FINDING YOUR CONFIDENCE,
EMBRACING YOUR SKILLS.

BACK BUSINESS

AND LANDING YOUR DREAM JOB
AFTER A CAREER PAUSE

NANCY MCSHARRY JENSEN & SARAH DUENWALD

A PDF COMPANION TO THE AUDIOBOOK

How You Can Do This: Discernment and Self-Assessment

Instructions:

- 1. For each job you've held, write down:
 - Company
 - ▶ Role
 - ► Three to five key aspects you liked
 - ▶ Three to five key aspects you disliked

Don't spend a lot of time agonizing about this—just write what pops into your head. And keep in mind that volunteer jobs are valid jobs.

2. Use a highlighter and look for trends

- ► In both the Likes and Dislikes Areas, look for commonalities (e.g., like my team, well paid, close to home)
- ► Highlight common trends

ROLE:		
LIKES	DISLIKES	

It might look something like this:

ROLE: ACCOUNT DIRECTOR

LIKES	DISLIKES
Contract engagement	A lateral move rather than additive; learning stopped after six months
Great team overall	Individual account supervisor behavior was unprofessional
Learned new skill	Small agency = small opportunities
Got to travel to California	
Money was attractive	
Twenty hours a week, helped get new business off the ground	
Worked for new company type: agency	

Overall: positive experience, but done for now; would return under the right circumstances; love the management

ROLE: PRESIDENT

LIKES	DISLIKES
New experience running \$800,000 nonprofit	School and parent politics
Worked with wide range of area groups, especially Associated Recreation Council	Hard to empathize with entitled individuals' problems
Broad series of contacts from local community	Unpaid: lots of work
Exposure to Seattle Council, Washington State PTA, State Legislature	
Used general business management skills	

Overall: positive experience; would not do while working full-time

ROLE: INSTRUCTOR

LIKES	DISLIKES
Loved meeting new students	Pay not equal to work done
Loved working with projects and teams	New program director unprofessional, unpleasant to work with
Kept foot in the tech game	
Exposure to students and instructors—great information sources and mentors	
Schedule suited kids' preschool and sleep schedules	

Overall: positive experience; would do again with a different program director

Common Threads

Likes

- Learning opportunities
- Exposure to lots of people
- Externally focused: work with community
- ▶ New New New!

Dislikes

- Immature behavior
- Pay (or lack thereof)
- Small or slow growth

In this case, Nancy reflected on her past three roles. Two were paid, and one was pro bono. She quickly discovered some common threads that helped guide her as she prepared to look for her next role. "I love new things," she says. "I love learning, meeting people, finding out about new technologies and projects. I also thrive when I'm working with lots of people and communities. My favorite jobs and experiences are when I've been able to meet with folks from a broad range of interests and experiences."

There were also some items that she notes she wanted to shy away from in the future. "Historically, I've balked when limited to slow-growth engagements. I like to make things go," she explains. "I also like to make money, straight up, so I don't want to volunteer anymore. Finally, I have little patience for unprofessional and immature interpersonal relations, which transcends age." She paid close attention to these tenets as she looked for jobs.

Various career counselors and coaches have different approaches. We like the one-year/five-year model.

In one year, we recommend people take a short-term focus for long-term results.

EXAMPLE FROM ALICE'S PATH (SEE CHAPTER 1):

BOOMERANG CHEAT SHEET

Target role: Executive assistant/business manager Target industry: Technology

1.	Identify three former managers or colleagues with whom you have/had good relationships, and to whom you can reach out (even if it's been years).
	Contact #1:
	Name
	Current title and company
	Contact info
	Contact #2: Name
	Current title and company
	Contact info
	Contact #3:

- Research your current market value (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, Comparably, or other sites).
- 2. Pinpoint where you fall on current skill level.

Current title and company

Your current stage in past roles-entry-level | mid-range | experienced:

· mid-range

Contact info

Salary range based on current data:

- executive assistant in desired city range: \$60,000-\$90,000
- my target based on experience: \$70,000-\$75,000

Other overall package offerings:

- flexibility
- · health benefit package
- · on-site perks
- community reimbursement

- Research two roles you're interested in pursuing now (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, or other sites).
- Identify what compensation you can receive based on your previous experience.
- 3. Consider your stage in career relative to compensation.

Identify skills match. Look at keywords, skills, achievements

Role/Company #1:

· executive assistant, T-Mobile

Key responsibilities:

- · advanced level, complex admin work supporting VP or above
- · execute special or continuous research and data analysis
- · willing and able to communicate on behalf of executive

Salary:

- · not given on job description
- Glassdoor range: \$57,000-\$72,000
- Comparably range: \$60,000-\$80,000

Role/Company #2:

· executive assistant, Amazon

Key responsibilities:

- · drive key team event activities
- · own space planning for US offices
- · work with international internal teams

Salary:

- · not given on job description
- PayScale: \$56,000-\$83,000
- · LinkedIn: \$61,000-\$79,000
- 1. Identify at least two industry groups in your target industry, and target role.
- 2. Attend the next two meetings.
- 3. For in-person, bring business cards with your name, email, phone.

Industry group #1:

· Women in Tech: local chapter

In-person meeting #1:

· in two weeks

Online meeting #1:

· next week

Industry group #2:

· State of the Executive Assistants Facebook Group

In-person meeting #2:

• n/a

Online meeting #2:

- Joined group and can interact and ask questions on industry trends 2x per week
- 1. Reach out to the three contacts listed above.
- Ask for a 15-minute informational (phone chat or in-person coffee) regarding what they are doing right now. DO NOT ASK FOR A JOB.

Contact #1

· Appointment confirmed: next Thursday @ 10am, phone call

Contact #2

Appointment confirmed: next Tuesday @ 3pm, video call

Contact #3

- · Appointment confirmed: next Friday @ 8am, meet in office lobby
- 1. In conversation, talk about what you want next: your pitch
- 2. As appropriate: Ask for names of other people in similar roles that you're looking to obtain
- 3. Send thank-you email within 24 hours
- 4. Reach out to referred contacts for informationals

Pitch example:

"At this stage in my career, I want to resume my work as an executive assistant, working at a large, diverse tech company with a family-friendly culture."

Thank-you example:

"Hello, Jenna,

Thank you for taking time to meet with me yesterday. Your insight on remote technologies for geographically diverse teams was enlightening. You mentioned I should talk with your current executive assistant, Corinne, about her career transition. Please connect me with her when you have a chance. It was wonderful to catch up; keep me in mind if you come across anyone in the tech industry needing an executive assistant."

New connection email example:

"Hi Corinne,

I met with Jenna last week, and she mentioned you would be a great person to connect with. I am looking to transition into the tech industry, as you did, and I would love to ask your advice around 1) biggest challenges you ran into while interviewing, and 2) how you talked about your skills and how they'd transfer to the tech space. I would appreciate any best practices you would be willing to share. I can meet you in person at your office or on the phone for 30 minutes, whatever is easiest for you. I appreciate your time."

Sincerely, Sarah

What Is a Personal Brand?

Q NANCY MCSHARR	Y JENSEN	×
HOW OFTEN	at most once a day 🗢	
SOURCES	automatic •	
LANGUAGE	english 💠	
REGION	any region 💠	
HOW MANY	only the best results 🗢	
DELIVER TO	nancymcjensen@gmail.com ≎	
CREATE ALERT HIDE	E OPTIONS ~	

FIGURE 6.1

CHAPTER SEVEN

Position and Pitch

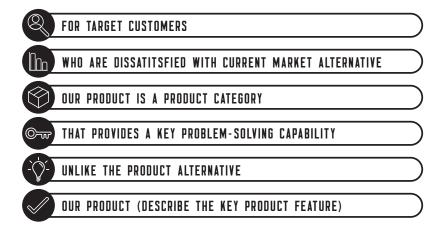


FIGURE 7.1



SIMPLE STORY WITH A THROUGH LINE

"I took a five-year break to care for my small children and elderly parents. Now I'm ready to get back to work." "I successfully launched an academic based non-profit. Now I'm looking for my next opportunity leveraging my operations and broad organizational skills." "I'm looking for roles that leverage my philanthropy and fundraising skills."



MODULAR THINKING FOR YOUR CONSIDERATION

PRODUCT	AUDIENCE	INDUSTRY	EXAMPLE
Human Resources	Technology	Retail	Provide HR consulting services to engineering leaders at Nordstrom.
Retail	Human Resources	Technology	Create store design training videos for HR managers at Microsoft.
Technology	Retail	Human Resources	Sell a product tracking application to the Amazon account manager of Simplicity Consulting (contracting agency).

CHANGE PRODUCT / CHANGE AUDIENCE / CHANGE INDUSTRY KEEP ONE THING CONSISTENT

FIGURE 7.3



WHO YOU ARE &
WHAT YOU'RE LOOKING FOR
(YOUR MESSAGE)



want TO PROMOTE what you do describe skills give an example

STRENGTHS YOU

FIGURE 7.4

G SECONDS TO MAKE AN IMPRESSION	
ADDRESS YOUR SITUATION	
YOU SET CONTEXT	
SIMPLE AND CLEAR: PIVOT TO NOW AND FUTURE	
RED LIGHT: CHANGE TO YELLOW OR GREEN	
GOAL: CONVERSATION	



CONNECTING THEME OR PLOT IN A MOVIE, PLAY, BOOK, OR STORY



WHAT'S YOUR COMMON THEME professionally personally

FIGURE 7.6



KISS

30 seconds: 100 words 60 seconds: 165 words



MAKE YOUR ASK: The hardest part!

business card, follow-up, email, referral

FIGURE 7.7



TAKE THE HIGH ROAD



CHECK PERSONAL ONLINE BRAND



PRACTICE

Résumés: What's "Good Enough"?



PICK THE BIGGEST ROLE

WHAT WAS THE BIGGEST DIFFERENCE I MADE
HOW WAS PERFORMANCE MEASURED

WHAT DID I RECOMMEND, CREATE, IMPROVE
TIMEFRAME COMPLETED

CORE CHALLENGES

DISCUSS AND SWITCH

FIGURE 9.1

Marketing Manager Job Description

We're a business consultancy with a team of experience advisory that helps businesses operate better and grow. This is a fast-paced, start-up atmosphere with lots of room to learn and grow. As our Marketing Manager, you will manage marketing prospects, support sales and product development efforts, and help shape our brand's go-to-market strategies. We provide schedule flexibility and allow members of our team to work remotely.

Key responsibilities include, but are not limited to:

- Update company website and client websites as well as social media calendar and content creation
- · Support with product development efforts
- · Coordinate marketing communications efforts and collateral development
- · Organize events, product sampling, and sponsorships
- · Prepare documents in support of sales efforts including presentations
- · Develop marketing campaigns utilizing email and online platforms
- Monitor corporate image and branding to ensure consistency and adherence to established standards
- · Assist with daily administrative tasks
- · Other duties as assigned

Requirements and Qualifications

- Bachelor's degree in marketing, communications or related field with 1-3 years' experience in marketing preferred, but not required
- · Understanding of general marketing principles and theory
- Understanding of online analytics, advertising and SEO
- · Strong writing, verbal, research and analytical skills
- Ability to self-start/manage with strong organizational skills
- Keen attention to detail and time management skills with ability to multi-task
- Excellent written and verbal communication skills. Ability to speak effectively with suppliers and customers
- · Hard workers with desire to learn
- · Performance oriented and results driven
- Out-going and comfortable when representing the brand at events and during sales calls
- Experience with Microsoft Office, including Outlook, Word and Excel required
- · WordPress, Photoshop, InDesign, Illustrator a plus

Macy Briggs

20 Water Street | Newton, MA 02456 | 555-123-1234 | macy_briggs@email.com

ACCOUNTING MANAGER

Highly organized and diligent professional drawing on ten years of experience in accounting and finance to contribute to smooth and productive operations. Collaborate cross-functionally across organizational levels to build consensus, track benchmark achievement, and troubleshoot emerging issues.

-Core Competencies-

- Bookkeeping: AP, AR, Account reconsolidations, Payroll
- Oral and Written Communications
- Federal and State Tax Preparation

- Office Administration
- Positive Teamwork and Collaboration
- QuickBooks and Microsoft Office Suite

PROFESSIONAL EXPERINCE

Barclay Professional Accounting Services, Inc. Milltown, MA

Practice Manager (October 2014-Present)

Handle and Optimize all administrative operations for 7 physician medical practice. Scope of responsibilities includes accounts receivable / payable, accounting, budget review, and preparation of financials for CPA. Selected contributions:

- Eliminates backlog in financial reporting responsibilities within 25 days of initial hiring
- Successfully project-managed acquisition and installation of state-of-theart healthcare billing software that reduced errors by 30%

Reddington Hardware, Wellington, MA

Accountant (August 2008-October 2014)

Skillfully performed all office accounting tasks for small hardware store. Gathered and analyzed financial data, and processed accounts payable, accounts receivable, and payroll for workforce of 35 personnel. Selected contributions:

Created monthly and annual budget and forecasts reports that

contributed to a 5% decrease in annual expenditure

 Migrated accounting system to a new software provider and integrated all accounting

Petra Wilson

999 Main Street | Ann Arbor, MI 99999 | 123-555-1234 | petrawilson@email.com

CAREER OBJECTIVE

Experienced and versatile professional with strong urban planning as well as people, management and research skills seeks a position in urban planning and environmental impact analysis with a major city or Fortune 500 company

CORE QUALIFICATIONS

- Background managing direct transportation planning and programs
- Adept at managing people and programs
- · Able to anticipate and project organizational change
- Background as administrator of office operations

EXPERIENCE AND SKILLS

Skilled in Government Guidelines | Quality Control | Urban Planning | Environmental Impact Mitigation and Research | Geology/Hydrology | Site Evaluations | Computer Software Skills | Scientific and Business Grant Writing

Administrative: Lead coordinator for the daily processing of thousands of checks for payment and the mailing of confidential reports, meeting strict deadlines and avoiding late fees

Problem Solving: Designed a waste management program involving Recycle Midwest and a major book company, intended for the efficient handling of tons of paper, cardboard, plastic, metal, and glass, achieving net saving of \$20,000 per building annually and reducing company disposal obligations

Management: Oversaw operations of an expanding research lab, providing expertise, commitment and quality control during a time of significant transition

EMPLOYMENT HISTORY

Senior Process Engineer, September 2016-October 2018, ZeZee Corp, Ann Arbor, MI

Process Engineer, Technical Support, September 2012–September 2016, ZeZee Corp, Ann Arbor, MI

Technical Professional, September 2006–September 2009, City of the Stars, MI

Lakeisha Sommers

lksommers@email.com | 555-124-1234

EXECUTIVE ASSISTANT PROFESSIONAL

PROFESSIONAL PROFILE

- Executive Assistant with 4+ years' experience in administrative support to corporate
 executives
- Organization: Capable in scheduling, logical thinking and managing communications
- Results-oriented: Strong with quantitative and qualitative problem solving as well as prioritization
- Productive: Oversaw increase in efficiency by 25% by optimizing internal filing and communication systems

SKILLS

- Experienced and quickly learn office basics, including printers, fax machines, scanners
- Proficient and effectively use MS Office Suite, as well as cloud-based systems (Google Drive, Apple Suite)
- · Typing Speed: 85 WPM
- · Proficient with CRM systems

RELEVANT WORK HISTORY

WAYPAX INC

EXECUTIVE ASSISTANT | WALNUT CREEK, CA | 2012-PRESENT

- Manage Partner agendas, making sure efforts are focused on strategic growth and development
- Coordinate communications and channels, plan logistical items (e.g. transportation, accommodation) and prioritize tasks around them
- · Basic accounting duties, including expense reports, invoices, and purchase orders
- Uphold confidentiality standards across all communications and documentation platforms

GREEN LEAF FINANCIAL

ADMINSITRATIVE ASSISTANT | SAN RAMON, CA | 2009 - 2012

- Manage Partner agendas, making sure efforts are focused on strategic growth and development
- Coordinate communications and channels, plan logistical items (e.g. transportation, accommodation) and prioritize tasks around them
- Basic accounting duties, including expense reports, invoices, and purchase orders
- Uphold confidentiality standards across all communications and documentation platforms

Facilitated 8+ monthly meetings as well as their logistics, including preparing materials and refreshments, scheduling with partners, and making facilities ready

EDUCATION

CALIFORNIA POLYTECHNIC STATE UNIVERSITY, SAN LUIS OBISPO, CA BACHELOR OF ARTS IN MARKETING, MAY 2009 GPA 3.0/4.0



WHEN TO USE LINKEDIN VS. YOUR RÉSUMÉ

LINKEDIN

- Broad audience and reach
- Less formal, more casual tone
- Tells a bigger story
- Details more about you
- Area of expertise
- Experience and skills endorsements
- Recommendations
- · Highly public networking tool
- Provides potential employers additional insight

RÉSUMÉ

- Intended for a particular audience and opportunity
- · More formal, professional tone
- Outlines why you are best suited and why you would like to be considered for a particular position
- Concise and specific, to the point
- Detail your education, experience, and certifications
- Highlight a specific skill set, career objective, and goals

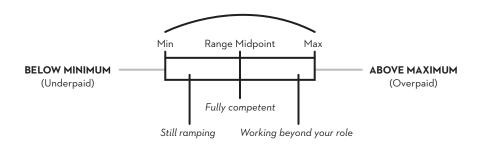
FIGURE 9.6

CHAPTER FOURTEEN

Negotiations



FIGURE 14.1



ACCOUNT EXECUTIVE Boston, MA

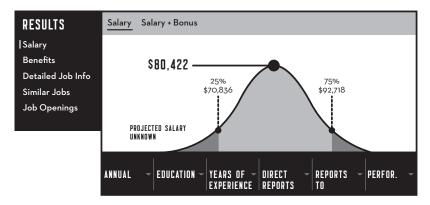
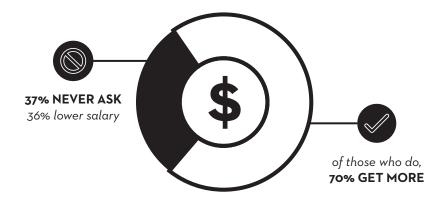


FIGURE 14.3

FACTOR	DRIVERS OF POTENTIAL NEGOTIATION SUCCESS
Job Source	Through school (on-campus, posting) External posting/company website Referral/networking Recruiter
Level of Position	Entry-level vs. experience hire Analyst vs. management
Specialization of Role	Broad vs. narrow, common vs. uncommon
Company Characteristics	Big vs. small, market location, HR strategy
Your Background/Experience	Less vs. more, career changers vs. advancer
Supply/Demand	Many candidates for the role, time to fill
Market Conditions	Macroeconomic, industry

FIGURE 14.4



CORE COMPENSATION	MEDIAN	PERCENTAGE OF TOTAL
Base Salary	\$80,422	60.1%
Bonuses	\$16,957	12.7%
VALUE OF BENEFITS		
Social Security	\$7,449	5.6%
401k/403B	\$3,506	2.6%
Disability	\$876	0.7%
Healthcare	\$6,582	4.9%
Pension	\$6,135	4.6%
Time Off	\$11,985	8.9%
TOTAL COMPENSATION	\$133,922	100%

FIGURE 14.6

FINANCIAL	POSITION RELATED	LOGISTICS/OTHER
Salary Signing bonus Performance bonus No. stock shares / options Equity interest Tuition reimbursement Training attendance Relocation reimbursement Vacation / PTO Expense reimbursement (mobile phone, internet, home office, etc.)	Job title Reporting structure Type of assignments Supervisory responsibility Budget ownership	Start date Performance review timing Promotion timing Flexible work schedule Work-from-home option Vesting schedule / time in position designation Bridging service Waiting on period for employee benefits to start

FIGURE 14.7

PAY DROP IN PERCENTAGE POINTS AS FIELD BECOMES MORE DOMINATED BY WOMEN (1950-2000)

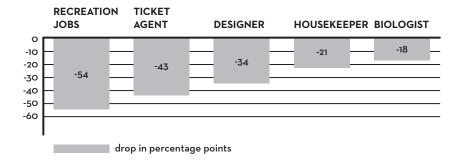


FIGURE 14.8

GENDER PAY GAP BY JOB LEVEL

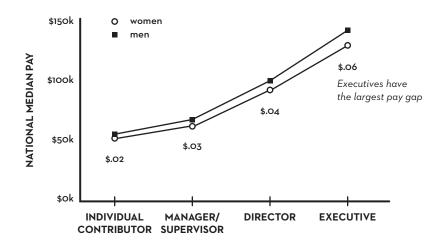
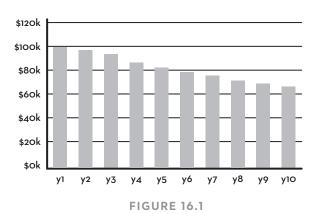


FIGURE 14.9

Timeline and Salary Expectations

SALARY COMMAND DIMINISHES OVER TIME



The Self-Assessment

t The Swing Shift, the first exercise we recommend for those who are planning their next move is to conduct an assessment of their past work, including paid and unpaid roles. Take a hard look at what you've done, why you liked it, and why you didn't like it. This will be instructive and help clarify your next move.

1. For each job you've held, write down:

- Company
- Role
- ▶ Three to five key aspects you liked
- ▶ Three to five key aspects you disliked

Don't spend a lot of time agonizing about this—just write what pops into your head.

2. Use a highlighter and mark common threads:

- ▶ In both the Likes and Dislikes columns, look for commonalities (e.g., like my team, well paid, close to home).
- ▶ Highlight those common threads.

ROLE:		

See the section for chapter 5 in this PDF for examples.

Mind Map Worksheet

Setting Your Vision and Goals

Setting a five-year vision and the goals that will support it allows you to create a clear picture of an ideal future and what it will take to get there. Jumping five years into the future inspires you to dream big, because it removes the constraints of time, money, and knowledge.

Creating goals based on your vision empowers you to make a plan for achieving your ideal life. Get ready to step into the world of possibility and to create your future!

The Following Worksheets Will

- Support you in clarifying what you want in your life
- Assist you in determining how personal life, health, and career show up in your life
- ► Allow you to create a picture of who you are and what you can achieve in the next five years

- Launch you into writing a draft of your vision—an exciting glimpse into your future
- Empower you to set goals that link up to your vision

Mind Map

This is a simple, yet powerful exercise. In order to set goals in health, personal life, and career, it's helpful to know what each of these domains mean to you. This will support you in clarifying your vision and goals.

Within or around each circle, answer the questions:

- ▶ What is ideal in my health/personal life/career?
- ▶ What does health/personal life/career mean to me?



What Do You Want?

The law of attraction causes us to attract the things that we think about into our lives, so it is important to know what we want. Use this simple exercise to get things clear.

Place what you want in life inside the circle. Place what you don't want outside the circle. This will help you focus on what is important for you to have in your vision and goals. Consider what you want in: health, career, contribution, family, relationships.





DON'T WANT

Who Am I in Five Years?

In five years, I am	years old.
In five years, I feel	
In five years, I am	
In five years, I contribute by	
In five years, my achievements include	
In five years, I've experienced	
In five years, I love	
In five years, I'm surrounded by	
In five years, I'm a point of inspiration and influence for	
In five years, I'm helping to bring into the world	

Your Five-Year Vision

Writing a vision authentic to you takes time and practice, so be generous and let go of needing it to be perfect the first time. Try different ways of writing your five-year vision—just the facts, a story of your day five years in the future, a party where people are acknowledging you—there's no wrong way to write your vision. You'll know that you're heading in the right direction when you are excited and nervous reading it. Take a look at the work you've completed in the previous worksheets and keep it in mind. These exercises connect you to who you want to be and what's important for you five years in the future.

Your Vision

- ▶ Is based on the idea that, in five years, anything is possible
- Articulates your greatest ambition
- Supports you right now in making choices that lead you to your exciting future life
- Can be changed by you at any time—it's yours
- ▶ Is not what other people want for you—it is what *you* want for you

My Vision

What does your life look and feel like in five years? Keep in mind:

- Anything Is Possible.
- ► Think Big! What's Your Greatest Ambition?
- Make Choices that Propel You Forward.

Goal Worksheet

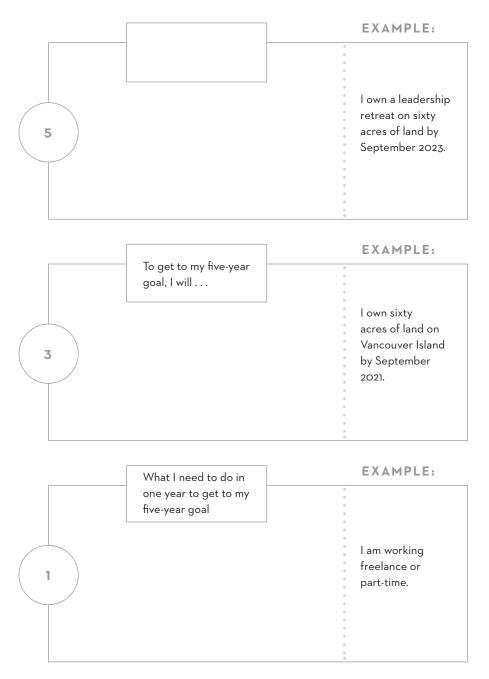
Congratulations on writing your vision! Now it's time to pull some five-year goals from that vision in personal life, career, or health and plug them into this worksheet.

Your Goals:

- Set five-year goals first, then move backward to one year
- Use affirmative language. State what you want, not what you don't want
- Are in present tense: I am. I have. I create.
- Are measurable (I visit three retreat centers by December) so that you can check them off
- ► Have a deadline—decide by what date your goal will be complete. This helps to propel you into action

Choose one five-year goal that is apparent from your work discovering your vision and plug it into the worksheet below. Then repeat for all domains (personal life, career, and health) to complete the first draft of your goals.

DOMAIN (E.G., PERSONAL)



The Paths Back to Business: Cheat Sheets

t The Swing Shift, we identified four basic paths back to business: the Boomerang (see chapter 1), the Lily Pad (see chapter 2), The Try and Buy (see chapter 3), and Pro Bono to Paid (see chapter 4). Here are handy cheat sheets for each. The to-do items are listed in the left column; insert your notes in the right column.

Boomerang Approach Cheat Sheet

For an example of this approach, see Alice's story in chapter 1.

	BOOMERANG CHEAT SHEET
Target role: Target industry:	

 Identify three former managers or colleagues with whom you have/had good relationships, and to whom you can reach out (even if it's been years).
Contact #1: Name
Current title and company
Contact info
Contact #2: Name
Current title and company
Contact info
Contact #3: Name
Current title and company
Contact info
 Research your current market value (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, Comparably, or other sites). Pinpoint where you fall on current skill level.
Your current stage in past roles—entry-level mid-range experienced:
Salary range based on current data:
Your target based on experience:
Other overall package offerings:
•
·
 Research two roles you're interested in pursuing now (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, or other sites).
2. Identify what compensation you can receive based on your previous

experience.

3. Consider your stage in career relative to compensation.
Identify skills match. Look at keywords, skills, achievements
Role/Company #1:
Key responsibilities:
Salary:
Comparable range:
Role/Company #2:
Key responsibilities:
Salary:
Comparable range:
1. Identify at least two industry groups in your target industry, and target role.
2. Attend the next two meetings.
3. For in-person, bring business cards with your name, email, phone.
Industry group #1
Industry group #1 In-person meeting #1:
In-person meeting #1:
In-person meeting #1:
In-person meeting #1: Online meeting #1: Industry group #2

1.	Reach out to the three contacts listed above.
2.	Ask for a 15-minute informational (phone chat or in-person coffee) regarding what they are doing right now. DO NOT ASK FOR A JOB.
	Contact #1
	Appointment confirmed:
	Contact #2
	Appointment confirmed:
	Contact #3
	Appointment confirmed:
1.	In conversation, talk about what you want next: your pitch.
2.	As appropriate: Ask for names of other people in similar roles that you're looking to obtain.
3.	Send thank-you email within 24 hours.
4.	Reach out to referred contacts for informationals.
	Your pitch:
	Your thank-you email:

Lily Pad Cheat Sheet

For an example of this approach, see Aliyah's story in chapter 2.

LILY PAD CHEAT SHEET
Target role (short term) Target role (long term) Target industry
Your transferable skills Skill 1 Skill 2 Skill 3
Research two roles you're interested in pursuing now (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, or other sites).
For government and public sector jobs, https://www.governmentjobs.com/ For nonprofit roles, Idealist, https://www.idealist.org/en/
 Identify what compensation you can receive based on your previous experience Identify skills match. Look at keywords, skills, achievements Consider your career stage relative to compensation Identify your baseline in terms of compensation, title
Role #1 Responsibilities Salary
Role #2 Responsibilities Salary
Identify at least two industry groups in your target industry, and target role.
2. Attend the next two meetings: in person or online.
For in-person meeting, bring business cards with your name, email, phone
Industry group #1 meeting #1 meeting #1

LILY PAD CHEAT SHEET (CONT.)
Industry group #2 meeting #2 meeting #2
1. Reach out to three contacts who work in your target industry/role
Look for contacts in: LinkedIn: 1st degree connections LinkedIn: 2nd degree connections: ask for introduction Industry Groups: In-person Online industry groups: Facebook or other private group Ask for a 15-minute informational (phone chat or in-person coffee) regarding what they are doing right now. DO NOT ASK FOR A JOB. Name #1 Appointment date/time Name #2 Appointment date/time
Name #3 Appointment date/time
In conversation, talk about what you want next: your pitch.
As appropriate: Ask for names of other people in similar roles that you're looking to obtain.
3. Send a thank-you email within 24 hours.
4. Reach out to referred contacts for informationals, industry groups.
Your pitch:

	LILY PAD CHEAT SHEET (CONT.)
Your tha	ank-you email:
•	three colleagues with whom you have good relationships and to u can reach out to discuss your desired contract or freelance
opportur	nities in your targeted role or field.
	ner peers and colleagues for referrals to people and firms they work this type of work or industry and ask for an introduction.
Name #	1
	title, role
	title, role
Contact	·
Name #:	2
Former	title, role
Current	title, role
Contact	:
Name #;	3
Former	title, role
Current	title, role
Contact	
	n your current market value (using PayScale, Glassdoor, Salary.com, , Indeed, Hired, or other sites).
•	rnment and public sector jobs, https://www.governmentjobs.com/rofit roles, Idealist, https://www.idealist.org/en/
2. Pinpoint	where you fall on your current skill level.
	rrent stage in role–Beginning Middle Mature
	ompensation

Try and Buy Cheat Sheet

For an example of this approach, see Emily's story in chapter 3.

TRY AND BUY CHEAT SHEET
Target role
Your transferable skills Skill 1 Skill 2 Skill 3
 Research two roles you're interested in pursuing now (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, or other sites).
 For government and public sector jobs, https://www.governmentjobs.com/ For nonprofit roles, Idealist, https://www.idealist.org/en/
 Identify what compensation you can receive based on your previous experience Identify skills match. Look at keywords, skills, achievements Consider your stage in career relative to compensation Identify your baseline in terms of compensation, title
Role #1 Responsibilities Salary
Role #2 Responsibilities Salary
1. Identify at least two industry groups in your target industry and target role.
2. Attend the next two meetings: one in-person, and one online.
For in-person, bring business cards with your name, email, phone.

TRY AND BUY CHEAT SHEET (CONT.)	
Industry group #1	
In-person meeting #1	
Online meeting #1	
- · · · · · · · · · · · · · · · · · · ·	
Industry group #2	
In-person meeting #2	
Online meeting #2	
5	
1. Reach out to three contacts who work in your target industry/role	
Look for contacts in:	
LinkedIn: 1st degree connections	
LinkedIn: 2nd degree connections, ask for introduction	
Industry groups: In-person	
Online industry groups: Facebook or other private group	
2. Ask for a 15-minute informational (phone chat or in-person coffee) regar	ding
what they are doing now. DO NOT ASK FOR A JOB	
Name #1	
Appointment date/time	
Name #2	
Appointment date/time	
N	
Name #3	
Appointment date/time	
1. In conversation, talk about what you want next: your pitch.	
2. As appropriate: Ask for names of other people in similar roles that you'r	e
looking to obtain.	
looking to obtain.	
3. Send a thank-you email in 24 hours.	
5. Seria a trialik-you emaii iii 24 mours.	
4. Reach out to referred contacts for informationals, industry groups.	
4. Reach out to referred contacts for informationals, maustry groups.	
Your pitch:	

	TRY AND BUY CHEAT SHEET (CONT.)
	Your thank-you email:
	Identify three colleagues with whom you have good relationships, and to whom you can reach out to discuss your desired contract or freelance opportunities in your targeted role or field.
2.	Ask former peers and colleagues for referrals to people and firms they work with for this type of work or industry, and ask for an introduction.
	Name #1 Former title, role
	Current title, role
	Name #2 Former title, role Current title, role Contact
	Name #3 Former title, role Current title, role Contact
	Research your current market value (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, or other sites).
2.	Pinpoint where you fall on your current skill level.
	Your current stage in role—Beginning Middle Mature
	Other pertinent compensation

Pro Bono to Paid Cheat Sheet

• LinkedIn: 1st degree connections

For an example of this approach, see Jasmine's story in chapter 4.

PRO BONO TO PAID CHEAT SHEET
Target role Target industry Target period: three months, six months, one year
Target skills to build Skill 1 Skill 2 Skill 3
Target one industry groupRole at Nonprofit group
 Research two roles you're interested in pursuing in 6-12 months (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, or other sites). For government and public sector jobs, https://www.governmentjobs.com/ For nonprofit roles, Idealist, https://www.idealist.org/en/ Identify skills match. Look at keywords, skills, achievements Identify what compensation you can receive based on your previous experience Consider your stage in career relative to compensation. Identify your baseline in terms of compensation, title Role #1 Responsibilities
Role #2 Responsibilities Salary
 Reach out to three contacts who work in your target industry/role Look for contacts in: Volunteer role: board members, peers, staff

PRO BONO TO PAID CHEAT SHEET (CONT.)

•	LinkedIn: 2nd degree connections: ask for introduction Industry groups: in-person Online industry groups: Facebook or other private group
2.	Ask for a 15-minute informational (phone chat or in-person coffee) regarding what they are doing now. DO NOT ASK FOR A JOB
	Name #1 Appointment date/time
	Name #2 Appointment date/time
	Name #3 Appointment date/time
1.	In conversation, talk about what you want next: your pitch
2.	As appropriate: Ask for names of other people in similar roles that you're looking to obtain
3.	Send email thank you in 24 hours
4.	Reach out to referred contacts for informationals, industry groups
	Your pitch:
	Your thank-you email:

PRO BONO TO PAID CHEAT SHEET (CONT.)

 Identify three colleagues with whom you have good relationships with, and to whom you can reach out to discuss desired contract or freelance opportunities in your targeted role or field 	
2, Ask former peers and colleagues for referrals to people and firms they work with for this type of work or industry, and ask for an introduction.	
Name #1	
Former title, role	
Current title, role	
Contact	
Name #2	
Former title, role	
Current title, role	
Contact	
Name #3	
Former title, role	
Current title, role	
Contact	
Research your current market value (using PayScale, Glassdoor, Salary.com, LinkedIn, Indeed, Hired, or other sites)	
2. Pinpoint where you fall on current skill level	
Your current stage in role—Beginning Middle Mature Salary	
Other pertinent compensation	

Creating Your Personal Brand: Who Are You?

- o create your brand and identify the value you bring to your target audience, you need to do a self-assessment. Start by asking yourself these questions:
 - ▶ What type of work makes me feel energized and motivated?
 - ▶ What type of work makes me feel depleted and drained?
 - ▶ What's my superpower; something I can do better than others?
 - ▶ What type of work can I do for hours on end?
 - ▶ What are my values or nonnegotiables?
 - ▶ What personality traits do people compliment me on?
 - ▶ What type of work can I do, but it doesn't bring me joy?

You can also ask past coworkers, managers, or friends these questions and get their feedback. This is an easy and effective way to develop your brand, by allowing others to help you define your value. And as a side effect, it also lets them know you're looking for your next step.

Below is an email template to help you do this. Retype this and forward it to your connections. The feedback is almost always overwhelmingly positive.

For more information on this process, see chapter 6.

Dear X,

I am currently working on resuming (or changing) my career. Part of doing so involves reflecting on past roles I've been in and the type of work I've done. I'm working on an exercise with the goal of getting different perspectives from past colleagues on what makes me memorable. I would appreciate it if you could provide your insight on the following questions:

- ▶ What do you feel are/were my strengths?
- ▶ What can/could I be counted on for?
- ▶ What is your experience of me as your _____(role?)
- ► How do you describe me to others?

I am looking to (return to work after a career pause/looking to make an industry change to XX), and it's always helpful to get feedback from people I've had the pleasure of working with in the past.

I appreciate you taking the time to provide your thoughts.

Sincerely, (your name)

Creating Your Personal Brand: Passion and Purpose

	What are you passionate about? If you could spend ten hours a day doing this thing, what would that thing be?
>	Magic Wand: describe a job that you'd love to have, regardless of your qualifications.

	What are the characteristics of that gig that entice and compel you?
_	
_	
-	Domain: what domain do you most love? For instance, travel, leisure, entertainment, sports, music, film, and so on.
	What does going back to work mean for you?
	How would you describe your purpose?
	XAVI
	What three words best describe you?
_	

	What three words do you want to describe you?
	What is your superpower? What are you better at than anyone in the world?
>	What do you want to be better at than anyone in the world?
>	What is your human truth? What is the thing that is fundamentally true about you?

APPENDIX SIX

Your Elevator Pitch

	ill in the blanks:		
Н	I'm	an	d I'm looking to do
		(aspirational job). I ha	we a background in
		(industry, role) and want	to leverage my skills
in _		Can you get togeth	er for coffee/make
an i	ntroduction to perso	n X to discuss	

Moore's Positioning

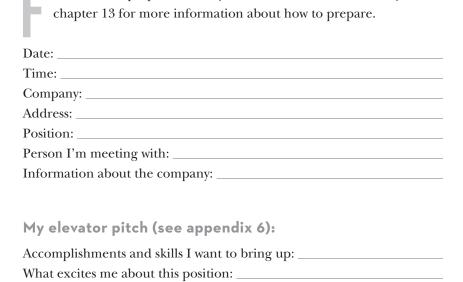
Answer these questions, then use those answers to fill in the blanks below:

- 1. Who specifically is your target audience?
- 2. What does your target audience desire most of all?
- 3. What problem does your target audience have?
- 4. What do you provide that fixes that problem?

For Target Customer
Who is dissatisfied with current market alternative
My product is
Provides key problem-solving capability
Unlike

APPENDIX SEVEN

Interview Prep Template



ill this out in preparation for your interview, and take it with you. See

Questions I want to ask the interviewer:

1.	
9	
۷٠	
3.	
4.	

Questions to consider asking:

- ▶ What does a typical work day look like?
- ▶ What are the skills and experience you're looking for?
- ▶ What skills are the team missing that you're looking for?
- ▶ What goals do you expect this position to accomplish?
- ▶ What are the biggest challenges this position will face?

Salary Negotiation Worksheet

What's Negotiable?

Financial

- Salary
- Signing bonus
- Stock shares/options
- Equity interest
- ► Tuition reimbursement
- **▶** Training
- ▶ Relocation reimbursement
- ▶ Vacation/PTO time
- Expense reimbursement (e.g., mobile phone, internet, home office)

Position-related

- ▶ Job title
- ▶ Reporting structure
- ► Type of assignments
- Supervisory responsibility
- Budget responsibility

Logistics/Other

- ▶ Performance review timing
- Promotion timing
- ▶ Flexible work schedule
- ▶ Work-from-home option
- ▶ Vesting schedule/time-in-position designation
- Bridging service
- ▶ Waiting period for employee benefits to start
- ▶ And more . . .

Considerations

- Factors:
 - What drives success of negotiation
- ▶ Job source
 - Through school (on-campus, posting)
 - External posting/company website
 - Referral/Networking
 - Recruiter
- Level of position
 - Entry-level vs. experience hire
 - Analyst vs. management
- Specialization of role
 - Broad vs. narrow
 - Common vs. uncommon

- Company characteristics
 - Big vs. small
 - Market location
 - Human resources strategy
- Your background/experience
 - Less vs. more
 - Career changers vs. advancer
- ► Supply/Demand
 - Many candidates for the role
 - Time to fill
- ► Market conditions
 - Macro-economic
 - Industry

Performance Review Annual Raise Exercise

Organi	zation:
Positio	n title:
	salary increase:
1. 2.	erations/Negotiables (see appendix 8):
What a	re your top selling points for this position? (Arm yourself with data)
1.	
2.	
3	

Instructions

One partner acts as the review manager for this position.

The other acts as the reviewee.

Review Manager

- ► The review manager may follow the script below for guidance or make an alternate.
- ► The review increase should come with a figure below the desired range.
- ► The review manager should give feedback/constructive criticism, and push the candidate to clarify the request.

Mock Script for Review Manager

Great work in this last quarter! You generally exceeded expectations in your overall goals and objectives. We did want to see you stretch into a more senior role through professional growth and were discouraged that you passed on those opportunities. As we've discussed, we were concerned when you made a snide remark about client X on your Instagram account. So we'd like you to exhibit more professional behavior on the personal front and work to stretch yourself in the larger community. Overall we are excited to have you grow with us and are offering you an increase of ________. We are also including an additional PTO day. Do you have any questions?

Reviewee

The reviewee should pitch a counteroffer with confidence.

- Express gratitude for the offer and reiterate your interest in the job
- Focus on your top contributions (greatest hits, metrics, feedback from partners) and the value you add to the organization

- When negotiating, use appropriate negotiation language:
 - "Could you get closer to . . ." or "Other organizations are offering . . ." or "According to your evaluation of my performance objectives, I am exceeding expectations. Based on that, as well as what I know about the job responsibilities and the market rate, I think a range of \$ ______ to \$ _____ makes sense. Is that doable?"
- Avoid demands such as "I expect . . . " or "I must have . . . " or "I need . . . "
- ▶ Bargaining range: Remember that the range may be 5–15 percent. What's your floor?
- ► Have a stack ranked list: If you can only get one thing, what is it (reminder: it might not be money)?
- Be ready with non-compensation options (for example, class options)
- ▶ What's your walkaway plan?

Considerations

- Clarify details of the offer
- ► Get all of your questions answered about the total compensation package; consider your "must have" list
- ► After you pitch your counter-offer, stop talking and wait for a response
- Ask for additional consideration

Then start over—try different wording, ask for different benefits or a higher salary range. Be sure to ask for the offer in writing.

Feedback

Provide critical feedback; now is the time to practice aloud and correct any identified issues. Does the reviewee sound rude or pushy? Hesitant?

Version 2

Try doing the negotiation as though you were on the phone with a skip-level manager in a remote location, without looking at one another. After ten minutes, switch roles.