

CAUGHT BY THE LAW?

*ALTERNATIVE LEGAL CAREERS
and the
SEVEN STEPS to JOB SEARCH SUCCESS*

A personal marketing and career development guidebook

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Alternative Legal Careers and the Seven Steps to Job Search Success

Table of Contents

Part I: The Truth About Job Search3

1.1 WHY ARE YOU HERE? Issues with the practice of law3

1.3 TODAY’S JOB MARKET – IS IT REALLY DIFFERENT?5

1.4 WHAT IS MARKETING and SALESMANSHIP?.....5

Part II: The Seven Steps6

2.1 STEP #1 IN RE-CAREERING & JOB SEARCH – IDENTIFY YOUR SKILLS6

2.2 STEP #2 – IDENTIFY YOUR ACCOMPLISHMENTS7

2.3 STEP #3 – IDENTIFY WHAT YOU REALLY WANT TO DO.....8

2.4 STEP #4 – IDENTIFY YOUR BRAND STRATEGY..... 11

2.5 STEP #5 – PREPARING YOUR PERSONAL ADVERTISING 12

2.6 STEP #6 – YOUR PERSONAL MARKETING ACTION PLAN 15

2.7 STEP #7 – JOB SEARCH METHODS AND CREATIVE PROBLEM-SOLVING 18

Part III: Bonus Materials..... 26

3.1 SPECIAL BONUS SECTION – INTERVIEWING SKILLS 26

3.2 SPECIAL BONUS SECTION – GENERAL CAREER DEVELOPMENT TIPS 30

3.3 ADDENDUM -- SO WHERE DO THEY GO?..... 31

3.4 SPECIAL BONUS SECTION – MYTH DEBUNKING 33

3.5 SPECIAL BONUS SECTION – BASIC TENETS of JOB SEARCH SUCCESS 34

Part I: The Truth About Job Search

1.1 *WHY ARE YOU HERE? Issues with the practice of law*

There's a lot they don't teach you in law school about what it's like to be a lawyer.

If prospective law school students knew what the practice would be like when they grew up, we would have many more doctors, accountants and teachers today and far fewer lawyers!

There are many reasons why more lawyers than ever are seeking to explore their career options. If you are like many attorneys, you may no longer feel satisfied by your work. You may be good at what you do, even handsomely paid, but you may feel *something is missing*.

Perhaps the work is no longer challenging, or the demands of your job do not leave enough time for a personal life. Perhaps you are a solo and find yourself working harder and harder just to stay even.

Maybe the economics of your practice are too inconsistent (or in this economy, non-existent). Perhaps you are in an area of law that doesn't have much upside potential.

Or maybe you are just ready for a change.

I have been coaching lawyers on re-careering and job search for more than 20 years. I know from speaking with – literally – 20,000 or more attorneys, that many feel "caught by the law."

There are four most-often cited reasons for feeling caught:

- The income can't be matched by another type of job
- A feeling of not being qualified to do anything else
- Not knowing what else is "out there"
- Not having enough time for a search
- Not knowing where or how to begin doing a search.

These are weak excuses. **There is a way out.** There are often many viable, lucrative career alternatives for legal professionals, careers which utilize legal skills and training, but which are not necessarily practicing law. This book will help you discover your options and conduct a successful job search.

Not everyone I work with is looking to make a career change. Some clients are simply seeking similar positions at new law firms or companies. This book will help you, too. The competition for jobs is intense, and we will show you how to beat the competition.

Whether you are seeking a new career or a better opportunity, the principles we outline can help you if you apply them.

In some chapters we have “And Now a Word from Our Sponsor” sections. These list some of the services we offer that may be of help to you. We would be happy to discuss them with you.

1.2 Are you in the right job?

This book is intended to help you find the *right* job, not just *another* job. The *right* job enhances your life. It is fulfilling. It is consistent with your personality. It suits the way you like to do things and reflects who you are. It uses your strengths in ways that come naturally, and doesn't force you to do things you don't like doing.

Are you in the right job? See how your job measures up against these guidelines. Do you feel:

- Enthusiastic about going to work in the morning?
- Your work environment is collegial and supportive?
- Energized by what you do?
- Properly challenged and rewarded?
- Your contributions are respected and appreciated?
- You are doing something worthwhile with your talents?
- Optimistic about your future?

If these attributes have been missing from your professional life, you have the power to make a positive change in your career ... but only if you choose to exercise that power.

This book is intended to give you the tools, techniques and resources you need to re-engineer your career and make fuller and more proper use of your talents and capacities.

Life is too short not to love what you do; a career you can love is within your reach.

For information about the types of
alternative careers our lawyer clients
have obtained, please see the Bonus #3,
“So Where Do They Go?”.

1.3 TODAY'S JOB MARKET – IS IT REALLY DIFFERENT?

Today's job market is unlike any other in recent history. Among the “new realities” today:

- All jobs are temporary; there is no such thing as job security
- The Quantity of available candidates is high
- The Quality of available candidates is high
- Resumes are being received by employers in record numbers
- There is downward pressure on salaries
- There are more levels of interviewing
- There is a need for more pro-active job search methodologies to win in this market

(Editor's note: I first wrote those lines **more than a decade ago!** -- long before the economic downturn of 2007 to 2012. If anything, the downturn and its aftermath have created even more urgency for innovation and effective marketing in a job search campaign.)

Fact: To succeed in this market, and over the longer term, you have to manage your career.

Fact: To successfully manage your career, you need to become a successful marketer.

1.4 WHAT IS MARKETING and SALESMANSHIP?

Lawyers generally chafe at the idea of being marketing people and “selling themselves.” Yet lawyers sell everyday ... they sell ideas and points of view. They sell their recommendations. They sell to judges and juries and client prospects.

Marketing and salesmanship is nothing more than asking people...

- What they need
- Why they need it
- How they plan to use it
- When they need it

... and then showing how you can help them fill their needs better than another resource.

Successful marketing and salespeople work the percentages. They know ...

- . Nothing fails 100% of the time
- . Nothing succeeds 100% of the time

Your job is to increase the percentages in your favor. The materials in this booklet will help you do just that

Part II: The Seven Steps

2.1 STEP #1 IN RE-CAREERING & JOB SEARCH – IDENTIFY SKILLS

The first thing necessary in a successful marketing campaign – or job search – is to understand the product being sold. In this case, the product is YOU! You need to start with Product Research *about yourself*. What are you good at? What skills do you have?

Skills come in two iterations:

- . Technical/non-transferable skills relate to specific disciplines of law – your practice areas.
- . Personal/transferable skills are what make you a good lawyer and an effective counselor.
- . What are your skills? What do you do well?

A Word of Warning:

When I lecture before crowds of attorneys at Bar Association seminars, I often will ask people in the audience to tell me what they do well. “Shout it out,” I will say, “what are you good at?” I always get the same answers. After completing this exercise, please turn to page 25 to see what all lawyers tell me. Don’t peek! Do the assignment below first.

. List your top Technical Skills

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

. List your top Personal Skills?

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

Now turn to page 25. The point of the exercise is that if you are saying you have the same skills as the attorney sitting next to you, or behind you, or in front of you, then why should I hire you instead of them? You will need a really good answer here. **Understanding your skills and how you are different from all other contenders is critical for success in a job search.**

2.2 STEP #2 – IDENTIFY YOUR ACCOMPLISHMENTS

It is about what done with what you know how to do

Now you have established your Personal and Technical skill sets. Next you need to identify what you have done with the skills you possess. What have you accomplished?

Let's start with a definition: An accomplishment is a result of an action.

The best way to present an accomplishment is to **show a result and a benefit.**

Accomplishments can include:

- ✓ Increased revenue by ...
- ✓ Decreased overhead saving ...
- ✓ Grew market share by ...
- ✓ Increased profitability by ...
- ✓ Streamlined a work process (with some measure)
- ✓ Improved client satisfaction/retention
- ✓ Improved a subordinate's performance
- ✓ Implemented more efficient case management or calendaring systems
- ✓ Negotiated settlements that were better than the client had expected
- ✓ Found a way to say "yes" when other lawyers were saying "no"

To add credibility to an accomplishment, try to quantify it in terms of dollars, time, percentages, etc. The more specificity, the more the power. You don't have to be 100% accurate if you don't remember the details -- just provide data that is reasonable and defensible.

If you are seeking to re-career, your resume likely will not be read by a lawyer. In such cases, take the "legal" aspects out of your accomplishments and simply explain in plain terms how your clients benefited from what you did.

It is not getting a summary judgment that will impress a corporate decision-maker. It is how getting a summary judgment **helped your client's business** that will be impressive.

It is **the process you used** to get the successful judgment (research, oral presentation, etc.) that is transferable and needs to be shown, rather than merely getting the judgment itself!

Many lawyers don't think that they have achievements. They take their work for granted. To be successful in a job search or career transition, you need to look at your career in a different light, and see how you have overcome obstacles and produced results for your clients. What results did you produce so that you earned your fee? Consider how your work benefitted your client!

2.3 **STEP #3 – IDENTIFY WHAT YOU REALLY WANT TO DO**

Questions to ask yourself and where to find answers

In our 20+ years of practice, we have worked with many supremely talented attorneys. You may be an excellent attorney as well. **But just because you are good at something doesn't mean that you enjoy doing it.**

Take a look at your Skill Lists from Step One.

Divide your skills into two categories: Motivated Skills and Unmotivated skills.

- Motivated skills are things you do well and enjoy doing.
- Unmotivated skills are things you do well and do not enjoy doing.

List your top Motivated Skills

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

List your top Unmotivated Skills

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Are you in an unmotivated skill job? Being good at something you don't enjoy can feel like being trapped.

Think about the skills that you would most like to utilize in your next job.

2.3.1 Career Satisfaction.

In addition to using the skills that you would like to apply, career satisfaction involves many other variables. In identifying what you want to do next in your career, consider:

- **Industries that are of interest.** Lawyers don't think about industries; they think about problems. But I believe you might as well enjoy what your organization does, and not just what you do for the organization.
- **The type of corporate environment** you would enjoy. Some people like fast-paced, unstructured environments. Others like more analytical, conservative environments. A key to career satisfaction is to be comfortable with the culture of your employer's organization.
- **Your desired level of responsibility.** Do you want to be the king, an advisor to the king or just a talented worker who gets to go home to dinner with your family at the end of the day?

Are you entrepreneurial? Would you like to have your own business?

Consider, too, that just because you have not done something doesn't mean that you are not capable of doing it.

Define Success! "How do you define success?" This is a critical question. You shouldn't concern yourself with what "success" means to other people. Other people are not living your life. You should focus on what "success" means to YOU!

Once defined, what do you have to do to become successful?

2.3.2 Learning About Jobs.

Most lawyers are admittedly clueless about "what's out there."

It is not hard to find out. It just takes a little time and some research. There are plenty of resources that can enable you to find out about the world of work.

Good sources include:

The Library-- start with the reference section or the career section. There are directories of jobs. There are books about careers. "My Life in Advertising" and "My Life in Public Relations" are two autobiographies that have spawned hundreds, if not thousands, of careers in those two disciplines.

Trade Associations and Professional Associations – Every industry and job function has a trade or professional association. They are repositories of knowledge about jobs.

Bar committees – if, for example, you are interested in entertainment, speak with someone on the Entertainment committee of your local bar association.

Trade Magazines – another resource filled with information about jobs and companies.

Informational Interviewing – talk with people about their jobs

- Call your alumnae association for contacts
- Use your church or synagogue members
- Talk to people at your child's soccer or baseball games

2.3.3 Publications:

There are some standard reference works that can be of help.

"The Occupational Outlook Handbook," published by the U.S. Dept. of Labor. This contains one-to-two page descriptions of jobs that are held by more than 80% of all workers.

"America's Top 300 Jobs" is similar to the "Handbook," but a little more user friendly. You can find it at most libraries or bookstores.

"The Enhanced Guide to Occupational Exploration" is an easy-to-use reference work, also containing a wealth of data about various jobs, including salary levels and educational requirements.

2.3.4 On-Line:

You can always get information about jobs simply by Googling a job title or a phrase like “jobs in sports” or “jobs in the equestrian industry.”

There is no excuse for not being able to find out at least basic information about thousands of careers. All it takes is a bit of time.

NOTE: don't pay any attention to salary figures listed in most publications. We have found that salaries are almost invariably higher than those shown in most research publications.

And Now a Word from Our Sponsor: For those who wish to explore their career options or who seek assistance in identifying their skills, accomplishments and career goals, we offer a variety of programs ranging from 4 hours to 12 hours in length. Please call for information.

2.4 STEP #4 – IDENTIFY YOUR BRAND STRATEGY

Why should they hire you?

It is folly to assume that you are better than any other candidates for a position. But it is incontestable that you bring a unique value and perspective.

To succeed in the job market you need to understand how you differ from all other contenders. In advertising parlance, this is called your Unique Selling Proposition or your Value-Added Proposition. Today, the most popular term is “Brand Strategy.”

Your Brand Strategy is how you define your product. And your product is you. Your brand strategy has to answer the following, which I call **The Big 3 Questions**:

- 1) What can you, as a potential employee, do for your potential employer?
- 2) What qualifies you to do what you say you can do?
- 3) Why should they hire you instead of one of the 100’s of others who sent in resumes?

You need to differentiate your brand from all the other brands out there.

Identify five components that make up your Brand Strategy.

- 1 _____
- 2 _____
- 3 _____
- 4 _____
- 5 _____

We know that this is a difficult exercise, especially for an attorney. Go back to Step 1 in this guide book, and then check the answers you put above against the ones shown in page 25. If your answers are the same as on that page, you lose!

In law firm hiring, Brand Strategy often doesn’t matter; if a firm wants a sixth-year Trusts and Estates lawyer from a good school, it presupposes that all qualifying candidates have equivalent knowledge sets. It almost doesn’t matter who they hire. **Technical competence** is what rules.

In the real world, only after the employer is convinced you can do the job does the competition really begin. Technical competence is not a criterion, it is a given – **a candidate’s overall value proposition is what makes the difference.**

And Now a Word from Our Sponsor: Having a good Brand Strategy is so important today, **especially for those seeking in-house jobs**, that we have developed specialized Brand Strategy programs for lawyers. Running from 90 minutes to 4 hours, these programs provide job seekers with an important competitive edge.

2.5 STEP #5 – PREPARING YOUR PERSONAL ADVERTISING

This chapter covers:

- *Designing your resume to be read by a computer (ATS)*
- *Freeing yourself from resume clutter*
- *Using cover letters as a marketing tool*

Like it or not, 999 times out of 1000, the decision to interview someone or not interview them is based solely on their resume and cover letter.

The resume and cover letter together should be regarded as your Personal Marketing Brochure. They need to be good. Very, very good. And they need to break through the clutter.

Few people realize it, but today resumes sent to recruiters and companies are immediately uploaded into an ATS system. ATS stands for Applicant Tracking Software. The resume you send to a company is often **automatically** uploaded into the ATS system, where it is parsed; your contact information is entered, along with your academic credentials, foreign language skills, practice areas and employment history.

To be able to get your resume noticed and to have it properly processed, you need to understand how to design it so that it is ATS friendly. If you don't know how to do ATS formatting, your street address or college class year may end up in the Name field of the database, and your resume will be lost forever to the employer.

Our own ATS system mis-categorizes incoming resumes almost every day, but we are small enough and customer-focused enough that **we actually look** at each incoming resume to make sure it is properly coded. Companies and recruiters that get 5,000 or more resumes per week do not have this luxury. Do yourself a favor and research how ATS systems work before you prepare your own resume.

2.5.1 RESUME CONTENT:

Form is more important now than ever before, but content is still critical. To be effective with your resume, you should:

- Have different resumes for different types of positions
- Make the resume relevant to the needs and wants of the reader
- Show your value and achievements

Your **duties and responsibilities are not the story**. Your duties and responsibilities are similar to those of other lawyers with like kind and length of experience.

Your **accomplishments are the story!** What matters is not what you did, but **how well you did it**. Your resume needs to show how effectively you carried out your duties and how you produced results.

Your resume should establish your experience, but then support your experience by citing achievements in anecdotal form. Use the PAR format: Problem, Action, Result.

Other resume pointers

- 1 or 2 pages are fine. A loose two-page resume is better than a crammed single page one.
- Make the resume easy to read and “eye friendly.”
- Do not exceed 2 pages. You may let the reader know that other information, e.g., a lengthy list of publications, is available on request, but don’t overwhelm them with paper.
- Avoid jargon. Consider the reader’s knowledge base. If they are not attorneys, legal jargon will only get in the way. If they are attorneys, you don’t need to spell things out – the reader already knows!
- Avoid personal information about marital status, number of children, and religious affiliation. However, if you have a really neat hobby – if you are a pilot, tri-athlete or something else that is interesting and out of the ordinary, it can be helpful to mention it as a way to differentiate yourself from others.
- Use key words that will resonate with the reader. THIS DOES NOT MEAN stuffing your resume with a laundry list of every single area of law you have practiced, and every single type of legal document you have prepared. Don’t try to “game” the system. We won’t be fooled.
- If you are submitting by hard copy, print the resume on quality paper with matching envelopes
- Volunteer activities, if significant, can be used when relevant. If you were President of the Board of your Co-op and oversaw a \$600k renovation of the building lobby, this could be useful on your resume.
- Note, you need not claim sole credit for something that involved other people. You can say “key member of a team,” “leader of a group that,” etc.

2.5.2 COVER LETTERS:

The letter is not just a wrapper for your resume.

It is a critical part of your communications package. Its purpose is to dimensionalize the person represented, and to create enough interest that the reader will go on to review the resume.

Cover letters are more important than ever before, especially in these days of email. You may attach your resume to an email, but paste the letter into the body of the email message. It is annoying for a recruiter to have to open an attachment **and** a cover letter, especially if it turns out that the person is not a suitable candidate.

And for Pete's sake, don't send us an email telling us you are interested in a job we have listed and asking us if we want to see your resume. **If you have the right credentials, of course we want to see your resume!**

Don't add any more work to our day by making us send a note to you. Make it easy for the recruiters to get your information and credentials. If you make it difficult, we will simply move on to the next resume in the pile.

Back to the point about cover letters. Your letter is the first thing the reader will see. If the letter isn't good, the reader will not get to the resume.

A good resume is expository and cites achievements and biographical data. A good cover letter is more emotional, and should describe what you are about as a person. It should also contain your primary Brand Strategy.

2.5.3 MARKETING LETTERS:

Sometimes the best approach is to send a Marketing letter WITHOUT a resume. A Marketing Letter is a hybrid cover letter and resume, all on one page. It is especially useful for career changers because it can overcome the problem of an out-of-spec resume. It is more like a business proposal than a resume.

Advantages of a Marketing Letter:

- **Bypasses HR and other Gatekeepers** – Unless you want to work in Human Resources, do not send your marketing materials to the HR Department. They are trained to screen out resumes that are not in spec with existing openings. Similarly, some secretaries or gatekeepers are trained to send incoming resumes to HR. A marketing letter is not a resume and likely will be read by the decision-maker.
- **Eliminates competition** – since a marketing letter is not a resume, it is not grouped in with other job applicants and is not screened by HR. You have just beaten your competitors and managed to get your information to the person who needs to see it!
- **Lends itself to a “create-a-job strategy”** – With a marketing letter, you can get a decision-maker to understand your value and what you could bring to a company, and you can end up having a job created for you, even when there are no vacancies.

And Now a Word From ... We are experts in preparing resumes, cover letters and marketing letters for attorneys who are seeking new career paths or in-house positions. Our pricing is customized based on complexity and professional level. If you would like your resume evaluated, we can provide a quick verbal resume critique at no-charge as part of our initial consultation; for a much more detailed critical written evaluation of your resume, which can take an hour or so, we charge a nominal fee. Please call or email us for more information.

2.6 STEP #6 – YOUR PERSONAL MARKETING ACTION PLAN

A job search is like bringing a new product (you!) to the market. To succeed in the marketplace, you will need a Marketing Plan. Your Marketing Plan needs to identify many different items relating to your search. Properly thought out, it becomes your campaign map; in fact, we call our Marketing Action Plans “MAPs,” because they show you how to get from your starting point to your career destination!

2.6.1 MAP COMPONENTS

There are many different components that go into an effective MAP. They include
A MAP is a hybrid of marketing plan and business plan. It starts with these **three key questions**:

- 1) What are you going to do for your employer ... to help their operation?
- 2) What qualifies you to do it?
- 3) Why should they choose you over someone else?

Each MAP will cover these core areas:

- **What Industry? – Identify your prospective buyer’s profile:**
 - What industries are you interested in?
 - What size company and what stage of company development?
- **Type of Job? - Decide your targeted level of responsibility:**
 - Are you going to market as a Vice President, Director or Manager?
 - Are you a General Counsel, a Deputy, an Assistant, etc.?
 - Are you going to be managing people, projects or just your own work?
- **What does the employer (buyer) care about?**
 - What are the buzzwords for the buyer?
 - What are the issues effecting the buyer’s industry?
 - What are the likely needs of the buyer?
 - What can you do to help deal with those issues?
 - What skills and experiences do you have that can satisfy those needs?

- **How will you get your message out?**
 - How can you reach the buyer directly?
 - How can you reach the buyer indirectly, through other people or organizations?
 - What keywords should you use in your marketing materials, social media work and when going on-line to search openings?
- **What do you need to make?**
 - How much do you need to make to exist?
 - What would you like to make to be satisfied?
 - What would vastly exceed your expectations?
- **What is Your Campaign Strategy?**
 - Go wide – reach as many potential employers as possible?
 - Go narrow – only approach a handful of companies?
 - Hybrid – do a little of both?

2.6.2 Issue: Campaign Methodologies

There are many components to a job search. These involve Traditional and Innovative methods. We will have more detailed information about these methods in the next chapter, so this is just a brief overview of the two approaches. You will need to set performance parameters for each.

Traditional Methods:

Traditional methods are the things all job seekers do. These include:

- . Classifieds and internet
- . Recruiters
- . Direct networking

Innovative Methods:

Any fool can answer a classified or call a recruiter. It takes creativity to apply more dynamic job search tools. You should allocate a percentage of your job search time to innovative methods including:

- Indirect networking
- Opportunity Marketing
- Targeting

2.6.3 Overcoming Objections

There are obstacles, objections and other “red flag” issues in every campaign. These red flags are concerns that any reasonably intelligent interviewer will have in regard to your candidacy, such as:

- age (too young or too old)
- lack of industry experience

- lack of desired job function experience
- over- or under- qualified
- too specialized in career or training
- not specialized enough!
- reasons why you are looking for a new job
- too many jobs (or too long at one place!)
- And my favorite, for those seeking new careers: “Why don’t you want to be a lawyer anymore? “

In your marketing plan, you should identify the questions you do not want them to ask, and then come up with effective strategies to turn your personal lemons into lemonade.

2.6.4 Performance Measures:

A job search takes time. If you are unemployed, you should be spending at least 30 hours per week on your search. Most of our clients are employed lawyers who do not have a great deal of time available. If this is your situation, then you need to set productivity goals and objectives. Determine how much time you will spend each weekday (and weekend) on your job search. Set specific goals for:

- 1) amount of research time per day/week
- 2) amount of time customizing letters and resumes
- 3) number of letters and resumes mailed
- 4) number of networking contacts, etc., made per week.

You must set aside time for your search activities. Make this time inviolate!

Before you begin your job search, sit down quietly and systematically address the issues listed in this section. Prepare a written plan that establishes your strategies and provides specific goals. Then simply follow your plan!

And Now a Word From ... The creation of a Marketing Action Plan, complete with strategies and tactics, is a service that is available from us. We have programs that take from 2.5 to 4 hours. If you are interested, please call or email us for more information.

2.7 STEP #7 – JOB SEARCH METHODS & CREATIVE PROBLEM-SOLVING

People go to lawyers because they have problems. Your challenge as an attorney is to dissect the problem, analyze the issues, and come up with a creative way of solving the problem. You probably do this everyday.

Your challenge as a job seeker is to apply the same skills to the task of finding a new job.

You can do this creatively or follow the same, worn out methods that have been used for years. It's your call.

2.7.1 The Traditional Job Search:

Most people base their job search campaigns on what we call The Traditional Triad – classifieds, recruiters and networking. These are the slowest and least effective of all job search methods. Virtually all of the research that has been conducted over the last 30 years comes to the same conclusion: **Classifieds and Recruiters, together, only represent 20% of the open jobs!**

Fully 80% of the available positions are filled through the so-called Hidden Job Market.

We will get to the Hidden Job Market in a bit, but first, let's look at the components of the Traditional Job Search.

(a) The Traditional Job Search – Classifieds:

- Represent 5-8% of the market (including internet postings); postings are the smallest
- slice of the job search pie
- Are vacancy-based – there must be an actual vacancy to necessitate a classified. At any given moment, there are not a lot of vacancies to fill; but there are a lot of needs to fill, which is much more important.
- Easiest tool for a job seeker to utilize – as a result, companies get 100s to 1000s of responses to classified postings
- Lowest yield and most competitive method
- Make it easy for employers to screen out applicants

Also, things are not always what they seem...

- Some classifieds are placed to satisfy EEOC and other compliance regulations, but the candidate has already been decided upon
- Some are placed by recruiters for jobs that don't exist, so the recruiters can find out who's looking

(b) The Traditional Job Search – Recruiters:

One of the things that drives me crazy when I talk to job seekers is when they say, “I have registered with a few recruiters” or “I have a recruiter looking out for me.”

How naïve.

There is a saying in the recruiting industry: “Recruiters don’t find jobs for people, they find people for jobs.” Think about what that means.

Here are some facts about recruiters:

- Recruiters only represent 12-15% of the market, and their share is declining
- Recruiters are looking for **exact matches** to a job spec, not “close enough” matches
- They generally want candidates who are currently employed
- They put square pegs in square holes; recruiters have little utility for career changers
- Recruiters work for the companies doing the hiring, not for candidates seeking positions
- Recruiters are not career counselors – they are salespeople!

Think it through a little more deeply. According to a recently published report, a typical recruiter will have 10 open jobs. If you are listed with five recruiters, you may have access to only 50 openings out of a universe of nearly 350.

If you are going to use recruiters in your search, use a service that distributes your resume to as many of them as possible. Then move on. If a recruiter has an opening for you, they will call you. (We have recruiter distribution services, so if you are interested please give us a call).

Be clear, though -- you are a fee to a recruiter. Nothing more, and nothing less. In the good old days, recruiters used to get 25% to 33% (or more) of a candidate’s first year salary. Today that has dropped to 17% to 25%. That’s still a good size chunk of change. On a \$160,000 base for a young associate, the recruiter’s take will be at least \$27,200 and more likely close to \$40,000.

Companies and law firms don’t want to spend that money unless they have to. Hence, recruiters’ share of market has been declining.

We do some recruiting in my practice. Many lawyers are disappointed – even vexed – (even worse!) – when we tell them they are not “recruitable.” I was not top of the class at Harvard, but I’m no dummy -- I would rather get a \$30,000 or \$40,000 recruiting fee by placing you than \$300 or \$400 for improving your resume. If we say you are not a recruitable candidate, it hurts us more than it hurts you!

(c) The Traditional Job Search – Direct Networking

”It’s who you know.”

I hear that every day from job seekers – most of whom don’t know anybody, and are sorely frustrated in their job searches. They blame their lack of job search success on their lack of contacts.

That’s Bull.

Direct networking (or “old-fashioned” networking, as I call it) is asking friends and colleagues if they know of any good jobs for you. Chances are they do not.

We have worked with some 2,500 attorneys, and most of them do not have useable networks. If they did have useable networks, they still wouldn’t use them out of fear of detection -- if a law firm knows you are looking to leave, they will often expedite that process for you!

Old fashioned networking is not for everyone. I hate networking and only did it one time in my various job searches. I didn’t feel good about doing it and it produced nothing but acid indigestion.

(d) Old-fashioned networking:

- Means asking people if they know of any available jobs
- Is a supplicant situation and is debasing for some people
- Relies on existing contacts (which is fine if you have lots of good contacts, but many lawyers don’t)
- Means putting the bite on friends
- Is vacancy-based
- Involves well intentioned friends who will say, “I don’t know of anything now, but if I hear of something, I’ll call.” (P.S. Don’t sit by the phone).
- The Traditional Job Search is slow, inefficient and reactive, not pro-active. That is why most job searches take so long these days.

According to The New York Times, the average job search takes six months, but the **average Executive and Senior Management job search typically is taking 12 to 18 months.**

According to a Dec. 2011 study by Challenger, Gray & Christmas, which does

executive outplacement, 49% of the job seekers they surveyed were looking for more than a year, and 62% were still looking after 7 months.

Job searches don't need to take this long. There are better, more innovative ways of getting it done.

2.7.2 The INNOVATIVE Job Search:

If you want to get your job search over more quickly, you will need to apply other, more innovative techniques. It will pay for you to get smart about how to do a job search the right way.

There are books on the subject. There are law school career counselors. There are even career consultants (like us). Most professionals can speak with you about innovative job search methods like:

Indirect networking – not asking people in your network if they know of jobs, but rather using your contacts to gather information -- without asking them for favors.

Targeting – where do you want to work? Targeting lets you define your own parameters and end up in an organization of your choosing.

Opportunity Marketing – the most powerful of all job search methods. Bar none. It involves leveraging change and helping organizations solve problems or seize opportunities. It is easy, once you know the secret.

Social Networking – not even a factor in job search a few years ago, but now one of the most vital weapons in the job search arsenal.

Let's take a look at these new approaches.

(a) The Innovative Job Search – Indirect Networking

“It's not who you know – it's who you *get* to know”

Indirect networking involves:

Looking for UWANS (Unfulfilled Wants and Needs), not job openings. All of your contacts know people in companies. All companies have UWANS. It's OK to ask about them. Leverage a contact to meet someone at a targeted organization. It doesn't have to be someone who can hire you, it just needs to be someone who is *there*. Then you can use *their* contacts to work your way through an organization. (Six degrees of separation, anyone)?

Specifying your Brand Strategy and Buyer Profile – position yourself within your network as a Contributor offering solutions, not a job-seeker asking for help. Think of yourself as a consultant looking for companies with problems that need someone like you to come in and solve.

Giving your contacts a chance to enhance their political capital – if one of your network contacts facilitates the process of finding a company in need of the solutions you can provide, they gain political capital in *their* network for finding you.

Creating new contacts through people you already know, without asking for favors.

Indirect networking is not vacancy based; it is problem/opportunity based – you are using this method to find organizations that need to make changes; when found, you can create opportunities for yourself.

This is a means (but not the only means) of entry into the Hidden Job Market

(b) The Innovative Job Search – Targeting

Are there organizations out there that you would like to work for? Perhaps you pass them every day on the way to work. Maybe you like their products. Perhaps you like their reputation. For whatever reason, you like the company. So why not make it a target for your job search?

Once you have identified targeted companies, you need to start researching them.

How are they structured? Centralized? De-centralized? Are they organized by business unit? How are their individual departments structured?

One company can provide many different job opportunities.

I once researched CBS for one of my clients. At the time, CBS had 14 separate business units. Of the 14 units, 13 had their own separate legal departments. I would venture that the General Counsel of the entire corporation probably would have to think a bit before he could name all 13 of the business unit chief lawyers.

Someone looking for a legal job at CBS could write to the General Counsel and hope the resume would be passed on to the 13 divisional chief lawyers, or worse, could write to the HR department. Either way, **it's the wrong way to go.**

The way to win a job in a targeted company is to research the organization, see where you could fit in, and **write to each decision-maker who could hire you.**

A company is like New York City; it is not one entity, it is a series of neighborhoods, each with its own characteristics. One company can provide as many as a dozen different job opportunities for the same job seeker

(c) The Innovative Job Search – Opportunity Marketing

“All opportunities create problems. All problems create change. All change creates opportunities.” This is the true mantra of job search success. Think it through!

This is the “creative problem-solver” approach. Leveraging “change” is the best of all job search methods -- simply look for companies undergoing change, and which, as a result, have **Unfulfilled Wants and Needs**.

News about these situations is right in front of you every day. Change-related job opportunities are in newspapers (and on-line journals) every single day -- but not in the Classifieds! The job opportunities are in the News and the Feature sections.

Here are some sample changes to watch for:

- ✓ Relocation
- ✓ Reorganization
- ✓ New product lines
- ✓ Change in the competitive set
- ✓ Change in the regulatory environment
- ✓ Earnings growth or reduction
- ✓ New hires, promotions
- ✓ Industry-wide problems or opportunities
- ✓ Changes in technology

Consider the nature of the changes and how they will impact the company (or industry) involved. As a result of these changes, what new challenges will the decision-makers be facing? What is keeping them up at night?

What can you do to help deal with the change?

A classic example is Sarbanes-Oxley – a regulatory change which created thousands of new in-house legal jobs. Another classic change is the internet itself: I would bet money that you know or are related to, someone who is a website designer or marketer. These jobs did not even exist when we founded Career Strategies.

This process involves applying **the four R’s: Read, Research, Reflect, Respond**. It is simple. It is fun. And it produces results.

And Now a Word From ... Opportunity Marketing is one of the key components of our instructional webinar, “The Innovative vs. Traditional Job Search.” The other techniques above are also addressed in detail in the webinar. This modestly- priced 90+ minute program features invaluable insight on creative, effective methods you can use to shorten your job search. If you are interested, please call for details.

(d) The Innovative Job Search – Social Networking

Younger lawyers are already Facebooking, Tweeting, Pinteresting and LinkingIn as a matter of routine. Older lawyers, who often tell us they don’t use LinkedIn or Facebook because it is invasive and undignified, need to get with the program!

You cannot do a proper job search without an effective social media strategy. Period.

Social media is becoming a leading source – perhaps the leading source – of candidates for open or contemplated positions.

\ This is a new component of The Hidden Job Market. Companies can find all of the talent they need without going to an agency, without placing a classified ad, or without even posting a job on their own websites.

Recruiters use Social Media to find candidates. It is much better, less time-consuming and more fun than their old fashioned recruiting method, “dialing for dollars.”

Let me repeat: If you do not have a dynamic social media strategy, you will miss out on many good jobs that otherwise could have been yours.

There are books on the subject, although the technology is moving so rapidly that books may be out of date before they are published. Even slightly out of date information is better than no information at all.

Another Word From Our Sponsor... We offer a brand new, state-of-the art, 8-part email training program on how to use LinkedIn to shorten your job search. One lesson per day is emailed to you. This material can change your life! The program is normally \$99.95 but for a limited time only, is available to recipients of this booklet for only \$49.95. If you would like to purchase the series, call us or email us. Be sure to **use the discount code “LDC50”** when placing your order.

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**ANSWERS TO SKILLS IDENTIFICATION EXERCISE ON
PAGES 6 AND 11**

To beat the competition, you need a compelling statement about your skills and value. When I ask lawyers what they do well, I invariably get the same responses; I even show them a slide with these responses after they have given me their answers. The Lawyer Skill Commonalities include:

- . Research
- . Analyze
- . Write
- . Persuade, advocate
- . Negotiate
- . Advise
- . Solve problems creatively
- . Learn new things quickly

This is not a bad package to bring to a company. But if all of your competitors are making the same claims, **you will need to be more original** in how you describe your abilities.

Part III: Bonus Materials

3.1 SPECIAL BONUS SECTION – INTERVIEWING SKILLS

All of the materials you have read thus far are dedicated to achieving one objective: Getting you an interview for the *right* kind of position, with the *right* company and at the *right* salary.

Getting the interview is important. **Winning in the interview process is critical.**

There are only three basic questions on the interviewer’s mind:

1. Can this candidate do the job?
2. What does this candidate offer that the others don’t?
3. Will he/she fit in with subordinates, peers, superiors and most of all, with me? Do I want to see this person’s face when I come to work in the morning?

CHEMISTRY:

For most kinds of jobs, “Fit” and “Chemistry” are more important criteria in the decision-making process than competency or competitive edge.

. **If they don’t like you** but you are highly skilled and experienced, there’s a good chance they are **not going to hire you.**

. If they **do like you** but you are not as skilled or experienced, there’s a good chance they will hire you anyway. They will figure that you can learn the business, but you can’t learn to be likeable.

The reality is that in American management, executives tend to hire people who are like themselves, or who are otherwise likeable. This is often a dysfunctional business practice, but it does provide many opportunities for successful career change (if you are nice, that is!).

PREPARATION:

Even if you do not have much directly relevant experience, you can take steps to come across better in the interview and remain a contender.

Just as you would not approach a litigation or a business deal without thoroughly preparing, you should not approach an interview without thoroughly preparing.

Come prepared. Know who will be conducting the interview ... their name, title, function and background. Check out their Facebook and LinkedIn pages (**they have already done so on you!**)

Know as much as you can about the company ... see its website and annual report **at the minimum**. Then Google them. Know as much about them as they know about themselves.

Know about the competitive environment ... what is the company's competitive posture?

If you are applying for a legal job, make sure you have checked their litigation history and get as much information as you can about pending problems (this information is in the annual report as well as in legal research databases).

Have at the ready a series of Success Stories that will illustrate your abilities and accomplishments. Memorize them.

CONDUCT A "NEEDS ANALYSIS"

An interview is a conversation with a purpose.

It should be a 50-50 give and take.

It is not what you want to sell that is important. It is what they want to buy!

Determine what they want to buy by asking questions early in the interview.

Listen carefully to their responses.

Relate how your background and skills give you the ability to provide solutions to their problems.

SELLING VS. INFORMING

You do not need to sell yourself in an interview. You need to *educate* the interviewer about your value.

"I can do that for you, and this is why."

Document your case through short (45-90 seconds) stories about problems you overcame, contributions you made to past employers, etc.

Show them your *transferable* skills:

. “No, I never negotiated a freight contract before, but I have successfully negotiated thousands of settlements. I know how to produce profitable, productive deals.”

GENERAL INTERVIEW TIPS

Practice, practice, practice before the interview.

Anticipate the questions they will ask.

Prepare responses to the difficult questions you *don't* want them to ask ... because those are the questions they will ask! (Remember the Marketing Action Plan! [page 17]).

Perception is more important than reality.

Your attitude is your most important asset – come across as confident, competent and collegial.

On balance, it is much more important to be confident than competent.

You can increase the interviewer's confidence in you by taking these steps:

- . Coming in as an equal
- . Offering value
- . Validating your claims with examples
- . Creating a comfort level that you can get things done.

Remember, the interviewer has a problem that needs to be solved. **They want to hire you!** No joke!

Trying to hire someone is a tiresome and odious task for the hiring authority. It gets in the way of doing their real jobs. While they are wasting time interviewing bad candidates, the work is piling up on their desks. They pray that each candidate who walks in the door is the RIGHT candidate so they can hire them and get back to work.

If you get an interview, be assured they want to hire you. **Give them a reason to do so!**

CLOSING END QUESTIONS:

As the interview winds down (you can tell because they start looking at their watches) ...

- ask if they have any concerns about your abilities to do the job.
- determine where they are in the hiring process – just starting or deciding tomorrow?
- ask permission to call at the appropriate time for a status check.

- tell them you are interested.

THE THANK YOU LETTER:

Sending a Thank You letter is a “MUST DO” -- everyone with whom you interviewed should get an *individualized* “thank you” letter.

If a secretary was particularly helpful to you, send a thank you letter; secretaries are often major influencers in the hiring decision.

Use the Thank You letter to reiterate your strong selling points as matched against the employer’s needs.

Also use it to cover areas that you forgot to mention in the interview.

An emailed “thank you” is acceptable, but a nicely typed letter is even better.

BIGGEST JOB APPLICANT MISTAKES:

There have been many studies written about mistakes made by job seekers. Here are a handful:

- .Lack of knowledge about the organization.
- Lack of poise and self-confidence; self-doubt is lethal.
- Arrogance and being overly aggressive (trial lawyers, beware!)
- Lack of enthusiasm (you should act like you are interested in the job!)
- Too much enthusiasm (don’t act like you are *too* interested in the job!)
- Failure to listen.
- Failure to bring an extra copy of the resume.
- Lack of clearly defined longer term career goals.
- Lack of clearly defined immediate career goals.
- Inability to articulate skills.
- Inability to articulate contributory abilities and accomplishments.
- Failure to convey a sense of comfort with oneself and confidence in one’s own competence to
- Learn and master new things.

Many, many times I have heard clients say, “If I could just get in front of the interviewer, I know I could convince them to give me the job.” This may often be true in cases where our “create-a-job” approach is being used.

However, if there is an actual job opening and the company is interviewing candidates, they are interviewing people every bit as smart and accomplished as you are. You can beat the competition, all right, but you’re best advised to do so **by out-preparing them.**

3.2 SPECIAL BONUS SECTION – GENERAL CAREER DEVELOPMENT TIPS

We are about at the end now, so I wanted to share with you certain things that I have observed about the job search and career development process.

- . Getting hired is no longer a once in a lifetime experience. Multiple jobs and multiple careers are the reality of the new millennium.
- . Many clients today tell me they are looking for stability. The reality is that **the only stability you can count on is within yourself**. You have to keep learning. As Steven Covey says, you have to keep the saw sharp.
- . They never teach you the important things in school or on the job – you have to seek out the knowledge yourself. This applies to you work and to your search for work.
- . Investing in your career is investing in your life. Keep learning and growing.
- . Accept change gracefully, because it will happen whether you like it or not.
- . Keep building your network. Stay in touch with people you have casually encountered. Do not stop your network development efforts just because you have landed a new position! Network developing is easy today thanks to social media.
- . No one succeeds in isolation, but only with the help of others.

3.3 **ADDENDUM -- SO WHERE DO THEY GO?**

Career Strategies clients have re-careered into a variety of different areas. Other than having JDs and certain shared characteristics resulting from law school training and the facts-of-life in the legal profession, each client is different and has his or her own muse. Our “graduates” have gone into such diverse areas as those shown below:

Public Relations	Telecommunications Operations
Construction Management	Travel Writer/Photographer
Entrepreneurship	TV Station Management
Fund-Raising	Non-Profit Agency Management
Legal & Business Affairs	Strategic Planning
Employee Relations	Financial Services Operations
Investment Sales	Real Estate Development
Management Consulting	Sporting Goods – Exec. Management
International Affairs	Technology Procurement
University Administration	Sales and Sales Management
Sports Promotion	Healthcare Administration
Risk Management	Government Agency Administration
Event Planning	Conference Management
Retail Operations	Government Relations
Public Affairs	Compliance/Ethics
Investment Banking	International Corp. Finance
Chief Operating Officer	General Counsel
Project Management	Marketing
Broadcasting	Labor Relations
Environmental Affairs	Bank – Trust Officer
Private Law Practice	Law Practice but new area of Law
Recruiting	Author
Chef	Restaurateur
Educational Outreach	Community Affairs
Finance & Administration	Affiliate Relations
Key Accounts	Business Management
Talent Agent	Teaching
Relationship Management	Film Production

Fields include: Banking, Broadcasting, Aerospace, Healthcare, Non-Profit Agencies and/or Associations, Construction, Real Estate, Financial Services, Universities and Colleges, Manufacturing, Insurance, Government, Military, Computers and Telecommunications.

Clients have also gone into Alternative Energy, Hedge Funds, Green Industries, Advertising and Promotion agencies, Sporting Goods companies, Human Resource Consulting firms, Publishers, Defense Contractors, Merchant Banks, Hotel Groups, Resorts & Leisure and many, many more.

Many new and rewarding careers are available to you, if you do more than just wish for them. You need to take action. We hope this guidebook will help you do so.

3.4 SPECIAL BONUS SECTION – MYTH DEBUNKING

There are a number of myths about job search, and I want to debunk a few of them right now.

MYTH # 1 -- if you re-career you'll have to take a giant step backward in salary or responsibilities.

Not so! Our experience over more than 20 years of re-careering lawyers proves the opposite. On the main, we have found people have done as well or better economically in new careers than they were doing as lawyers. Sometimes quantum leaps are possible.

MYTH # 2 -- Companies want people with direct experience who can hit the ground running.

Some do, some don't. Some companies will be willing to give you a shot and will be buying what they believe you will be able to do for them in the future, as opposed to what you did for others in the past. Some companies **actually prefer to bring people in without direct category experience**, because **they can provide a different perspective**.

MYTH # 3 – (my personal favorite) -- The “I Can't do Anything Else” myth.

Baloney. You weren't born to your jobs. You chose them. You could have chosen something else and still been successful. If you are bright enough to pass the Bar and function as an attorney, you are no doubt bright enough to learn how to apply your talents in a new and different way. With a well reasoned approach and carefully thought-out strategy, you would be surprised at what you can accomplish.

3.5 SPECIAL BONUS SECTION – BASIC TENETS of JOB SEARCH SUCCESS

We have studied the job market, career change, and job search over the years, and observed certain fundamentals about the process -- "truisms" for developing and mounting a successful job search. We've formalized these observations into eleven Basic Tenets. Some of these points are simple, some are obvious, some need to be reflected upon ... but if applied, each will help you achieve job search and career success.

1. Knowledge Is Power -- The more you know about the search process, about self-marketing, and about prospective employers, the more efficient and productive the campaign you can mount. The information you need in order to win is out there ... all you have to do is go after it and use it.

2. You Have Control -- You don't need to feel powerless over your career or job search. You can take control of the process and guide your own destiny...if you choose to.

3. Look For Unfulfilled Wants And Needs -- You can create a job where none exists if you understand a targeted employer's wants and needs ... even if the employer isn't aware of them!

4. All Change Creates Opportunity -- Change is constant, and effects every organization everyday. Whenever a circumstance changes -- the competitive environment, a political or regulatory change, a technological development, a market shift -- that change must be addressed. Watch for changes in a company or industry, identify the opportunities those changes may create, and use them to your advantage.

5. Pitch The Benefits -- Focus on what you can do for your next employer, and on how you can help them achieve their goals and objectives. People don't buy facts, they buy benefits. Keep this in mind always.

6. Picture Your Desired Outcome -- A positive attitude and envisioning success helps bring about success. If you think like a loser, you'll be a loser. You must picture yourself being successful in something as you begin that process, then go for it!

7. Don't React. Act! -- Never wait for a company to call you. Call them! You can't just send out a resume and expect a call. And you can't simply react to opportunities that are presented to you ... you must be pro-active and make opportunities happen.

8. Persevere -- It takes time, patience and continued effort to be successful in a job search, or in any endeavor. Quitters don't win ... and winners don't quit. Develop a plan, work the plan, and stay with it.

9. It Takes Just As Much Effort to Get a Job You Don't Like As It Does to Get One You Do Like -- You will spend most of your waking hours at work, and you have one life to live. Don't waste it! Go for what you really want. But do it with intelligence and forethought.

10. The Best Candidate Doesn't Always Win – You are competing against people who are every bit as qualified for the job as you, maybe even more so. The key to beating the competition is truly understanding the employer's needs, effectively communicating your relevant strengths, and demonstrating how you, more than anyone else, can fulfill the mission of that job. The best candidate doesn't always win; the candidate who is best prepared wins.

11. Don't Assume That Just Because There Are No Vacancies, There Are No Jobs -- If you learn about an organization, identify its unfulfilled wants and needs, show the benefits you can bring to it, persist in your efforts and picture yourself succeeding, you can literally create a job where none existed.

These are 11 simple concepts that work. They will give you control over your job search and enable you to achieve things you never before thought possible.

Good hunting!

--- Bruce Blackwell