- Managed annual advertising /marketing budget of \$150M. Negotiated all contracts with major newspaper and other publications. Developed all advertising materials i.e. content and design.
- Improved communication between management and staff by easing the distribution of pertinent information needed to function optimally. Resulted in improved efficiency and effectiveness of daily operations, significantly reduced staff turnover.
- Maintained the integrity and accuracy of all financial and statistical data relating to the record keeping for third party provincial auditors. Performed after-hour software maintenance to prevent system down-time.

TOBACCO ROAD GOLF COMPLEX (1985 - 1989)

Manager / Teaching Professional

- Played key role in founding this all inclusive hotel, 18 hole course and outstanding teaching facility. Subsequently held several progressively senior roles interacting with all aspects of hotel operations and golf management.

THE QUEST COUNTRY CLUB (1982 - 1985)

Pro shop /Course Manager

- Introduced frequent discount programs with major brands. This allowed lower volume sellers to benefit from special pricing while generating longer-term contracts for the club. Sales of membership grew by over 75% within two the years.

GOLF CITY ENTERPRISES (1981-1982)

Owner

- Managed business and subsequently sold as franchise. Supervised ordering function, remuneration of commissioned sales staff, and daily retail and wholesale activities. After successful run, franchiser purchased business and continued profitable operations following takeover.

EDUCATION

UNIVERSITY OF NEW BEDFORD (1977-1981)

Bachelor of Commerce : Administration / Marketing Management (Golf team Captain)

PGA of Canada Member since 1986

OPGA Education Committee

CSCM Board Member



Sample Functional Resume

BENJAMIN HOGAN

19 Unitas Blvd, Markham On. L4B 8N3
Tel: 905-000-0000 email:bh@unex.com

PROFILE

A proactive and strategic country club general manager. Demonstrated expertise in the delivery of exceptional member and guest services. Full range relationship development and people management. Noted for outstanding food & beverage, event programming, operational management and marketing results. Proven record of accomplishment for surpassing member service and performance objectives. A strong communicator and innovative leader, skilled in building and nurturing service focused teams that foster superior member and community relationships.

PROFESSIONAL EXPERIENCE

Operations Management

- Led teams of up to 8 direct reports and 175 employees. Managed revenue budgets in excess of \$10.0 million, operating budgets in excess of \$5.5 million and capital budgets of up to \$22 million.
- Improved overall operating profitability at various positions. This was achieved through a "Customer is Right" focus, which enhanced the service and training models. Developed and managed cost reduction programs resulting in 20% savings in operating costs while maintaining a superior membership satisfaction rating.
- Developed, formatted and implemented a high level departmental strategic repackaging plan with Grey Goose in all areas of the club in order to regain a lost competitive edge. Key driver was enhancing the customer service plan which improved overall profitability.
- Established and maintained progressive purchasing teams by creating and maintaining purchasing and inventory procedures that enhance profitability.
- Developed, created and implemented customer service programs called "Take ownership, make a difference", "Just say hi, be open and pleasant" and "Welcome to our Home" all of which improved the complete private club experience for members and their guests and staff.

Marketing & Sales

- Defined target market segments and potential customers. Planned promotional programs that addressed customer's needs and requirements in a fast paced and changing market place for over 15 years. Implemented strategic plans that resulted in increased member base, new comprehensive junior programs, improved overall member satisfaction, and retention levels Results included healthier long-term top & bottom lines.
- Developed uniquely focused sales programs targeted at the desired demographic market that resulted in surpassing membership sales targets in some areas by 300% at the Toronto Country Club.
- Worked closely with, engaged and surveyed customers on ongoing basis in order to understand their needs and requirements and develop programs that improved customer satisfaction and retention. Results included increased spending by and improved profitability in all areas of the club.
- Developed comprehensive and fully integrated communication plans utilizing a variety of proven and new mediums. Various operational budget ranges were directed towards sales and marketing, brand recognition programs, customer and employee awareness and ongoing information initiatives.

Human Resources Management

- Designed, created and implemented a "Focus on career" concept, which encouraged senior managers to achieve high levels of staff retention, improve safety levels and increase employee satisfaction. Introduced staff training which improved all areas of customer service.
- Guided, led and stressed the importance of all Health and Safety related activities at all position levels through expanded education and training programs, which included a personal meeting with all managers and new hires at the club.
- Developed a "Value Our Customer Program" with the enhanced training of all management and all levels of staff. It made a significant difference to the customers' overall enjoyment. Lead by example, taking the time to personally interact and engage all stakeholders in a sincere and open manner. Formed a member disciplinary committee that held members to only the highest standard of conduct. Created a new fully integrated recruiting, hiring, training and retention program which allowed all team leaders to acquire a highly skilled and focused work force primarily from the hospitality industry. This led to more dynamic, flexible and committed teams that enhanced overall service delivery.



Sample Functional Resume

WORK HISTORY

GREY GOOSE COUNTRY CLUB (2005-Present)

This private country club lifestyle development encompasses an 18 hole Nick Faldo designed championship golf course, an upscale club house plus full service community and conference center. The ongoing projects scope within two years, will encompass over 800 private residences plus a 100 unit condo complex. The club offers a comprehensive range of recreational and hospitality facilities equal to any private city or country club, in turn supporting the requirements of the residences on the property and a select group of private members.

General Manager / Operations

Responsible for the overall strategic business, planning and implementation of all operational strategies, tactics, policies and procedures in order to meet and exceed all operating targets. The facility, once completed, will have over 200 employees, support via strong top-line and bottom-line management practices and excellent relationship with all areas. Encourage superior HR program initiatives, seamless and effective marketing initiatives, all creating a "Customer is King Focus".

THE ERIE RESORT & COUNTRY CLUB (2002-2005)

Joined just after this high end complex was built. It was positioned to be a top recreational destination in Southern Ontario, with a service model and operational philosophy similar to top world private resort destinations. This 500 acre resort featured a fully integrated lifestyle community, with a hotel, spa, recreation facilities, proposed micro brewery, and two championship golf courses one public and one private, designed by Greg Norman Corporation.

General Manager / Operations

Led ten direct reports and over 150 employees in a start up operation. Built strong operating departments, developed relationships, and introduced a sustainable high-end service model, while driving marketing and revenues in a focused and well planned fashion. Significant positive results were realized in a short time in a very competitive market.

THE TORONTO COUNTRY CLUB (1999-2002)

One of Canada's largest private 45 hole full service golf and country club environment, offering pro shop, dining and banquet facilities to 1400 members. Business services and social memberships are extended to the Board's 9,000 members.

General Manager / Operations

Reported to the board and was responsible for six senior direct reports and over 225 seasonal support staff. Oversaw and directed overall operating revenues in excess of \$10 million dollars and expenses of \$5.5 million.

THE VALLEY GOLF CLUB (1996-1999)

Clubmate's number one private golf club property offers the "ultimate customer service, golf and food beverage experience" which was created under my direction, rated 6th nationally.

Director of Club Operations / Head Golf Professional

Led three senior managers and an overall seasonal staff of 150. Managed annual revenues of approximately \$8.5 million with expenses of approximately \$6.5 million.

THE HILL GOLF AND COUNTRY CLUB (1991-1996)

A full scale semi-private facility that evolved into a successful member equity owned club. Operated as a complete country club with full service facilities and operating departments.

Assistant General Manager/Head Professional

Assisted general manager in all operations and had full responsibility for on- course initiatives.

SPORTS MANAGEMENT CONSULTANT (1985-1991)

Developed while seeking full time position as a way to learn about all aspects of the Hospitality/Tourism industry.

Principal /Owner

In-depth, hands on experience in sports marketing and club management / operations. Implemented leading edge strategies which extended organizations beyond their traditional boundaries.

EDUCATION AND PROFESSIONAL DEVELOPMENT

KING UNIVERSITY : Bachelor of Sports Administration & Management

CANADIAN SOCIETY OF CLUB MANAGERS: Member since 2000

PGA OF CANADA TEACH PROFESSIONAL



Sample Resume - Assistant Golf Professional

JOSEPH ROBERTS

19 Stone Colony Rd. Oakville On.L5M 1K6
Tel: 905-555-4930 email:jroberts@unix.com

Highly versatile bilingual Assistant Golf Professional and management leader with a progressive record of delivering results in high service oriented facilities in resort focused, semi-private and private golf sector in Canada. Excellent front line training in highly respected clubs combined with substantial experience in strategic planning, co-ordination, golf course management systems and leadership in all aspects of pro shop and total course operations.

PROFESSIONAL EXPERIENCE

Pro Shop Management

- Re-organized total golf pro shop operations. Along with Head Pro implemented critical new plans including all budgeting and systems initiatives. Generated well above pro shop sales and margin results.
- Set in motion on-going teaching and junior program initiatives and for staff in all functional related areas such as bag shop. Specifically concentrated efforts on superior member/guest service delivery. This was achieved through a "Customer is Right" attitude and focus.
- Along with Head Pro completely re-organizing pro shop standard operating procedures and made certain everyone was trained and understood the essential pro shop management software.
- Played key role in starting golf training school. Introduced state of the art teaching, coaching and instruction to all levels and ages.
- Extensive experience reporting to and working with management level and have enjoyed harmonious dealings with all staff members, various boards and committee members.

Pro Shop Sales

- Along with Head Pro Defined target market segments and potential customers. Planned promotional programs that addressed golfer's/members needs and requirements in a fast paced and changing competitive market place. Implemented strategic plans that resulted in increased sales, new and positive view of our pro shop quality and service, new comprehensive junior buying opportunities and overall member satisfaction, resulting in a healthier long-term top & bottom lines.
- Worked closely with, engaged and surveyed golfers on an ongoing basis in order to understand their needs and requirements and developed programs that improved member satisfaction and retention. Results included members increased spends per visit in the pro shop and ultimately improved overall golfing experience.
- Developed comprehensive and fully integrated pro shop management systems directed towards marketing club pro shop on course booking services.

Pro Shop Staff Management

- Created and implemented a focus on total member service. From bag shop to club cleaning made sure all staff were well trained and understood the importance of their job and how important it was to deal with people in an open and friendly professional manner. Increased employee satisfaction which improved all areas of customer service.
- Guided, led and stressed the importance of all Health and Safety related activities at all position levels through expanded training programs, which included a personal one on one meeting with all staff and new hires at the club.
- Took the time to personally interact and engage all staff and members in a sincere and open manner. The members enjoyed the 'we are here to help' attitude.
- With the Head Pro and Director of golf created a training and retention program for full and seasonal help which allowed all team managers to acquire a highly skilled and focused work force primarily from the hospitality industry and schools. This led to a more dynamic, flexible and committed staff that in turn enhanced overall service delivery.

Sample Resume - Assistant Golf Professional

WORK HISTORY

EAGLE RIDGE GOLF & COUNTRY CLUB (2007-Present)

This private country club lifestyle development encompasses an 27 hole designed championship golf complex, an upscale club house and conference centre. The club offers a comprehensive range of "all" recreational and hospitality facilities equal to any private city or country club. Asked to join on the invitation of the ex General Manager at Stoney Lake Golf Club.

Assistant Golf Professional

Given full responsibility for all areas of managing the pro shop while reporting to a very forward thinking innovative, quality based, Head Pro/Director of Golf. Responsible for the overall operation of the pro shop from greeting golfers to efficient organization of all on course golf operations. Initiated very active junior program and set up teaching facilities which was very popular with the total membership implemented policies and procedures in order to meet and exceed all pro shop operating targets.

STONEY LAKE GOLF CLUB (2005-2008)

Joined just after this high end complex was built. It was positioned to be a top recreational destination in Southern Ontario, with a service model and operational philosophy similar to top world private resort destinations. This 500 acre resort featured a fully integrated hotel, spa, recreation facilities, proposed micro brewery, and two championship golf courses one public and one private, designed by Greg Norman Corporation.

Associate Golf Professional

Since this was a new facility, was able to play a key role in setting up club house and on course golf operations. Along with Head Pro led a staff of over 20 and introduced new systems and state of the art training programs which were positively received by members and guests. Worked with and developed very efficient operating procedures. Helped introduce concept of a total marketing of club service and delivery of these services. Active in teaching at all levels and was the designated custom club fitter.

BLUE SKY GOLF CLUB (2003-2005)

One of Canada's largest private 45 hole full service golf and country club environments offering pro shop, dining and banquet facilities serving 1400 members.

Head Bag Shop Attendant

Pro and was given full responsibility for back /bag shop and member/guest interaction. Very quickly was given total management responsibility for the function along with flexibility to run as long as stringent standards were constantly met.

THE VALLEY GOLF CLUB (2001-2003)

Clubmate number one private golf club property and as such offers the "ultimate customer service, and dining experience".

Club House Wait Staff

Held previous positions in the restaurant industry while attending college so was well prepared for this position within this quality fine dining establishment. Club was known for outstanding well rounded training programs. Worked way up to supervise as many as fifteen people. Excellent training in time sensitive environment and the introduction to quality member service delivery in the club industry.

EDUCATION AND PROFESSIONAL DEVELOPMENT

B.Comm. Operations/Management - 2003

Consun College Professional Golf Program - 1998

NCCP Coach of New Competitors Certified

Various Business Program York University - Highest First Aid CPR Certification



Sample Resume - Pro Shop Attendant

SUSANNE SUTHERLAND

25 Westside Avenue, Toronto, Ontario M6R 1P2
Cell: 416-555-5414 Email: s.sutherland@sympatico.ca

PRO SHOP ATTENDANT

Service oriented individual with exceptional people and organizational skills.

EXPERIENCE

Northeast Golf & Country Club (2007 - 2010)

Various positions with progressive responsibility and experience culminating in role as Pro Shop attendant.

Responsibilities:

- Ensured smooth operation of front desk as far as collecting green fees starting times and selling of golf merchandise.
- Maintained and ensured push and ride carts were in proper condition and in position for each round.
- Through well honed skills insured excellent relations with management staff and members.
- Ensured all players were aware on course out of bounds, environmental areas, cart rules and dress code
- Effectively interacted and communicated with all levels of management and staff on a daily basis
- Monitored and ensured proper running of activities from the front desk during tournaments
- As required provided support for club wide and on course activities on a daily basis.
- Assisted pro in pricing merchandise and inventory control.
- Well versed and successful in handling complaints from golfers.
- Good knowledge of repair and on course operation of machinery.

Special Projects and Accomplishments:

- Played active role in new pro shop computer system implementation
- Streamlined and reorganized front desk process to improve the quality and timeliness of tee times and general service to golfers.
- Suggested and maintained a regular schedule for staff meetings which improved staff morale and on course communication issues
- Called at last minute to reorganize a large tournament while the director and head pro were away on urgent family matters. Turned out to be highly successful
- After severe storm worked all night with maintenance staff to restore washed out areas and had course open within a day
- Employee of the year two years in a row

Other Experience:

- Golf Town - Golf Club Sales Associate
- Nobleton Golf Club- Greens Crew/internship 1
- Swiss Chalet - Host/Wait Staff

Personal Strengths:

Mature	Team Player	Organized
Conscientious	Reliable Detail	Oriented
Excellent Work Ethic	Works Independently	Numbers Oriented

Education

Bachelor of Applied Business, Golf Management - Georgian College - 2007
Richmond Hill High School

Volunteer and Other Affiliations

Cancer Ontario Campaign Volunteer
Georgian Committee Event Organizer
Marathon Swimmers Club of Toronto

Interests and Hobbies

Golf, Golf History, Avid Reader, Travel

References available on Request



The Resume ③
Sample Resume





Letters



A Brief Overview

When dealing with search firms, explain your background and strengths directly and concisely. Do not expect these individuals to help you define your ideal job. The easier you make it for them to recognize and “sell” your skills, the more beneficial the relationship will be. Call before drafting your letter to establish contact.

Step 1 - Introduction

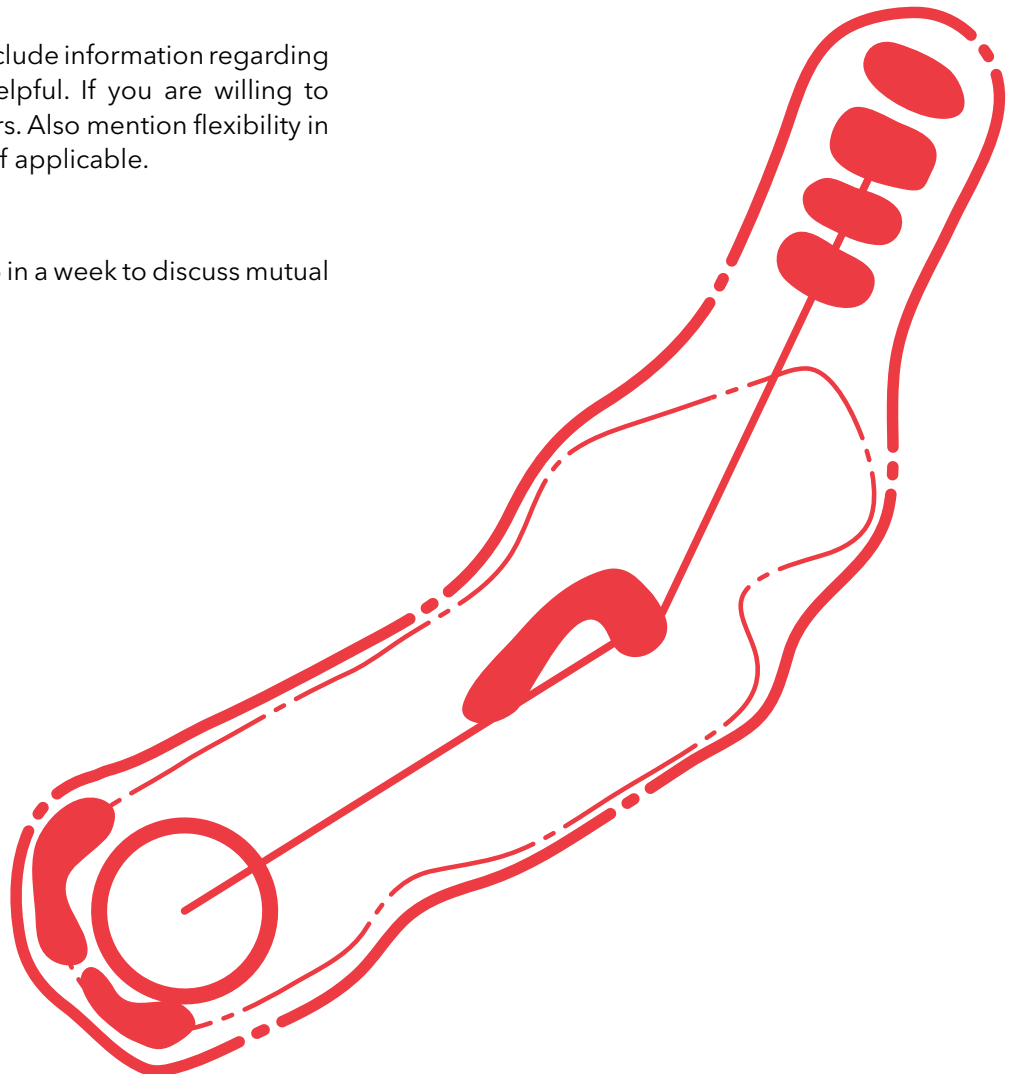
If you have a contact, begin by mentioning the person. Then, state your professional “label”.

Step 2 - Body

Define your chief strengths. Include information regarding educational background if helpful. If you are willing to relocate, define the parameters. Also mention flexibility in working permanent/contract if applicable.

Step 3 – Closing

Mention that you will follow up in a week to discuss mutual opportunities.



Networking

Whenever possible, make personal contact, by phone and/or meeting with every member of your network. If all efforts to personally contact a potential employer have failed, then write a letter. A well crafted letter can raise the interest of the recipient so that you are receiving phone calls, as well as making them.

Step 1 – Establish the Connection

The key to establishing a connection with a potential employer is to build a common connection. Let them know you are not just another job hunter fishing in every pond for a lead.

Begin your first paragraph with a reference to the person who referred you. It's much more difficult for someone to ignore a letter from an acquaintance or industry contact than from a total stranger.

Briefly mention the interest you have in this person's industry or position. Then ask for a meeting, acknowledging the demands of a busy business schedule.

Step 2 - Expand

Provide your reader with a broader understanding of how he/she can help you. Let him/her know why he/she is a valuable resource to you, maintaining your sincerity. Give a thumbnail sketch of your background.

Step 3 – Future

Let your reader know when you will contact them again. Give clear, accurate instructions as to how you may be reached. Make sure you can be contacted when and where you specified.

You do not want to annoy the members of your network. You do want to make it easy for people to help you.

Step 4 – Closing

Let your contact know you are looking forward to your meeting. Give thanks in advance for assistance. Even if a meeting does not take place, you may receive a phone call.

Remember to make a note in your mobile device to follow up on all commitments.



Poor Networking Letter

Poor Networking Letter

There's nothing in this letter to entice the reader to take any action. It's bland and unfocused.

¹ No phone number

² Too vague, he needs more information to know if he can really help you. Doesn't sound positive.

³ Grammatical errors

⁴ Antagonizing reader - not productive

⁵ When?

19 Recepter Road
Halifax, Nova Scotia B3K N4C ¹

July 2, 2016

Mr. Frank Smith
Club Manager
Clear Lake Golf
29 Golf Club Road, Halifax, Nova Scotia B3P 4L5

Dear Mr. Smith:

I am interested in transferring my professional golf teaching skill base to the club management area and I am wondering if you could help me by meeting me and giving me help in how I can do this. ²

I believe you have extensive experience in this area, so would know. ³ I have tried to reach you by phone, but haven't received a call back. ⁴ I will try to reach you again next week so we can arrange a time to meet. ⁵

Thank you for helping me.

Yours truly,

Paul D. Jones

Good Networking Letter

Good Networking Letter

Paul sounds interesting and interested. He's polite, clear and makes it easy for his reader to connect with him. That is exactly the purpose of a networking letter.

¹ Establishes mutual contact - Mr. Smith will feel obligated to read on.

² Explains why you think the reader can help you

³ Legitimize skills - worth talking to. Succinct explanation of how the reader can help you

⁴ Clear instructions good!

PAUL D. JONES

19 Recepter Road, Halifax, Nova Scotia B3K N4C

Tel: (902) 555-3185

Email: pdjones@hotmail.com

July 2, 2016

Mr. Frank Smith

Club Manager

Clear Lake Golf Club

29 Golf Club Road, Halifax, Nova Scotia B3P 4L5

Dear Mr. Smith:

John Fielding, a mutual friend, suggested I contact you.¹

Currently, I am reviewing my career path in the golf industry and believe you to be a valuable resource, due to your respected and extensive experience in the golf club industry.²

I am interested in transferring my skill base to the club management area. Over seven years in progressive teaching and on-course positions has honed my overall skills and developed my understanding and appreciation of total club operations, policies and procedures. I developed and introduced a pro shop system which, in a six month period, I increased membership on course satisfaction rating by eighty percent . I would appreciate your guidance on how to best present my skills and accomplishments in order to attract a club with a management or operations vacancy.³

I will contact you at the beginning of next week and hope to arrange a brief meeting with you, at your convenience. If it is easier for you, please contact me at 555-3185. Thank you for your valuable time and consideration. I look forward to our meeting.⁴

Yours truly,

Paul D. Jones



Responding to a Job Posting

The competition for advertised positions is fierce. Ads can attract over 300 responses in a high supply/low demand market.

Hiring managers must screen out 85% to 90% of these, often within tight time constraints. This means most cover letters are frequently scanned (not read) in 20 to 30 seconds.

Step 1 – Review the Job Posting

Avoid the temptation of scanning the ad, deciding to apply and dashing off a form letter. Your potential employers receive hundreds of these. The reader will read the first tired line and skip the resume. You have just lost a golden sales opportunity.

Instead, study the ad. Underline or highlight key words and phrases relating to qualifications, corporate culture and company information. If your background and qualifications do not match 70% to 80% of those in the ad, or exceed the requirements, do not apply. On the other hand, if you meet 80% of the requirements, and the position and company are of interest to you, consider submitting a letter and resume.

Step 2 – Research the Position and the Company

First, think about your network. Do you know anyone in the company or in a similar position? Do you know anyone who might have a contact in that company or industry? If so, visit or phone that individual to learn more.

Begin researching. Use the internet or public libraries to gather current, accurate information about the company and industry. Remember to verify data such as titles and names - these can change quickly in an organization.

Once you have collected some information, you are ready to call the individual or department specified in the ad to get more information. However, if the ad specifically requests "No phone calls", this needs to be respected. You will then have to rely on your research and network. Ask detailed, focused questions about issues not covered in the ad, e.g. recipient's name, title, job responsibilities and qualifications. **Do not raise compensation issues.** Be prepared to have your request for additional data

rejected from time to time, but also be prepared to capitalize on someone who is willing to talk to you. All of this will give you a better picture of the needs of this prospective employer - a much clearer picture than that of the other applicants who did not bother to research.

Step 3 – Identify Related Skills and Accomplishments

Now that you understand what the employer needs, review your skills and qualifications. Make a list of those that best fit the requirements of the position. If at all possible, include accomplishments that were not mentioned in your resume, but would be of particular interest to this prospective employer.

Step 4 – Write the Letter

As was the case in preparing a personal resume with impact, cover letters are extremely important to your marketing campaign. The layout, the content and the tone of your letter create an important impression of who you are.

Like your resume, letters should be clear, concise and to the point. A well drafted letter will increase the possibility of securing a meeting with the reader and anyone in a hiring capacity within the targeted organization.

An effective cover letter will tailor your background and skills to meet the specific needs of the reader. It will complement and add value to your resume by clearly identifying how you will contribute to the organization based on your experience and past successes. The cover letter should be no longer than one page.

Take the time to research your potential new employer. Establish their needs and link it directly to your personal and professional qualifications and achievements. This is important even if you are familiar with those who will be hiring.

Now you can catch the attention of your reader in the first line of your letter and continue that momentum through to the end. To pull all the data together effectively, remember that every letter has 4 basic segments: **salutation, introduction, body and closing.**



Responding to a Job Posting

Salutation

Make every effort to address your letter to a specific person. Try to avoid “Dear Sir or Madam or to Whom it may concern”. A person is more likely to read your letter if their name is on it.

Your salutation should specify the reader’s name in formal fashion (e.g. Dear Mr. Neilson), unless a previous conversation with the individual established a “first name” basis. If your attempts to identify the reader have been unsuccessful or you are replying to a Post Office Box Number, “Dear Sir/Madam” is the most widely accepted alternative.

Introduction

This must catch the reader’s attention. Clearly state your reason for contacting them. Think carefully about what would interest the reader to encourage him/her to read further.

The opening line should refer to your telephone conversation, mention any internal company contacts and/or reflect your understanding of the company’s goals, challenges, financial results or other interesting information you unearthed during your research. **It should catch the reader’s attention.** Make it clear what position is of interest to you, without relying on the standard “I am responding to your advertisement in The Sarnia Gazette and posted on Indeeds job site for a Golf Writer... **Yawn!**

If your best efforts at researching a firm were fruitless, do not despair. If you could not find anything, probably nobody else did, either. In this case, rely on your knowledge of industry trends or problems, combined with your ability to ferret out the employer’s needs from the ad. Target those needs, drawing on specific related skills you possess. Follow the rest of the guidelines suggested in this section and your cover letter will still make a strong impact.

Body

Highlight your relevant background and/or accomplishments which will directly benefit the club and provide all support information to back up your first paragraph.

Avoid being too wordy. One page is ideal in the majority of cases. If you need to expand to a second page, ensure the information you are providing is relevant. Don’t short

change yourself, but remember your reader doesn’t have a lot of time.

In the second and third paragraphs be specific about the skills you possess that the reader wants. Ensure you respond to every possible requirement mentioned in the ad. Tailor your accomplishments, incorporating them either in an indented “bullet” form or as part of a paragraph.

If you lack one or more of the qualifications (which is usually the case) do not draw attention to the fact. Consider highlighting something they did not ask for, but you are certain will appeal to them.

Let your enthusiasm for the company and position show through. Sincere enthusiasm is infectious and you want your reader to be excited about you!

NOTE: There is no need to include information regarding why you are looking for work or when you will be available to begin a new position. Those issues should be reserved for an interview.

Some advertisements will request you provide salary expectations. This is also best discussed during an interview. However, to be sure the reader knows you read the ad thoroughly, acknowledge the request in your letter.

Closing

This last paragraph must indicate ACTION on your part. The statement “I look forward to hearing from you” puts you in a holding pattern where you have to wait for some kind of response. Since you had a clear purpose in mind when you wrote the letter, this is the time to thank the reader for his/her time and indicate you will follow up with them. Either “Yours truly” or “Sincerely” would be an appropriate closing followed by your typed full name.

Your final paragraph should give the reader an indication of when you will follow up on your correspondence. Unless they request no phone calls please, then respect this. Two weeks is usually best. Remember to make a detailed note in your daytimer or mobile device about this follow-up. Finish up your letter by thanking the reader for his/her consideration and/or confirming your interest. Either “Yours truly” or “sincerely” are appropriate closings, followed by your name in full.



Responding to a Job Posting

“Let your enthusiasm for the company shine through...you want the reader to be excited about you.”

Step 5 – Edit

As with your resume, edit and proofread carefully. Remember, your cover letter must create an excellent first impression. Sloppy work will not pass the test.

Review for:

- errors in grammar, spelling, typing
- return address and phone number, email
- catchy first line
- flowing, logical paragraphs
- minimum use of “I” and buzz words
- targeted strengths and achievements
- reference to all applicable qualifications

When you are certain your letter is perfect have someone else give it an objective critique. Make a copy for your records. Do not forget to sign the original.

The only matter left to consider is how to deliver your correspondence. If practical, consider hand-delivering. Visiting the location of the prospective employer will give you a lot of information about the company culture. It is just as acceptable to use Canada Post. In either case put your correspondence, unfolded, in a large envelope.

Sample General Manager Cover Letter

Lee O'Brien
123 Bloor Street, Toronto, Ontario, Canada, M6R 8P4
Tel. 416-555-1212 Cell. 416-666-1212
Email leeobrien@gmail.com Website www.leeobrien.com

January 1, 2016

Bert Jones
Board Chair
Southwest Golf & Country Club
Erie Town, ON H46LN3

Dear Mr Jones,

Please accept my application for the General Manager position as posted by the Canadian Society of Club Managers. I have great admiration for your club's history and the recent course and club house enhancements made to ensure the Southwest Golf & Country Club remains the leading country club in the area.

I am currently a head professional, managing a staff of 20 at Green Hills Golf & Country Club. My twenty years of experience, combined with my extensive business and marketing experience in the private golf and country club industry will be a definite asset to your club.

I bring to your Club:

- Experience directing all facets of golf club operations: golf services, building and course management as well as food and beverage.
- In-depth experience in financial and operational management
- Extensive experience working closely with the board of directors. Experience developing and implementing diverse and innovative marketing plans which has resulted in yearly club growth.
- Experience in developing staff training programs concentrating on new and superior member / guest service initiatives. These trainings resulted in a ninety eight percent approval rating by the membership. Strategies to be a collegial relationship builder and a strong manager who resolves operational issues in a non-adversarial, cost effective manner.
- Proficiency in custom club management systems and software.

My resume is attached. I will follow up on [X day] to discuss this exciting opportunity further.

Sincerely,

Lee O'Brien



Sample Assistant Golf Professional Cover Letter

January 1, 2016

Mr. Colin Grey
Head, Board of Directors
North Hubbard Golf & Country Club
Victoria B.C.

RE: Golf Careers West # 99909

Dear Mr. Grey,

I refer to your recent posting for an Assistant Golf Professional. For years I have been impressed with the reputation and continuous top ranking of your club.

You have embraced change and have been innovative in meeting the particular challenges facing the industry over the past two years.

I believe I could play an essential role within your organization and would bring inventive and proactive experience that will help enhance the future of North Hubbard Golf & Country Club.

My experience and strengths include;

- Proven background in all areas of golf course management and member services.
- Highly organized approachable and passionate.
- Consistently delivers a complete golf experience and creative superior teaching and total member/guest services.
- Thorough knowledge of pro shop merchandising, maintenance of course and related facilities.
- Successfully organized special events and tournaments including two LPGA tournaments.
- Assisted Head Golf Professional in all areas including new programs for efficient running of inventories, pricing, cost controls of supplies and equipment.
- Exceptional positive interaction with staff, management and member/guests.

I feel my experience, proactive management style and commitment to the golf industry has resulted in quality results that would fit very well with your requirements and expectations. I would greatly appreciate the opportunity to meet with you to further expand on my background.

Thank you for your serious consideration. I will follow up with you within the next week to determine a convenient time to meet. Contact information is on the attached resume and I can be reached at 905- 555-4930.

Yours sincerely,

Joe Roberts



Sample Pro Shop Attendant Cover Letter

January 1, 2016

Mr. L. Smith
Director of Golf Operations
Grand Ravine Club
Calgary , Alberta

Dear Mr. Smith,

Through my research and contacts it has come to my attention your club is well noted and respected for its excellent training and development of staff. In particular, it's known to be an excellent organization for individuals seeking a progressive path and career opportunities in the golf industry.

I have a Bachelor of Applied Business , Golf Management from Georgian College and recently completed over three years at the Northeast Golf and Country Club a progressive semi-private Club with over 500 members. As the Pro Shop Attendant I have acquired substantial front desk experience and experience in all aspects of golf course operations including special event, program coordination experience and pro shop systems. I was named Employee of the Year for two years running.

Working with diverse staff in all areas as well as on course management, I have an outstanding reputation working with members. I now feel I am well positioned to offer my skills to The Grand Ravine Club and in turn grow to the next step in my career.

I would be very interested in meeting with you to expand on my background and discuss how it may apply to your organization now or in the future.

I would greatly appreciate a personal meeting and will give you a call in the next week to determine your availability. Thank you.

I have attached my resume and contact information and can be reached at 416-555-5414

Yours truly,

Susanne Sutherland



Delivery of resumes

E-mail is the main method of delivery of resumes. Therefore, including an e-mail address on letters/resumes is suggested. But remember, not all recipients have the same internet platform, therefore, your well-formatted resumes may be received as unread text. Be sure to follow-up with a hard copy following your electronic version.

Responding to Job Postings “T” Approach

Their Requirements (taken from job posting)	Your Qualifications/Skills/Accomplishments (use different words where possible)

④ Letters

Poor Response to AD

Poor Response to AD

This letter is far too typical, doesn't sell the reader or give much extra information. This person even forgot to mention her golf management degree. Watch the use of "I"; it can be annoying. Convince the reader you can help the organization by thinking like the reader.

¹ Didn't research the name of the recipient.

² Dull! Reader won't be encouraged to continue.

³ Now they know you can copy ads. Can you offer innovation?

⁴ Passive voice doesn't make a strong impression.

⁵ Leaves the reader doing all the work!

Lea O'Brien
1 Mermaid Lane
Toronto, ON M3L 1Y5
(416) 555-3457

June 2, 2010

Club President
DeBarry Golf & Country Club
100 Spring Lane
Spring Lakes Fla 112564

Dear Sir/Madam:¹

I herewith enclose a copy of my resume in response to your advertisement for a General Manager/Head Golf Pro in The Global Golf Site on May 28, 2010.²

I have over 10 years management experience in the golf club industry I have solid experience in teaching and in course operations.³

I have been told that I am honest, hard working and have good interpersonal and communication skills. I am well respected by the membership an board.⁴

I am interested in joining your opportunity and look forward to hearing from you in the near future.⁵

Sincerely,

Lea O'Brien



“Capture the attention of the reader and address all possible aspects of the ad clearly.”



Good Response to AD - Example 1

Good Response to AD

This letter captures the attention of the reader immediately addresses all possible aspects of the ad clearly and succinctly.

¹Took time to research name of recipient.

²Re-establishes contact refreshes reader's memory.

³Captures tone of third paragraph of ad.

⁴Implies list not exhaustive bullets catches attention!

⁵Bonus!

⁶Addresses areas from ad diplomatically-can't be screened out on this basis.

⁷Takes control!

Lea O'Brien
1 Mermaid Lane
Toronto, ON M3L 1Y5
(416) 555-3457
Email: lobrien@hotmail.com

June 2, 2010

Mr. Donald Jones
Board Chair
DeBarry Golf & Country Club
100 Spring Lane
Spring Lakes Fla 112564

Dear Mr. Jones¹,

Thank you for speaking with me on May 28th. As discussed, I have been watching the growth and success of your club for many years and am excited at the possibility of joining your club as your next General Manager/Head Golf Professional.²

My Bachelor of Golf Management and Marketing, combined 15 years experience in all aspects of teaching the game to full management of club and all aspects of on course operations puts me in a strong position to help you manage your dynamic growth today and tomorrow.³

My achievements include:⁴

- Delivery of exceptional member guest services with a very high satisfaction rating. Introduced systems upgrades covering areas of ,food & beverage, pro shop and on course maintenance operations.
- Developing and executing member retention and new member marketing strategies which grew club by 25% in two years. Worked closely with board and outside providers negotiating \$100,000 in savings and completing new course projects/upgrades within environmental and safety guidelines.⁵

As requested, I have attached my resume. My salary expectations are negotiable and I would be pleased to review this with you during an interview. This opportunity of joining and assisting in a dynamic environment such as yours is very appealing.⁶ I will contact you within the two weeks to discuss the status of the recruitment and possibly set up a convenient time to meet.⁷

Yours Sincerely,

Lea O'Brien



A large, faint, light-red number '5' is centered in the background of the page. The number is composed of thick, rounded lines and is partially obscured by the text and arrow.

Career Communications



A Brief Overview

When dealing with Career Communications, explain your background and strengths directly and concisely. Do not expect these individuals to help you define your ideal job. The easier you make it for them to recognize and “sell” your skills, the more beneficial the relationship will be. Call before drafting your letter to establish contact.

Step 1 - Introduction

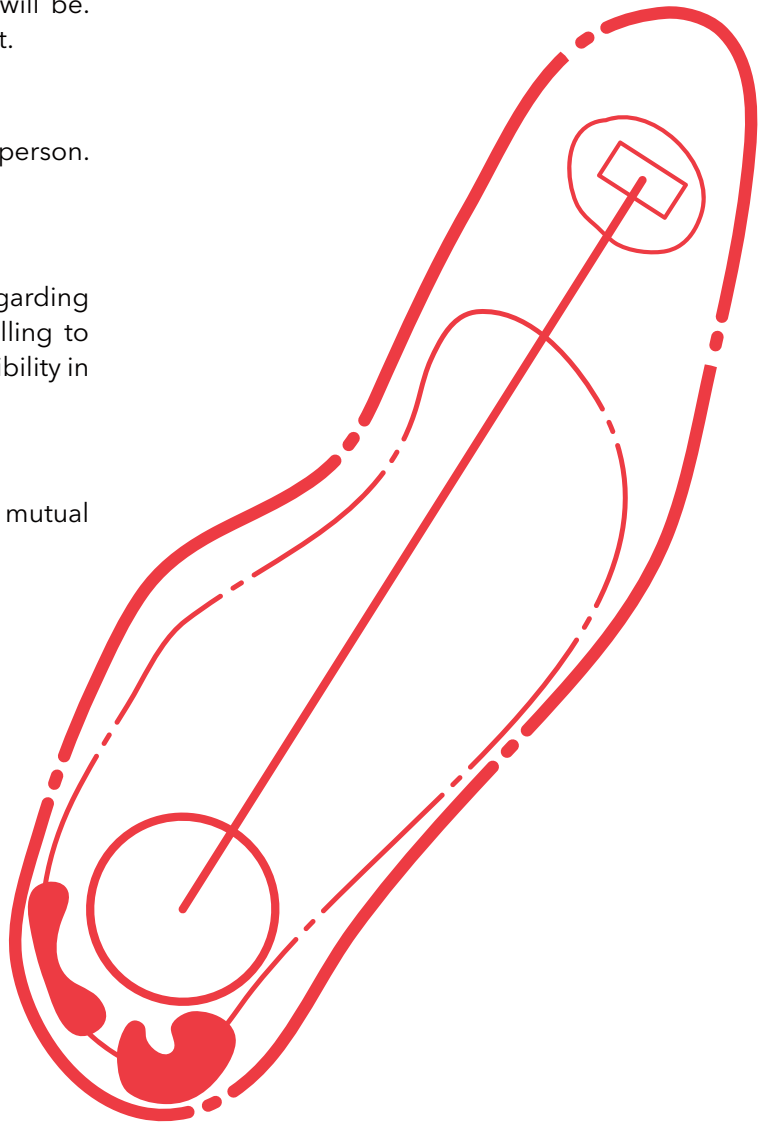
If you have a contact, begin by mentioning the person. Then, state your professional “label”.

Step 2 - Body

Define your chief strengths. Include information regarding educational background if helpful. If you are willing to relocate, define the parameters. Also mention flexibility in working permanent/contract if applicable.

Step 3 – Closing

Mention that you will follow up in a week to discuss mutual opportunities.



5 Career Communications

Letters: Thank You

Why send a thank you letter in a business situation? Here are two good reasons:

It is the courteous thing to do

Someone has just given you valuable time to help you in your career planning. A thank you following the conversation demonstrates your true gratitude and can help cement a relationship.

Not many people use them, so YOU will stand out in the recipient's mind - in a positive manner

"Oh yes - I remember Mark Fitzsimons. He is the one who sent me that great thank you note".

There are various situations when a thank-you letter can work for you:

1. after networking meetings
2. following job interviews
3. following receipt of a "Thanks, But No Thanks" letter
4. updating your network when your search is over

Some other types of thank you letters that you might consider writing include:

- you reject the job offer
- to former boss of a company

In all cases, a thank you is appropriate whether the interaction was face-to-face, over the telephone or through written correspondence. This letter, like the cover letter, should be concise, with a very clear message.

The question as to whether this form of correspondence should be typed or hand-written is one which deserves serious consideration. You cannot go wrong with a typed letter; it is professional looking and easy to read. However, in an organization with a less formal culture, especially if you achieved an excellent rapport with your contact, a more personal, LEGIBLE hand-written note would be just as, or even more, effective. Or even take advantage of new tools like, SendOutCards.com

A safe rule is, if you are uncertain, type your letter. When used appropriately, though, a hand-written thank you can give that personal, "stand out in a crowd" touch necessary to give you the edge.



Letters: Follow Up Networking

The main function of this letter, besides what has already been mentioned, is to make sure your contact remembers you. You may or may not have left a resume. If not, and your contact requested one, this is your opportunity to send it. You also want to ensure your contact is clear regarding the skills you have to offer and the interests you wish to pursue. This letter should be sent within 48 hours after the meeting.

Step 1 – Thank You / Introduction

First, thank your contact for his/her time and for the information gathered during the meeting. It is a good idea to mention the day or date and general topic of discussion to refresh the memory of the reader.

Step 2 – Highlight Learnings

Mention two to three things that the contact told you that were useful or interesting. This shows that you were listening, lets the contact know he/she was helpful and appreciated, and will probably encourage him/her to continue to assist you. It will also give him/her an idea of the type of information you need to have.

Step 3 - You

As a reminder to a contact who doesn't know you well, briefly summarize the skills you wish to use and the industry in which you wish to use them.

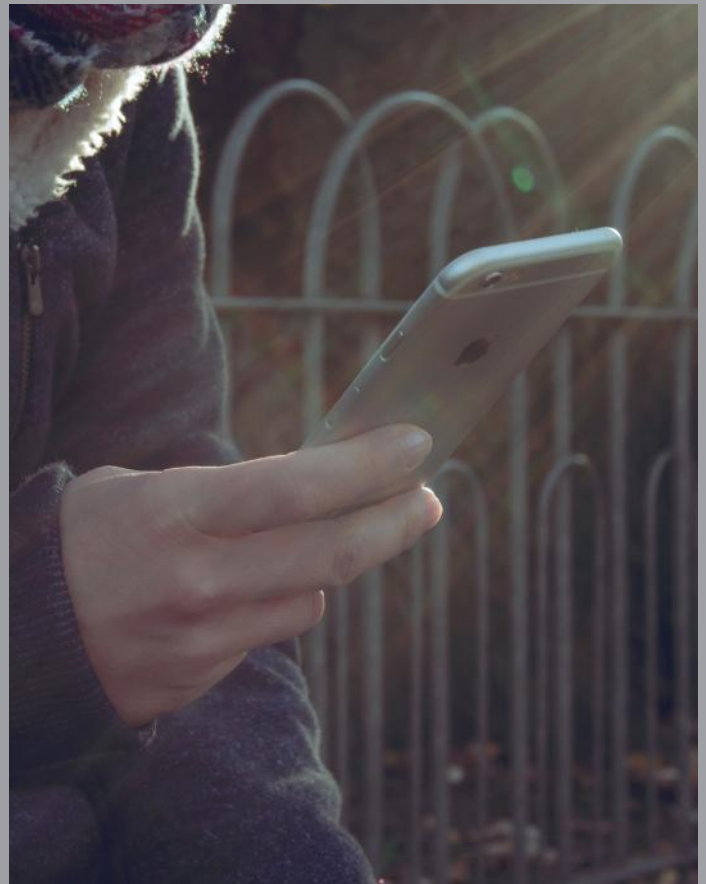
Step 4 - Future

Assure your contact that you will follow up on any leads that were offered. If you were given permission to follow up periodically with this individual, mention that you are looking forward to renewing your contact in "x" weeks.

Step 5 - Closing

Thank your contact once more for the assistance provided. Make a brief personal comment if appropriate. For instance, wish the individual success with any special project you learned about.

Make a note in your contacts, including any special interests of the individual, so you can demonstrate your follow-up and interpersonal skills and keep your network "warm" and working for you.



Letter: Following Job Interviews

The major difference between this letter and the networking one is that this one will also be used as another opportunity for you to sell your skills. Use this as a means of clarifying information, addressing concerns raised by the interviewer or mentioning a skill or experience you forgot during the interview. Do not be aggressive. This letter should be mailed, or hand delivered if the recruitment is moving quickly, within two days of the interview. Ensure you always ask for a business card before leaving whenever possible.

Step 1 - Thanks / Jog Inventory

Begin your letter by thanking the individual for speaking with you on day or date regarding "x" position, to refresh his/her memory regarding your meeting.

In many cases, you will be interviewed by more than one person at the same company. If you have had a panel interview, then send an individual thank you to each person. If there was one individual who primarily conducted the interview but others were present, send a thank you to the spokesperson with reference to the others.

Step 2 – Interviewer Feedback

Mention two to three pieces of information offered by the person which were particularly useful or interesting. Make sure you work in qualifications the interviewer emphasized. Be sincere when using compliments.

Step 3 – Your Skills

Set yourself up as a problem solver. **Sell Your Skills.** You should have a better idea, following the interview, of who the organization is looking for and the skills that person should possess. Tailor your skills accordingly, discussing three to five strengths.

These two or three paragraphs should leave no doubt in the reader's mind that you understand the scope of the position, the needs and problems of the organization and the fact that you possess the necessary skills and experience to succeed. Include appropriate achievements, in either "bullet" or paragraph form.

Step 4 – Closing

Show a genuine interest in the position and the company. Thank the interviewer once again for the opportunity of discussing the position. Confirm the date of next contact and reiterate your pleasure in meeting the individual.



“Let your enthusiasm show through.”

Letter: Follow Up to a “Thanks, But No Thanks Letter”

You’ve just received a “Thanks, but no thanks” letter after three interviews. Disappointed? Yes. Frustrated? Yes. A waste of time? No!

You can make this situation work for you. If you truly are interested in a career with this organization, let them know. Responding to their letter will both impress your company contacts with the mature stance you have taken to their decision and inform them of your continuing interest in a career with their firm.

Step 1 – Thanks for Consideration

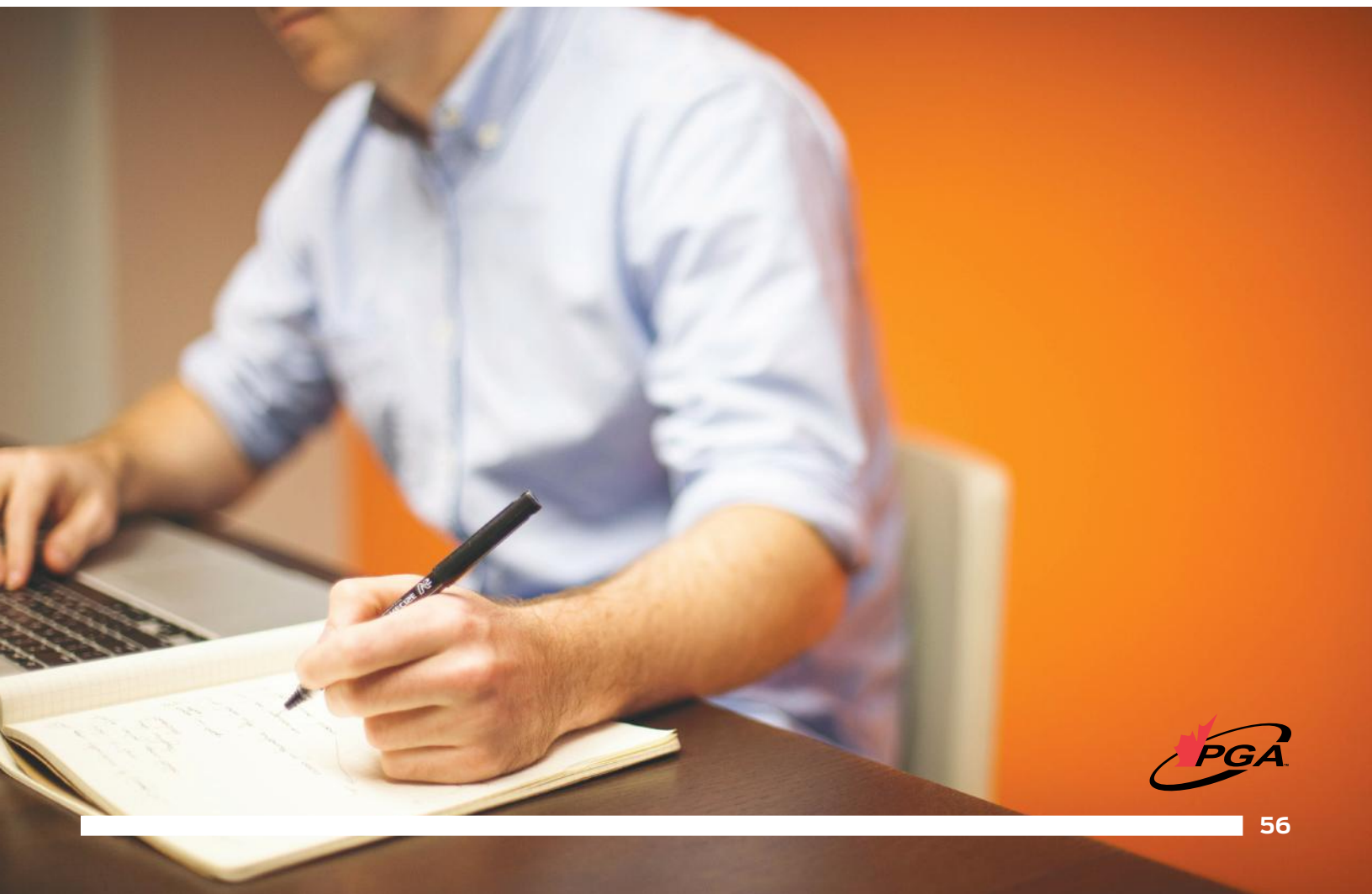
Thank the individual who coordinated your interview for those efforts. Express your understanding of their decision to offer the job to another candidate.

Step 2 – Positive Feedback

Express some positive reaction about the recruitment, company and/or people you met. Be sincere. Make it clear that you are impressed with their firm and would like to be considered for a future position.

Step 3 – Future Contact

Thank the individual for considering you for the position. Conclude on a positive note, advising that you will keep in touch.



Letter: Updating Your Network When You Have Landed A Job

Congratulations! You've found the job you wanted. Don't risk offending your contacts by having them expend useless efforts networking for you when you are safely ensconced in your new job. It's the courteous and the wise thing to do, on both a short and long term basis.

Step 1 – About Your Job

Give your contact the name of your new company and job title as well as starting date and business number.

Step 2 – Positive Feedback

Be specific about how this individual contributed to your job search, always maintaining your sincerity.

Step 3 - Thanks

Thank your contact generally for his/her assistance. If appropriate, offer yourself as a resource to the person if required in the future. Suggest a celebratory get together, or advise when you'll call to keep in touch.



“You’ve found the job
you wanted.”

Letter: Updating Your Network When You Have Landed A Job

“Keep your network alive!”





Interviews



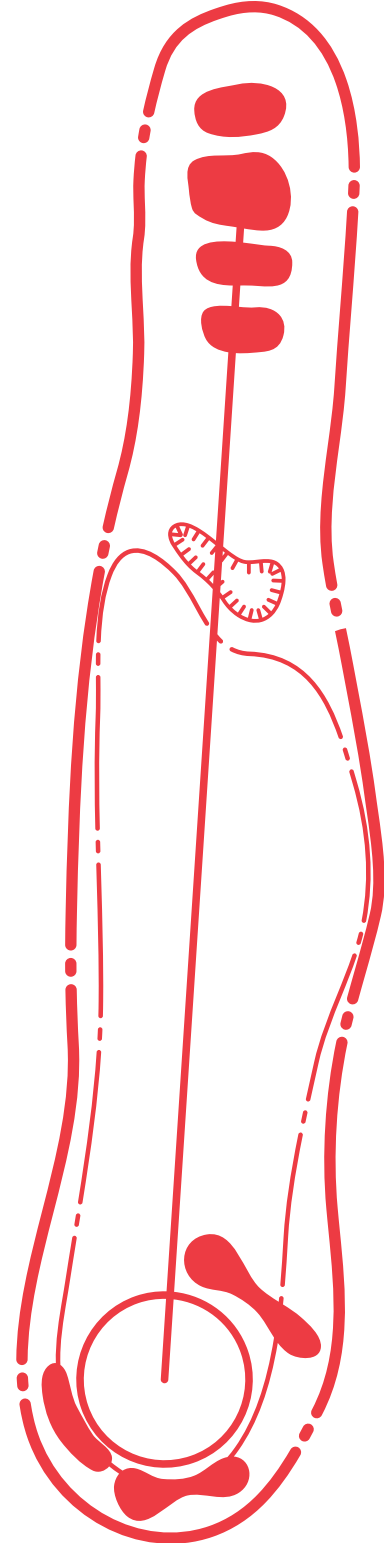
A Brief Overview

The interview can be compared to the **“Opening Night ”** to a performance or play you have worked on exhaustively. You have explored your interest, skills and personality style, you have written the story of your career and highlighted your accomplishments; you have investigated targeted audience appeal; you have worked long hours rehearsing and now the curtain is rising. Your hope is a standing ovation.

Another way of looking at an interview is that it is the accumulation of all of your research and preparation to this point. Simply put, it is a two-way communication process - a meeting between a person who is seeking a new opportunity and an organization’s representative who has a role that needs to be filled. When you are granted an interview, you know you have created an interest in your qualifications and background /experience. Your marketing efforts and documents have made an impact.

The interview is a chance to introduce and showcase the person behind the information. It is a means of exploring firsthand the fit between the individual and the needs of the hiring party. The interviewer is seeking to fill the position with the person who can make the greatest contribution to the organization and also a fit with the organization’s goals and culture. The interview is an exchange of information.

Approach each interview as a learning part of your job search, each one will make you stronger and more confident. Interviewing techniques vary from individual to individual. Some companies have a prescribed format that must be followed. Others allow for greater flexibility and for the interviewer to do what he or she feels is best.



Interviews

Look at the interview as the accumulation of all your efforts to this point and the opportunity for you to finally demonstrate your capabilities in person to a perspective employer. It is imperative that you be exceptionally well prepared for every interview, as there are several types of interview. Some examples are:

- **An information interview**-where there is no specific position available but you have networked and arranged a meeting with " a person of influence "
- **A third - party interview**- perhaps with a recruiter, where you are pre-screened for a position.
- **A one on one job interview**- where there is a specific position available and you have a chance to demonstrate that you are the best one to fill the role.
- **A panel or board type interview**- where you are being interviewed by two or more individuals representing the organization.
- **A behavioral based interview**- where your past behavior in situations is explored.
- **A technical specific type interview**- where you are tested (orally or written) on your specific knowledge of technology, policy, rules, procedures or regulations etc.- depending on the specifics of the position for which you have applied.
- **A competency based interview**- where you are asked to describe in depth and breadth of certain competencies, such as leadership, self control, motivation etc.

The perspective employer is looking for information about you and you are looking for information about the potential employer. When you are both equally giving and receiving information, there is an excellent chance for a positive outcome.

In the interviewers mind. there are essentially four questions or areas of concern that must be answered by the conclusion of the interview.

1. "Why are we talking?"

This question simply means "Why have you selected our organization as a prospect?"

2. "What kind of person are you?"

The hiring organization wants to get a handle on your values, personality, and general attitude in order to determine fit with people you will be working for and with. Will you be able to get along with everyone and bring specific and unique qualities to the existing team that will help the organization be successful?

3. "What can you do for us?"

The interviewer wants to know what specific knowledge, skills, proven capabilities and general business and personal acumen you would bring to the organization along with trying to determine how long it would take before you make a positive contribution?


4. "Can we afford you?"

Be prepared to answer what your salary expectations are. The interviewer wants to determine what you can bring to them and what they can reasonably pay relative to the position requirements and organization guidelines.

The question about salary expectation does not often come up in the first interview but you must be prepared to give some indication of the "package range" you would fit into even though you or the hiring party maybe flexible. The key is to make a favorable impression and the organization may be willing to entertain paying more to get you on their team.

Hiring individuals base much of their judgment on what you tell them. Bottom line, if you present yourself well and clearly describe your skills, accomplishments, interests and goals effectively you will gain a competitive advantage over other potential candidates. Remember it is possible to edge out candidates that are perceived to be more qualified if you are better in conveying relevant information and telling "your story" during the interview process.





“It takes 500 small details to add up to one favourable impression.”

6 Interviews

Interviews

Some interviewers are very skilled and possibly trained in various interview techniques. However, most interviewers (especially hiring managers) are more often not trained and quite honestly find the process difficult and intimidating. You may find the interviewer seems nervous and ill prepared. Bearing this in mind, it is important that you practice and prepare for the interview. You must try to ensure as much of the dialogue as possible is meaningful and effective and you position yourself in their mind as a person who could certainly do the job.

The objective of an interview is to market yourself into the available position. You must use words, examples of experience and favorable body language. You must effectively communicate how your knowledge and experience relate to the direct overall competencies required to meet the employer's needs.

Interviewing is listening:

- When granted an interview, take note of all information provided. This can be used in an interview. Research as much as possible about the organization granting the meeting.
- Answer the questions they ask, not the questions you want to be asked. If something is not clear to you, ask for clarification.
- Listen to an interviewer's tone and inflection, this will possibly give you hints as to what is important to them. Give more detail if the interviewer seems to be listening closely, provide less information if he or she appears uninterested.

Interviewing is talking:

- Use commonly used terms and concepts. Avoid using past company's language and acronyms unless they are familiar to the interviewer or are used industry-wide.
- Use specific examples to demonstrate skills and accomplishments specific to the position requirements.
- You have researched the position so ask well thought out meaningful and relevant questions.



Your Interview Questions that win points vs Interview Questions that lose points:

Since an interview is a meeting between two professionals, it requires input from both sides. It is just as important that you ask questions as well as answer them. It is common for interviewers to base their hiring decision on your questions as much as on your answers.

Questions that will help you gain an advantage :

Good questions relate to the position, the organization and what you can contribute. By asking well thought out questions you are demonstrating your interest, thought process skills and your commitment. You can also base some of your questions on information you have gained through preparation and research.

A few examples of questions that win you points:

- Please describe the type of person who succeeds in your organization?
- What is the most difficult part of the job?
- What is needed to be done now and within the next year?
- What is the management style?
- How would you describe the culture of your organization?
- How do you measure performance?
- Since this position is open, are there other changes you are contemplating?

Questions that will lose you points:

Avoid questions concerning what you gain personally. There will be an appropriate time to discuss salary, benefits, vacation, personal time off etc. Simply use good judgment.

Questions you do not bring up:

- When will my salary be reviewed?
- Are your people entitled to vacation from day one?
- Explain your benefits package
- What is your sick day policy?
- How are my expenses covered?
- What other employee benefits do you pay for ?

Closing the interview

The end of any interview is just as important as what has gone on from your opening exchange.

There are several things you should say and do:

- Many people leave an interview without indicating their interest in the position. Make sure you say “I am very interested in the position ”
- Get a business card and any other information. This gives you contact information and correct spelling of information etc.
- Thank the person for their time. Make sure you ask what the next steps will be and approximate timing involved before a decision will be made. Asking these questions will give you information on the organization’s timeline, as well as how many other candidates are being considered and possibly an indication of how the interviewer feels about going to the next step with you.

One technique for formulating strong answers to behavioral questions is the STAR technique. Very similar to your resume STAR statement, these will come across during your stories. Be prepared for probing questions that an interviewer will use to further explore your answer/story. Refer to the examples of probing questions in the Interview Question Index.



“Market yourself
into the available
position.”

S.T.A.R. Technique

• Situation

Provide a brief overview of the situation.

• Task

Outline the specific task or responsibility that you were asked to accomplish.

• Action

Explain the action or activities you took and why.

• Result

Describe the positive result or outcome of your actions; if you are asked about a negative situation, indicate what you learned and/or how you would act differently.

When answering, **make sure you understand the question.** If not, ask for clarification. The situation/example you choose can make or break an interview, so take a moment to think of an appropriate example to fit that interview situation. When answering behavioral based questions, use the pronoun “I”, as interviewers are interested in what your role was.

For example, it is appropriate to describe the Situation using “we,” but when you describe the **T**ask, **A**ction and **R**esult steps, you must talk about what you (“I”) did specifically. Do not be modest! Talk honestly about what you did and sell yourself during the interview, but above all, never lie. If you are unable to think of an answer do not make one up. Probing questions asked by the interviewer will expose dishonesty.

If you find that you are having difficulty responding to a question, seek clarification or ask the interviewer for the possibility of revisiting the question at a later point in the interview. If you find that you do not have any experience on which to base your answer, you can admit that you have never experienced such a situation, but explain how you would handle the situation if it did occur.

6 Interviews

Interview Tips & Tricks (Cole's Notes)

Interview Check List:

- Know the background on the facility or business
- Have your opening pitch ready
- Have lists for the statements.
- My particular strengths are ...
- My unanswered questions about this company are ...
- Have several printed copies of your resume to leave behind, avoids people reading a photocopy
- Think POSITIVE
- At the close
 - clarify the next steps
 - express your interest in the job

Things to Remember:

- You're pleased to be there!!!
- Somebody already likes you or you would not be there
- Be a problem solver (demonstrate it through S.T.A.R. responses)
- Don't talk more than you have to

Questions to consider:

1. Describe your ideal job and/or boss.
2. Why are you looking for a job? Why are you leaving your current position?
3. What unique experience or qualifications separate you from other candidates?
4. Tell me about yourself
5. What are your strengths and weaknesses?
6. What are your short-term/long-term goals?
7. Describe a time when you were faced with a challenging situation and how you handled it?
8. What are your salary requirements?
9. Why are you interested in this position? Our company?
10. What would your former boss/colleagues say about you?

11. What are the best and worst aspects of your previous job?

12. What do you know about our company?

13. What motivates you? How do you motivate others?

Questions for you to ask:

1. Why is the job open?
2. Who held the position before and what happened?
3. Six months from now how will you know you hired the right person?
4. What are the company's long term objectives?
5. What are the biggest negatives about the position?
6. What capabilities do you feel are the most important in this position?



Interview Question Inventory

“Dirty Dozen” (Common Interview Questions)

- Tell me about yourself.
- What are your greatest strengths/weaknesses?
- Why did you leave your previous position?
- Why do you want to work for us?
- What did you like/dislike about your previous position?
- What kind of salary are you expecting?
- What do you know about our company?
- Why should we hire you?
- What did you think of your previous boss/supervisor?
- What are your long-term goals?
- Would you be willing to work overtime?
- Tell me about your experience with this type of work.

Background/Education Questions

- In what ways have you benefited from your university education?
- How has your educational experience prepared you for your chosen occupation?
- Do you think that your grades are a good reflection of your ability to do the job?
- How does your education in ____ relate specifically to this position?

Previous Experience or Employment Questions

- What work experiences have been most valuable to you and why?
- In what part-time or summer jobs have you been most interested, and why?
- What previous experience have you had in this area?
- What experiences do you have working with others whose backgrounds differ from yours?
- What have you learned from previous jobs?
- If I were to call your last employer, what would they tell me?
- What is the most rewarding assignment you have completed?
- How have you motivated others to work with or for you?
- How did your position at ____ prepare you for this position?

- What did you learn in your last position that will help you in this job?
- Describe three skills you have that would benefit our organization.
- What did you like/dislike about your last job?
- Explain the transitions between the items on your resume.

Leadership

- Give me an example of a time when you were the leader of a group.
- How do you motivate people?
- Give me an example of your leadership skills.
- Describe a leadership role of yours and tell why you committed your time to it.
- In a particular leadership role, what was your greatest challenge?
- Can you describe for me a situation in which you exemplified leadership?
- Name two management skills that you think you have.
- What characteristics are most important in a good manager? How have you displayed one of them?

Teamwork

- Describe an example where you worked as part of a team.
- What are your team-player qualities? Give examples.
- Tell me about a team project of which you are particularly proud of and your contribution to that project.
- When you take on a project do you like to attack the project in a group or individually?
- What would you do if members of your team weren't doing their share of the work?



6 Interviews

Interview Question Inventory

Decision Making & Problem Solving

- Give me an example of a tough decision you faced. How did you tackle it?
- Give me an example of a problem you solved and the process you used.
- Give me an example of your problem-solving abilities.
- Describe how you would go about making a decision.
- If you could change a decision you made, what would you change and why?
- If you have a choice between two job offers, what would you base your decision upon?

Interpersonal

- What have the experiences on your resume taught you about managing and working with people?
- Describe a situation where you had to work with someone who was difficult to work with. How did you handle it?
- What major challenge have you encountered and how did you deal with it?
- What have you learned from your mistakes?
- Describe the most difficult situation you have been in and how you coped.
- Describe a goal you set for yourself and what you did to meet it.
- Can you give me an example where you successfully dealt with conflict?
- What types of situations put you under pressure?
- What major problem have you encountered and how did you deal with it?
- How do you handle pressure? Criticism?
- How do you handle stressful situations? Give me an example.
- What kinds of people really annoy you?
- How would you describe your ideal supervisor?
- Describe the relationship that should exist between a supervisor and those reporting to him or her.

Strengths & Accomplishments

- What two or three accomplishments have given you the most satisfaction, and why?
- What are your strengths?
- What are your best attributes?
- Give me an example that demonstrates your ability to organize.
- To what activity outside of work have you made the greatest contribution? Please describe.
- What is your greatest accomplishment?
- Describe a project or situation that best demonstrates your analytical abilities.
- Give me an example of an idea that has come to you and what you did with it.
- Give me an example of the most creative project that you have worked on.
- Tell me about a project you initiated.
- What qualifications do you have that make you think that you will be successful in this business?
- What have you done that shows initiative?
- What are the key skills and qualifications you bring to this position?
- For someone with little work experience: How does your previous experience prepare you for this position?
- Tell me what you consider to be your greatest assets.
- What qualifications do you have that make you think that you will be successful in this field?
- Give me an example that demonstrates your creativity.
- Give me an example that demonstrates your assertiveness.



Interview Question Inventory

Career Goals

- What do you expect to have achieved in your career in five years?
- What type of position are you seeking?
- Why have you chosen this particular profession?
- What goals have you set for yourself?
- Why do you want this job? Why did you apply?
- What are your plans for your own professional development in the next five years?
- How do you plan to achieve your career goals?
- What are the most important rewards you expect in your career?
- What do you expect to be earning in five years?
- How would you describe the ideal job for you?
- What are your long-range and short-range goals and objectives?
- When and why did you establish your goals and how are you preparing yourself to achieve them?
- How does this position fit with your long-term career plans?
- How did you decide on your career path?
- Why have you chosen this particular field of work?

Fundamental Questions: Company/Position

- Why are you interested in our organization/company?
- Why should the company I represent be interested in you?
- In what ways do you think you can make a contribution to our organization/company?
- What do you know about our organization/company?
- Why did you seek a position with this organization/ company?
- Can you tell me about our company, our products and our mission statement?
- What do you think or know about the field and future trends?
- What do you know about the position, organization/ company?
- What do you see as the most challenging aspect of this job?
- What do you believe to be the “down side” of this type of work?
- What do you know about the position I’m interviewing you for?
- What makes you stand out from the crowd?
- Why should I consider you a strong candidate for this position?
- What challenges are you looking for in a position?
- What makes you think you can handle this position?
- What characteristics do you think are important for this position?
- We are looking at a lot of great candidates, why are you the best person for this position?
- In what significant ways do you think you can contribute to our organization?
- How/why do you think you will be a valuable employee in this environment?
- What can you do for us?
- What distinguishes you from all the other candidates?
- Are you willing to spend at least six months as a trainee?



6 Interviews

Interview Question Inventory

Personal Traits

- Tell me about yourself.
- How would you describe yourself?
- What are your greatest strengths and weaknesses?
- What motivates you?
- How would people who know you well describe you? What three words would they use?
- How would you describe yourself? If I asked people who know you for one reason why I should not hire you what would they say?
- To what do you owe your present success?
- How do you think a friend or professor who knows you well would describe you?
- What three words best describe you?
- At this time in your life, what do you value most?
- What characteristics or qualities do you value most in people?
- What is the most important lesson you've learned in life?
- Describe your personality to me.
- What one characteristic best describes you?
- Who are your role models?
- How do you determine or evaluate success?

Extracurricular Activities

- Of the hobbies and interests listed on your resume what is your favorite and tell me why?
- What have you learned from participation in extracurricular activities?
- Are you active in any outside groups or organizations? What is your role in the group? What have you contributed to the organization?
- What do you do in your leisure time?

Position & Work Environment

- What type of work environment appeals to you most? What do you look for in a job?
- What two or three things are most important to you in your job?
- What do you find most attractive about this position? Least attractive?
- Do you prefer a large or small organization? Why?
- In what type of environment do you flourish?
- What are the key aspects of workplace cooperation?
- What interests you about this job?
- What are your expectations surrounding salary and benefits?
- Are you prepared to relocate?
- Are you willing to travel?

Accountability

- Give me an example of a time when you were in charge of a task or project. What was the result? What would you have done differently?
- Tell me about a time when you were complimented on your work.
- Describe an occasion when you did not put in your best effort and failed. What was the outcome and what did you learn?
- Give an example of a time when someone challenged the quality or integrity of your work. What did you do?

Adaptability/Flexibility

- In your past work experience, how have you adapted to collaborating with someone who has a different working style than yours?
- Tell me about a time when you had to go forward with a task with very little information.
- Tell me about a time when you had to juggle a number of tasks at one time.
- Describe a situation where you had to complete a task that someone else had started.
- Tell me about a time when you had to learn something fast in order to complete regular tasks at work.



Interview Question Inventory

Assertiveness

- Tell me about a time when you had to take charge of a situation that was lacking leadership.
- In your past experience in a team environment, how did you ensure that your ideas were brought to the table?
- Describe an occasion when you had to clarify your position on an issue. What was the response?
- Tell me about a time when you went ahead with a decision even though you were lacking confidence. What was the outcome?
- Tell me about a time when you wanted to move forward with a task or an idea but were lacking the ability to convince others.

Interpersonal Skills

- Give an example of a time when you used your communication skills effectively.
- Tell me about a time when poor communication skills resulted in an undesirable outcome. What did you learn?
- Tell me about a time when there was a conflict in the workplace and how you handled it.
- Tell me about a time when you had to provide criticism of a colleagues' work.
- Describe a time when your listening skills enhanced your ability to communicate.

Coping

- Describe some personal stress-management techniques you have used effectively in the past.
- Tell me about a time when you had to manage an extensive or overwhelming workload.
- Tell me about a time when you put extra effort into a project but received little recognition for your contribution.
- Has there ever been a time when you felt overwhelmed by a task. What did you do about it?
- Give an example of a time when you had to teach yourself as you progressed through a project.

Creativity

- Tell me about a time when your ideas or suggestions helped improve some aspect of your workplace.
- Describe any creative problem solving techniques you have used that have worked effectively. How did you measure the outcome?
- Tell me about a time in your work experience when you felt your creativity was stifled. What did you do about it?
- How have you "left your mark" in previous jobs? Give an example of one innovative contribution you have made in the past.

Decision Making

- Tell me about a time when you had to make a decision based on very little information.
- Tell me about a time when a decision you made directly affected someone else in your workplace negatively/positively.
- Give an example of a time when your indecisiveness resulted in a missed opportunity.
- What measures have you used for evaluating past decisions? How do you determine if you made the right decision?

Goal Setting

- Describe a personal goal that you achieved and the steps you took to meet that goal.
- Describe an effective time management strategy that you have previously used.
- Give an example of the steps you have taken to accomplish major projects.
- Describe some "baby steps" you have made towards accomplishing a larger goal.



6 Interviews

Interview Question Inventory

Integrity/Honesty

- Tell me about a time when you questioned a colleague's integrity/honesty/ethics.
- Tell me about a time when you made a significant mistake at work. What was the outcome and how did you deal with it?
- Tell me about a time when your assumptions resulted in poor judgment.
- Give an example of an occasion when you demonstrated genuineness with a client or customer. What did you say/do, and what was the outcome?

Leadership/Initiative

- Describe an occasion when you had to take control in a team setting and get the group back on task.
- Tell me about a time when you took the initiative to complete a project.
- Give an example of a workplace setting in which you have performed your best.
- Describe how you have set an example for success in the workplace. What did you do and how did it influence your work environment?

Motivation

- What steps have you taken to recognize employees' work and abilities?
- Give an example of how you handle criticism from employees.
- Describe how you would negotiate feasible time constraints and delegate responsibilities for several tasks going on at once.
- Give an example of how you keep employees motivated.
- Give an example of something that has motivated you to persevere through difficult work situations.

Organization/Planning

- Give an example of a time when you had to give a presentation and were not comfortably prepared.
- Give an example of a time when you were poorly organized. What did you learn?
- Tell me about a time when you missed an important deadline due to poor planning. What did you learn?
- Give an example of a time when your organizational skills increased your efficiency at work.

Problem Solving

- Give an example of a problem you have dealt with in the past that had more than one solution.
- Tell me about a time when you had to quickly adapt to unexpected events in your work.
- Describe a project that you completed and any difficulties you encountered along the way. Explain the difficulties you had: What, why, where, when, how?
- When planning a project, what initial considerations have you made before going ahead? Give examples.

Team Building

- Explain a technique that you have used to effectively motivate others.
- How have you dealt with conflicts in the workplace (with managers/employees) in the past?
- Tell me about a time when you had to teach a co-worker something new in order to proceed with a collaborative project.
- Tell me about a time when you volunteered to take a project off someone else's hands.

Technical Skills

- Describe how you have used technology to enhance your work.
- Give an example of a time when technology hindered your ability to perform well on the job.
- Tell me about a time when you used technology to improve your communication skills or get your point across.
- Describe your experience with audio/visual equipment.
- Describe how you have implemented troubleshooting strategies with equipment when you do not have the appropriate support available.



Interview Question Inventory

Behavioral Based Probing Questions

- Tell me more about your meeting/interaction with that person.
- What steps / actions did you take?
- What happened after that?
- What did you say?
- What was your reaction?
- How did the person react?
- How did you handle that?
- How do you feel about that?
- What was the outcome?
- Were you happy with the outcome/result?
- What did you wish you had done differently?
- What did you learn?
- How did you resolve the issue?

- Why did you decide to do that?
- What was your logic / reasoning?
- Lead me through your decision making process.
- Who do you think was at fault?
- Who else was involved?
- How did you prepare?
- What was your role?
- What obstacles did you face?
- What were you thinking at that point?
- Who, What, Where, When, Why, How?

Closing Questions

- Do you have any questions for us?
- When would you be available to begin work?
- Would you leave a list of references with us?



A large, light red graphic of the number 7 is centered on the page, enclosed within a thin, light red circular outline. The number 7 is composed of two parallel lines, giving it a 3D or shadowed appearance.

**Personal
Branding**



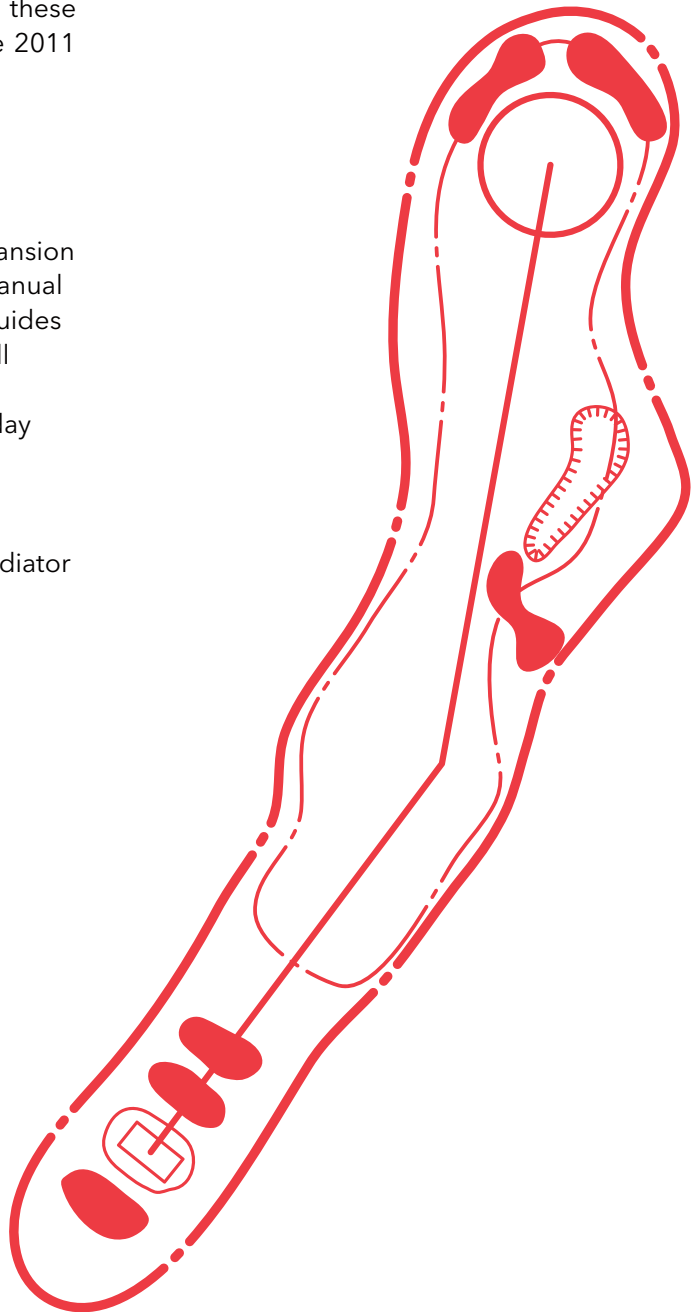
A Brief Overview

The objective of career resource centre section is to design a set of PGA of Canada member accessible only resources to better manage and market themselves in their career journey. It is not uncommon for professionals to move jobs and location regularly and as such these resources are of crucial value to all members. The 2011 resources will be on:

- How to develop your Personal Brand.
- How to use Social Media to establish, grow and maintain your Personal Brand.

These 2 key components will provide a logical expansion of the work completed in 2010 Career Resource Manual which included (resumes, cover letters, interview guides and networking strategies) and the next manual will include:

- Background on branding and why it is critical today
- How to establish you brand
- How to grow your brand
- How to maintain your brand
- Step by Step Procedures of how to use social mediator your personal brand
- Step by Step Procedures on how to use LinkedIn, Facebook, and Twitter for your personal brand
- Personal Brand Website Templates
- Personal Brand Marketing Materials



What Is Personal Branding? - By Mind Tools Ltd.

Present an Impressive, Impactful and Authentic Image

So you want to stand out from the crowd. That's great! But how comfortable are you with promoting yourself, in person or online?

You're probably familiar with the branding done by major corporations. Their logos and color schemes, the type and the tone of their advertising, their customer service, and their corporate social responsibility programs all present a certain image and help to shape how you perceive them.

But, have you considered applying the same concept to yourself and creating a strong personal brand that you can sell? In this article, we'll take you through the practicalities of personal branding and discuss some of its benefits and risks.

Why Bother With a Personal Brand?

Your words, presentation and behavior always reveal something about your core values, passions and achievements. As a result, people will often make snap judgments about you, so it's important to make a good **first impression**. These qualities are also what managers look at carefully when assessing candidates for promotion or hiring new team members.

A positive personal brand can help you to meet new people who share your interests, and to win respect in your company and your industry for your **expertise**.

Your team and organization could also benefit, as what you learn from the experts that you connect with will help you to spot new trends and developments in your sector.

How to Create Your Personal Brand

The way that you conduct yourself at work will be a crucial part of creating your personal brand. It may also involve developing a profile in your industry's print or online publications and forums, or on social media. Follow these five steps to find out more:



1. Be Aware

Remember that the most obvious and convincing element of your brand is you – how you present yourself in the workplace, and how you communicate day-to-day with colleagues.

Your personal appearance matters, so **dress appropriately** for your business. What this means can vary between cultures and organizations, so do your homework when you're in an unfamiliar setting. But scruffy hair, unkempt clothing, and a lack of attention to personal cleanliness are simple no-no's in any case.

Aim to understand what impact you have on other people by learning to **listen well** and to empathize. Develop your **emotional intelligence** so that you can recognize your own emotions and those of others around you, and use that knowledge to enhance your working relationships.

Express your thoughts clearly but tactfully to win people's support. And be sure to pay attention to your decision-making skills. Your ability to make intelligent, timely decisions that take other people's needs into account while avoiding **Groupthink** will likely get you noticed for the right reasons.

Be **conscientious** in your work and look outward to consider others, too. If you go the extra mile on your co-workers' behalf, they'll more likely do the same for you. Similarly, simple courtesies, such as always being on time for meetings and acknowledging other people's efforts, will count for a lot.

Put all of these elements together and you'll likely develop **charisma**, which will give you a distinct and positive identity within your organization and beyond.

2. Identify your USP

Find out what makes you uniquely valuable: This is your **Unique Selling Point**, or USP – then focus on promoting it.

Next, identify your personal **values**, and decide which are most important to you. Then carry out a **Personal SWOT Analysis** to establish your **strengths** and to think about what opportunities you have to use them.

What Is Personal Branding? - By Mind Tools Ltd.

Be clear about how your **personality** underpins your strengths. For example, are you a blue-sky innovator, a natural salesperson, or a tenacious financial wizard? Look at **your role** within your team, and think about what your responsibilities are and how best you can carry them out.

Be ready to talk about your achievements, so that you can demonstrate what you can offer your colleagues and team. Think of times when you've **shown initiative**, identify the **positive habits** that have brought you success, and determine how you can **help your team** to achieve its goals.

You can then bring together all the strengths that you have identified and write them down in a simple, one paragraph statement of what makes you uniquely valuable. Hopefully, when you read what you have written, you'll feel pretty good about yourself!

3. Be Authentic

Use the **Wheel of Life®** to consider what your priorities are and where you want to make changes. And have a clear mental picture of what personal, professional and skills-based **goals** you want to achieve. Then, break these large goals down into smaller, short-term ones that are easier to achieve.

But take care about embellishing your achievements. Your personal brand should be synonymous with trust. Any mismatch between your image and reality could damage your reputation.

Remaining **authentic** might mean that you miss opportunities in the short term, for example by admitting that you don't currently have the skills required for a particular task. But you'll likely be regarded as positive and trustworthy if you combine this honesty with enthusiasm for a challenge, and you'll remain in the running for future invitations.

4. Identify Your Audience

Up to this point, we have explored three steps that help lay the foundations of personal branding, and they are particularly useful for promoting yourself in the workplace. But you'll also want to project your personal brand more

widely, and that is what we look at now and in the next step. You need to be sure who your personal brand is aimed at for it to be effective. This will likely include:

- **Your current or potential employer:** Your branding should highlight the similarities between your values and beliefs and theirs, and should showcase the experience and insight that most matters to them. For example, your organization may emphasize **innovation** or **corporate social responsibility**, so think of examples from your professional and personal life that reflect these approaches.
- **Your customers, clients and investors:** Show them that you genuinely want to **give them great service**, or that they need your skills, ideas or products. Invite feedback from people inside and outside your organization, and think about any concerns that they raise. Finally, think creatively about how you could go above and beyond their minimum requirements.
- **Your skills community:** **Establish your credentials within your personal and business network**, so that you can share ideas and best practice for your sector. You could start by mentoring a co-worker, then perhaps begin blogging on relevant topics, supported by endorsements from people who've benefited from your advice.

Tip: Be sure to keep your manager fully informed of your personal branding plans, especially if you're promoting yourself online. Your organization might have a specific policy on this issue, to safeguard its own brand, so follow it.



What Is Personal Branding? - By Mind Tools Ltd.

5. Choose Your Channel

Try to keep in mind that, whichever **channel of communication** you choose, you should play to your strengths. Don't try to do everything: instead, set yourself an achievable target. For example, if you're a natural presenter, build your brand through online videos or podcasts. If you write well, put a blog together. And, of course, don't forget to take care of your day job, otherwise you'll have nothing to sell! All of the various social media and online channels that are available today offer ways to help you to build your personal brand. Here are some of the main ones to think about:

- **Networking:** **LinkedIn** remains the most widely used professional online network. However, most users tend to dip in and out, so the site isn't best suited to blogs or extended comment.
- **Blogging:** If you have some useful insight into your industry to share, writing a **blog** could be a good way to build your reputation, engage with people who have similar interests, and expand your industry knowledge. However, you'll need to produce a constant stream of useful content to keep your audience interested.
- **Microblogging:** **Twitter** and **Facebook** are also good for sharing insights, opinions and content, and for establishing frequent contact with like-minded people. But remember that **short and precise communication** is an art, and be prepared for some **very public criticism**.
- **Your own website:** A personal website takes time and effort to set up and maintain, but it can be a hub for a whole range of content. Make sure that your web address is relevant, memorable and short, and that your site is attractive and easy to navigate.

Across all of these platforms, consider carefully the type of content that you share, so that you can safeguard your **online reputation**. Remember, your posts will remain in cyberspace forever!

Get a good-quality but informal photo of yourself for your profiles. Work on developing a user-friendly, conversational writing style, which is easy and engaging to read. And adopt distinctive, not restrictive, usernames that will stay relevant. For example, a handle such as @JoSmithWidgetManager may become a burden if you're promoted to another role or change specialism.

Tip: *Promotional items such as mouse mats and keyrings may be the preserve of larger companies, but don't underestimate the impact of a well-designed business card – it's a physical and shareable representation of your personal brand.*

Key Points

Always bear in mind that everything you say, do or post helps to create an image of who you are. You can take control of this by systematically developing and managing a personal brand for yourself.

By controlling and shaping your personal brand, you'll likely gain greater recognition, and build larger and better-quality networks, which can benefit both your team and your organization.

Get to know the people who you're promoting your brand to, and decide on the most effective way to reach them. Understand that your day-to-day behavior and relationships will give the strongest impression of who you are.

Above all, be authentically you. Claiming to be more than you are, or to be able to deliver something that you can't, will likely backfire.

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What Is Personal Branding? - By Mind Tools Ltd.

“Brand yourself for the career you want, not the job you have.”

Background on branding and why it is critical today

How to Develop your Personal Brand

Why Build a Personal Brand?

"Brands are built on what people are saying about you, NOT what you're saying about yourself" - Guy Kawasaki

A strong personal brand is a mix of reputation, trust, attention, and execution. As a golf professional, build a brand around what services you offer and where you can add value to potential clients. A personal brand gives you the ability to stand apart from the rest of the pack.

Branding is a critical component to a customer's purchasing decision. The differentiator on brands is in what you deliver. Why should someone hire you instead of a different golf professional?

- Are you a teacher?
- Are you a touring professional?
- Are you a great merchandiser?

Struggling with understanding what a personal brand is? Think about what people say about you.

"Great teacher, helped me fix my swing, provides great tournaments for members, provides great merchandise for members".

The single biggest mistake people make is that they either brand themselves just for the sake of doing it or they fail to invest time in learning about what's in their best interests. The key to success, and this isn't revolutionary, is to be compensated based on your passion. In order to find your passion, you need a lot of time to think, some luck and you need to do some research online to figure out what's already out there.

Your self-impression = How people perceive you

The Top 5 Aspects of a Successful Brand

5. **Relevance** - Do you make sense?
4. **Creative/ Design/ Brand Identity** - Does your look match?
3. **Message/ Communication** - Do you talk the talk?
2. **Understanding the Customer/ Target** - Do you know who you're talking to?
1. **Consistency** - Can we expect the same quality in everything you say/ touch/ do



How to establish your brand?

Launching your Personal Brand

Before you can begin building your brand, a little soul searching and brainstorming is required. You need to be crystal clear on what you have to offer and on what differentiates you from the competition.

Brand discovery is about figuring out what you want to do for the rest of your life (or at least the next 3-5 years as the brand evolves), setting goals, writing down a mission, vision and personal brand statement (what you do and who you serve), as well as creating a development plan. Here are five questions to help you focus on your service offerings.

1. Explain in less than 15 seconds, what **value** does your brand (you) provide the world.
2. Explain in less than a minute your **vision** for your brand.
3. What are your **strengths** and why are they important to a potential client?
4. What three words would a new customer and an existing customer use to **describe your company/service?** Are they representative of the brand personality you are trying to portray?
5. What is your **mission?** How are you going to make a difference in the lives of your potential clients?

Ask your friends, your colleagues, your clients - what value do you deliver to them to keeps them coming back, what keeps them coming back?

Elements of an Effective Personal Brand

Self Confidence

If you don't believe in the quality you have to offer, no one else will. You need to passionate about your skills and about the service you can bring to the table. People are buying into the fact that you can change their golf game.

Authenticity

The brands we know and love work because they are their own identity. People can smell a fake a mile away. Use your authentic voice and be your authentic self. Show the world the incredible value you have to offer. If you aren't funny, don't try to be. If you are sarcastic, let it fly.

Value

Brands stand for something. Your brand needs to offer a value. An authentic value, one that people can only obtain from you. Consider what you offer, if you're not providing a great service or product, then people won't care you be interested in what you have to offer.

Expertise

People are talking online every day. Jump into the conversation. Share your ideas, your knowledge, your passion, help solve problems, listen to others, add value.



Joe the Golf Guy

Comment all over the place and give people a sense of who YOU are. Where do you comment? Twitter, Facebook, LinkedIn, your blog, others blogs, forums... anywhere that people are chatting and conversing and hanging out online.

Innovation

You will need to be a trail blazer. In a world full of people doing similar stuff, the innovative person is ahead of the game. Come up with new things all the time. Define the path. Doing something new is a great way to get people interested in what you do.

How to grow your brand

Overview Checklist to Grow Your Brand

The following is a brief overview of what is required to build the ideal brand for a Canadian golf professional.

During the season, and off season, your brand is critical to your ongoing success.

Now that you know what you want to do and have claimed a niche, it's time to get it on paper and online. The sum of all the marketing material you should develop for your brand is called a **Personal Branding Toolkit**. This kit consists of the following elements that you can use to highlight your brand and allow people to easily view what you're about:

1. Business cards

It doesn't matter if you're a Professional Golf Management (PGM) student, a teaching professional, a golf professional or a general manager everyone should have their own personalized, personal branded business card. The card should contain your picture, your personal brand statement (such as Golf Professionals, or something else catchy), as well as your *preferred* contact information and logo. It is not enough to use your current business card, or that of a past employer. It is not acceptable to scratch off old information and insert new contact information)

2. Resume/cover letter/references document:

These are typical documents that you need for applying for jobs and when you go on interviews. Be sure to prioritize each document with information custom to the target position. Take your resume online and add social networking connections (Facebook, LinkedIn, your website, Twitter), promoting your personal brand to the world and making it shareable.

3. **Website:** You need to own www.yourname.com or a website that aligns with your name in some fashion. Depending on who you are, how much time you have on your hands and if you can accept criticism, you should either start a blog or stick with a static homepage. Those

who blog will have a stronger asset than those who don't because blogs rank higher in search engines and lend more to your expertise and interest areas over time.

4. **LinkedIn profile:** A **LinkedIn** profile is a combination of a resume, cover letter, references document and a moving and living database of your network. Use it to create your own personal advertising, to search for jobs and connect with global industry golf professionals. No longer is a resume sufficient for today's job search.

5. **Facebook profile:** Facebook is here to stay. Be sure to include a **Facebook** picture of just you, without any obscene gestures or unnecessary vodka bottles. Also, input your work experience and fill out your profile, while turning on the privacy options that disable the ability for people to tag you in pictures and videos (allowing people to see the ones tagged of you).

6. **Twitter profile:** Your **Twitter** profile should have a picture of you - the same one used on your Facebook and your LinkedIn profile establishing your face as part of your brand.

7. **Video resume:** A YouTube video resume is a short video of you talking about why you are the best for a specific job opportunity. You get about a minute or so to communicate your brand. Upload it to YouTube and include it on your personal website. Why not post a video Tip of the Day to help promote your personal brand?

8. **Email address:** Don't overlook your email address as not being a significant part of your toolkit. Most people use email over all social networks and when you connect with someone on a social network, you are notified via email, so get used to it. Your email address poses a great opportunity for your brand. Gmail is the preferred business user email. If you are following the ideal brand development, your email should ideally be joe@joethegolfguy.com . Firstname@firstnamelastname.com. For your address, use "firstname.lastname@gmail.com."



How to grow your brand

It's Time To Move To The Web

Now that you are aware of what you need in your Personal Branding Toolkit, now is the time to take it to the world. As a Canadian Golf Professional, if your brand is not online, you are missing out on one of today's biggest opportunities. Why? Because you are being Googled. People want to learn more about you. Who's Googling you? Potential partners (personal and professional), current clients, potential clients, current employers, potential employers... anybody can do a quick search on you.

As a professional, you want your image and your name to be credible. You need those search results to establish yourself as a professional and leader in your field. You need them to show that you know what you're doing.

How to Establish Your Brand Online

1. Buy a Great Internet Address

The internet address is the address that is associated with your website. It also is the basis for your brand, or how people are going to connect with you for your services.

A recommendation is to purchase your name as a domain name (firstnamelastname.com) - or a variation of it. If it isn't available, try a variation on it, or play with words based on your service offering. For example, if Joesmith.com isn't available, think about Joe.Smith.com or Joethegolfpro.com.

The objective of the URL is to have something to promote that people remember.

- Use the URL on your paper resume.
- Use the URL on all of your social networks.
- Use the URL on your business cards and any other marketing materials.

2. Get Your Own Website

You will want to build a personal website. A personal website is a site where the content doesn't change regularly.

The one advantage to having a website is it will make you easier to find on Google instead of just being on Facebook or LinkedIn. Google likes websites that regularly post new content. It means, you will be easier to find online. If you find it overwhelming to think about adding new content regularly, then the personal website is perfect for you. If you find it overwhelming - think of a tip of the day, an article you liked, a funny story from the previous day.

3. The Format and Design of Your Website

The format and design of your site is your visual brand. Use a consistent font, headings and colors. You want it to be professional, clean and easy to use.

3 Website Design Tips:

1. Less is More.

Having white space, or space on your site without graphics or words is a key element to keeping it clean and uncluttered. You may be tempted to cover every inch of every page shouting to the world about you - don't. Instead of cramming information in a small number of pages, spread it out over more pages so each page has less content.

2. Titles, Bold and Lists

Easy to read web pages plays an important role in maintaining visitors' loyalty, keeping them on your site and reading your content. Usability tests show that the majority of **users don't read web pages, they scan them**, looking for titles, bold, emphasized text or lists.

3. Easy to Navigate

Make it very clear where visitors can click to find out more about you. The less clicks the better for the user. Have some friends navigate your site before you launch it to ensure it is easy to use.

4. The Content

Your website is essentially an online resume and/or a connection to your service offering. This is an opportunity for you to connect with your clients, your guests and your members during the off season.



How to grow your brand

You can become their trusted source for golf guidance.

Your site is essentially an **'About You'** Page, you the golf professional.

Your website is designed to **provide potential clients, and keep connected with your current contacts with information on yourself and your work.** Nobody wants to hire just anyone off the street. It is reasonable that a bit of research on the individual should be done, and an about page can make or break relationships with leads. As a result, an about page can make or break an entire business.

4 Elements of a Personal Website:

1. **Image** - Without a doubt, you need to place an image of yourself on your site. It allows your readers to connect with you and get to know you on a personal level. If you don't include an image you will just be branding your name as an expert. Don't just put your face - put a photo of you on the course, you on the range, you with a club, you in the pro shop, you in action. A good balance of images and words is important.

2. **About Yourself** - The main point of the website is to talk about yourself. People usually just talk about their background and education, but you also need to discuss your expertise and life experiences so that you can better brand yourself.

3. Always start with **real-world experience and relative personality traits** first, then move down to more biographical information such as location, education, work history, etc. Don't make it sound like a resume, but definitely include some basic information. Below is a fairly good order of events for an about page:

1. Name and profession
2. Specialty, niche, or area of focus
3. Experience - list number of years experience, any high-end clients, or if worked for a well-known company

4. Useful personality traits - pays attention to detail, thinker, entrepreneurial mindset, perfectionist

5. Publications, interviews, or other recognitions in the golf community

6. Education and work experience

7. Location, and interests

4. **Helping Others** - People see thousands of about pages every month, which is why they don't remember most of them. The key to a good webpage is expressing how you can help the visitor / reader so that they need you and your expertise as a Canadian Golf Professional.

5. **Contact** - Once you have made a strong impact on the visitor, chances are high that they will visit your website again or even contact you. Because of this you need to make it easy for people to contact you - include email, phone numbers, webpages, LinkedIn address, and Facebook address to name a few..

Create a **contact me** footer at the bottom of your website.

Include a direct email, a contact form, and a phone number (with your voice on the voicemail) at the very minimum. Also include ways potential clients can connect with you via social media sites like Twitter and LinkedIn. Providing options is the best way to influence a visitor to your portfolio to make contact.

Review other sections you could include when constructing your website on the following page.

5. Integrate Your Social Network Profiles

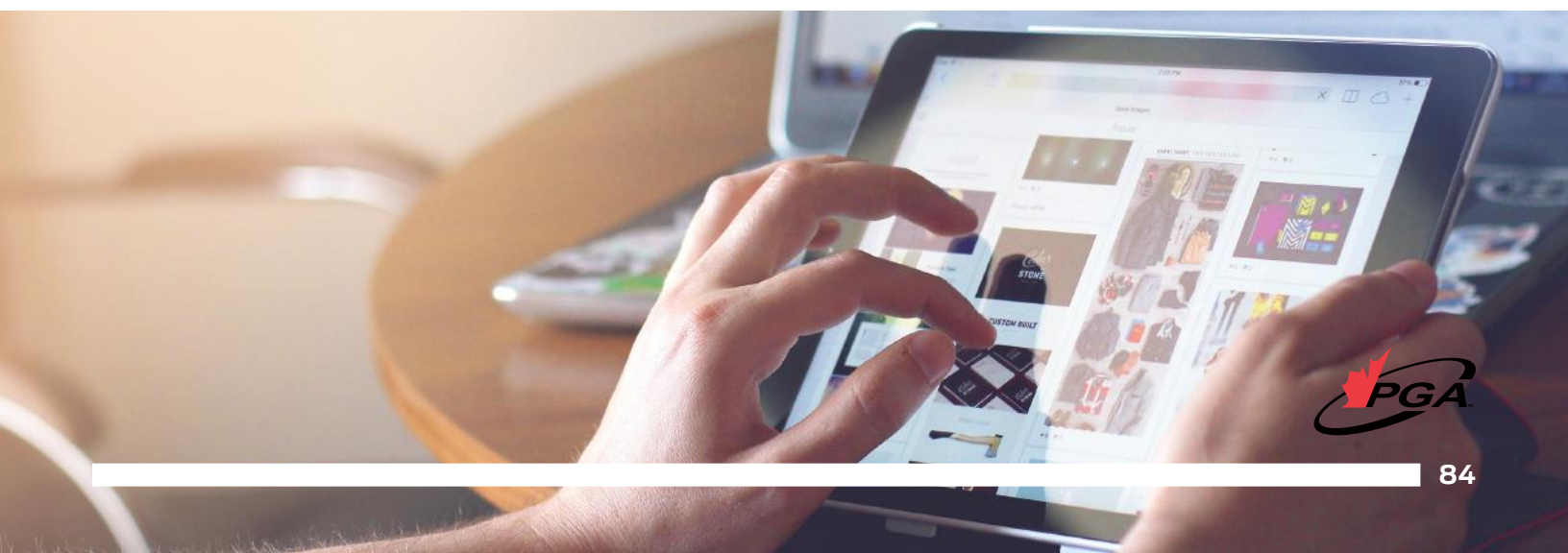
Before you think of even linking to any of your social networks in your personal webpage or blog, please consider how the profiles would appear to clients. For instance, if you want to highlight your Facebook profile, ensure that it doesn't have profanity or explicit pictures on it first. You should review your wall postings, picture, profile information and more to see if it would be appropriate for potential clients.



How to grow your brand

Other sections you could include when constructing your website:

Press/media	contact	career highlights
distinctions	bio	blog
case studies	about	skills
experience	credentials	intro
consulting	vision	endorsements
resume	newsletters	news & events
volunteer	projects strengths	social networks
interact	demo reel	portfolio
sample courses or offerings	personal information	wiki
speaking events	awards	profile
photos	videos	associations
clubs	technical competencies	



How to grow your brand

Social networks to integrate onto your site:

LinkedIn: Your professional profile on this social network is extremely important because it takes into account everything a recruiter would desire from an applicant: cover letter, references list and resume. You can use a LinkedIn badge on your website or blog as well.

Twitter: Your Twitter stream can be a huge asset to you on your social media resume because it's easy to update and recruiters can get a better feeling about who you are from reading it. There are Twitter badges you can include on your site as well.

YouTube: Storing your videos on YouTube makes a lot of sense because it's easy to embed on your site, organize your videos into playlists and you can even have your own YouTube channel widget.

This is important if you want potential clients and employers to get a feel of what your personality and work ethic is like. The most important thing is to use social networks that people are most familiar with, such as the ones above and to keep them all fresh and updated.

Showcase your proficiency with technology using sharing features. Your website will be seen by more potential clients if it is shared on social networks. Visibility creates opportunities.

How to Grow Your Personal Brand Online (for Free!)

Unlike in the movie *Field of Dreams* where Kevin Costner heard the words "If you build it, he will come"... your website is the opposite. Just because you build a website, doesn't mean people will start to visit it.

Your job has just begun!

Here are seven ways you can build your online visibility for free, proving your knowledge of your field and linking to your Facebook, LinkedIn and Twitter accounts - even if you haven't yet set up your first website. The following are introduced roughly in order of complexity:

1. Create a list of resources. One of the easiest ways to get started is to compile lists of recommended articles, books, audios, videos, and other online resources at URLi.st. For example, you can immediately begin by creating a list of helpful golf resources.

2. Sharing comments and opinions about websites. Bounce takes the idea of sharing online resources to the next level, by making it easy for you to take screenshots of web pages, add your comments and annotations, then invite others to contribute their ideas and comments.

3. Writing and placing articles online. One of the easiest ways to build your online visibility is to write and share articles.

4. Create and share your videos online. You can get started creating your own 5-minute screencasts using [Screenr.com's](#) online video recorder and hosting services described in a recent post. If you have a microphone hooked up to your computer, you're ready to get started in online video!

All of the above online personal branding tools can be set-up and maintained for free.



How to grow your brand



“Your website will be seen by more potential clients if it is shared on social networks.”

How to maintain your brand

How To Monitor Your Brand Online

- How to maintain your brand

Brand monitoring has become an essential task for any individual or corporation. Years ago, when people talked about our brands, it was behind our backs and we almost never found out about it. Today, most of these dialogues are right in front of our own eyes and the number of locations where our brands may be cited is astronomical!

We must remember that conversations are being held on the web with or without our consent. That means we can choose whether to be observers, participants or outcasts. Before you select observer or outcast, remember that these conversations can have a negative impact on your brand. Also, when conversations start on the web, like a forest fire, they travel very fast and wreak havoc along the way; what might start out as a mere tweet, may turn into a blog post and then make national news.

Here's a basic reputation management system.

Get Started

Depending on how popular and well-known your brand is, there may be few or many people talking about it. If you're looking to start a blog, position yourself as an expert or start networking actively in your desired topic area, then listening is an important research routine. As you become more well-known, more conversations will be held around your brand name, so you'll spend more time listening and possibly responding to blog posts, tweets, etc. If you're a large and popular company, you may need to hire someone to manage these monitoring tools daily.

The first thing you need to do is acquire a feed reader. Try [Google reader](#) because it's easy to sort feeds, bookmark/favorite them and share (give value) them with your network.

I would also register for a [Delicious account](#), which can help you sort and organize blogs that mention your brand. Think of Delicious as your own research and development

plant. Once you've set up these two accounts, the following tools will help you locate articles that mention your brand, feed them right into your central hub (Google reader) and allow you to manage them (Delicious).

1. Google

[Google Alerts](#) are email updates of the latest relevant Google results based on your choice of query or topic. You can subscribe to each alert through email and RSS. The alerts track blog posts, news articles, videos and even groups. Set a "comprehensive alert," which will notify you of stories, as they happen, for your name, your topic, and even your company. [Yahoo! Pipes](#) is also a good tool for aggregating and combining feeds into one central repository.

2. Blog Posts

If you have a blog, then you have to be on [Technorati](#), which is the largest blog search engine in the world. They say that if you don't claim your blog in Technorati, then you don't own it! When you register with it, Technorati tracks "[blog reactions](#)," or blogs that link to yours. Search for your brand on Technorati, and subscribe to RSS alerts so that when someone blogs about you, you find out.

3. Blog Comments

[Backtype](#) is a tool for monitoring blog comments. If people commented on various blog posts, citing your name, you never used to have a way of tracking it, until now. Backtype is a service that lets you find, follow, and share comments from across the web. Whenever you write a comment with a link to your Web site, Backtype attributes it to you.

Use it to remind yourself where you commented, discover influencers who are commenting on blogs that you should be reading, and continue conversations that you started previously. You can even subscribe to these comments using RSS. [coComment](#) is another tool that will help you manage your comments across the web.

4. Social Comments

[Yacktrack](#) lets you search for comments on your content from various sources, such as Blogger, Digg, FriendFeed,



How to maintain your brand

Stumbleupon, and WordPress blogs. For instance, if you comment on a blog, you can locate other people who are commenting on that same blog post and rejoin the conversation.

A great feature of this tool is the “Chatter” tab, which allows you to perform keyword searches on social media sites and then notifies you of instances of your brand name. Yacktrack’s search page results also give you an RSS feed for the search term. You can also use Commentful and [co.mments](#) to track your social comments on the web.

6. Twitter

Twitter messages (tweets) move at the speed of light, and if you don’t catch them they will spread like a virus. Using [Twitter search](#), you can locate any instances of your name and decide whether you want to tweet back or ignore them. It really depends on the context and meaning of the tweet.

Conduct a search for your name, your company’s name, or various topics you’re interested in and then subscribe via RSS. [Twilert](#) and [TweetBeep](#) are additional tools you can use to receive email alerts.

8. Social Search

[Social Mention](#) is a social media search engine that searches user-generated content such as blogs, comments, bookmarks, events, news, videos, and microblogging services. It allows you to track mentions of your brand across all of these areas.

The results are aggregated from the top social media sources, such as Flickr, YouTube, Digg, Delicious, Twitter and more. Like the other services, you can subscribe to your results by RSS or email. Other social search engines include Serph and [Keotag](#).

10. Your Network

A lot of people overlook a strong network when it comes to monitoring their brands. If you have a robust network, especially people in your industry who observe the same keywords as you, then you will receive important updates without even asking for them.

30 Dangerous Personal Branding Habits

30 bad habits... don’t fall into the trap of:

- Outright lying.
- Being inauthentic or just fake.
- Not delivering on promises, or just things you said you would do.
- Not following up.
- Aiming for quantity, not quality.
- Not measuring what you do, which makes it that much harder to know what you really achieved or not.
- Spending too much time measuring, or getting caught up in analysis paralysis.
- Not listening enough to your audience.
- Too much self-promotion.
- Navel gazing (too much self-focus).
- Not dressing the part.
- Being too aggressive.
- Over-staying in your comfort zone.
- Lacking confidence i.e. not being aggressive enough.
- Not having a plan.
- Lacking focus.
- Being inconsistent.
- Unintentionally frustrating potential brand loyalists.
- Switching tools, systems and/or methodologies too often.
- Too much branding reuse such as excessive cross-posting on social media.
- Trying to do everything by yourself.
- Over exposure.
- Lack of exposure.
- Unnecessary hyping.
- Having unrealistic expectations.
- Building unrealistic expectations in others.
- Letting yourself be overwhelmed into inactivity.
- Spending too much effort online, not enough offline.
- Spending too much effort offline, not enough online.
- Not spending enough effort anywhere.



8 Personal Branding

How to maintain your brand

How To Monitor Your Brand Online

- How to maintain your brand

Brand monitoring has become an essential task for any individual or corporation. Years ago, when people talked about our brands, it was behind our backs and we almost never found out about it. Today, most of these dialogues are right in front of our own eyes and the number of locations where our brands may be cited is astronomical!

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If you have a blog, then you have to be on [Technorati](#), which is the largest blog search engine in the world. They say that if you don't claim your blog in Technorati, then you don't own it! When you register with it, Technorati tracks "[blog reactions](#)," or blogs that link to yours. Search for your brand on Technorati, and subscribe to RSS alerts so that when someone blogs about you, you find out.

3. Blog Comments

[Backtype](#) is a tool for monitoring blog comments. If people commented on various blog posts, citing your name, you never used to have a way of tracking it, until now. Backtype is a service that lets you find, follow, and share comments from across the web. Whenever you write a comment with a link to your Web site, Backtype attributes it to you.

Use it to remind yourself where you commented, discover influencers who are commenting on blogs that you should be reading, and continue conversations that you started previously. You can even subscribe to these comments using RSS. [coComment](#) is another tool that will help you manage your comments across the web.

4. Social Comments

[Yacktrack](#) lets you search for comments on your content from various sources, such as Blogger, Digg, FriendFeed,



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Stumbleupon, and WordPress blogs. For instance, if you comment on a blog, you can locate other people who are commenting on that same blog post and rejoin the conversation.

A great feature of this tool is the “Chatter” tab, which allows you to perform keyword searches on social media sites and then notifies you of instances of your brand name. Yacktrack’s search page results also give you an RSS feed for the search term. You can also use Commentful and [co.mments](#) to track your social comments on the web.

6. Twitter

Twitter messages (tweets) move at the speed of light, and if you don’t catch them they will spread like a virus. Using [Twitter search](#), you can locate any instances of your name and decide whether you want to tweet back or ignore them. It really depends on the context and meaning of the tweet.

Conduct a search for your name, your company’s name, or various topics you’re interested in and then subscribe via RSS. [Twilert](#) and [TweetBeep](#) are additional tools you can use to receive email alerts.

8. Social Search

[Social Mention](#) is a social media search engine that searches user-generated content such as blogs, comments, bookmarks, events, news, videos, and microblogging services. It allows you to track mentions of your brand across all of these areas.

The results are aggregated from the top social media sources, such as Flickr, YouTube, Digg, Delicious, Twitter and more. Like the other services, you can subscribe to your results by RSS or email. Other social search engines include Serph and [Keotag](#).

10. Your Network

A lot of people overlook a strong network when it comes to monitoring their brands. If you have a robust network, especially people in your industry who observe the same keywords as you, then you will receive important updates without even asking for them.

30 Dangerous Personal Branding Habits

30 bad habits... don’t fall into the trap of:

- Outright lying.
- Being inauthentic or just fake.
- Not delivering on promises, or just things you said you would do.
- Not following up.
- Aiming for quantity, not quality.
- Not measuring what you do, which makes it that much harder to know what you really achieved or not.
- Spending too much time measuring, or getting caught up in analysis paralysis.
- Not listening enough to your audience.
- Too much self-promotion.
- Navel gazing (too much self-focus).
- Not dressing the part.
- Being too aggressive.
- Over-staying in your comfort zone.
- Lacking confidence i.e. not being aggressive enough.
- Not having a plan.
- Lacking focus.
- Being inconsistent.
- Unintentionally frustrating potential brand loyalists.
- Switching tools, systems and/or methodologies too often.
- Too much branding reuse such as excessive cross-posting on social media.
- Trying to do everything by yourself.
- Over exposure.
- Lack of exposure.
- Unnecessary hyping.
- Having unrealistic expectations.
- Building unrealistic expectations in others.
- Letting yourself be overwhelmed into inactivity.
- Spending too much effort online, not enough offline.
- Spending too much effort offline, not enough online.
- Not spending enough effort anywhere.



