

CREATING YOUR
FUTURE



CAREER

ACTION GUIDES FOR A BETTER TOMORROW

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The Mindset of the Successful Job Contender™



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The Mindset of the Successful Job Contender™

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Introduction

Hello, I'm Brian Tracy and welcome to this program. This is the greatest time in all of human history to be alive. There have never been more opportunities and possibilities for talented people in our economy than exist today. The rate of new business formation has passed more than one million new companies per year. Millions of new jobs are being added in every single industry. Unemployment levels are at an all time low and everywhere, every single employer is looking for talented, committed people to help their businesses grow.

The only real limit on business success today is the ability to attract and keep good people, like yourself. More people are becoming financially successful today as a result of doing an excellent job and being paid well for it than ever before. Your job is to participate fully in the new economy and to realize your full potential by getting and keeping an excellent job and then moving upward and onward in your career for the rest of your working life.

I have personally worked in 22 different companies and industries. I have worked my way up into the position of Chief Operating Officer of a \$265 million company. In my various positions, I have not only applied and gotten a series of jobs but I have also hired numerous people for numerous positions in a variety of different industries performing a variety of different functions. In addition, I have worked as a consultant, trainer and advisor to several hundred corporations throughout the United States, Canada and worldwide. In this capacity, I have consulted and advised extensively on hiring practices and given insights and ideas to many executives that have enabled them to select the ideal people for their organizations.



Over the years, I have trained many thousands of men and women on the subject of “Creative Job Search” and taught them how to get good jobs, get better jobs, get paid more and get positioned better for rapid advancement. Every graduate of my Creative Job Search programs went on to new or better jobs within days of completing the seminar.

In this program, I will share with you some of the very best ideas, strategies, methods and techniques ever discovered for getting a great job in any economy. By applying these ideas and methods, you will put your career onto the fast track. Let’s begin.



Take Control of Your Career



Number One: Take Control of Your Career

This is the starting point of career success and maybe the most important point of all. Most people wander out into the job market, go on interviews and then accept the best job that is offered to them. But this is not for you. Your goal is to take complete charge of your career from this moment forward.

With the rapid changes in the workplace, the average person starting work today will have 14 full time jobs lasting two years or more and as many as five full careers over the course of their working lifetime. To weather these storms of lifelong career change, you must be proactive, not reactive. You must take complete control of your career and guide yourselves into those industries and jobs that can give you the very best pay and the greatest opportunities for the future.

Remember, you are only as free as your options. The more skilled you become at getting the job you want, the more money you will make and the more choices you will have. The more you know about how to get the job you want, the easier it will be for you to move upward and onward with each step of your career.

Most people start their job search by answering newspaper ads, sending out résumés or using employment services of some kind. But the fact is that 85% of all jobs available in your community, right now, are not advertised. They do not appear anywhere. They are not posted on any employee bulletin board, nor are they to be seen in the newspapers. They are hidden and waiting for you to discover them, like buried treasure.

Self-directed job search enables you to take control of your career and your life. It puts you behind the wheel. It makes you the architect of your own destiny. It gives you a sense of control and develops a positive mental attitude.

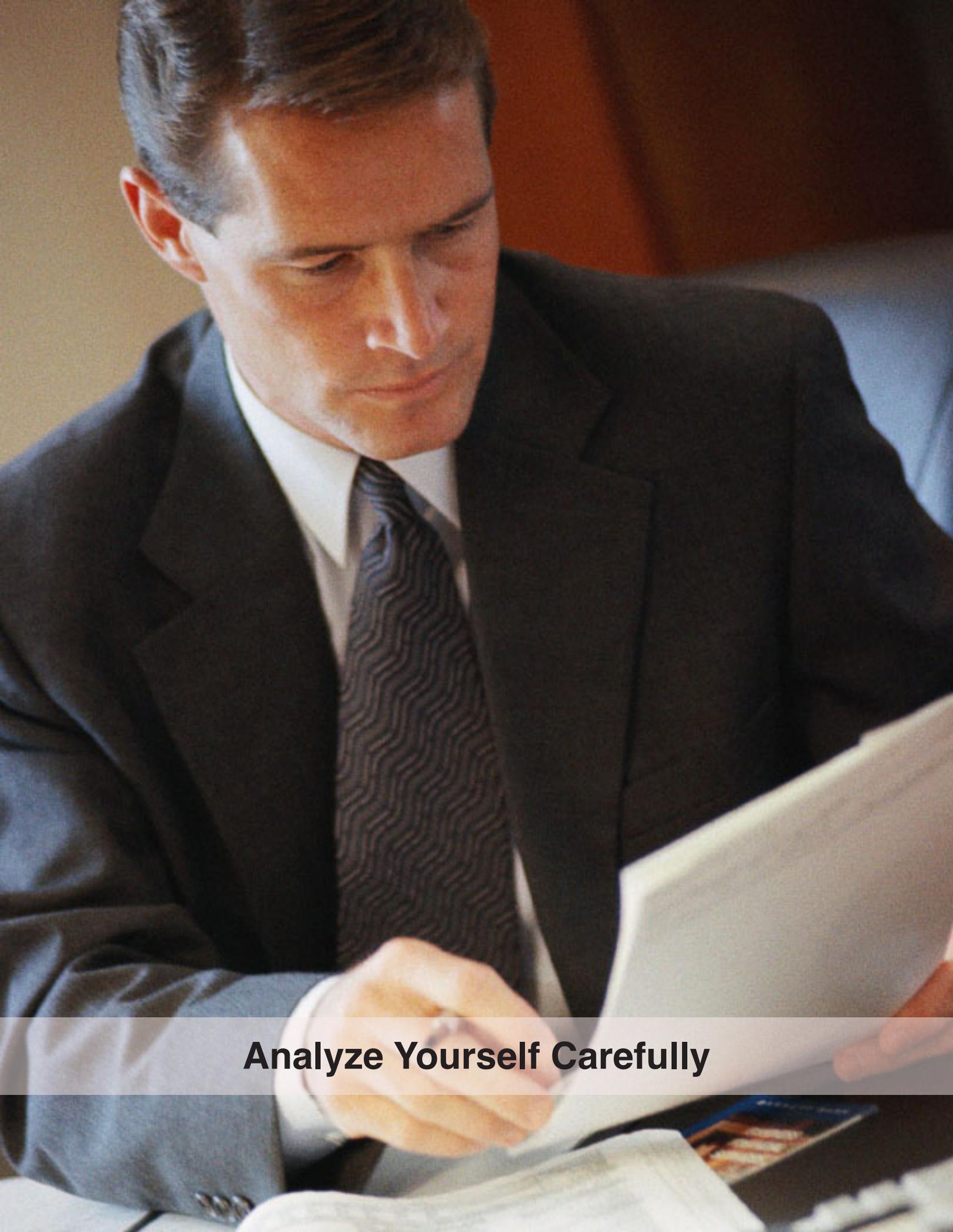


The starting point of taking control of your career is to begin to view yourself as self employed. See yourself as the president of a company with one employee, yourself. See yourself as having one product that you sell in a competitive marketplace, your personal services. See yourself as 100% responsible for your life and for everything that happens to you. Remember that, no matter who signs your paycheck, you are always self-employed. The biggest mistake you can ever make is to ever think that you work for anyone else but yourself. You are always on your own payroll.

You are the president of your own personal services corporation. Every day, every week and month you go into the marketplace and you sell the services of your own corporation to the highest bidder.

As president of your own personal services corporation, you are completely responsible for marketing yourself and for presenting yourself in the marketplace in the most attractive way. You are responsible for production, for producing the highest quality and quantity of services of which you are capable. You are responsible for quality control, for doing excellent work at whatever is entrusted to you. You are responsible for research and development, for continually upgrading your knowledge and skills so that you can do your job better and faster. You are responsible for finance, for organizing your financial life in such a way that you accomplish your financial goals. You are the president of your own company.

This attitude is the starting point of getting the job you want, not only in the short term but for the rest of your career.



Analyze Yourself Carefully



Number Two: Analyze Yourself Carefully

Before you go out and look for a job, you must sit down and take stock of yourself. You must look deeply into yourself and make some clear decisions about who you are and where you want to be in the future. It is only when you have a good understanding of yourself and your own desires and ambitions that you can go out and get the job you want.

Remember the famous observation by Socrates. He said:
“The unexamined life is not worth living.”

Look into yourself and identify your marketable skills. Look into yourself and make a list of all the things that you can do that someone in the marketplace would be willing to pay for. Here are some questions that you can ask and answer before you ever go to your first interview:

First, what are your skills?

What can you do? What have you learned through education or experience that enables you to make a contribution to a company?

Second, what have you done well at various jobs and activities in the past?

What sort of activities have been most responsible for your success in your work life today?

Third, what sort of activities in your work and your personal life do you most enjoy?

Remember, you will almost always be the most successful doing the things that you enjoy the most.

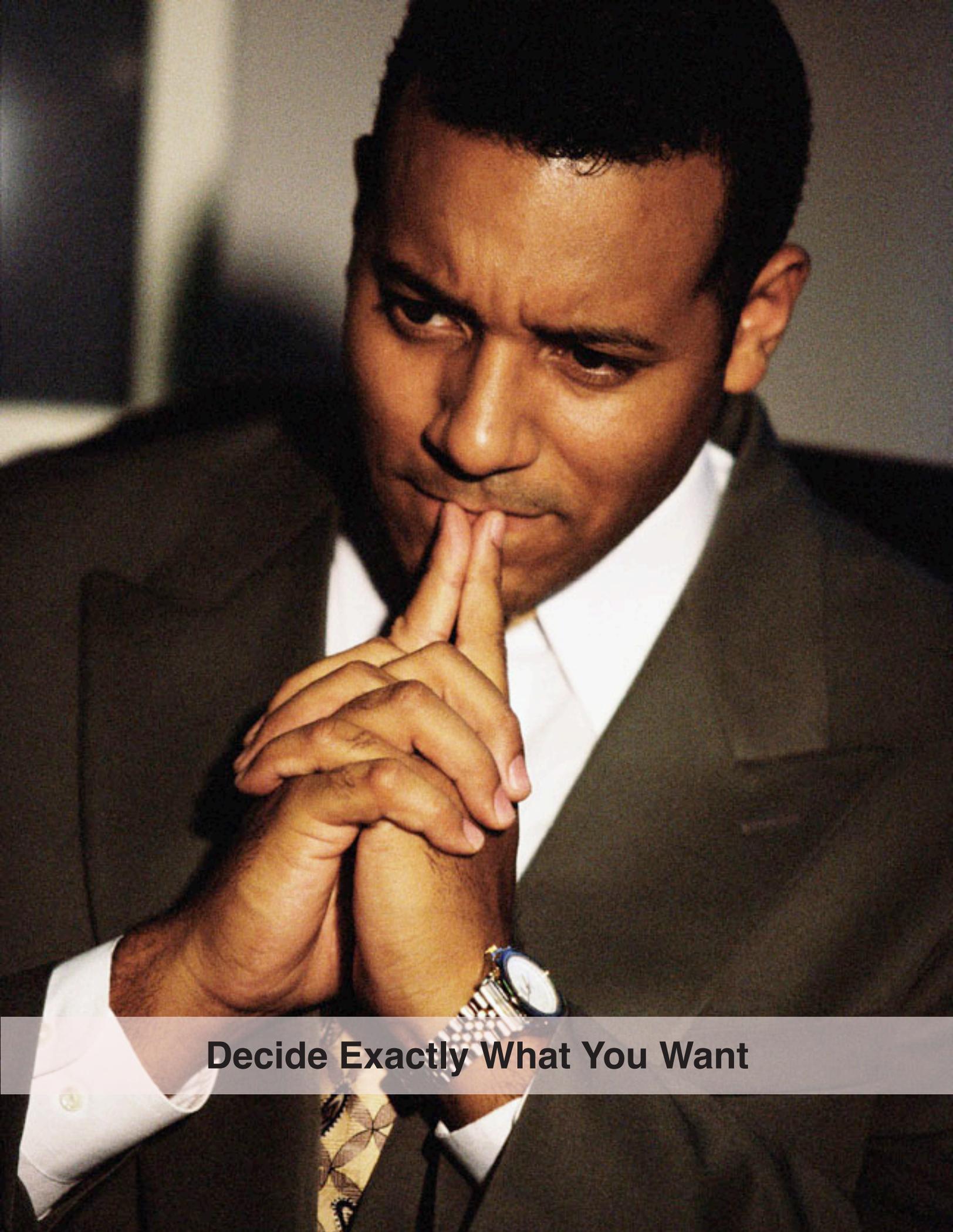
Fourth, what parts of your work do you do most easily and well?

What you've done well in the past is often an indicator of what you would do best in the future.



Doctors say that, “Accurate diagnosis is half the cure.” In your case, accurate self-analysis, taking the time to sit and think through the answers to these questions, is half the job of getting the ideal position for you.

The good news is that you will always do the very best at something that makes you the happiest. In fact, where you have been happy and successful in the past is the very best indication of where your true talents and abilities lie for the future. Your goal is to find a job doing something that enables you to use the very best and highest qualities and abilities that you have inside.



Decide Exactly What You Want



Number Three: Decide Exactly What You Want

Most people go into the workplace and take whatever is offered to them. They allow the employee to determine the direction of their careers. Many people have never really given much thought to their careers since they took their first job. They have merely reacted to the demands placed upon them as the years went by. But this is not for you.

Here is a series of exercises that you can practice throughout your career to make sure that you are on the right track.

First, describe your ideal job.

Imagine that you could have any job in the world. Exactly what would that job be? Remember you can't hit a target that you can't see.

Second, look around you in the marketplace.

If you could have any job, doing anything, what exactly would it be? If you do see a job that you like, go and talk to somebody who is doing that job and ask for their advice. You'll be amazed at the insights that people will give you in just a few minutes of conversation.

Third, project yourself into the future.

What sort of work would you like to be doing in 3-5 years? Everyone has to start at the beginning of a new job or career, but you must be clear about where you want to be in your career in the future. This enables you to make a much better decision with regard to taking the job in the first place.

Fourth, if you could work anywhere in the country, taking into consideration weather and geography, where exactly would you like to work?

It is amazing how many people pack up and move to a different part of the country before taking a new job because that is



where they have always wanted to live. Could this be true for you?

Fifth, what size or type of company would you like to work for?

Would you like to work for a small, medium or large sized company? Would you like to work for a hi-tech or low-tech company? Would you like to work for a service or a manufacturing company? Describe the ideal company for you in as much detail as you possibly can.

Number six, what kind of people would you like to work with?

Describe your ideal boss? Describe your ideal colleagues? Remember, the quality of the people and your social relationships at work are going to have more impact on your happiness and success than any other factor. Choose your boss and your colleagues with care.

Seventh, how much would you like to earn? How much do you want to be earning in one year? Two years? Five years? This is very important. You should be asking questions about your earning ability and ceiling at the job interview. Be sure that the job is in a company or in a situation that enables you to achieve your earnings goals within the time horizon you've projected.

Question eight for you to ask is, who else is working at the kind of job that you would like to do or earning the kind of money that you would like to earn?

What are they doing differently from you? What qualifications do they have that you still need to acquire?

Question number nine is this: Who do you know who can help you position yourself for the kind of job you want?

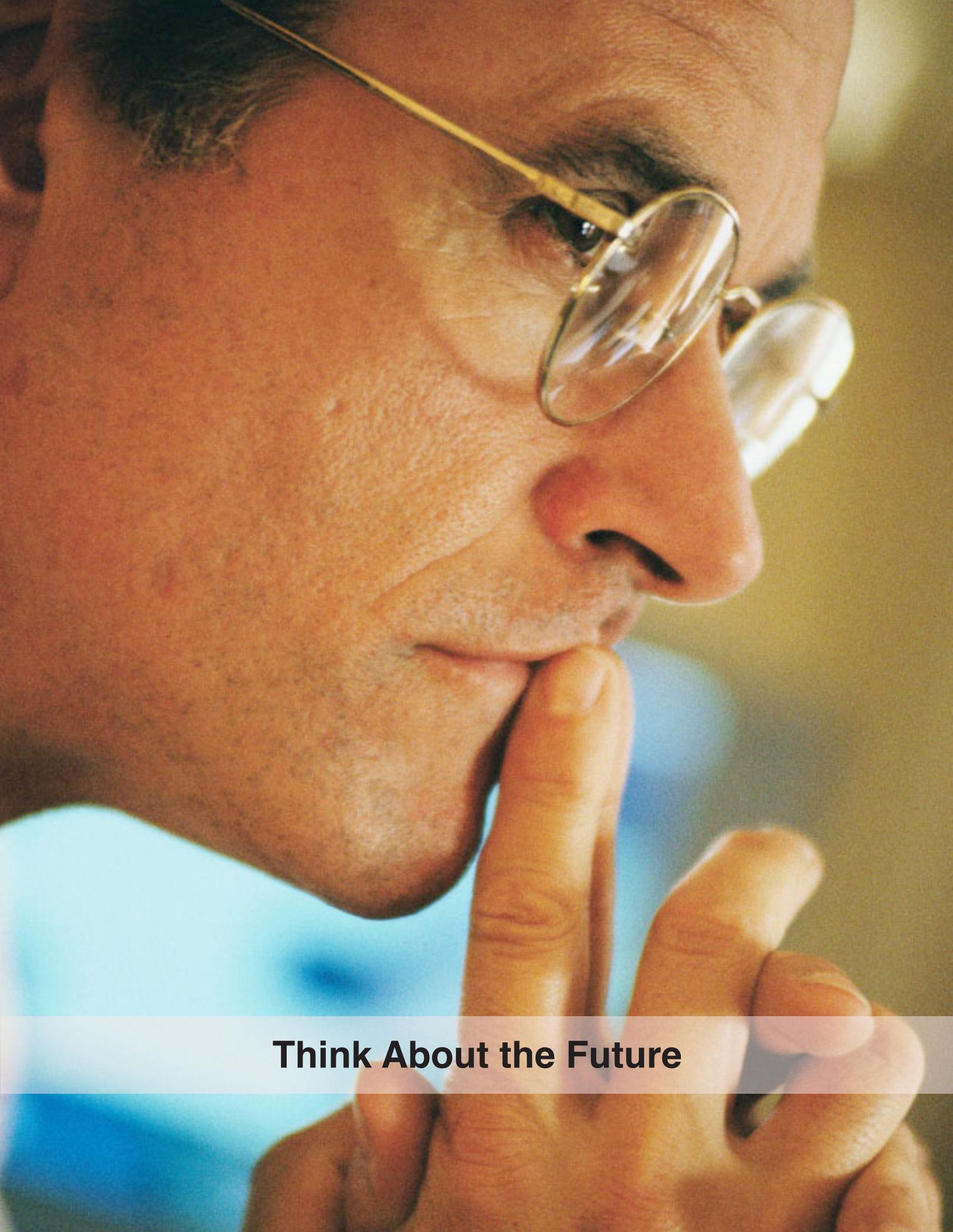
Who can give you advice? Who can point you in the right direction? Who should you ask for help? Remember, everyone who succeeds does so with the help of other people.



And question number ten is: What level of responsibility do you desire?

How high up do you want to rise in your career? What level or position would you be most comfortable with?

The most amazing thing is this: The more specific and clear you are about exactly what it is you want to do and where you want to do it and how much you want to earn, the easier it is for someone to hire you and pay you the kind of money you want to make. Go back over these questions and answer them one by one before you go out looking for the job you want.



Think About the Future



Number Four: Think About the Future

One of the characteristics of leaders, in more than 3300 studies, is that they have the quality of vision. This is a quality that you can develop by simply deciding to do so. You develop vision by projecting forward five or ten years into the future and thinking about how you would like your life to be, if everything was ideal in every respect.

This is called “Back from the future thinking.” Take out a piece of paper and imagine that five years have passed. Write out a description of what your career would look like if it was perfect in every way. Create a clear vision of your ideal job, company and work environment. Write out how much you would be earning, what you would be doing, the kind of people you would be working with and the level of responsibility you would have achieved.

Once you have a clear vision, you come back to the present, in your mind, and you ask yourself, “What would I have to do today to begin making my five year vision a reality?”

Leaders continually create a clear ideal for themselves and then they continually look for ways to make that ideal a reality. When you develop a clear vision for yourself and your future, the only question you ask is, “How?”

How can you go about finding or creating the kind of job that you want where you can achieve your full potential? When you are clear about your vision for yourself and your future, you will be amazed at how much more likely you are to find the real job you want.



Set Clear Goals for Your Life



Number Five: Set Clear Goals for Your Life

Goal setting is the “Master Skill” of success. It has been said that success equals goals, and all else is commentary. When you are absolutely clear about your goals, in every part of your life, the probabilities of your achieving those goals increase by several times.

There are seven parts to the formula for goal setting. Once you learn this formula, you can practice it for the rest of your life.

Here it is:

First, decide exactly what you want.

Most people never do this. Decide exactly what you want in your career, and with your health, your finances, your family and your future. You cannot hit a target that you can't see.

Second, write it down in clear, specific language.

Only 3% of adults have clear, written goals. A goal that is not in writing is merely a wish or a fantasy. It has no energy behind it.

Third, set a deadline for your goal. If it is a large goal, set sub-deadlines. Program your subconscious mind with a specific date upon which you wish to achieve your goal. Don't leave it hanging in the air.

Fourth, make a list of everything you can think of that you can do to achieve your goal. Think on paper. And when you think of new things, add them to your list until your list is complete.

Number five, organize your list into a plan.

Decide what you need to do first and what you can do later. Decide what is more important and what is less important. Once you have a goal and a plan, you will run circles around people who are just trying to figure things out as they go along.



Six, take action on your plan.

Do something. Do anything. Put your plan into effect immediately. This is the stumbling block upon which many of greatest plans fail.

And finally, the key to your success is this:

Do something everyday that moves you toward your most important goal. Discipline yourself, every single day, to do something, anything that moves you in the direction of what you want most at that time.



Goal Setting Exercise

Now here is an exercise for you. Take out a sheet of paper and write down ten goals that you want to accomplish in the next twelve months. Once you have these ten goals, put a circle around the one goal that is more important to you than any other single goal. You then transfer this goal to another sheet of paper and set a deadline. Make a list of everything you have to do to achieve it. Organize the list into a plan, take action on the plan and then do something every day to achieve that goal.

This goal setting exercise outlined above will change your life almost overnight. It is the most powerful single process I have ever seen. I have spoken to countless people, worldwide, who tell me that their lives and careers were transformed, sometimes within a few days, by this seven-part goal-setting exercise. Try it yourself and see.



Understand the Job Market



Number Six: Understand the Job Market

There are certain rules and principles of work and employment. Some of these are practical and some of these are economic. They are all basically facts of life. They are principles that you have to take into consideration for as long as you work for a living.

The basic rule is this: Your rewards in life, both tangible and intangible, will always be determined by the value of your service to other people. Your income will be determined by what you do, how well you do it and the difficulty of replacing you. Your income security can only be guaranteed when you do something that is important, something for which there is a demand in the marketplace and something at which you are difficult to replace.

A second fact of life is that your labor, whatever you do is viewed and treated as a commodity in the marketplace. It is seen as a factor of production. Your effort is viewed as a certain quantity of labor of a specific kind can be applied to produce certain quantities of products or services. That's why all labor, including your own, is subject to the economic Law of Supply and Demand.

A change in technology, market preferences by consumers or the economy can make a particular skill obsolete, almost overnight. A person who is fully employed and working twelve hours a day can find themselves out of work on Monday because of a rapid change in the marketplace, the company or the demand for their work.

Here is another important point that you must understand. It is that employers are customers. They want the very most for the very least when they go shopping.



When you go into the marketplace to sell your services, you attempt to get the very most money for what you have to offer. When employers go into the marketplace to purchase your services, they attempt to get the very most services for the very least amount of money.

And here's the final point. Everybody works on commission! In a free society such as ours, everyone who works for a private business is on commission. Everyone receives a percentage of the sales of the organization. No matter where you are in the organization, your salary or paycheck represents a part of the sales revenue generated by the company. And where there are no sales, there are no paychecks.

For this reason, jobs are not determined so much by what you want but by what other people want. The work you do is not determined so much by your background, your knowledge, your skills or your ability as much as it is determined by what people need, what people want and what people are willing to pay for.

You must be continually adjusting your offerings, your talents and skills, your work and effort, so that it is in conformity with what people want, need and are willing to pay for. This is the key to understanding the job market.



The Universal Hiring Rule



Number Seven: The Universal Hiring Rule

This is the great principle that gives you complete control over your career. The Universal Hiring Rule simply says that wherever you can find an opportunity to increase revenues or to reduce costs in a greater amount than in the cost of hiring you, you can actually create your own job.

The laws of economics state that an employer will continue to hire people as long as each additional person contributes more in dollar value to the company than that person costs in salary to the company. This means that you are surrounded with opportunities to create the kind of job you want by simply looking for ways to contribute more in value than you represent in cost. For the rest of your career, your salary will be determined by the financial impact that you have on your employer.

Perhaps the most important time management principle of all times is the “Pareto Principle” developed by Alfredo Pareto in Italy in 1895. He concluded that people could be divided in society, in terms of wealth, into the top 20%, which he called the “Vital Few” and the bottom 80% which he called the “Trivial Many.”

This Pareto Principle can be applied today to the things that you do or can do for a company. 20% of your activities will account for 80% of the value. In fact, your ability to identify the most valuable and important things that you can do to contribute value to an employer is the critical determinant of how fast you get the job you want, how much you get paid and how rapidly you get promoted.

You have many different talents and abilities. Your responsibility is to think through the few things that you can do that represent



the highest and best use of your time for an employer. Sometimes, your ability to do a specific task in an excellent fashion can make you one of the most valuable and most highly paid people in the organization. Whenever you interview for a job or think about different jobs, you must continually analyze the job in terms of the most critical and valuable parts of that job that you can do in an excellent fashion.

One of the most important questions you ask each day is, “How can I add more value to this particular job or position?”

When you have a job, or even before you get a job, you should be asking about and determining your highest value-added activities. And the more clear you can make your financial contribution to a prospective employer, the more rapidly he or she can hire you and put you to work.

The universal hiring rule is also the universal rule for getting ahead in your career.



Fish Where the Fish Are



Number Eight: Fish Where the Fish Are

There are thousands of jobs available at anytime, in any economy, no matter what the economic situation. Even in times of high unemployment, more than 90% of people are working and earning good money. Anyone who is really serious about getting and keeping a job can do so. There are no limitations. There are thousands of jobs around you everywhere.

For example, every individual company, large or small is a separate job market. There are approximately 50,000 companies per one million population in the United States. Some of these companies are large and employ thousands of people. Most of them are small. But the fact remains that there is approximately one company, or one job market, for every 14 people in America.

In addition, every department in every company is a job market unto itself. Every department is like a small business. It has revenues and expenses. It has functions it must perform and responsibilities it must discharge. Every department hires and fires, advances and promotes, deploys and utilizes different forms of labor.

Every individual in every department in every company who has the authority to hire people is a job market. Even in a company with as few as 20 people, there are four or five individuals who have the authority to hire others. Each of these four or five people is a job market unto itself, with specific needs and requirements, with problems unsolved and needs unmet.

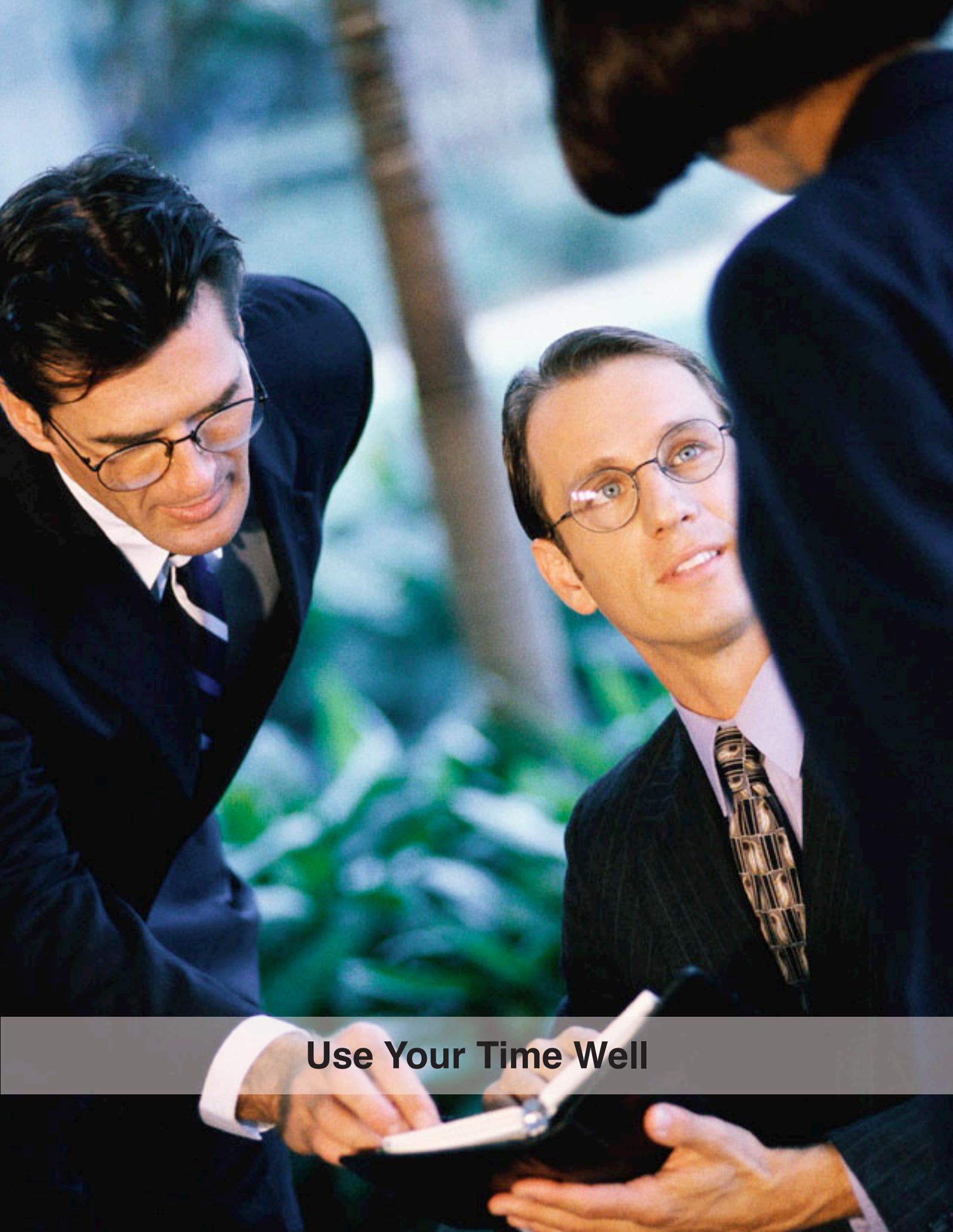
This means that in every city or town, in every economy, there are literally thousands of companies, departments or individuals who are job markets and who have varying levels of needs for specific services. Your job is to find the right one.



Remember, a job is merely a problem that is not yet solved. A job is an opportunity to render useful service, to help someone solve a problem or achieve a goal. Whenever you can find a person with a problem or an opportunity full or part time you can create your own job.

- **Read the newspapers and magazines looking for job openings.**
- **Check the Internet regularly.**
- **Speak to placement agencies and executive recruiters.**
- **Cast a wide net.**

And always remember, there are vastly more jobs available than there will ever be talented people to take them.



Use Your Time Well



Number Nine: Use Your Time Well

When you start looking for a job, you must accept complete responsibility for using every minute of every day in the very best way possible. You should look upon job search as a full time job, taking 40 to 50 hours each week, starting first thing in the morning and continuing all day long. The more active you are, the more people you see, the more information you get and the more opportunities you investigate, the more likely it is that you are going to get a far better job than a person who waits at home for someone to call or who goes out on an occasional job interview.

You are the president of your own company. As the president, you are responsible for every aspect of your companies operations. You are responsible for planning, organizing, setting priorities, delegating, self-supervision and especially, you are responsible for getting results.

You start your job search by answer the questions I gave you earlier, on paper, in writing. You then write out a description of your ideal job, in every respect. You determine what you want to do, where you want to do it and how much you want to earn. You determine what kind of people you want to work for and what size of an organization you want to work in. You determine your values and your vision for your ideal future. Then you go to work.

Get up each morning and plan each day in advance. Make a list of everything you have to do that day and organize the list by priority. Select the most important item on the list and begin with it immediately. All day long, work from your list and challenge yourself to get through everything as quickly as you possibly can.

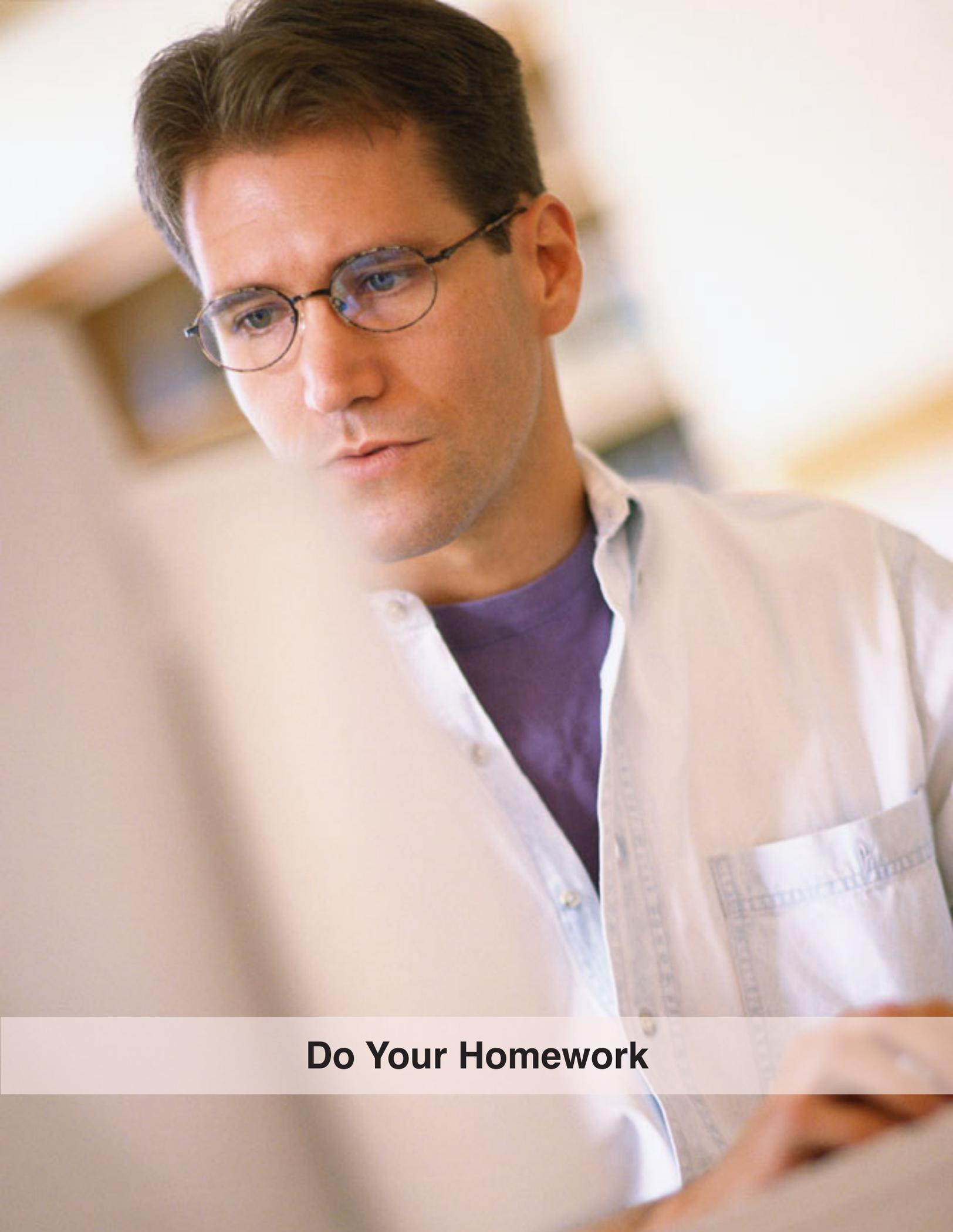


Getting up, getting dressed and looking good not only increases your self-confidence and improves your attitude, but it positively impresses other people, both those in your own house and those on the outside.

Remember, you should never see yourself as unemployed. You are merely a fully employed person who is in a temporary state of transition.

Ask yourself the key question, “What is the most valuable use of my time right now?” And whatever the answer is to that question, be sure that you are working on that every single minute. The final and most important question in getting the job you want is to continually ask yourself, “Is what I am doing right now leading to a job interview or a job?” Do not drop off your dry cleaning, pick up your laundry, read the newspaper, watch television or chat with your friends. See yourself as fully employed getting a position where you are fully employed. Don’t waste time. Develop a sense of urgency. Move quickly. Cover as much ground as you possibly can every single day.

And finally, a key time management principle for job search is to keep accurate notes of every conversation and every discussion. Write everything down. Get yourself a spiral notebook that you carry with you everywhere. Write down everything that is talked about or every detail that you learn on the page. At the end of that section draw a line under the section and begin with the next set of notes. You can then refer back continually to conversations that you had even weeks ago and you will always have a written record.



Do Your Homework



Number Ten: Do Your Homework

When you are looking for the job you want, you are the same as a sales professional. The three keys to sales success are “Prospecting, Presenting and Following Up.”

Your job is to prospect thoroughly and to develop the greatest number of leads that you possibly can. Then, you meet with and make presentations to as many prospective employers as possible. Third, you follow up with the very best opportunities until you get the job you want.

One of the most important keys to success in selling today is what is called “Pre-Call Research.” This means that you find out everything that you possibly can about a prospective employer before you call on that employer.

Fortunately, with the Internet, you can do more and better research in a few minutes than has ever before been possible in human history. And you cannot imagine how impressive it is when a job candidate calls on a person with a file full of information on that individual, organization and industry. It gives you a critical edge in the final decision. And this critical edge can open a door for you that can change the entire direction of your life.

Do your homework. Find out everything that you possibly can about the individual, the organization and the industry before you call on them the first time. At the very least, make sure that you have done your homework before you meet with a prospective employer. This is very impressive!



Prepare Thoroughly in Advance



Number Eleven: Prepare Thoroughly in Advance

In professional selling, the difference between the amateur and the professional is summarized in what is called “Pre-Call Planning.”

This means that you take a few minutes in the morning to develop your plan for this interview. You review all the information you have on this industry, this organization and this person. You develop a series of questions that you want to ask. You review what is going on in the industry and both the levels of employment and the types of incomes that are possible. You read the newspapers and you check the Internet to find out what competitive organizations are doing and offering.

Preparation is the mark of the professional. It is absolutely amazing to me the number of people who have applied to me for jobs who have no idea what the company does. They somehow think that they are such good talkers that they can get away with fast talk and fakery to cover up the fact that they have not spent any time preparing for this interview. Don't let this happen to you.

Put yourself in the position of the employer and think through what the employer will need to know in order to offer you the kind of job that you really want. The better prepared you are, the more impressive you will appear and the easier it will be for someone to hire you.



Sow Seeds Everywhere



Number Twelve: Sow Seeds Everywhere

Fully 85% of the jobs available in your market are not advertised or publicized anywhere. This is called the “Hidden Job Market.” They are not posted on any employee bulletin board. They are not advertised in the newspaper. They are “hidden” and waiting for you to discover them like buried treasure.

Perhaps the most important part of the hidden job market today lies on the Internet. From virtually nothing a few years ago to approximately one eighth of all jobs are now filled through Internet placement advertising.

You should not only surf the Internet job sites regularly, but you should also make sure that your qualifications and your interests are on every job site that might be visited by employers who are looking for someone like you.

Getting a job on the Internet is not easy. It is a skill that you can learn through practice. You start by visiting the main Internet job sites that you see advertised all around you. If you don't know where to start, go to a search engine like Yahoo and click onto Jobs and Job Opportunities. Visit AOL and go to the Employment section. Examine the various job categories and then read the descriptions of the jobs that are being offered.

Get as much information as you possibly can about the various job sites. Some Internet job sites specialize in one kind of employee and some specialize in another. Some are local and some are national. When you list on an Internet job site, your résumé and your information become instantly available to potential employees nationwide.

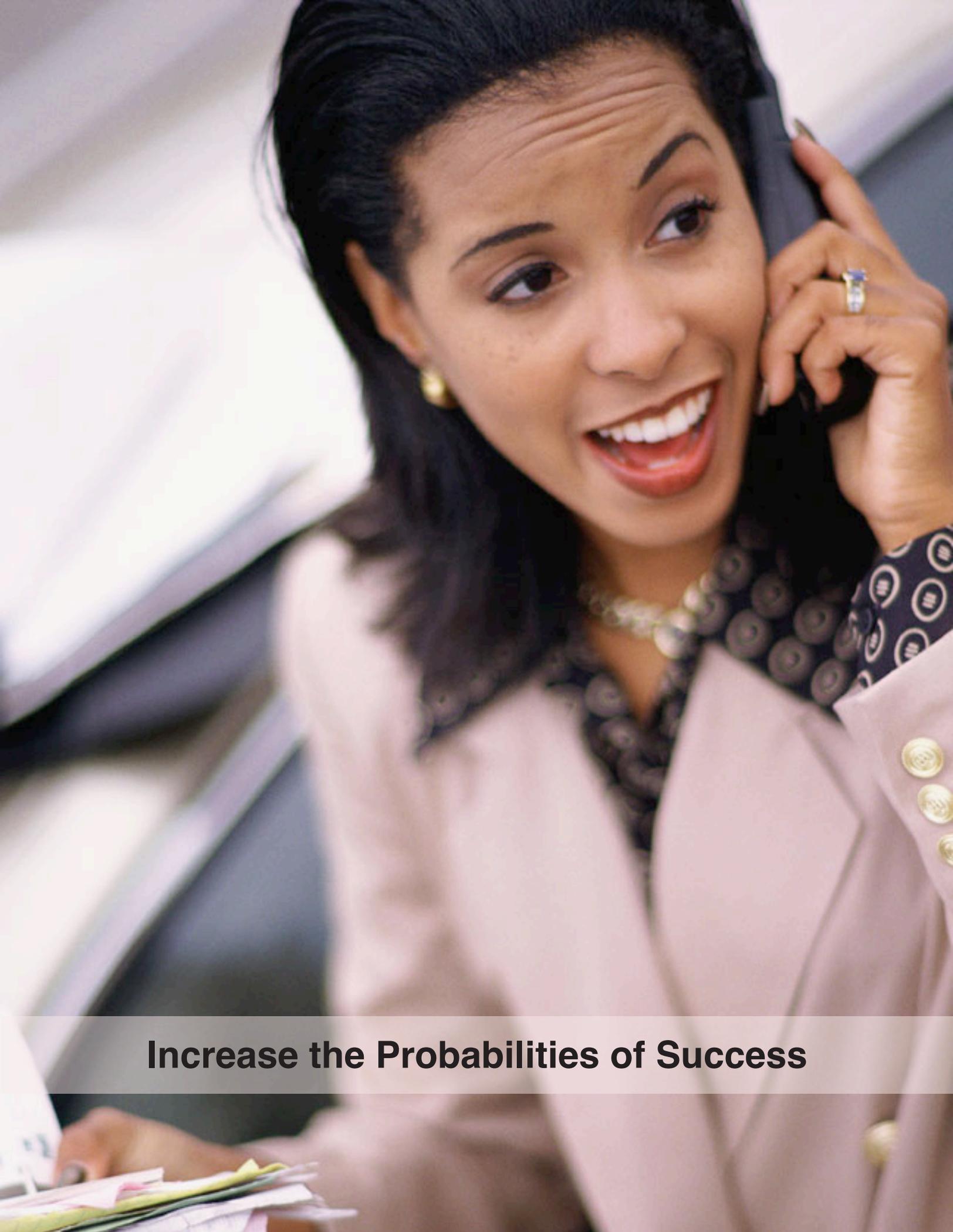
There are many opportunities for you to post a brief description of your abilities and the job you are looking for at no charge. Some sites will charge you a placement fee but they are usually



worth it because they are much more aggressive in tracking potential employers to the site. Remember, you always get what you pay for in life.

There are also job fairs that are held in every community every year. These are advertised in the newspaper and on the radio. You should visit these job fairs and talk to the various employers exhibiting there. Find out what they are looking for today and what they will be looking for in the future. Even if you are currently employed, keep sowing seeds everywhere you go so that you can create a rich harvest of employment in the future.

The more seeds you sow the more likely you are to get the job you really want.



Increase the Probabilities of Success



Number Thirteen: Increase the Probabilities of Success

Your success in getting a great job is a numbers game. It is based on the Law of Averages. It is based on probabilities. It simply means that the more people you see and talk to, the greater probability there is that you will be in the right place at the right time, with the right person and the right opportunity, to get the job you want.

To increase the likelihood of getting a great job, read the newspapers in your city carefully. Especially you should study the business and career sections. Read with a red pen or a highlighter in hand and make careful notes for follow-up. Make it a point to be aware of the trend in business in the city in which you wish to work.

In addition, you should read the trade publications in your field or in the field in which you desire to work. You can subscribe to these, buy them at your local magazine stand or find them at your local library. When you begin interviewing and asking around for a job, ask people what magazines or publications are written for that particular field. When you read these magazines, look for stories concerning companies that are growing, expanding or engaging in innovative activities. Remember, heightened business activity creates the demand for new people.

Read all the business magazines, both local and national, keeping an eye out for stories about companies and trends in the industry in which you wish to work. Read the local Business Journal from cover to cover and look for the companies that are announcing new positions or introducing new products or services. Business journals usually contain information on jobs that are available as well as people who are moving up within their existing companies.



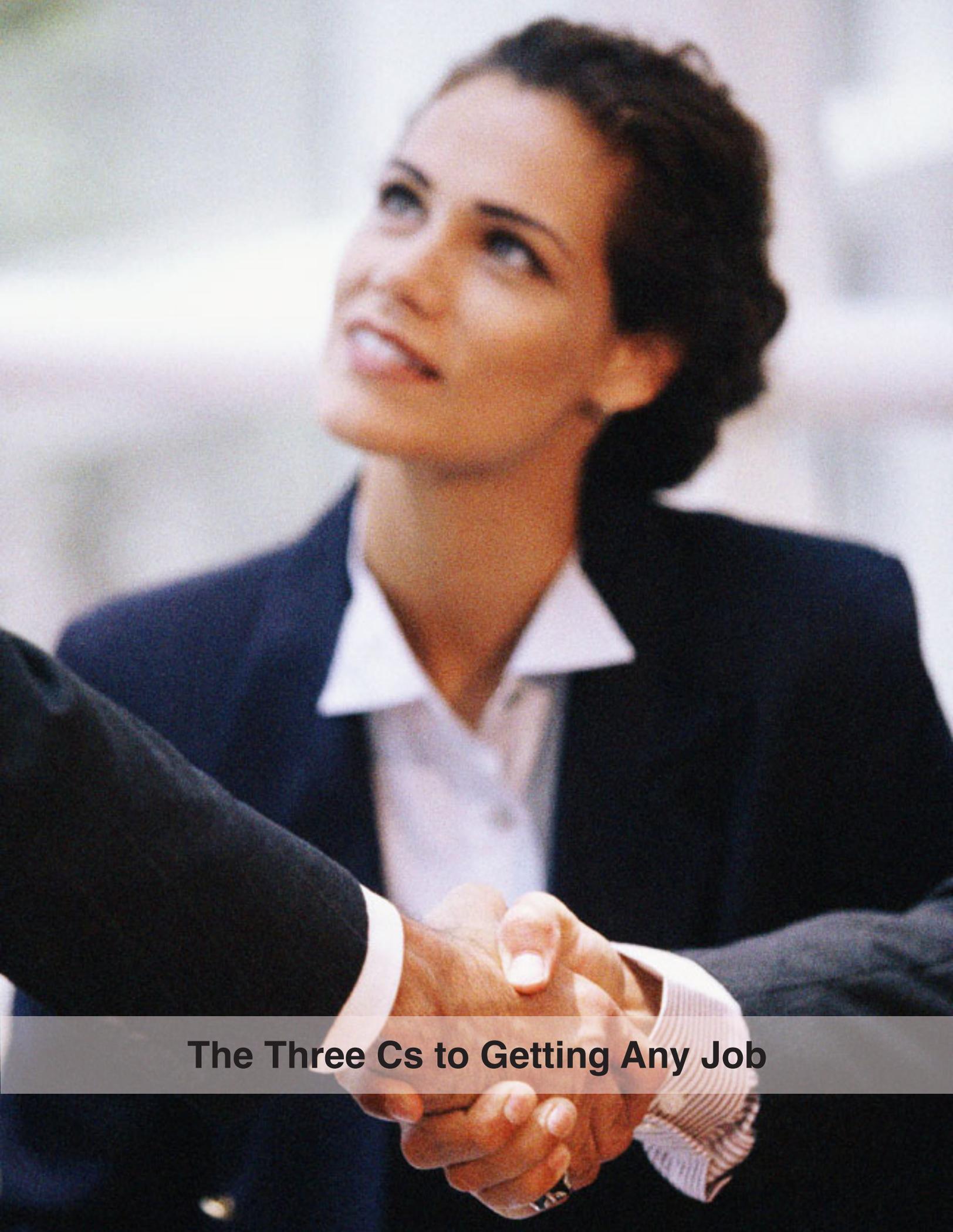
Look for the names of key people in various companies and departments of companies. Especially look for the names of those who have been recently promoted. People who have been recently promoted often make immediate staff changes and create job opportunities for people who call.

Look for active, growing organizations that are announcing a new expansion or increased profitability. These companies are always looking for more good people. They offer lots of opportunities and they pay well.

Look for new product releases and the introductions of new services. Wherever a company is expanding their products or services, there are job opportunities to sell the product, distribute the product, to service the product, install the product and handle the administration and details associated with the new product or service. This represents a new job opportunity.

Whenever you see a company that is expanding and an executive that has been promoted, phone the company immediately and tell the person you talk to that you are looking for a job in that industry and this company is of interest to you. Ask the receptionist for the name of the person you should speak to. Arrange to go in and see the person and interview for a job.

It is absolutely amazing how many great job opportunities you can uncover by simply taking action on the news and information all around you about the business and industry that you want to work in.



The Three Cs to Getting Any Job



Number Fourteen: The Three Cs to Getting Any Job

There are three basic C's to getting the kind of job you want and earning the kind of money you want to earning the kind of money you want to earn. These three C's stay constant throughout your working career. They are **Contacts, Credibility and Competence.**

First, the more contacts you have in the marketplace, the more likely it is you will find the job you want.

The more people you know and who know you, the more likely it is you will uncover the 85% or more of job openings that are never listed anywhere.

This is why it is so important for you to network continually. Join clubs and associations. Ask people for referrals and references. Tell your friends, relatives and associates that you are in the market for a new job. Make sure that everyone you know is aware that you are available and are looking for a job. Nothing is more important than your circle of contacts. The great majority of jobs that are filled in the "hidden job market" are filled because of someone who knows someone else. And you can expand your range of contacts just by telling people that you are available and asking for their help and their advice.

The second "C" is credibility.

This is made up of your reputation and your character. Your credibility is the most important single quality about you in terms of getting recommendations and referrals from your contacts.

Make sure that everything you do is consistent with the highest ethical standards. Make sure that you never say or do anything that could be misconstrued by anyone to be anything other than excellent conduct and behavior on your part.



Remember, people will only recommend you for a job opening if they are completely confident that they will not end up looking foolish as a result of something you do or say.

The third “C” is competence.

In the final analysis, it is how good you are and how good you have been in your previous jobs that will determine, more than anything else, how good you can be at the job under consideration. Next to your character, your level of competence will be the single most important thing about you in determining your success in your career. This is why you must be continually working to maintain and upgrade your levels of competence through personal study and personal development all your working life.



The Seven Qualities Most in Demand



Number Fifteen: The Seven Qualities Most in Demand

Every employer has had a certain amount of experience with both good employees and bad employees. For this reason every employer has a pretty good idea of what he or she wants more of and less of. Here are the big seven.

The first quality that employers look for is intelligence.

In every study, it's been found that 76% of productivity and contribution of an employee will be determined by his or her level of intelligence. Intelligence in this sense means the ability to plan, to organize, to set priorities, to solve problems and to get the job done.

Intelligence refers to your level of common sense or practical ability to deal with the day to day challenges of the job. The key to demonstrating your intelligence is for you to ask intelligent questions. One of the hallmarks of intelligence that is immediately evident is curiosity. The more you ask good questions and listen to the answers, the smarter you appear.

The second quality sought by employers is leadership ability.

Leadership is the willingness and the desire to accept responsibility for results. It's the ability to take charge, to volunteer for assignments and to accept accountability for achieving the required results of those assignments.

The mark of the leader is that he or she does not make excuses. You demonstrate your willingness to be a leader in the organization by offering to take charge of achieving company goals and then committing yourself to performing at high levels.



Integrity is the third quality sought by employers. It's probably the most important single quality for long term success in life and at work.

Integrity begins by being true to yourself. This means that you are perfectly honest with yourself and your relationships with others. You are willing to admit your strengths and weaknesses. You are willing to admit where you have made mistakes in the past.

Especially, you demonstrate loyalty. You never say anything negative about a previous employer or person who you have worked with or for. Even if you were fired from a previous job, never say anything negative or critical.

The fourth quality that employers look for is likability.

Employers like people who are warm, friendly, easy-going and cooperative with others. Employers are looking for people who can join the team and be part of the work family.

Men and women with good personalities are invariably more popular and more effective at whatever they do.

Teamwork is the key to modern business success. Your experience in working as part of a team in the past, and your willingness to work as part of a team in the future, can be one of the most attractive things about you in applying for a job.

Competence is the fifth quality sought by employers.

We spoke about this earlier. Competence is terribly important to your success. It is really the foundation quality of everything that happens to you in your career.

In its simplest terms, competence means the ability to get the job done. Competence means the ability to set priorities, to determine the most important things to do, to separate the



relevant from the irrelevant jobs, and then to concentrate single-mindedly until the job is complete.

Courage is the sixth quality that employers look for. This is the willingness to take risks. Courage also means the willingness to accept challenges, the willingness to take on big jobs or even new jobs where there is a high degree of uncertainty and the possibility of failure.

Courage also means the willingness to speak up and say exactly what you think and feel in a difficult situation. Employers admire men and women who are not afraid to speak their minds. And you demonstrate this in a job interview when you ask frank and direct questions about the company, the position and the future that you might have with the organization.

The final quality employers look for is inner strength.

Inner strength means that you have the determination and the ability to persevere in the face of adversity. Inner strength means that you have the quality of persistence when the going gets rough.

You demonstrate inner strength in your ability to remain calm, cool and relaxed during the job interview. If you are calm and cool during the job interview, it is a good indication that you will be calm and cool in the inevitable crisis that occur during the day-to-day operations of the company.

In the final analysis, it is your character, which is the sum total of all your positive qualities, that will have the greatest impact on whether you get the job you want. Your job is to continue working on your character by practicing the behaviors of top people at every opportunity.



Write Résumés That Get Results



Number Sixteen: Write Résumés That Get Results

Your résumé is a combination sales and promotion tool. Just as a company produces brochures and promotional materials for products and services, your résumé is your promotional tool for yourself. It is advertising for yourself as a product who can perform specific duties and services. As an advertising piece, your résumé must be interesting, inviting, factual, attractive, positive, upbeat and it must entice the reader to want to meet you and talk to you and learn more about how you can perhaps help him or her to achieve his or her goals.

The fact is that it usually requires hundreds of résumés to get a single job offer. Very few people are ever hired simply because of a résumé. It is like a business card. Many people are actually hired without their résumé ever being read in the first place.

The ideal length of a résumé is one page, with a maximum of two pages. People today are extremely busy and they don't have time to read long documents. Therefore, make your résumé short and to the point.

There are two types of résumés, chronological and functional. The chronological résumé lists your previous job experiences with the most recent at the start of the résumé going back month by month and year by year and describing your work experience and education from the beginning of your adult life. You use a chronological résumé when you've had a career path that shows consistent growth and development. A chronological résumé is best when you started with a simple job and then moved up gradually to more and more complex jobs.

A functional résumé on the other hand is made out by job function or by your previous achievements. Very often, you will use a functional résumé when you have spent a good deal of



time with a single company but you have performed a variety of different tasks within that company.

In a functional résumé, you identify the various job functions or titles that you have had and you list your accomplishments and achievements in each of these job areas. For example, if you started with a company and worked up from a lower position to a higher position, you would start off by listing your title in the highest position and the things you accomplished. You would then list your title in the second position and the things you accomplished in that job.

The most important part of a résumé or a job interview is called “Transferability of results.” What employers are looking for is proof that you have already been able to achieve results that they would like someone to achieve in the position they are interviewing for. Your job is to convince the employer that you, as the result of your previous education and experience are the ideal person to achieve the results that the employer desires.

Ideally your résumé should be left after you have had a personal interview with the employer. Whenever possible, avoid mailing your résumé in advance. If however, you are responding to an advertisement and you have no choice but to mail your résumé, always send it with a cover letter that refers specifically to the advertisement and to the job for which you are seeking. Even if your letter is hand written, you should send it with the résumé as a covering letter.

Finally, once you have either sent your résumé or left your résumé behind, be sure to phone back in a couple of days to find out their reaction. Don’t be afraid to be persistent, as long as you are polite. Persistence in seeking a position is considered a positive attribute by an employer.



Informational Interviewing



Number Seventeen: Informational Interviewing

Informational interviewing is the key to creative job search. When you interview for hire, you are the interviewee. You sit there and the prospective employer asks you questions and grills you about your background and ability.

However, in informational interviewing, you are the interviewer. You have control over the interview. You are actually screening the employer rather than being screened by the employer. You can ask hard questions about the business and the industry without worrying about whether or not you make a good impression.

Some form of informational interviewing is used by virtually everyone who gets a good job with high wages in a short period of time. It is one of the most powerful job seeking techniques ever discovered and it will work for you if you practice it.

You begin by making a list of prospective companies that you would like to work for. You then identify one of these companies and gather information about both the company and the person in the company that you want to talk to. At the very least, telephone the receptionist and say you are a potential customer. Ask him or her to send you a complete package of promotional literature on the company and its products and services.

You then phone and ask for an appointment with the right person. You tell the person, either by phone, voice mail, email or letter that you would like to interview him or her to get some ideas about working in this particular field.

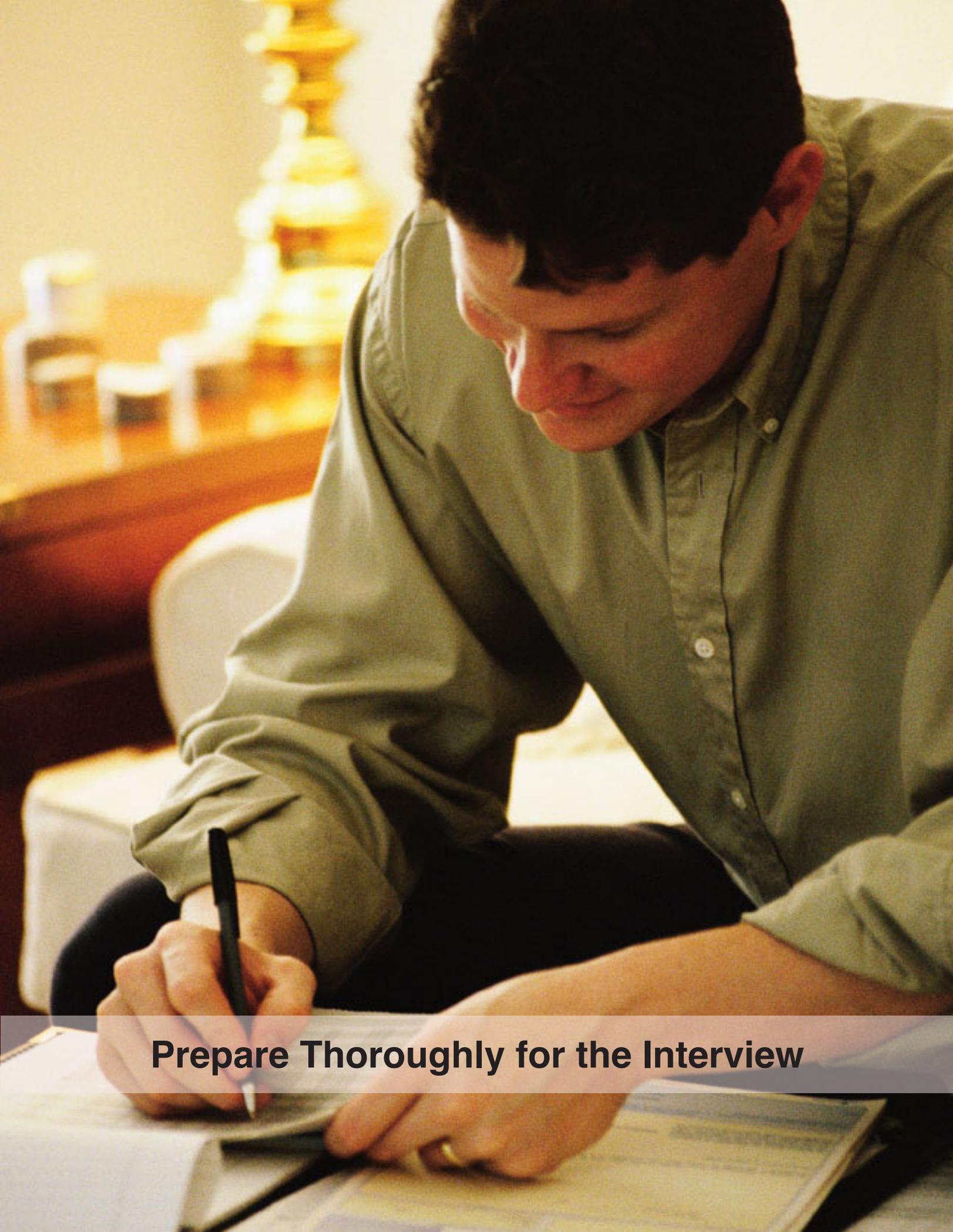
You use these words, "I'm doing some research in this industry. I'm thinking of making a career change into this field and I am talking to several authorities in this industry to get some information and ideas on how to make the best choice."



Surprisingly enough, people who are normally too busy to talk to you, or who do not have the time for interviews, will actually make time to give advice to someone who is looking to move into and up in an industry where they work.

You tell the prospective employer, “I would like to interview you for about ten minutes and ask you some specific questions.” People usually love to be interviewed. And if you ask for only ten minutes, you will almost invariably get an appointment within a few days. You are now the interviewer. When you go to the interview, create a list of questions about the industry and the company. You then ask a whole series of questions about the industry, the company, the prospects for the future, the prospects for different people in different jobs, and so on. Make very careful notes during your interview. At the end of ten minutes, be prepared to thank the individual and depart. Almost invariably, you will be invited to stay longer.

Never accept or respond to a job offer during the informational interview. If the employer asks you if you are looking for a job, you respond by saying, “No, not at this time. I am still in the process of doing my research and I’m not far enough along to make that kind of a decision.” After the interview, you immediately go home and write a thank you note. This is a powerful part of the informational process and it virtually guarantees your ability to go back at a later time with your findings.



Prepare Thoroughly for the Interview



Number Eighteen: Prepare Thoroughly for the Interview

Several things that you can do to make each interview as successful as it can possibly be. Each of these steps has an impact on helping you to get the kind of job you really want.

Always be punctual.

Allow yourself enough time to get there, taking the address and the traffic into consideration. As a general rule, employers are advised never to hire a person who arrives late for a job interview.

Second, dress well for the job interview.

Your clothes can account for 95% of the first impression you make on your prospective employer because first impressions are almost always visual.

Dress the way you would expect to dress for the job for which you are applying. Many people are hired for no other reason than that they are the best-dressed candidate that was interviewed.

Many otherwise excellent men and women are disqualified by the employer at the first meeting because they did not dress well for the job interview.

Third, before going into the interview, take a few moments to breath deeply and relax your shoulders.

Breathing deeply six or seven times will actually release endorphins in your brain and give you a sense of well being and calmness.

Fourth, after breathing deeply, close your eyes for a few moments and visualize yourself as calm, confident and relaxed.



Create a clear mental picture of yourself as smiling, positive and completely in control of yourself and your emotions during the interview.

Fifth, when you meet the interviewer, smile and shake hands firmly.

Look the person directly in the eye and say, “How do you do?” A good handshake is full and firm, where you grasp the entire hand and squeeze in a firm but non-aggressive way. Both men and women should give a full palm handshake when they meet a person for the first time, smile, look him or her in the eye and say, “How do you do?”

Sixth, interview the interviewer.

Most interviewers start off with a series of questions that are aimed at drawing you out and getting a better idea of who you are. You should take control of the interview by asking questions about the company, the industry, and the kind of person that the interviewer is looking for.

The more questions you ask and the more you help to uncover the real needs of the prospective employer, the more likely it is that the prospective employer will see you as being the kind of person who can fulfill those needs.



Interview Like a Champion



Number Nineteen: Interview Like a Champion

The job interview is really a sales call. You are in sales when you are looking for a job. You are going out to sell yourself to someone else. The type of job you get and the type of salary you command will be a measure of how well you have sold yourself at this critical point in your career.

Many people don't like the idea of selling. They don't like to see themselves as salespeople. Unfortunately, this is the type of attitude that leads to under achievement in life. The fact is that everyone who wants to sell their ideas or themselves to others is a salesperson. The only question is whether or not you are any good at it.

Every employer has needs that are not yet satisfied. Every employer has problems that are not yet solved. Every employer represents an opportunity for you. In many cases, employers will actually create jobs for people who can convince them that they can help them to satisfy needs and solve problems.

Your prospective employer has only one question in mind when interviewing you for a job. It is the same question that every customer asks when considering whether or not to buy a product or service. And your employer is a customer. You are the product or service that is for sale. And your prospective customers question is: "What's in it for me?"

Your prospective employer wants to know "How will I personally benefit from hiring you?" He or she wants to know, "What can you do for me, specifically?" And finally, your prospective employer wants to know, "How can I be sure that what you say is true?"

Your aim in the job interview is to demonstrate that you can achieve, avoid or preserve something for your employer. You



Your aim in the job interview is to demonstrate that you can achieve, avoid or preserve something for your employer. You must be absolutely clear about what it is you expect to achieve, avoid or preserve.

The way that you impress the prospective employer in a job interview is by focusing on the employers needs and problems. And the way you do this is by asking good questions. There is a direct relationship between your ability to ask good questions and to then listen carefully to the answers and the speed at which you get the job you want.

Your key goal in a job interview is to convince the employer that you can achieve a result that he or she needs, or improve a situation that he or she is facing, below the cost of hiring you. The better you plan and prepare, the better you will be at convincing the employer that you are the ideal person for this job.



Getting the Job



Number Twenty: Getting the Job

You have done your research and your informational interviewing. You have met with the prospective employer and you have sent your follow-up thank you letters. You have researched the company and the industry and you have taken complete control of your career. You have now decided where you want to work and who you want to work for. You are now ready to close the sale.

Perhaps the most powerful tool of all in a job interview is called “Self-Selection.” Your intense desire for the job offered, demonstrated by everything you say or do, is extremely impressive and influential in getting you the job you want.

When you are closing the sale for the job you want, your job is to convince the employer overwhelmingly that this is the right job for you and that you are the right job for this person. Describe your experience as it relates to the position. Describe what you feel you could do for the employer.

Explain the contribution you feel you could make to the prospective employer and to the company. Don't be afraid to be enthusiastic and assertive in “selling yourself” to the prospective employer.

Be active, direct and straightforward in the interview. Smile, nod and make it clear that you are fully involved in the discussion. Show that you are really eager to get this job with this company with this person.

Especially, tell the prospective employer that you really want this job. Sometimes, this is impressive enough to cause the person to hire you rather than someone else.



There is probably nothing that you can say that is more impressive to a prospective employer than the words, “I really want this job. If you give me a chance at this job, I promise you I will do a terrific job in this position. You won’t be sorry.”

Remember, employers are emotional and emotions are contagious. Your excitement and enthusiasm for a job can have a greater impact on the employer’s decision than all the resumes you ever write. Your success in persuading the employer that you are the right person will determine the quality of the job you get and the salary that goes with that job, as much or more than any other factor.



Negotiating the Best Salary



Number Twenty-One: Negotiating the Best Salary

You have interviewed and successfully persuaded the employer that he or she should hire you for the job. You now come to the issue of salary negotiations. What you do at this point can have a major impact on your income, your lifestyle and your future. Follow these instructions carefully.

First, you should have a good idea of how much you want to earn as a salary for this position. You should have done your research and spoken to other people. You should know what the salary range is for a position of this kind. You should never go in blind, having no idea of how much money to ask for.

If you are not sure, phone an executive recruitment agency or a personnel placement agency and ask to speak to one of their account representatives. Tell him or her who you are and what kind of a job you are interviewing for. Ask him or her what kind of a salary range makes sense for this particular job. They will almost always try to help you out if you ask politely.

Whatever salary is offered to you, never accept either the job or the salary the very first time it comes up. Always ask time to think it over, even if you want this job very badly. Use the “24 Hour Rule.” Always allow yourself and ask for 24 hours to think about a job offer before you accept it. The more you ask for time to think it over, the better job and job benefits you are going to get when you make the final decision.

When an employer offers you a salary, he or she usually has a salary range in mind. The salary range is usually 20% above and below the average amount paid for that position. For example, if a position pays roughly \$2000 per month, the employer will be thinking in the range of \$1600 (20% below) to \$2400 (20% above) per month.



The employer will make every effort to hire you at the lowest possible amount that you will accept. Your job, on the other hand, is to aim for the very highest amount that the employer is prepared to pay. Your job is to ask for an amount at the top of the salary range in the employer's mind.

Here is how you do it. When an employer offers you a salary of \$2000 for example, you should suggest a figure that is between 110% to 130% of that amount offered. This is called "bracketing." In this example, if the suggested figure is \$2000, you should say that you feel that excellent performance in this position would be worth between \$2200 and \$2600. You raise the limits of the bracket in the employers mind and in the conversation.

Surprisingly enough, the employer will often settle for an amount that is midway between the two figures that you are proposing, or an amount of \$2400. This is the upper end of his or her salary range, and is usually more than he or she planned to pay, but they will often give it to you if you ask for it in this way.

In some cases, you will have to settle for a lower salary to start. In that case, you immediately ask what you will have to do to get an increase in salary. Be specific and ask the employer to put it in writing in his or her letter of acceptance to you with regard to the job.

If you cannot get a higher salary, you can negotiate for the benefits that come with the job. You can negotiate for a longer vacation, more days off and more sick days.

In addition, you can also ask for additional perks that go with the position, such as an office, a car, an expense account and other things.



In any case, whatever salary, benefits and package you negotiate, immediately ask if you can get an increase within 90 days if you do a good job. Your ability to negotiate for a better package at a higher salary later is better at the moment of taking the job than it ever will be again.

Be sure to take lots of time to think through and discuss all the details involved in the job. Be sure to ask for clarity and have everything written down on paper that you have agreed to. You will then be ready to put your career onto the fast track.

We have covered a lot of ground in this program on the 21 Great Ways to Get the Job You Really Want. There are hundreds of books and articles on the subject. Nonetheless, what you have learned in this program covers the most important ideas ever discovered in the field of creative job search.

We are living at the very best time in all of human history. The thought that you put into your career and into the job you get will have as much of an impact on your life as any other decision or series of actions you ever take. It is vitally important that you become absolutely excellent at creative job search and that you review and practice these ideas over and over again until they become habits that you practice for the rest of your life.

Remember, you are a truly excellent person. You are engineered for success and designed to have a wonderful career in the months and years ahead. Getting the kind of job you want is both an art and a science. It is a learnable skill that you can develop by listening to this program over and over again and then by taking action on what you have learned. There are no limits to what you can accomplish in life except for the limits you place on yourself. Good luck!



About Brian Tracy and Brian Tracy International

Brian Tracy is Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations.

Brian's goal is to help you achieve your personal and business goals faster and easier than you ever imagined.

Brian Tracy has consulted for more than 1,000 companies and addressed more than 4,000,000 people in 4,000 talks and seminars throughout the US, Canada and 40 other countries worldwide. As a Keynote speaker and seminar leader, he addresses more than 250,000 people each year.

He has studied, researched, written and spoken for 30 years in the fields of economics, history, business, philosophy and psychology. He is the top selling author of over 45 books that have been translated into dozens of languages.

He has written and produced more than 300 audio and video learning programs, including the worldwide, best-selling *Psychology of Achievement*, which has been translated into more than 20 languages.

He speaks to corporate and public audiences on the subjects of Personal and Professional Development, including the executives and staff of many of America's largest corporations. His exciting talks and seminars on Leadership, Selling, Self-Esteem, Goals, Strategy, Creativity and Success Psychology bring about immediate changes and long-term results.

Prior to founding his company, Brian Tracy International, Brian was the Chief Operating Officer of a \$265 million dollar development company. He has had successful careers in sales and marketing, investments, real estate development and syndication, importation, distribution and management consulting. He has conducted high level consulting assignments with several billion-dollar plus corporations in strategic planning and organizational development.

He has traveled and worked in over 80 countries on six continents, and speaks four languages. Brian is happily married and has four children. He is active in community and national affairs, and is the President of three companies headquartered in Solana Beach, California.

Brian is also the President of Brian Tracy University, a private on-line University for sales and entrepreneurship.