

The Career Artisan
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PHONE
NETWORKING
SECRETS REVEALED

PHONE NETWORKING SECRETS REVEALED

Take the Fear Out of Cold
Calling When Networking
and Looking for a Job

Guide
For The
Perplexed

Guide For The Perplexed

Phone Networking Secrets Revealed

**Take the Fear Out of Cold Calling
When Networking & Looking for a Job**

By Mary Elizabeth Bradford

The Career Artisan Series Phone Networking Secrets Revealed
Guide for the Perplexed

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**Dedicated to
your job search success.**

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"I love how Mary Elizabeth combines her experience as both a recruiter and a job search coach to come up with this little gem. If you have a hard time picking up the phone, you need this book."

**Jason Alba. CEO of JibberJobber.com
Author of *I'm on LinkedIn—Now What???***

Also

Mary Elizabeth Bradford

by

The Career Artisan Series – The Hidden Job Market Guide For The Perplexed

The Career Artisan Series – The 21st Century Resume Guide For The Perplexed

The Career Artisan Series – Interview Follow Up Guide For The Perplexed

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Book Cover Design by Killer Covers
Book Interior Design by icandy-designs.com

ISBN: 978-0-9834249-0-1

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WELCOME!

Thank you for purchasing my special **ebook** on phone networking! I created this information after repeatedly hearing from my clients that their number one fear was networking and, specifically, 'phone networking' or 'cold calling'.

However, avoiding networking on the phone can mean losing out on major job opportunities, connecting with key contacts, and potentially tens of thousands of dollars.

Most of the statistics out there say 70% to 80% of jobs are landed through networking. If you are familiar with my job search strategies, you know I state that networking although good, can add a considerable amount of time to your job search, so I advocate getting focused and going direct in order to truly tap into the hidden job market. Most experts agree the hidden job market represents approximately 85% of the total jobs filled in the job market. However in both of these strategies (networking and going direct), you are going to have to make several phone calls for many different reasons including: following up as well as connecting with old friends and associates and calls to people you have not met yet. So whether you are a mid-manager or a C-level executive, phone networking is one of the most valuable actions you will take in a career change.

So let's get started!



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WHY DO PEOPLE FEAR PHONE NETWORKING?

Simply put, I believe it's a combination of the potential for "rejection" and the anxiety felt when in the back of our minds we erroneously believe we are calling a stranger at a company, begging for a job.

The "rejection" that is "felt" needs to be put into proper perspective. The reason is that it's silly to believe that the person you are calling was just waiting for you to call so he/she could hire you (wouldn't that be great!). In fact, I think it's safe to say that, as you are networking, most contacts aren't going to have or know of any open positions at that moment in time.

But guess what? This is good news, because most of the networking techniques I am going to be sharing with you DO NOT require you to ASK for a job!!!

Here's the trick—networking is generally a long-term commitment. Think of each person you call as a potential long-term networking contact or friend (if they are not already). When you contact someone for the first time, think of these conversations as "planting seeds." Think, "At this point, we are not talking about the harvest." This alleviates enormous pressure and what YOU think you require from the phone conversation.

Now, with your expectations in check, you will find it much easier to just be yourself, feel calm, confident, and friendly and your networking contact will respond in kind, mirroring your behavior!

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HOW TO OVERCOME PHONE FEAR—PREPARING FOR YOUR PHONE CALL

Now we are going to get into exactly how to overcome the fear and anxiety connected to making follow-up phone calls. The first step is to minimize the possibility of rambling on, saying the wrong things, or getting tongue tied. In order to do this, ***it's really important to write out what it is you want to say.*** Develop a *short, simple script* and practice it out loud a couple of times before your calls.

In the chapters to follow, I have included several proven-to-work scripts that you can apply to various scenarios. You will have to modify them slightly to fit you. I have worked with entry-, mid-, and executive-level professionals who have ALL successfully modified these same approaches and scripts with great results.

As you begin to make your calls, you will be delighted to find that your conversations will *quickly* become easier and easier!



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Preparing for Your Call—a Simple Blueprint

Use the blueprint on the following page to quickly get focused on what you want to say and how to say it!

Who is your key contact?

It always helps to jot down the name or names of people you are talking with just in case the name of your contact slips your mind during the call!

What do you want to accomplish during this call?

Answering this question forces you to focus on the present versus the hopeful future (I want to get a job interview . . . or I want a job offer—this will be your goal for some of your calls, of course, but it's probably not a realistic goal for all of your calls).

This question also challenges you to become crystal clear on the one simple outcome you would like to see happen (the opportunity to introduce yourself, having an engaging and positive conversation, securing an in-person meeting, getting referred to another contact, or obtaining a networking contact in another company).

What is the ONE thing you can say during the call that benefits your contact?

This is the most important question you can answer and it requires you to focus on how you can directly help your contact and his or her company.

Large or small, write down your benefit. If you want to add one or two more that is great, but don't lose your focus!

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CALL BLUEPRINT

Key Contact: _____

Purpose of Call:

What do I want to accomplish during this call?

What is the ONE thing I can say during the call that benefits my contact?

HOW TO NETWORK WITHOUT ASKING FOR A JOB

Want to know the secret to successful networking? *Don't ask for a job!*

Avoid the major mistake of asking for a job or asking your contact if he/she knows of an open job. Are you surprised to hear this? If so, I'm sure you are *pleasantly* surprised! You can easily achieve your job search and networking goals WITHOUT coming right out and asking for a job.

In fact, doing so has proven to be counterproductive. After all, how many open jobs do YOU know about at this moment?

So, when you are networking, the BEST thing to do is ***ask for resources and information***. The great part about this is if they DO know of any open jobs, they will most likely be very happy to disclose that information (providing they like you and find you professional, etc.).

Here's an example:

Calling a Networking Contact—Someone You Know

I have stepped back and looked at my career for the past 6 months and I have determined a few industries I believe would be a good fit for me. They are _____, _____, and _____.

Do you know anyone in those industries I could talk with for a few minutes to get some mentoring as I continue to research these industries?

Practice saying this out loud. I have found any script I read on paper looks "canned." You might find the same. But when you read the above statement naturally, you will hear how friendly it sounds and, most importantly, that it's not off-putting.

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When you use your networking contacts to ask for a job, you risk eliciting the “bristle factor” from them. Here, you are simply asking for information. You will be amazed at the improved response you will receive! *People are naturally wired to help*—they just have to be asked in the right way.

Now what do you say to these referrals? It’s easy—you simply ask for information about their industry. Maybe you have heard of this technique. It works really, really well. It’s called an informational interview.

Here’s an example:

Calling a Networking Contact—Someone You Don’t Know

Hi _____, this is _____ (use your full name, title and company you are with, if you can).

I am calling because I am confidentially researching two industries right now for a potential future career transition.

Would you be open to setting a 10-minute meeting during which I could garner your expertise on the _____ industry?

The operative phrase here is “garner your expertise.” When is the last time someone asked to “garner YOUR expertise”? Most of us in our lines of work don’t have the pleasure of our peers or associates asking for our mentoring or expertise with any kind of regularity!

Your invitation will be received as truly flattering and nearly irresistible! And you will be able to retain your confidence and self respect throughout the process!

An Additional Tip—Aim High

The higher up you go (VPs, C-level, etc.) the better your chances. Executives are more open to mentoring as their focus is usually on big picture vs. the details. They will be better positioned to have the mindset, the resources, and the time to talk with you!

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GATEKEEPERS & HOW TO GET PAST THEM

As you network, you will at some point inevitably be faced with a “gatekeeper,” an administrative assistant whose job is to screen people who call their boss.

Some of these secretaries and administrators are REALLY good at what they do! Here are some tried and true tactics for getting PAST them FAST.

Front-load your introduction

Gatekeepers are used to a certain pace in their phone conversations. It creates what I call an “autopilot” response.

However, if that script is changed, they have to go off autopilot and many times it takes them off point for a second. If you are confident, you can use this to get by them.



Front-loading your introduction to break the autopilot response

The Gatekeeper: Hello, Mr. Smith's office.

You: Hello, this is Mark Jackson from Ciley Corporation calling for Mr. Smith please.

The Gatekeeper: Um, who may I say is calling again, sorry?

You: Again, this is Mark Jackson from Ciley Corporation calling for Mr. Smith, please.

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Here is another example of a script you can use to get past the gatekeeper:

Getting past the Gatekeeper

You: Hi! This is ____ from ____, may I speak with Mr. Smith please?"

The Gatekeeper: "May I tell him what it is regarding?"

You: "It's regarding a project I am working on."

The Gatekeeper: "What kind of project?"

You: "A networking project."

As the past owner and operator of my own successful recruiting firm, I used this technique for more than seven years after trying dozens of other approaches. This truly works 90% of the time. Most gatekeepers at this point **will** put you through to your targeted person.

Using the name of your company (if you are able to do so without jeopardizing your current job situation) and an impressive title (if you have one) helps even more. "The Gatekeeper" does not know who you are and does not want to rub you the wrong way.

If you have already sent your key contact your resume or value proposition letter, you can simply state you are following up with your correspondence as promised.

If the gatekeeper asks what your correspondence is regarding simply say, "It's private." Or say, "Its sensitive information." Said nicely, this works great.

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Befriend the Gatekeeper?

Some career consultants give advice to befriend the gatekeeper. Personally, I don't have that kind of time and I assume you don't either. There are always exceptions and certainly it's profitable to discern each situation and act accordingly.

The bottom line is your main goal is to get to the decision maker whom you wish to talk to. And that's where you want to invest your time.

A third approach to getting past the Gatekeeper

Using associations and/or trade journals, you can take a different angle on your introductory approach by stating you are calling regarding an association you may know your contact is a member of.

Here is an example:

Using associations to get past the Gatekeeper

The Gatekeeper: "Can I tell him what this call is regarding?"

You: "Certainly. It's regarding the Texas Chapter of the Associated General Contractors."

You can even add: "I understand he is President and I am contacting him regarding membership and my relocation to the Chicago Area."

The Gatekeeper: "Okay! Hold on one moment, please . . ."

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Favorable article follow up

Here is another highly effective technique. Let's say you just read an article in a trade journal about a company that is developing green technology, perhaps wind farms, in various locations throughout the US. Here's what you would say:

Using articles to get past the Gatekeeper

The Gatekeeper: "Can I tell her what this is regarding?"

You: "Yes—it's regarding the new wind farm project in North Texas."

The Gatekeeper: "What about it?" (Only a small minority will push the envelope like this)

You: "I am working on a project and I would like to talk to her about it."

You see? And to add some rocket fuel to that, you would be wise to integrate something you saw or read into a compliment once you are talking to the contact:

You: "And by the way I was really impressed to read about your focus and dedication to research technologies."

Your Contact: "Oh, well thank you!"

What if, despite all, I can't get past the Gatekeeper?

If, despite all, the Gatekeeper will not put you through, you can try saying this:

You: "Does she have voicemail?"

or . . .

You: "I'm sorry, it sounds like there is a problem. May I leave her a message on her voicemail at least?"

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VOICE MAILS THAT GET RETURN PHONE CALLS

I advise leaving messages when appropriate. “Appropriate” means you want to demonstrate you are following up appropriately with your contact.

If the contact is a really important one to you, then it makes sense that you are going to invest more time trying to connect with him or her.

If you call 5 times or even 10 times and don’t hear back, it’s really important to remain emotionally neutral about it. It’s rarely personal. People are busy and it’s our responsibility to follow up consistently on our best leads.



When I am attempting to get an article published or I am asking a company to donate something for a non-profit I may be volunteering for I, too, usually have to call my contacts at least a half a dozen times before I am able to talk with them. It’s typical. Knowing that takes the sting out of it for me . . . how about you?

How Many Messages to Leave

I am often asked how many messages to leave. It depends, of course, but I would say at least 3 within 7 to 10 days shows appropriate follow up.

I would also call your contact additional times within that 7 to 10 day time frame, just refrain from leaving a voicemail message.

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So just what kind of message do you leave? Personally, I like the middle-of-the-road message—not too short, not too long. It goes something like this:

Leaving a message

“Hi Mr. Smith, this is Shane Beck from Hill Country Investments. It’s Tuesday morning and I am calling because I am working on a project I would really like to garner your expertise on. I will be in the office all day today. My number is 212-555-1212. Thanks and I really look forward to speaking with you.”

It’s not sneaky sounding like, “Hi, this is Shane, my number is 212-555-1212.” Click. And it’s not too long. I never, ever recommend leaving a long message. It’s time-consuming for your listener and can be taken as presumptuous and unprofessional.

If you are leaving a second message, use the same diplomatic and friendly approach. Avoid sounding irritated that your phone call has yet to be returned:

Leaving a second message

“Hi Mr. Smith, this is Shane Beck from Hill Country Investments. I reached out to you early last week but just wanted to leave another short message. It’s Monday morning and I will be in the office all day today. My number is 212-555-1212. Thanks and once again, I really look forward to speaking with you.”

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An Additional Tip

When talking on the phone it's always a great idea to stand up and smile! A smile can be "heard" over the phone and standing up increases your energy, strengthens, and rounds out the tone of your voice. You will feel more confident and sharp too. Try it, it works!

TIPS ON WORKING WITH HR

If you are following up on a posted ad and have a contact in human resources, then you absolutely want to follow their guidelines and connect with HR.

You may ALSO want to send your resume to a key decision maker in that company and follow up with him/her, too!

If the gatekeeper wants to send you to HR, though, you have probably said something like the following:



"I am calling because I would like to send Mr. Smith my resume."

"I am calling because I am doing some networking on my career campaign."

"I am calling because I would like to talk to Mr. Smith about employment."

These types of statements very rarely work to get you through or start any kind of profitable conversations—avoid them at all costs.

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ADDITIONAL SCRIPTS TO HELP YOU

Following up with a key decision maker to whom you have sent a resume

Hi _____, this is _____ (use your full name, title and company you are with).

I specialize in _____. My name may sound familiar as I sent you some correspondence last week and I hope you have received it.

Leaving a message is the same content, simply add

I can be reached at _____. Thank you very much and I look forward to talking with you!

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Setting a meeting with The Economic Development or Chamber Of Commerce

Hi, I am _____ and I am evaluating several industries in the _____ area.

I wanted to see if it would be possible to set a short meeting with you to discuss industry trends and growth opportunities.

Alternate

If you have or had a frothy title, have been steeped in volunteer activities, or were/are very involved in the community, now is a good time to bring that up.

Hi, my name is _____ and I just moved here from _____.

In my last position as president of _____, I was very involved in our community and even awarded _____.

My family and I have now relocated here to raise our kids and I am gathering information in order to begin to identify community needs or opportunities.

I would love to set a brief meeting with you to get some mentoring on our local economy—would you be open to that?

The more calls you make, the more comfortable (and confident!) you will become. Remember that even if you stumble or mess up a call or two, it is not a big deal. Just press forward.

When I owned my own recruiting firm, I once “cold-called” a construction company looking for a project manager. I thought I was speaking with a mid-level manager.

He listened to my presentation as I described how good the position was and all about his competitor.

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I finished and this gentleman with whom I was talking said, "It sounds really good if I was 20 years younger and didn't happen to own this company!" To which I replied calmly, "Yes, but aren't you tired of all the pressure?" We both laughed and he ended up hiring me for a search!

The moral of the story: be confident, be yourself and have fun!

“WE ARE NOT HIRING RIGHT NOW”—PHONE SCRIPTS FOR OVERCOMING REJECTION

One of the most daunting things a job seeker will face is real time rejection during a phone conversation after sending a resume, letter of introduction, or similar self-marketing piece. Interestingly, the higher the executive position of the job seeker, the worse the rejection is felt and more awkward the situation. Executives are very comfortable in positions of leadership and control. Taking these same executives out of their comfort zone and putting them into a situation where an equal, a gatekeeper, or even an entry-level human resource staff member is seemingly giving them the brush-off can be a traumatic and embarrassing experience—one an executive does not wish to repeat.

I believe this is why so many executives depend on recruiters to broker their job searches. It just feels better; it is less painful. But the reality is that the control the job seeker gives away to the recruiter coupled with the severe limits working only with recruiters puts on one's job search is simply not worth it in the grand scheme of one's career trajectory. Quality interviews are sacrificed, career aspirations are limited, and tens of thousands of dollars are left of the table. A very limited number of companies utilize recruiters, and recruiters can only bring you in on searches for which you are already a perfect match.

Of course, that is not to say that only executives feel the pain of “rejection” on the phone. Every job seeker (save the most savvy sales people) typically experience a wide range of uncomfortable emotions about making follow-up phone calls to key decision makers.

It is for this reason that I want to provide you with multiple phone scripts to cover what to say if your key contact tries to brush you off, says something rude, tells you that you must speak to human resources instead of him, or simply says that he is not hiring right now.

Please bear in mind I can't cover absolutely everything that might come up in these phone conversations and there is no one “absolute right” thing you must

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say, but having multiple ideas about what YOU CAN and should basically say will not only ensure you keep your professional composure (and your confidence) but can indeed even turn around a negative statement. Having these tools will make it easier to make your follow-up phone calls so you don't miss out on a really great opportunity (because you were too anxiety-ridden to follow up).

Being an advocate of tapping into the hidden job market by going directly to key decision makers, I show my clients all the time how easy it is to set up a step-by-step system to do this—and what to say in the follow up. Since 80% of jobs will never be advertised, tapping the hidden market is actually a much better investment of your time and most always results in increased interviews. But that is another topic. The point is that the following scripts are especially relevant for sending your resume to key decision makers (with no publically advertised positions). *They are suitable for most all job seekers from mid-level to executive.*

Objection #1: You Need to Talk with Human Resources

Key Contact: Oh, you need to talk with HR.

You: I respect what you are saying, but HR is usually not interested in talking about how I might save or make you money; rather, they are focused on how my hard and soft qualifications match your open positions. I would like to focus on how I might actually affect your bottom line. Would you be open to taking a meeting with me to explore that?

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Objection #2: We are Not Hiring Right Now

Key Contact: We are not hiring right now.

You: I thank you for taking my call under those circumstances! Though you're not actively hiring for a ____, might you be interested in a short meeting to discuss how I might help to . . . (ex: generate revenue streams, save on operations, or how my expertise in new technologies helps to recapture multimillion dollar operational expenditures?)

** Many job seekers, especially entry level job seekers do not believe they can quantify their achievements. However I can tell you this is untrue. We all affect "the bottom line" to some degree. We probably haven't been focusing on that aspect of our contributions, though. In fact, the typical focus of any job seeker is their function . . . not what happens as a result of that function. I teach my clients how to create jaw-dropping accomplishments in my [Job Search Success System](#). Just click on the link to learn more.*

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Objection #3: We are Not Hiring Right Now—Alternate

Key Contact: We're not hiring right now!

You: I appreciate that—obviously I am not responding to a job ad—but the reason I wanted to speak to you personally is to let you know that there are 5 companies that are on the top of my list to work with, and yours is one of them because _(what you truly like about them here)____ and second is the fact that I believe I can make/save you money based on my background and track record doing the same for similar companies (if you can, use a short example here). Would it be possible to have a short meeting to see if there might be something here?

Or—turn the call into an informational/networking interview!

** Just remember you can't secretly canvas for a job under the guise of a networking meeting if you decide to go this route. Use your discernment. If you believe for whatever reason this contact at this company would be better as a mentor to you, then use this strategy!*

You: I appreciate that, and that you are taking my call under those circumstances. What I am really very interested in, if it's at all possible, is just meeting with you for 10 minutes to garner your expertise on the _____ industry. I am really more in the due diligence stage and the chance to get a little mentoring from an expert would truly be helpful. Would it be possible just to meet briefly so I can ask you a few questions and get some advice?

Key Contact: Let's talk about it now . . . I have a couple minutes.

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You: I would love to, but I can't because I have another meeting in a couple of minutes. Would it be possible to meet in person next week at _____? Or may I call you on the phone on _____?

** Gives your contact and yourself time to prepare for this short meeting.*

Objection #4: No Time to Talk with You

Key Contact: I am having a stressed out, terrible day and I really don't have time for this . . .

You: I totally understand and respect that. I hope you will consider keeping my information in case anything changes. I truly thank you for being so gracious and taking my call and for your time. *Hang up.*

** Yes, I recommend that you bow out gracefully. Unless you are a professional comedian or a psychologist you probably aren't going to be able to turn around their sour mood. By nicely taking control and ending the call, this **preserves your self worth and confidence** and gives your contact the "relief" he or she is seeking. However, do mention them keeping your information . . . even send them a thank you card or follow up email. Just a short thank you will do. If you are gracious it gives them a chance to come around.*

So many times we just catch people having a bad day (haven't we all had a couple of those?!). I have seen it personally happen more than once that the grouchy decision maker came around, called the job seeker back, and asked them in for a meeting. Why? Because the job seeker was gracious and professional. Yes there will be cases when the key decision maker will actually have "grouch" as one of their primary personality traits and yes, you probably will not want to work for that type of person. But during an initial phone call—it's

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too soon to judge. So make sure you leave the door open in case they decide to as well.

VALUABLE BONUS TIPS

Keywords and Phrases that Make a BIG impact

- I would be grateful for any mentoring you may be open to giving me.
- Is there any way I can return the favor of your time and expertise?
- I would love to garner your expertise on _____.

Keywords and Phrases to Avoid

- I am looking for a job.
- Do you know anyone who may be looking to hire.
- I am looking at hiring trends and want to talk to you.



Wrong Approaches

Abrasive, possibly frustrated. Not networking, feeling entitled, OR feeling like I am putting upon or inconveniencing the person I am talking to . . .

Six Mistakes to Avoid

1. Do not ramble; do not say the same things over and over.
2. Practice your pitch to be concise, to the point, and packed with value.
3. No "ums"—never wing it.
4. Have your script handy, so you can read directly from it and always lead with your strength.
5. Never ask "How are you" unless you already have an established relationship.
6. Never ask "Is this a good time for you?" What you can say is "Is this a good time for you to discuss a financial planning expert who can comment on the stock market decline?" Decision makers appreciate quick and complete information.

It's going to take time, nothing happens overnight, so be prepared and be positive! Remember, the end goal is a great job that YOU LOVE!!!!

**The Career Artisan Series Phone Networking Secrets Revealed
Guide for the Perplexed**

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www.maryelizabethbradford.com**

I hope my "Phone Networking Secrets Revealed" e-book has given you a renewed enthusiasm for this important step in your career search!

These techniques have helped my clients find hidden job opportunities, secure bigger and better positions and offers, and confidently connect with those decision makers important to their career search! Feel free to contact me to let me know how these tips and scripts have helped you!

For more valuable tips and FREE articles please visit my website at www.maryelizabethbradford.com.

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WANT TO LEARN MORE?

Mary Elizabeth Bradford's e-books, programs, and products enable job seekers to increase their salaries, enhance their market appeal, and achieve results in their job searches . . . working *smarter*, not harder.



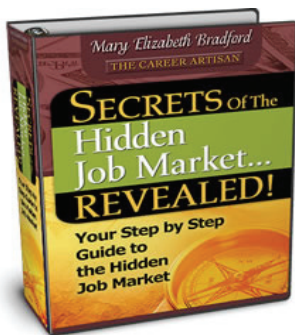
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- Which markets are growing (and hiring!)
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- How to create an interest-generating resume.
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- Which steps to take (and which ones to skip) when you are changing careers.
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Electronic Guidebook—Secrets of the Hidden Job Market . . . Revealed!

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Already know what you are looking for and how to get it? Just need a resume and cover letter targeted to get you where you want to go? This package is a tremendous value! Get the details here: <http://www.maryelizabethbradford.com/resume.php>

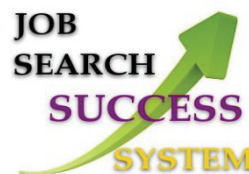
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ABOUT THE AUTHOR

Mary Elizabeth Bradford, CARW, MCD

Expert Career Coaching, Marketing, and Branding for the Executive-Level Job Seeker

Author, speaker, Certified International Master Director and Internationally Certified Advanced Resume Writer and past president of The LYNN Group Executive Recruiters, Mary Elizabeth Bradford is a career-services industry expert and is known as "The Career Artisan." She has 16 years' experience providing expert career coaching, marketing, and branding for the mid- to senior-level job seeker.



Her resume and job search coaching "packages" have helped professionals all over the world secure more interviews, get bigger offers, and land the jobs they really wanted. She has personally coached over 600 professionals through their entire job search and now devotes her time to showing jobseekers the quickest and easiest ways to land great interviews and offers . . . by tapping into the hidden job market and going direct to key decision makers.

Mary Elizabeth is the author of two guidebooks, "Secrets of the Hidden Job Market . . . Revealed!" and "Phone Networking Secrets Revealed." She is the publisher of the bimonthly ezine, *The Career Insider*. Her guidebooks have been lauded by both clients and colleagues as "powerful," "comprehensive," and "highly effective."

Her articles, ezine, and e-books have motivated and inspired readers in numerous print and online publications, including multiple law and business journals. She regularly leads coaching programs and tele-seminars, lighting the way for job seekers who want simple yet powerful systems for reaching their job search goals.

She has designed resumes for nearly 1,000 professionals worldwide and completed more than 4,700 hours of "virtual" coaching.

Mary Elizabeth is a member of the highly esteemed Career Directors International and has served on many of their committees throughout the years. She also obtained her certification as an Internationally Advanced Resume Writer and Master Career Director through CDI. In 2008 she was honored with CDI's "Master Career Professional Lifetime Achievement Award."

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"After working with Mary Elizabeth, I secured a position that met my goals and increased my bonus structure over 80%! Mary Elizabeth is not only an expert career coach, she is also a person with high integrity, compassion, and is very motivational.

C.K., Chief Financial Officer, St. Louis, MO

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