

2010 Crossroads Career® Workbook

Includes Career Guide, Exercises and Devotionals
How to Walk through Crossroads in Your Career
6 Key Steps to Find Work, Career, Calling

Maximize your Career

in the New World of Work

WORKBOOK PREPARATION – USE IN PRINT AND ONLINE

Your Name _____

Email _____

Phone _____

1. If you are not yet registered online to use the Workbook and all its resources, go to www.CrossroadsCareer.org/register.
2. Download, save on your computer to use online, and print to write in the Workbook.
3. Put your printed Workbook in a 3-ring binder (where you can also put your resumes, assessments, etc.).
4. Put dividers numbered 1-6 in front of each of corresponding 6 steps.
5. Open the saved copy of the Workbook to work online and click on hotlinks to find more career resources.

Provided by Member Churches in the

Crossroads [†]Career®
Network

“Stand at the crossroads and look... ask for the good way... and walk in it...” Jeremiah 6:16

WELCOME TO THE 2010 CROSSROADS CAREER® WORKBOOK

Maximize your Career

in the New World of Work

THE WORLD OF WORK IS CHANGING

As I write this, more than half of the 150+ million people in the U.S. workforce are unemployed, underemployed, miserably-employed or nervously-employed. Not only is the economy causing a roller coaster ride for millions, but also the nature of employment is changing. The new rules of work include having 13+ jobs during your career, and being responsible for finding your own way.

To help you find the right work, career and calling for you, the churches of the Crossroads Career Network offer this 2010 edition of the Crossroads Career Workbook with 6 key steps:

Step 1 Attitude:	Accept Loss & Opportunity
Step 2 Aptitude	Discover Your Strengths
Step 3 Altitude:	Target Marketing
Step 4 Searching:	Find Opportunities
Step 5 Sorting:	Two-Way Interviews
Step 6 Selecting:	Walk in Work Prepared for You

More than 100 executives and experts in human resources, recruiting, career coaching, job search, resume writing, training, development and more contributed to this Workbook and its online resources. The Workbook includes a career guide, work exercises and read-and-write devotionals. You can complete the Workbook on your own or, even better, get together with others in a study group or workshop. It comes with free online registration for additional job search, career transition and discover-your-calling tools, tips and tests, including:

- The web's largest job search engine
- Free online assessment of your God-given gifts
- A national network of more than 100 career group locations

Whether you are unemployed, underemployed, miserably-employed, nervously-employed – in school preparing for work or in retirement returning to work – you are an incredible, one-of-a-kind person made by God for the good works He prepared for you. This is your invitation to maximize your career by hearing and following God's calling...

Thus says the Lord, "Stand at the crossroads and look ... ask where the good way is... and walk in it..." Jeremiah 6:16

Blessings to you,
Brian Ray, Founder
Crossroads Career Network

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MAXIMIZE YOUR CAREER NOW

Maximize means making the most of every situation. It is not a quick fix. It is not a goal that once accomplished, you are done. It is continuously getting better! It takes work and good decision making.

*Therefore be careful how you walk, not as unwise men but as wise,
making the most of your time... Ephesians 5:15-16*

Your career is about your work life. It starts in your youth doing family chores through your 20s into your 60s – extending into your “retirement years.” It includes all your educational and vocational experiences – whether you are paid or not.

To maximize your career is to take full advantage of God’s unique design in you. Your growth of experiences, abilities, interests, personality and values will reflect your walking in work God has prepared for you. Maximum return on investment can be yours by exploring and discovering that you are God’s workmanship created by Him for good works.

You will have to invest time, money and effort – and it will be worth it. Start now by thinking of yourself as a *Career Explorer...*

Ready for adventure...

Reaching forward to what lies ahead...

Finding career direction, the right work and your true calling!

In the “new world of work,” not only have there been ups and downs in the economy and employment, but also the rules of work have changed according to Peter Bourke, author of *A Better Way to Make a Living...and a Life*.

THE WORLD OF WORK

Old Rules

- “Maternalistic” companies
- Employment for life
- Benefits paid
- Full-time workforce
- All functions in-house
- Big = stability
- Retire at 62
- Typewriters/Ma Bell

New Rules

- Layoffs prevalent
- 13+ jobs in a career
- No pension share \$s
- Part-time contractor
- Outsourcing
- Small = stability
- Don’t retire
- The Internet

Your next job is probably not going to be your last job, which means you should be preparing for your next career crossroads while you are on your current path. These opportunities of change and challenge can actually bring out the best in you and the best for you:

- Re-examine yourself to find new and different abilities, interests, values and passion.
- Look for new and different work where your strengths bring greater value.
- Meet new people and make new friends as you reach out to find help, hope and fellowship.
- Count your blessings, reprioritize what is important and recommit yourself to them.
- Draw nearer to God as you seek to find what He has prepared for you.

YOUR CURRENT WORK

Before you look to your future, it is helpful to put your current work situation in perspective.

Put a check mark beside the circumstances that apply to you:

Mis-employed, miserable or nervous because...

- St-st-st-stress!
- Bored and/or in a rut
- Worried about losing your job
- Need or want to work from home
- Working for a boss behaving badly
- Just don't like or not good at what you are doing
- Not enough money - too many hours - maybe both
- Want to be an independent contractor or maybe own your business
- Spending too much time "on the road again" either commuting or traveling
- Familiar with the words to this popular 1950s folk song written by Merle Travis ...

*"You load 16 tons, and what do you get? Another day older and deeper in debt.
Saint Peter don't call me 'cause I can't go. I owe my soul to the company store."*

Unemployed because...

- Quit, laid off or fired from your job
- Nearly and newly graduated from college or high school
- Recently divorced or going back to work after raising children
- Just relocated and seeking new job

Happily employed, but...

- Successful and prosperous, but lacking a sense of greater purpose, vision and mission
- Half-way through your career and wondering about your "second half"
- Just finished reading a book about your purpose in life

Fulfilled and called...

- Using God-given abilities, interests, personality and values
- Living and working with a sense of purpose, mission and fulfillment
- Hearing and following God's calling and maximizing you career

Circle the words on the range of work situations that best describe how you feel now...

Unemployed	Mis-employed/miserable/nervous	Happily-employed	Called
Need work	Need to change	Something isn't right	No purpose
			Fulfilled

MAXIMIZE YOUR CAREER IN YOUR CURRENT WORK

If you're anything less than called and fulfilled in your work, *you* might be contributing to the problem without even realizing it. If you're doing anything less than your very best in your work, you could be short-changing yourself, your employer and God. If you have a bad attitude about your work, your boss, your coworkers or any other aspect of your work, that attitude could be spilling over into your performance and relationships.

To maximize your career in your current job, consider this...

Whatever you do, work at it with all your heart, as working for the Lord, not for men, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving. Colossians 3:22-24

Does this describe you and how you work? Are you working heartily and with sincerity of heart? Are you serving God in your job?

Maybe you're thinking, "Yeah, but you don't know my boss." You're right, but consider this...

Slaves, submit yourselves to your masters with all respect, Not only to those who are good and considerate, but also to those who are harsh. I Peter 2:18

If this describes your boss, it's especially important to take your attitude and performance to their highest. You may discover your situation changes for the better, because you have changed *how* you are working.

If you know you have to leave your current work situation, then work all the more heartily and finish well! While doing your best in your current job, start to explore new jobs or careers and seek God's calling. It's perfectly okay to walk through crossroads in your career and wind up in the same job, but with the conviction that it's the best place to be at this time.

EXPLORE CROSSROADS IN YOUR CAREER

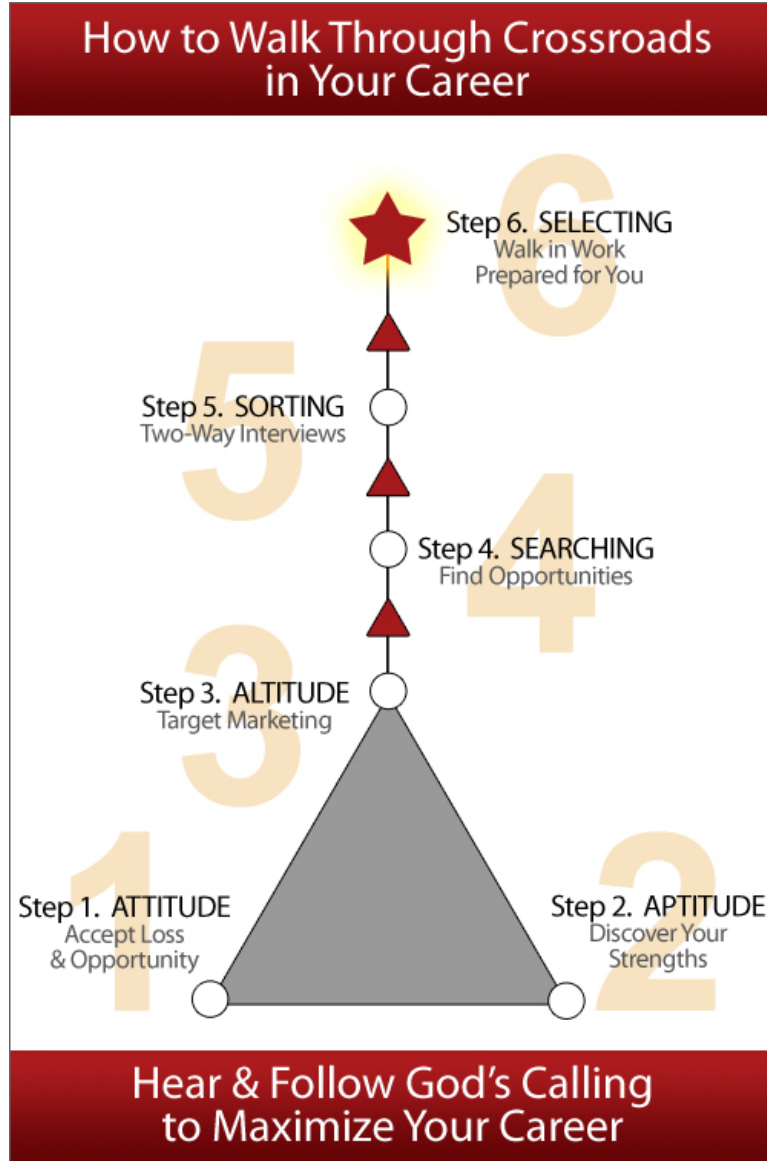
The Crossroads Career program consists of 6 steps:

- | | |
|-------------------|-------------------------------|
| Step 1 Attitude: | Accept Loss & Opportunity |
| Step 2 Aptitude | Discover Your Strengths |
| Step 3 Altitude: | Target Marketing |
| Step 4 Searching: | Find Opportunities |
| Step 5 Sorting: | Two-Way Interviews |
| Step 6 Selecting: | Walk in Work Prepared for You |

The first 3 steps are **planning the work**—**ATTITUDE**, **APTITUDE** and **ALTITUDE**.

The final 3 steps are **working the plan**—**SEARCHING**, **SORTING** and **SELECTING**.

Notice in this diagram of the 6-step model that Attitude and Aptitude meet at Altitude – target marketing opportunities with movement and direction – which leads to Searching, Sorting and Selecting.



Most people who are actively searching for new work are in steps 3 and/or 4. If you are exploring a career change, you might be in steps 2-3. Those who have been searching for a while may have walked through steps 1 through 6 and back again.

Write down the step you are in right now? Step _____.

Many people find it helpful to know where they are, what's next and to consider reviewing earlier steps to make changes in what they are doing based on what they have learned so far. The most important part of this process is not actually in the 6 steps, but rather it surrounds them. It is you hearing and following God's calling – every step of the way!

For a short, online video that describes these 6 steps, go to www.CrossroadsCareer.org/6-Step-Video.

GOD IS CALLING YOU

Good news! God, who created the world and everything in it, wants to have a personal relationship with you. He made it possible by His Son paying the price for your sin—the only thing that separates you from Him. By accepting His Son as payment on your behalf, you can have a relationship with the Creator of the universe, starting now and for eternity.

For God so loved the world, that He gave His only begotten Son, that whoever believes in Him shall not perish, but have eternal life. John 3:16

If you believe this, the next section should be reassuring. If you do not believe it, would you consider reading the following points and checking them out yourself?

HEARING AND FOLLOWING GOD'S CALLING

We have observed that the following 11 actions have helped people hear and follow God and His calling.

1. **Worship God**

Worshipping God puts things in perspective in two ways. First, you begin to see God for who He really is. Second, when you begin to see Him for who He is, then everything else begins to look much smaller.

Ascribe to the LORD the glory due his name; worship...in the splendor of his holiness. Psalm 29:2

2. **Read and Study the Bible**

The Bible is God's authority and our manual for living. Consider it as bread, and feed from it every day. If you have never read the Bible, consider starting with the book of John, Ephesians or Psalms.

Your word is a lamp to my feet and a light for my path. Psalm 119:105

3. **Pray**

Be in conversation with God every day, perhaps multiple times during every day. He is always available. Pray for guidance. Read a Psalm as your own personal prayer.

Show me the way I should go, for to you I lift up my soul. Psalm 143:8

4. **Listen to God**

Prayer is two-way communication. In a journal, notebook or this Workbook, write thoughts that come to your mind for later reflection and Bible study; remember these thoughts when you are seeking counsel.

Be still, and know that I am God. Psalm 46:10

5. **Be with Christians**

Spend time with Christians who you like and who like you. Study the Bible together. Pray together. Encourage one another. Follow the ABCs of Accountability, Belonging, and Care.

And let us consider how we may spur one another on toward love and good deed. Hebrews 10:24

6. **Seek Counsel**

Seek wisdom first from above (James 3:17) and from other people who love and follow Jesus. Some may be friends. Some you may talk with only once. Each person may have wisdom to share with you.

*Let the wise listen and add to their learning,
and let the discerning get guidance. Proverbs 1:5*

7. **Consider Unfolding Circumstances**

Be a good steward of the opportunities God gives you. Consider each situation with God in prayer. Always measure your prayer, counsel and unfolding circumstances in light of the truth of the Bible.

*Be very careful, then, how you live...
making the most of every opportunity... Ephesians 5:15-16*

8. **Confess and Clear Your Head**

A clear head is critical in thinking through options and seeking God's leading. It is easy to become confused, especially if sin is getting in the way. Confess it, and clear it out every day.

*If we confess our sins, He is faithful and righteous
to forgive us our sins and to cleanse us... 1 John 1:9*

9. **Be Alert for God's Peace**

As you consider various options and paths, be alert for the peace that transcends all understanding, even in the midst of the most chaotic of times.

*And the peace of God, which transcends all understanding,
will guard your hearts and your minds in Christ Jesus. Philippians 4:7*

10. **Keep a Journal**

Keep track of what you learn from your Bible reading, thoughts you have during prayer, advice you receive from your friends, unfolding circumstances, and things that bring you God's peace.

Thus says the LORD... "Write all the words which I have spoken to you in a book." Jeremiah 30:2

11. **Trust and Obey**

There is no other way! If you think the Lord wants you to do something, and it seems to be in alignment with everything we've been talking about, then do it! If you hear Him, follow Him.

*"Whoever has my commands and obeys them, he is the one who loves me. He who loves me
will be loved by my Father, and I too will love him and show myself to him." John 14:2*

Even in the midst of the agony of defeats, it is possible to experience victories. You can discover that God is good. God is great. He wants to have a continuing personal relationship with you now and forever. Seek Him and His righteousness, and all the other things He has prepared will be added to you. Work out your faith in Him upward, inward and outward. He made you for good works.

INVEST IN YOU

You are your most important asset. Be a good steward of yourself. Invest time, money and effort in you.

Time

If you are unemployed, invest 40 hours a week. If you are employed, invest 7 hours a week. Smart planning and weekly commitment are required. Finding the right work is hard work that takes time!

- **How long to find work?** That’s a tough question to answer, because it depends on your sense of urgency, how many hours you invest, what you are looking for, the market, your search plan and how well you execute it. The U.S. Bureau of Labor Statistics reported in 2009 that unemployment averaged over six months! For updated reports go to www.BLS.gov/cps.
- **How long to change careers?** It may take a few weeks to a few years. The more education and experience you need to change careers, the longer it will be. The key is to start now by discovering your strengths and target occupations or industries that need them most.

Money

In light of how much money you want to make, answer the question, “How much am I willing to invest?” Set a budget and consider including these potential expenses.

	<u>Estimated investment</u>
➤ Career books, directories, publications or web services	\$ _____
➤ Career assessments and perhaps hire a professional coach	\$ _____
➤ Trade and professional association memberships and meetings	\$ _____
➤ Extra phone, phone lines and charges; email and Internet access	\$ _____
➤ Resumes, business cards and stationery; postage and shipping	\$ _____
➤ Local or perhaps long distance travel and meals	\$ _____
➤ New clothes and grooming	\$ _____

Whatever amount you decide, set aside the money and invest it wisely. Keep good records. Costs related to job search may qualify as tax deductions. Check with the IRS, your tax preparer or an accountant.

Effort

This Workbook will work for you if you work hard at it. Read every page. Complete every exercise. Read and write every devotional. When you find areas that are tough, ask for help, encouragement and support. Plan your activities every week using **SMART** goals:

Specific: Define what you want to accomplish in measurable terms – like one networking call a day

Moderate: Select 2 to 5 goals per week. Too many goals can be overwhelming.

Accountability: Show and tell somebody what you plan to do, and let them know how you did.

Record: It is helpful and motivating to keep a written record of your goals and progress.

Time-activated: Put in your calendar goals by days and times during the week.

You may not find work or change careers before you finish this Workbook, but you will be better equipped and trained to find work, careers and God’s calling! As you sow, so you shall reap. Invest in you!

MAXIMIZE THIS WORKBOOK

The introduction and each of the 6 steps have 3 building blocks:



CAREER GUIDE: Read the instructions for each step.



EXERCISES: Complete all the exercises for practical applications for you.



DEVOTIONALS: Read and write every devotional message.

There are 4 ways you can use this Workbook:

- The best way is in a small group weekly study with a facilitator
- 1-on-1 with help of a friend, coach or mentor
- In 1- or 2-day workshops with a leader
- Self-paced; on your own

MEETING WITH OTHERS... IT'S BETTER TOGETHER!

Using the Workbook with others in a small group, in workshops or with a friend/mentor/coach is better than studying alone. The accountability, belonging and care with others multiplies your strength and wisdom. Here are tips for meeting with others:

1. Attend all the meetings.
2. Do all your homework before meetings.
3. Bring this Workbook and a *Bible* to every meeting.
4. Arrive early so the session can begin and end on time.
5. Please pay attention to the facilitator(s), as well as to your fellow Career Explorers.
6. If you have questions, concerns or critiques, please share them with your facilitator(s).
7. Maintain confidentiality about others. What is said in the group should stay in the group.

Dates/Day of week: _____ Time from _____ to _____

Place/Address: _____

Facilitator/Leader.: _____ Phone: _____ Email: _____

To find member churches with career groups and events, go to www.CrossroadsCareer.org/locations. For information about Crossroads Career resources for your church, visit www.CrossroadsCareer.org/churches.

FOR BEST RESULTS, USE WORKBOOK IN PRINT AND ONLINE REGISTER FOR FREE

If you have not yet registered online, go to www.CrossroadsCareer.org/register. Download and save the Workbook on your computer to use online, and print to work the steps. Open the saved copy of the Workbook to work online and click on hotlinks to find more career resources.

Remember your login Email _____ Password _____

ABOUT THE NETWORK

We are a network of member churches (www.crossroadscareer.org/locations) helping people in our congregations and in our communities to maximize their career in two ways:

- Online career resources
- On-the-ground, volunteer-led career ministries

At the heart of our ministry is the 2010 Crossroads Career® Workbook featuring a 6-step process of career exploration and job search while hearing and following God's calling. We have developed a buffet of resources, programs and materials for:

- Explorers (www.crossroadscareer.org/explorers) searching for jobs, careers, calling
- Churches /Volunteers (www.crossroadscareer.org/churches) looking for ways to minister
- Employers (www.crossroadscareer.org/employers) seeking to find candidates through churches

The Crossroads Career Network began in 1997 in a single church with three local business volunteers helping people walk through crossroads in their careers. It has grown to a membership of 100+ churches with hundreds of volunteers and thousands of registered participants.

Crossroads Career Services, Inc. is a 501(c)(3) nonprofit corporation and is the support organization for Crossroads Career Network that equips and supports local churches to have their own Crossroads Career Ministries. Each church sponsors and supports its own ministry led by volunteers, who are called to be involved with explorers in the church and the community. Crossroads Career Ministry materials are copyrighted from 2000-2010 by Crossroads Career Services, Inc. All rights reserved.

Active members of the Crossroads Career Network are granted permission to duplicate these materials for use in Crossroads Career ministries.

ABOUT THE AUTHOR

Brian Ray is founder of the Crossroads Career Network and continues to lead the development and launch of Network ministries. He is also the owner of Primus Consulting, Inc., a retained executive search and consulting firm. Formerly, Brian was Vice President and Executive Committee Member of the Chick-fil-A restaurant chain.

Brian is a graduate of the University of North Carolina at Chapel Hill with a Bachelor of Arts in Journalism and the University of Illinois with a Master of Science in Communication. Brian and his wife, Kristy, reside in Charlotte, North Carolina and have four grown children and seven grandchildren. They are members of Transformation Church in Charlotte, while Brian remains active with the North Point Community Church GlobalX mission team in Alpharetta, Georgia.

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Richard Bolles, author of *What Color is Your Parachute?*
Peter Bourke, author of *A Better Way to Make a Living...and a Life*
Susan Whitcomb, author of *The Christian's Career Journey*

WEEKLY PROGRESS REVIEW & PREVIEW  **EXERCISE**

For The Week of _____

Make 10+ copies of this form. Plan activities weekly (Sunday through Saturday) using SMART goals

Specific: Define exactly what you want to accomplish in measurable terms – like a networking call a day.

Moderate: Select 2-5 goals per week. Too many different goals become overwhelming.

Accountability: Show and tell somebody what you plan to do, and let them know how you did.

Record: You will find it helpful and motivating to keep a written record of your goals and progress.

Time-activated: Put in your calendar your goals by days and times during the week.

High point of last week:		Low point of last week:	
My key accomplishments from last week were...			
<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 			
My key goals for this week are...			
<ol style="list-style-type: none"> 1. 2. 3. 4. 5. 			
Things learned that could be useful to me and others...			
Help I need most is...			

READ & WRITE DEVOTIONAL

CAREER + CALLING  = MAXIMIZING YOUR STRENGTHS

Career, according to Webster’s Dictionary, means, among many things, “a course, a passage; a profession for which one undergoes special training and which is undertaken as a permanent calling; an occupation or profession engaged in as a life work.”

Calling comes from the Greek **KALEO**, which means “to call anyone, invite, summon.” It refers primarily to a divine call as it relates to a vocation or redemption.

What are the differences between career and calling? Write your thoughts below.	
<u>Career</u>	<u>Calling</u>

Pray these verses for God to enlighten the eyes of your heart so you may know the hope of His calling.

*I pray also that the eyes of [my] heart may be enlightened
in order that [I] may know the hope to which he has called [me],
the riches of his glorious inheritance in the saints,
and his incomparably great power for us who believe.
That power is like the working of his mighty strength . . . Ephesians 1:18-19*

MAXIMIZE YOUR CAREER  WRAP-UP

Write down the ideas that were most helpful to you and that you will put into action or practice today.

Write down how you feel now.

Write down your prayer requests for the coming week.



If you have not registered yet, go to www.CrossroadsCareer.org/register and start browsing our webpage of career resources. If you are already registered, log in at www.CrossroadsCareer.org and scroll down to Career Tools > Search by 6 Steps.

Write down the career tools that were helpful.

STEP 1 ATTITUDE



Accept Loss & Opportunity

“Eight-five percent of the reason people get jobs and get ahead in those jobs is because of attitude,” reads a stunning statement written by world famous motivational speaker and author Zig Ziglar.

The fact is that most people enter a crossroads with a mixture of positive and negative feelings which influences their attitudes – for better or worse. For example, if you are:

- **Mis-employed:** You may feel miserable, anxious, frustrated, restless and confused – or – your feelings may be filled with hope, excitement and anticipation of better things.
- **Happily-employed, but:** You may feel incompleteness although everything is going great – or – your feelings may be deep and joyful as you seek meaning and purpose in work.
- **Unemployed:** You may be stunned, hurt, angry, fearful, depressed, guilty or ashamed – or – your feelings reflect relief, renewed energy and a positive outlook about a new future.

That is why ATTITUDE is the first step to be exercised every day.

Let’s see where you rank on the 10-point Attitude-O-Meter. First, select and briefly describe your current circumstances – good, bad or ugly. Then look at the Attitude-O-Meter with JOY at the top and the PIT at the bottom. Be honest with yourself and circle the number that reflects your attitude right this minute.

Briefly Describe Your Circumstances	Attitude-O-Meter
Good	JOY 10 9 8 7 6 5 4 3 2 1 THE PIT
Bad	
Ugly	

If you are like most people, your attitude reflects your circumstances. If circumstances are bad or ugly, you will feel and act badly or ugly. You begin to live in The Pit. A positive attitude, however, turns stumbling blocks into building blocks. It propels you above and beyond your circumstances. You will feel better, sound better and look better.

But is it possible to be in The Pit circumstantially, yet live each day with a positive attitude of joy?

Consider it pure joy . . . whenever you face trials of many kinds, because you know that the testing of your faith develops perseverance. Perseverance must finish its work so that you may be mature and complete, not lacking anything. James 1:2-4

“Impossible” you might say? Yes, except all things are “HimPossible” to those who surrender to, depend on and trust in God. Let’s start with a decision to reset your attitude. Go back to the Attitude-O-Meter and draw a square around a higher number.

Congratulations! You have just begun working toward a new, more positive and joyful attitude. Now let's look at the work required to reach this new attitude setting. Read this key passage from the Bible...

... forgetting what lies behind and reaching forward to what lies ahead, I press on toward the goal for the prize of the upward call of God in Christ Jesus. Philippians 3:13-14

Look carefully. You will see three principles at work that will help you achieve a positive attitude:

1. **Accept loss:** *"forgetting what lies behind"*
2. **Accept opportunity:** *"reaching forward to what lies ahead"*
3. **Strength training:** *"press toward the goal of the prize of the upward call of God"*

ACCEPTING LOSS

"Forgetting what lies behind" does not mean burying negative feelings. It means acknowledging and processing whatever loss you suffered. Whether you have lost your job, or you are in a job that you wish you *could* lose, admit, understand and grieve the loss no matter how minor or major it may be.

You can expect to experience one or more of the following feelings at some level of intensity—maybe a little, maybe a lot. Do you ever hear yourself making any of these statements?

Statements

This can't be. I don't believe it!

What do I do? How do I handle this?

They can't do that to me! I will get them!

I'm tired and don't feel like doing anything.

I have a headache/upset stomach/don't feel good!

Feelings

Denial ↔ Shock

Distraction ↔ Panic

Irritation ↔ Anger

Feeling Down ↔ Depression

Stress ↔ Physical Illness

Be honest with how you feel. To help process, you might write about your situation and your feelings in a private journal. You can talk about it with people you trust, people who care about you: your spouse, a parent, a sibling, a friend or business associate, someone from church, a minister or a counselor.

As you admit your feelings about your situation, you may feel that you have been used, abused and refused. Anger begins to build. Wrath runs through your veins. Bitterness begins to pool in your stomach. Maybe you are blaming others; your boss, a coworker, someone else – maybe even yourself.

The key to overcoming anger is to exercise forgiveness toward everyone involved – not for their benefit – but for yours. As you write or talk about your situation, visualize every person you are blaming, and make a conscious decision to begin forgiving each one every day. So remember...

Do not let the sun go down on your anger. Ephesians 4:26

You can trust only one Person completely. He is God your Father, His Son Jesus and the Holy Spirit living in you to guide you. God is sovereign, and He has your personal best interests at heart.

"For I know the plans I have for you," declares the LORD, "plans to prosper you and not to harm you, plans to give you hope and a future." Jeremiah 29:11

Let go of the past, so the past can let go of you. Only then can you reach toward the future. Go to the next page now and work through the exercise "Anger is One Letter Short of Danger."

“ANGER” IS ONE LETTER SHORT OF “DANGER”  **EXERCISE**

When you burn with anger, let it be a warning. When you see red, it’s an alarm – “Danger Ahead!” Everyone feels anger sometimes. It’s what you do with it that counts.

Use these 3 steps to help you forgive yourself and others, let go of your anger and put the past behind you.

1. List everyone you blame (this list may include yourself).
2. Describe the offense and how you feel about it.

First Name of “The Offender”	Describe the Offense—The Specific Action(s) That Made (Make) You Angry	How You Feel About the Offense

3. One key to being able to forgive is recognizing how much God, your Heavenly Father, has forgiven you. Every time you feel anger or bitterness, ask God to help you forgive. You may find the following prayer helpful.

“Heavenly Father, thank you for the riches of Your kindness, forbearance and patience, knowing that Your kindness has led me to repentance (Romans 2:4). I confess that I have not extended that same patience and kindness towards others who have offended me, but instead I have harbored bitterness and resentment. I pray that during this time of self-examination, You would bring to mind only those people that I have not forgiven in order that I may do so (Matthew 18:35). I also pray that if I have offended others, You would bring to mind only those people from whom I need to seek forgiveness and the extent to which I need to seek it (Matthew 5:23-24). I ask this in the name of Jesus.”

From: Freedom from Fear” by Neil T. Anderson

ACCEPTING OPPORTUNITY

“Reaching forward to what lies ahead” means you embrace opportunities in depth and in breadth.

In Depth

This is the first day of the rest of your life. You can make decisions now for the better that will last forever. If this life is a journey, are you headed in the right direction? Do you know where you are going? If yes, are you getting there? Ask yourself:

“How would I like to see my future?”

“Did God put me here for some reason? “What is the purpose of my life?”

“When I am 84 years old and looking back on my life, what would I like to see?”

“How will God view my life?”

See a future for yourself in which you are maximizing your full career potential. Begin to picture your work and calling in ways in which you are content, fulfilled and in alignment with God’s will. Make plans and think about what it will take to accomplish them.

The Lord will fulfill His purpose for me; your love O Lord endures forever. . . Psalms 138:7-8

Go to the next page now and work through the exercise “Your Hope and Future.”

In Breadth

There are more than 1,000 different industries, each one with thousands of employers. There are over 30,000 occupations with millions of workers.

Whole industries and occupations come and go – sometimes rapidly. Millions more people are becoming self-employed versus employer-employed. You can no longer rely on an employer to guide your career. It is up to you find your own way. Part of your work is to learn how to find work. You have to figure out what you do and like best, and then find an employer or customer, who needs it most.

The market for workers is global. For example: Imagine an independent contractor located in Charlotte, NC, working for an office in Beijing, China, owned by a British company doing a deal in Iraq.

Opportunities abound! You might be asking: “Where are they?” and “How do I get them?”

That’s the reason for this Workbook. Steps 2 and 3 of our 6-step process will help you discover your strengths and target marketing opportunities. Steps 4, 5 and 6 will help you search, sort through and select the best opportunity for you.

By now you may be feeling anxious, maybe even terrified. Walking through career crossroads can be fearful, and it requires acts of faith, such as love, power, discipline, prayer and even thanksgiving. As you start each day, consider these truths from the Bible:

There is no fear in love; but perfect love casts out fear. 1 John 4:18

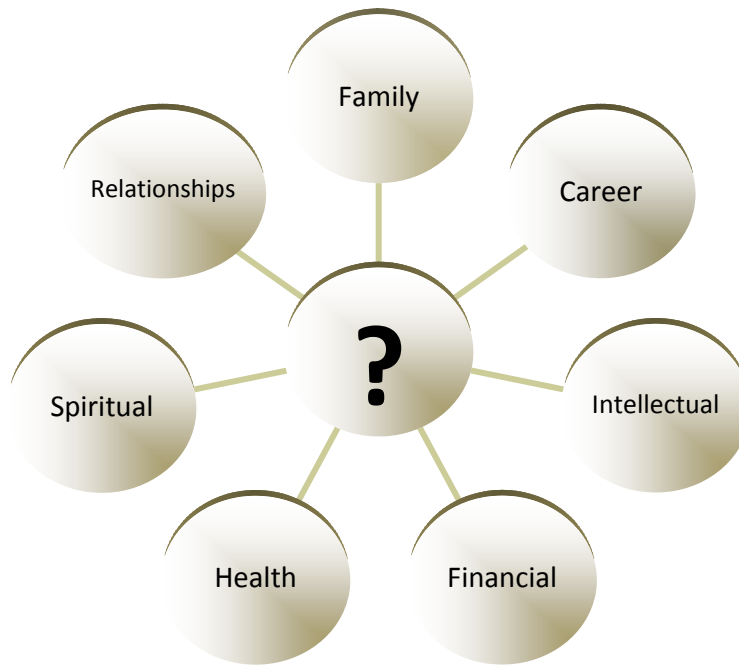
Be anxious for nothing, but in everything by prayer and supplication with thanksgiving, let your requests be made known to God. And the peace of God, which surpasses all comprehension, shall guard your hearts and your minds in Christ Jesus. Philippians 4:6-7

Go to page 21 now and work through the exercise “Face the Fear.”

YOUR HOPE & FUTURE EXERCISE

*“For I know the plans I have for you,” declares the LORD ,
“plans to prosper you and not to harm you, plans to give you hope and a future.”* Jeremiah 29:11

See a future for yourself in which you are not only maximizing your full career, but a future that is in balance with your personal and spiritual life. Consider goals for your whole life ...



The question mark (?) in the middle represents the hub of your life and the beginning of all your goals. We have met people who climbed the ladder of success only to find it was leaning against the wrong wall. Ask God to give you a peek at your future as you think about your goals and desires of your heart.

As you pray and reflect, what thoughts and insights come to your mind? Write them down here.

At this time, who or what is the answer to the ? mark in the middle of the hub of your life?

FACE THE FEAR  **EXERCISE**

1. List people or things that make you anxious – especially as it relates to job and career search.
2. Moving through your fear rather than avoiding it is the primary way of overcoming what you fear. Following the principle that “Perfect love casts out fear,” start walking toward things and people you fear. Do what would be in the best interest of people involved. Pray for and help people who make you anxious. Trust God to work out the details.

People/Things You Fear	Specific Actions for Moving Through Your Fears

Think of people who can encourage and pray for you; people you trust, people who care about you – your spouse, a parent, a sibling, a friend or business associate, someone from church, a minister or a counselor.

3. Ask them specifically to pray for you, and write their names here:

4. When anxiety appears as a companion to your day, greet it with this prayer:

“In the name and by the authority of the Lord Jesus Christ, I bind all lying spirits causing fear and anxiety in me. I resist Satan and his evil workers in the name of Jesus and by Jesus’ authority I command them to leave my presence (James 4:7). I declare that Satan is already defeated by Jesus at the cross. God has not given us a spirit of fear and timidity, but of power, love and a sound mind/discipline. (2 Timothy 1:7). I therefore reject all fear and choose to walk by faith in the Holy Spirit’s power, live in the light of God’s love, and think with the sound mind of Christ.”

From: *Freedom from Fear* by Neil T. Anderson

PRESS ON TOWARD THE GOAL

“Pressing on” requires personal strength training, which creates much needed energy and endurance. You will need to build your strength for the journey ahead – and with strength comes courage. Consider this formula for your own personal strength training.

Eat right, exercise and get plenty of rest...

➤ **Physically**

Pay attention to your nutrition; cut out fat and calories; reduce or eliminate caffeine and alcohol. Exercise 3-5 times a week, if your doctor approves. Get at least seven hours of sleep a night.

➤ **Mentally**

Feed your mind good thoughts. Spend time with good friends. Do things you enjoy. Be sure to spend some time alone to rejuvenate. Do nothing and give your brain a break.

➤ **Spiritually**

Spend time alone with God every day by praying and reading the Bible. Start with 10 minutes, then go to 20 minutes or more. Get together with others for Bible study, prayer and fellowship.

Get help for other pressure points

Financial stress can turn a difficult situation really sour. Two ways to alleviate financial pressure are to earn more and spend less. Since you have more control over spending than earning, look at your spending habits and financial obligations. If you don't have a budget, create one. Alter your lifestyle to live within your means. If you have debt, add it up and pay it down. For more help, contact:

- Crown Financial Ministries offers a remarkably effective small group study in the practical application of financial principles from God's Word to real-life situations. Go to www.Crown.org.

Family problems might get worse in the midst of a career crossroads, but they can also improve! Husbands and wives have opportunities to love, respect and support one another. Communication, collaboration and commitment are critical components to working together. Do not withdraw, but rather stay connected not only to each other, but also to family, friends and church. For more help, contact:

- Focus on the Family offers a variety of resources related to families. Go to www.Family.org.

Personal issues can be faced better with someone with whom you can talk. Find a person who cares about you, whom you trust, who has no vested interest in what you decide, and who seems to have competency to help: your church pastor or care ministry, your best friend or a professional counselor. Be careful about forming friendships with the opposite gender outside of your marriage. For more help, contact:

- American Association of Christian Counselors at www.AACC.net for an online directory.

As you press on toward the goal, remember the ultimate source of help and strength...

But those who hope in the LORD will renew their strength. They will soar on wings like eagles; they will run and not grow weary; they will walk and not be faint. Isaiah 40:31

Go to the next page now and work through the devotional “Bear the Unbearable.”



READ & WRITE DEVOTIONAL



BEAR THE UNBEARABLE

I can do everything through him who gives me strength.
Philippians 4:13

Imagine you are a super hero. On the outside, you can be mild-mannered Clark Kent. But on the inside, you leap tall buildings in a single bound, run faster than a speeding bullet and are more powerful than a locomotive. Because the One who is in you is stronger than anyone or anything else.

As one of the psalmists wrote,

*My flesh and my heart may fail,
but God is the strength of my heart and my portion forever.*
Psalm 73:26

Write down the things you dread doing.

Pray right now and ask God to give you strength and courage to tackle these tasks.

Write the following on the card and a sheet of paper:

“I can do everything through him who gives me strength.”

Philippians 4:13

Put the card in your wallet and post the paper on your mirror.

STEP 1 ATTITUDE  **WRAP-UP**

Write down the ideas that were most helpful to you and that you will put into action or practice today.

Write down how you feel now.

Write down your prayer requests for the coming week.



If you have not registered yet, go to www.CrossroadsCareer.org/register and start browsing our webpage of career resources. If you are already registered, log in at www.CrossroadsCareer.org and scroll down to Career Tools > Search by 6 Steps.

Write down the career tools that were helpful.

STEP 2 APTITUDE



Discover Your Strengths

*For You (God) created my inmost being; you knit me together in my mother's womb.
I praise you because I am fearfully and wonderfully made . . . Psalm 139:13-14*

You are uniquely designed by God. No other person has your DNA and personal history. Be prepared to add, subtract and modify what you know about you. Discover your incredible gifts and deep passions.

5 FACTORS IN YOUR UNIQUE DESIGN

The better you understand you, the better you can see how to maximize your career. Most professionals in career planning and recruiting consider 5 factors:

BACKGROUND	Life history: Especially experience and education
ABILITIES	What you do best: Talents, knowledge, skills
PERSONALITY	How you do what you do best: Natural behavior
INTERESTS	What you like best: Things you enjoy doing
VALUES	What is important to you: Purpose, burdens, causes

Background + Abilities + Personality = Gifts: Your natural capacity is the combination of your background, abilities (talents, knowledge, skills) plus your personality (natural behavioral traits).

Interests + Values = Passions: Your passions include your interests (what you like doing) and your values (what is important to you). Your passions motivate you to use your gifts in particular ways and places.

INTRODUCING THE “X” FACTOR

The “X” Factor is the active presence of Jesus Christ in your whole life, including your work life. It begins the millisecond you are created anew in Christ Jesus by accepting Him as your Lord and Savior...


*“Therefore if anyone is in Christ, he is a new creature; the old things passed away;
behold, new things have come.” 2 Corinthians 5:17*

Your gifts and passions, ignited by the Holy Spirit, are manifested as spiritual gifts and in ministering for the good of others not only in church, but also in your home and work life.

DISCOVER STRENGTHS IN YOUR UNIQUE DESIGN

To get a well-rounded view of your strengths, we recommend 4 steps:

1. **Self-Assessments:** Think of these exercises as interviewing yourself. Work the exercises on pages 26-28 to analyze your background, accomplishments and strengths.
2. **Reference Assessments:** Ask 6 or more people from work, school, family and friends about your experience, accomplishments, abilities, values, interests, personality. Complete exercise on page 29.
3. **Professional Assessments:** We recommend 2 professional online assessments to give you more insight into you: PLACE and CareerDIRECT® assessments. Follow instructions on page 30.
4. **Summarize** what you’ve learned using the process outlined on a simple form that helps you see everything on one page. Summarize your strengths on exercise sheet on page 31.

BACKGROUND SELF-ASSESSMENT  **EXERCISE**
“COUNT YOUR BLESSINGS”

List places you worked and jobs you did from high school to the present. Make sure to include work for which you were paid and major volunteer work, educational projects, internships and extracurricular activities. Circle the places and work that you did and liked best.

Places	Work
Industries: types of employers, organizations Examples: grocery store, school, military	Occupations: positions, work you did Examples: teacher, sales manager, stock clerk

ACCOMPLISHMENTS SELF-ASSESSMENT  **EXERCISE**
“YOU ARE A STAR”

Review the places and work that you did and liked best! Think of as many accomplishments as you can. List at least 3 accomplishments and make notes about each one in 4 ways. 1. What **Situation** did you face? 2. What was the **Task** to be accomplished? 3. What **Actions** did you take? 4. What **Results** did you achieve? Learn to describe your accomplishments and you will be a **STAR** candidate!

ACCOMPLISHMENT 1 _____

<u>S</u>ituation You Faced	<u>T</u>asks To Accomplish	<u>A</u>ctions You Took	<u>R</u>esults Achieved

ACCOMPLISHMENT 2 _____

<u>S</u>ituation You Faced	<u>T</u>asks To Accomplish	<u>A</u>ctions You Took	<u>R</u>esults Achieved

ACCOMPLISHMENT 3 _____

<u>S</u>ituation You Faced	<u>T</u>asks To Accomplish	<u>A</u>ctions You Took	<u>R</u>esults Achieved

STRENGTHS SELF-ASSESSMENT  EXERCISE
“YOU ARE AN A+ VIP”

Review the first 2 exercises, especially your STAR accomplishments, and think about yourself in each of these 4 categories. Write keywords that come to mind about you in each category. If you have a hard time with this exercise, ask God to refresh your thinking so you can clearly see yourself.

<p style="text-align: center;"><u>A</u>BILITIES</p> <p style="text-align: center;">What you do best: talents, skills, knowledge</p>	<p style="text-align: center;"><u>V</u>ALUES</p> <p style="text-align: center;">What is important to you: purpose, burdens, causes</p>
<p style="text-align: center;"><u>I</u>NTERESTS</p> <p style="text-align: center;">What you like best: things you enjoy doing</p>	<p style="text-align: center;"><u>P</u>ERSONALITY</p> <p style="text-align: center;">How you do what you do best: your natural behavior</p>

REFERENCE ASSESSMENT EXERCISE

Ask people who know you for input. Once you are registered as an Explorer and log on to the Crossroads Career website, you can download, save and print this sheet from Career Tools>Search 6 Steps>Step 2.

Instructions to the Person Completing This Form: Thank you so much for taking the time to fill out this form! Please assess the strengths and weaknesses of the person who gave you this form in each of the categories. Details are important, and specific examples can be helpful. Feel free to use the back of the form for extra space. You do not have to include your name. Please be as open and honest as possible.

ACCOMPLISHMENTS

What are the top things this person should remember that they've accomplished?

ABILITIES

What is this person best at? What 3 or 4 abilities should be at the core of what they do every day?

INTERESTS

Where do you feel this person most readily invests time, energy, talent and money? What does he/she seem to enjoy most?

PERSONALITY

What positive personality traits come to mind when you think of this person?

VALUES

What positive values and character strengths does this person have?

BLIND SPOTS/WEAKNESSES

In which of these categories does this person need the most improvement?

“PERFECT” CAREER FIT

If there were no restrictions, what do you think would be the perfect career fit for this person?

PROFESSIONAL ASSESSMENTS  **EXERCISE**

We recommend and provide you access to 2 professional online assessments.

1. The PLACE online assessment from PLACE Ministries.

PLACE is a Bible-based, self-discovery process that helps you realize your ideal PLACE of ministry in life and in church. This 5-step process guides you in developing your profile that includes:

- P = Personality** Discovery
- L = Learning** **Spiritual Gifts**
- A = Abilities** Awareness
- C = Connecting** **Passion** with Ministry
- E = Experiences** in Life

It is a great assessment for a quick summary featuring spiritual gifts and ministry. To take it for free, go to <http://ccn.mobilyzr.com> and enter our activation code: CrossroadsCareer. It takes less than an hour, and your reports are instantly available.

2. CareerDIECT® Complete Guidance System from Crown Financial Ministries.

CareerDirect includes more directly-related career features and benefits:

- Analyzes the four major career related factors: skills, interests, personality and values
- Provides clear direction needed to help make sound decisions in either of 3 applications
 - Career Maximization to discover how to you make the most of your career
 - Educational to find college and technical school majors that best for you
 - Occupational to search for the best-fit work for you now
- Reports are instantly available upon completing assessments which take about an hour
- Includes Action Plan with highest scoring career groups linked to O*NET occupational database
- Offers online guide to college majors and audio lessons on using assessments for planning
- Developed and improved for 20 years. Exceeds statistical standards for validity and reliability
- Based on Biblical principles of work, your God-given design and stewardship of talents

It is a great assessment for more depth and an action plan connecting your interests to occupations. Take it now online at www.CareerDIRECTOnline.org for \$80, or locate a local Crossroads Career member church participating in the CareerDirect discount program at www.CrossroadsCareer.org/locations.

Below, list your top 3 keywords in each category from the PLACE and CareerDirect assessments.

GIFTS			PASSIONS	
Background Experiences	Abilities, Skills, Talents, Knowledge	Personality Behavior Traits	Interests	Values
FACTOR “X” SPIRITUAL GIFTS				

SUMMARIZE YOUR STRENGTHS  **EXERCISE**
Keywords to Your Strengths

Now it's time to put all of these different views together.

- Review all your worksheets and assessment reports. Look for common themes and keywords.
- Write 5-10 of the most important keywords in each of the following categories.

BACKGROUND

ABILITIES

INTERESTS

PERSONALITY

VALUES

SPIRITUAL GIFTS

BLIND SPOTS/WEAKNESSES

“PERFECT” CAREER FIT



READ & WRITE DEVOTIONAL



GIVE THE GIFT THAT KEEPS ON GIVING

*Each one should use whatever gift he has received
to serve others, faithfully administering God's grace in its various forms.*
1 Peter 4:10

You are God's gift to others. Blessed to be a blessing!

Prayerfully review the life history, abilities, values, interests and personality God has given you.

Write below the spiritual, mental and physical capacities you can share with others.

List the people to whom you can give at work, home, community, church, school – wherever you go.

What Gifts Has God Given You?	To Whom Can You Give Them?

STEP 2 APTITUDE  **WRAP-UP**

Write down the ideas that were most helpful to you and that you will put into action or practice today.

Write down how you feel now.

Write down your prayer requests for the coming week.



If you have not registered yet, go to www.CrossroadsCareer.org/register and start browsing our webpage of career resources. If you are already registered, log in at www.CrossroadsCareer.org and scroll down to Career Tools > Search by 6 Steps.

Write down the career tools that were helpful.

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STEP 3 ALTITUDE

Target Marketing

Attitude + Aptitude give your career Altitude! You cannot be *anything* you want to be, but you can be *all* that God created you to be. Look again at how strengths connect with opportunities:

*As each one has received a special gift, employ it in serving one another
as good stewards of the manifold grace of God. 1Peter 4:10*

Step 3 helps to target best opportunities for you, and to market your strengths to those opportunities. The key principle is to serve employers/customers who need most what you do and like/value best by:

TARGET OPPORTUNITIES

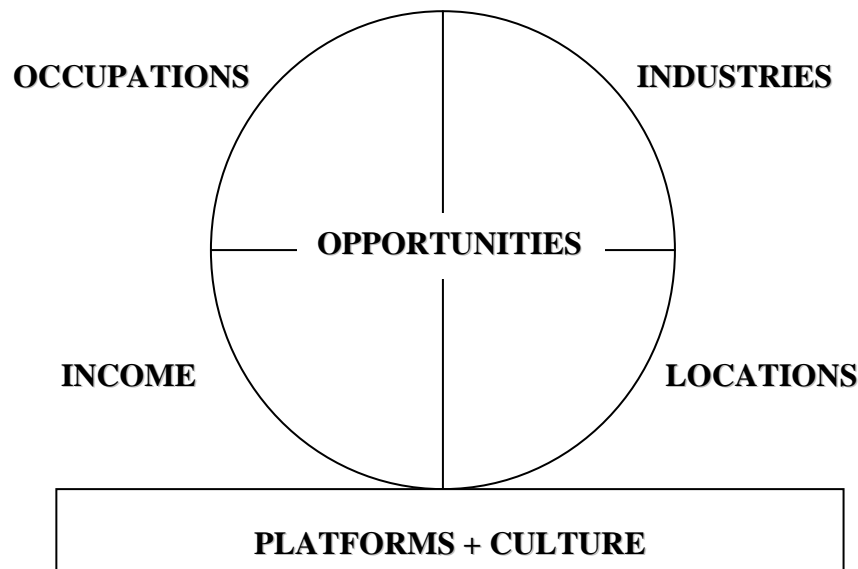
MARKETING YOUR STRENGTHS

TARGET OPPORTUNITIES

If someone were to ask you right now: “what are you looking for?” What would you say? Can you say it clearly in 15-30 seconds? Listed below are 6 targeting categories to think about, pray over and answer:

1. Occupations: Job functions or the work you do – probably what you do best and like/value most?
2. Industries: Where you work – types of employers or customers you seek to serve?
3. Location: Where you want or feel called to work and live?
4. Income: How much you earn – wages, salary, total cash compensation, benefits?
5. Platforms: Work as an employee, independent contractor, in your own business, volunteer?
6. Culture: What are the operating values important to you in an organization?

When you put these 6 targeting categories together, it looks like a sighting scope for opportunities...



HOW TO TARGET OPPORTUNITIES

Refer to the “Summarize Your Strengths” exercise you completed on page 31. As you research the following 6 target categories, make notes on the Target Opportunities exercise on page 37.

1. **Occupations:** The work you do – the job functions you perform.

To explore possible occupations, go to O*Net Online at <http://online.onetcenter.org/find>. Search using keywords (skills, positions, titles) from page 31, and you will get a list with most relevant occupations at the top. Click on 5 or more occupations to see details to compare your abilities, interests and work values. O*Net is the nation’s primary source of information on 965 occupations. For the hottest occupations go to www.careeronestop.org/ExploreCareers/Occupations/OccupationsWhatsHot.aspx.

If you completed the CareerDIRECT® Assessment, use the online Action Plan to explore Career Group Interests in which you scored highest. It is directly connected online to O*Net and PDF forms for comparison of your work patterns to each occupation’s characteristics.

2. **Industries:** The types of employers and customers you want to serve.

Go to the *Career Guide to Industries* online at www.bls.gov/oco/cg, and browse 47 major industry groups listed on the left side of the webpage. Explore industries that interest you. Each industry is described in terms of working conditions, occupations in the industry, training required, advancement opportunities, earnings and benefits, and employment outlook – plus there are web links for more career information. Researched and updated by U.S. Bureau of Labor Statistics. To see hottest industries, go to www.careeronestop.org/ExploreCareers/Industries/IndustriesWhatsHot.aspx.

3. **Locations:** Where you want to work.

You may want to target locations by city or by area within a state. If you want to work close to where you live, you may want to target by counties or ZIP codes. Two popular websites for location information are www.BestPlaces.net and www.HomeFair.com.

You may want to find cities with lower unemployment, which can mean more opportunities at higher pay; go to <http://www.bls.gov/web/laummtrk.htm>.

Find out and compare compensation and cost of living because they vary widely from area to area. Be sure to learn about lifestyle issues in each area, such as availability of recreation, quality of education, available housing, economic trends, crime rates and other areas of particular concern to you.

4. **Income:** Cash compensation and benefits.

To find out how much various jobs pay in different areas of the country, go to www.Salary.com. Income may consist of wages or salary, commissions, bonuses or tips; benefits such as insurance and retirement plans; etc. See a checklist “Understanding and Negotiating the Offer” Exercise on page 74.

Know what you need in terms of compensation and benefits. If you do not have a personal budget, now is a good time to make one. See www.crown.org/pamphlets/pdfs/BudgetAnalysisForm.pdf.

It is best to be as flexible as possible by reducing your cost of living as much as possible, especially if you are changing careers during which time you may earn less as you learn a new occupation or industry.

5. **Platforms:** Working as an employee, independent contractor, business owner or volunteer. In the new world of work, it is wise to be flexible and open to different working platforms. Here are the descriptions and differences between 4 basic platforms.

Employee: A general rule is that you are an employee *if the employer can control what will be done and how it will be done*. It is critical that the employer correctly determine whether the individuals providing services are employees or independent contractors. They must withhold and pay income, Social Security and Medicare taxes. At the end of the calendar year, employers issue W2 statements to employees about gross earnings and taxes withheld. Advantages to you as an employee usually include:

- Qualifying for company benefits such as medical insurance and savings or retirement benefits
- Being counted as part of the organization with usually longer terms of employment
- Receiving training, development and other career enhancing benefits

Take advantage of opportunities to work part-time or in a temporary assignment, not only for the money and experience, but also for the contacts and confidence it builds.

Independent Contractor: A general rule is that the employer has the *right to control or direct only the result of the work* done by an independent contractor, and *not the means and methods of accomplishing the result*. Employers do not withhold or pay any taxes on payments to independent contractors. At the end of the year, employers issue 1099 statements to contractors summarizing earnings. It is the responsibility of the contractor to file estimated tax payments to the IRS, as well as file annual taxes. Advantages of being self employed as an independent contractor, consultant or freelancer usually include:

- Higher rates of pay for a particular job or project
- Greater flexibility and freedom as to how work is done, with less supervision
- Working for shorter periods of time, and having a wider variety of work experiences
- Being a contractor can bridge you to full- or part-time employment.

For more about contract, consulting and freelance opportunities, go to www.guru.com/pro/search.cfm.

Business Owner: It is not unusual for independent contractors to become business owners/entrepreneurs. You may want to start or buy a business of your own, but be aware that half of business start-ups are out of business within a year. We recommend you apply the principles and practices in this Workbook, and also contact the U.S. Small Business Administration at www.SBA.gov. If you want to be in business for yourself, but not by yourself, consider buying a franchise. Go to www.Franchise.org.

Volunteer: Work for no pay? There are 2 good reasons to work as a volunteer.

- If you believe in what the organization is doing or really like the “work” you are doing. It might be volunteering for community service, church or other non-profit enterprise. Volunteering at a local Crossroads Career ministry is a great way help others and advance your search.
- If you are starting or changing careers and need experience, volunteering or doing free internships are a great ways to learn skills, build contacts and explore whether you like the work.

To find organizations for whom you might want to volunteer, check out local opportunities through people you know or go to www.VolunteerMatch.org.

6. **Culture:** The operating values of employers or customers. Research shows that matching your values to employer or customer cultures is the #1 issue in work life. Look for organizations that publish values and vision statements on their websites. If you are interested in particular organizations, search the Internet for information about them. Look for people with experience with the employer or customer and ask “what’s it really like to work there?” If you completed the CareerDirect assessment, you can compare your work environment and outcome values to cultures.

TARGET OPPORTUNITIES  **EXERCISE**

Read “How to Target Opportunities” on pages 35-36 and make notes below.

Occupations	Key Websites, Associations and/or Publications

Industries	Key Websites, Associations and/or Publications

Locations in Order of Preference	Key Websites, Associations and/or Publications

Income Needed and Wanted
Need \$ _____ per _____ <i>(amount required to live excluding savings and retirement)</i>
Want \$ _____ per _____ <i>(amount desired including savings and retirement)</i>

Platform(s) in Order of Preference: Employee, Contractor, Business Owner, Volunteer

Culture: Work environment and outcome values that are important to you

For 3 great ways to get more information, read and work through next page.

3 GREAT WAYS TO GET MORE INFORMATION

1. *Informational Interviewing*

List the people you know who work in the occupations and industries you have targeted. Talk to them about their jobs, careers, and industries. If you can't get an appointment to meet in person, try to talk with each one by phone or trade email. Most people who enjoy their work usually like to talk about their work.

2. *Associations*

Associations are professional organizations to which people in particular occupations and/or industries belong. These organizations have meetings and usually produce publications for their members. Most of them also have websites, and many even have job posting services. Find associations at the Internet Public Library (www.IPL.org), a collection of over 2,200 Internet sites providing information about a wide variety of professional and trade associations.

3. *Publications*

Many industries have magazines and newspapers published specifically for people who work in and with a particular industry. These publications are wonderful sources of information on the industry, the companies in the industry, key people who work in the industry and even suppliers to the industry. For more information, go to *Pub-List* (www.PubList.com), a directory of information about more than 150,000 publications and 8,000 newspapers around the world.

COMPARE YOUR STRENGTHS TO OPPORTUNITIES

To summarize your targeting information, complete the exercise on page 37. In selecting targets of opportunity, the key principle is to seek to serve employers and customers who need most what you do best and that you like best. You can make notes on selected opportunities for comparison here...

6 Factors of Your Strengths	6 Factors of Opportunity Targets
Background	Occupations
Abilities	Industries
Interests	Locations
Personality	Income
Values	Platforms
Spiritual Gifts	Culture

MARKETING YOUR STRENGTHS

With targets that match your strengths, you're ready to start marketing. There are 4 parts:

1. **Your career brand and value statement** – the core message for your marketing materials.
2. **Networking scripts and cards** – the 30-second “elevator pitch.”
3. **Letters and emails** – introductions and follow-ups for your resumes and networking.
4. **Resumes that get results** – feature results that get interviews.

Your Career Brand and Value Statement

According to Career Coach Academy Director Susan Whitcomb in her book, *The Christian's Career Journey*, a compelling, cohesive career brand will help maximize your career by:

- Creating employer or customer desire to hire you.
- Differentiating you from the competition.
- Influencing what interviewers remember most about you.
- Lowering the barriers to hiring by creating trust and conveying value.
- Elevating you from the status of commonplace commodity to offering a one-of-a-kind service.
- Making you more attractive to employers, even when there are no formal job openings.

A career brand and value statement is like a headline of an advertisement that connects your strengths – what you do and like best –with what your target employers and customers need most. The wording varies as you learn more about your strengths as they relate to the needs of different employers and customers.

For your brand and value to accomplish its purpose, it must knit together these three A's:

- **Advantages:** The features, benefits and value you possess. Identify and articulate advantages with STAR stories (see page 27) that capture a numbers-oriented, bottom-line value to employers.
- **Authentic Image:** "The genuine you" when cast in the right role in which your strengths allow you to be radically rewarded and enthusiastically engaged in work that adds value.
- **Awareness:** Communicating your brand in a manner that makes people attentive and responsive.

Start by visualizing who needs most what you do and like best. Think about your strengths in terms of the work to be accomplished and the value you would contribute. If the person you want to serve were to ask you to tell them what you uniquely offer, you want to give them a short, clear answer that includes...

Part (1) Position or work you seek by occupation, industry and perhaps location.

Part (2) Two or three keyword strengths related to your target(s) needs.

Part (3) Value they will receive.

Example A:

(1) Senior finance position in an educational organization (2) needing in-depth knowledge of accounting and auditing plus strong process improvement skills (3) that will achieve substantial cost savings.

Example B:

(1) Administrative assistant role in a small business in the Atlanta area (2) requiring strong office management, computer and people skills (3) that will improve speed and efficiency of an office.

Example C:

(1) Landscaping for office, retail, apartments in San Diego (2) that requires skill, equipment and attention to detail to keep the grounds, bushes and trees (3) looking great and the value of the property high.

Networking Scripts and Cards – The 30-Second “Elevator Pitch”

Imagine that you are on an elevator. Someone that you know gets on, and asks about how you are doing. You tell him/her you are seeking a new job/career/work, and he/she asks, “What are you looking for?” You have less than 30 seconds to respond before the “elevator doors” open and your friend walks off.

Give them a pitch: This is a perfect time to share your career brand and value. Try it now by filling in the blanks with your career brand and value. You can start by saying, “Thanks for asking.”

I am seeking (1) a _____ in a _____ organization
 (2) that needs _____ skills and _____ experiences
 (3) that will help them _____.

Sharing your career brand and value will take about 10 seconds. You will have time to answer questions, ask for referrals or a follow-up with him/her. Offer your personal card, and ask for his/hers. Networking scripts are very helpful everywhere you go and, most especially, when you are on the phone. You can use “elevator pitch” networking scripts effectively whether you seek traditional employment, work as a contractor or to start a business. The key is practice and continuously improve your pitch.

Go to the next page, and spend at least 15 minutes writing up the Networking Scripts Exercise and calling friends to try out them out. Make notes on their suggestions and practice more.

Give them a card: Once you start getting good and positive feedback, and you feel comfortable with your “elevator pitch,” put the keywords with your name and contact information on a personal business-size card. Get 250 cards for free at www.VistaPrint.com. Carry your cards everywhere. Here is a simple example:

Your Name 505-555-1234 Your.Name@Email.com <p style="text-align: center;"><u>Find New Business Opportunities</u></p> Marketing Research Director Computer Software Atlanta, GA
--

Letters and Emails

You’ll need at least 3 types of emails and letters:

1. A cover letter or intro email for sending your resume
2. Email or letter for requesting information and contacts
3. Thank you emails and letters for sending after interviews

While you can create sample letters and emails in advance, each should be personalized and customized to the particular situation. They should be concise, to the point, appreciative and have 3 parts:

1. The opening sentence or short paragraph should state your objective. If you have a personal referral to the addressee or the company, be sure to mention the referring person’s name first.
2. The middle part should tell something about you, including 1 or 2 related accomplishments.
3. The final paragraph should include a call to action, telling the person what you would like for the individual to do or what you will do next (“I will call you in a few days to see if we can talk”).

PRACTICE 30-SECOND ELEVATOR PITCH  **EXERCISE**
Make 5 copies of this exercise sheet for continuous improvement.

See and try this 3-part process using your strengths, career brand and value:

Part (1) Position or work you seek by occupation, industry and perhaps location.

Part (2) Two or three keyword strengths related to your target(s) needs.

Part (3) Value they will receive

Example A:

(1) Senior finance position in an educational organization (2) needing in-depth knowledge of accounting and auditing plus strong process improvement skills (3) that will achieve substantial cost savings.

Example B:

(1) Administrative assistant role in a small business in the Atlanta area (2) requiring strong office management, computer and people skills (3) that will improve speed and efficiency of an office.

Example C:

(1) Landscaping for office, retail, apartments in San Diego (2) that requires skill, equipment and attention to detail to keep the grounds, bushes and trees (3) looking great and the value of the property high.

Template to Write Your Career Brand and Value

I am seeking (1) a _____ in a _____ organization
 (2) that needs _____ skills and _____ experiences
 (3) that will help them _____.

Call friends now and practice with them. Get their feedback. Make notes on their suggestions. See if you can make it better. Try different combinations of words. Use fewer words. Be more specific. Try using job titles and/or names of employers/customers to illustrate the type of opportunities you seek.

I am seeking (1) a _____ in a _____ organization
 (2) that needs _____ skills and _____ experiences
 (3) that will help them _____.

I am seeking (1) a _____ in a _____ organization
 (2) that needs _____ skills and _____ experiences
 (3) that will help them _____.

Keep on practicing and improving your networking scripts so you get more contacts, ideas, help.

WRITE RESUMES THAT GET RESULTS

Resumes that get results feature results. Whether you are seeking a job with an employer, work as a contractor or customers for your business, you must share accomplishments that are relevant to their needs. Your results and accomplishments answer the question, “What can you do for me?”

Resume Inventory

- Fill out “Master Resume Exercise” on the next page to build resumes for specific opportunities.
- Make a list of all your past experience, education and other relevant information.
- Make a list of your strengths and accomplishments.

Resume Components

Contact information (name, email and postal address, preferred telephone number) should be at the top of the first page and your name repeated on the top of the second page.

Objective and/or Summary: Your career brand and value statement.

Experience and Accomplishments:

- List in reverse chronological order if using chronological format.
- Group accomplishments by functions if using functional format.
- Give basic employer/self-employed information such as name, city and dates.
- List positions/title(s) with dates, responsibilities and accomplishments.

Education:

- Show each school, degree, degree month and/or year, major and accomplishments.
- Omit high school information if you have a college degree.
- List significant work while going to school.

Other Sections:

- Professional certifications.
- Work-related technical skills, such as computer proficiencies.
- Community awards (especially significant, work-related awards).

Do NOT include:

- Personal interests or activities unless they are related to work to be accomplished.
- Names of references or the phrase “references available upon request.”
- Personal data (age, gender, marital status).
- Reasons for leaving previous positions.
- Compensation information.

Resume Tips

- Never, ever put anything in your resume that is not completely true.
- Keep resume to maximum of two pages. Use minimum of 11 point type.
- Write using short phrases. Do not use complete sentences or the words “I” or “we.”
- Put your career brand, value, key strengths and accomplishments on top half of first page.
- Read it again for accuracy. Ask others to read it. Be sure all spelling and punctuation is correct.
- Customize resumes for each opportunity. Focus on what is important to each employer/customer.
- Take words from job posting or description that are true of you and put them in your resume.
- Put white space between sections and in margins. Make it visually appealing and easy to read.
- Focus on accomplishments. Show what you did for past employers/customers. Use action verbs.
- Avoid gimmicks, color, fancy borders, boxes, shading or cute graphic designs. Use white paper.
- Get feedback from people who could be good references for you. Make changes as needed.

MASTER RESUME  **EXERCISE**

Your Name _____

Preferred Phone (cell usually best) _____

Postal Address _____ City/State/ZIP _____

Preferred Email Address (personal usually best) _____

Objective or Summary (Your Career Brand and Value)

Seeking (1) a _____ in a _____ organization

(2) that needs _____ skills and _____ experiences

(3) that will help them _____.

Experience

Most recent employer/self-employment _____ **City/State** _____

Size and description of employer/what they do for whom _____

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant Accomplishments _____

Prior employer/self-employment _____ **City/State** _____

Size and description of employer/what they do for whom _____

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant Accomplishments _____

Prior employer/self-employment _____ **City/State** _____

Size and description of employer/what they do for whom _____

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant accomplishments _____

Prior employer/self-employment _____ **City/State** _____

Size and description of employer/what they do for whom _____

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant accomplishments _____

Prior employer/self-employment _____ **City/State** _____

Size and description of employer/what they do for whom _____

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant accomplishments _____

Education

Current/most recent school _____ **City/State** _____

Degree/major _____ Year _____

Honors/awards and accomplishments _____

Jobs while attending school _____

Prior school _____ **City/State** _____

Degree/major _____ Year _____

Honors/awards and accomplishments _____

Jobs while attending school _____

Prior school _____ **City/state** _____

Degree/major _____ Year _____

Honors/awards and accomplishments _____

Jobs while attending school _____

Additional Information and Activities

Special skills and certifications _____

Community service involvement _____

Resume Tips for Online and In-email

Here are tips to maximize opportunities via the web and email for your resume to be picked:

- Use Microsoft Word or Adobe PDF format.
- Best font is 12 pt. Times New Roman.
- Use the built-in resume builder template with a .TXT format of your resume to cut and paste.
- Use nouns or titles instead of verbs, such as “Project Manager” versus “Managed Projects.”
- Find keywords in jobs you want – put them in a keyword section at the end of your resume.

Resume Formats

Write resumes for people who do not read them. They look at them. So put the most important information about you in the top half of the first page of your resume. Make your resumes visually appealing by using headers, bullets and white space. There are 3 basic formats:

1. Chronological (when continuing in the same career path). See sample on the next page.
 - List work experience in reverse chronological order, listing the most recent experience first.
 - List accomplishments under each employer.
2. Functional (when changing, entering or re-entering career). See page 48.
 - List accomplishments and expertise in functional categories (marketing, sales, etc.).
 - List work experience (company name, job titles, dates).
3. Promotional (when seeking independent contracting, consulting, freelancing work). See page 49.
 - List accomplishments and expertise in functional categories (marketing, sales, etc.).
 - List work experience relevant to service you are offering.
 - List selected clients and testimonials.

Online Resume Builder

A great way to learn and practice writing resumes is a free trial with our affiliate, Pongo Resume, the leading online resume builder. The free trial includes:

- Resume Builder – includes step-by-step instructions, headings, spell checker.
- Resume Templates – for a variety of ages, situations, specialties.
- Cover Letter Builder – comes with templates and pre-written text for your editing.
- Expert Advice and Guidance – with a special box for tips and advice along the way.
- Live Help – live chat, email or call 800# is available Monday-Friday, 9a-5pm ET.
- A series of email newsletters with helpful tips, advice and articles.

If you like the resumes you have created, for only \$9.95 per month (automatic renewal, cancel anytime) you can download, print, fax, email and even track your resumes and letters. You can register for the free trial without using a credit card. Just go to <http://www.crossroadscareer.org/online-resume-builder>.

How Resumes Can Set Up Interviews

Put your most relevant STAR stories (see page 27) in your resume describing only the situation you faced and the results you got in as few words as possible. Here is an example:

- Increased sales by 27% in the face of increased competition.

Your objective is to catch the interest of readers so they will want to know how you did what you did. In the interview, talk about the whole STAR stories featuring the task to be accomplished and the actions you took. Perfect when preparing for behavioral interviews (see page 61).

SAMPLE OF CHRONOLOGICAL RESUME

Your Name

Your.name@youremail.com

Street, City, State, Zip

505-555-1234

Objective

Concisely state your Career Brand Value with target opportunity occupation, industry and location.

- Write 3 short statements that summarize why you would be good at your objective
- Each statement should highlight your accomplishments and experience
- Prioritize statements so the most relevant one comes first

Work Experience

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

- Write 2 or more statements about the work you performed and what you accomplished
- Quantify results of your accomplishments and how they positively affected the organization
- Mention on-the-job recognitions and rewards you received that relate to your job objective
- Prioritize statements so the most relevant one comes first

ORGANIZATION NAME, City, State, 20xx-xx

Job Title

- Write 2 or more statements about the work you performed and what you accomplished
- Quantify results of your accomplishments and how they positively affected the organization
- Mention on-the-job recognitions and rewards you received that relate to your job objective
- Prioritize statements so the most relevant one comes first

ORGANIZATION NAME, City, State, 19xx-xx

Job Title

- Write 2 or more statements about the work you performed and what you accomplished
- Quantify results of your accomplishments and how they positively affected the organization
- Mention on-the-job recognitions and rewards you received that relate to your job objective
- Prioritize statements so the most relevant one comes first

Education

SCHOOL, City, State

Degree, Major (if relevant), 19xx

List scholarships, extra-curricular activities, recognitions, rewards and jobs while in school

Other Sections

- Professional certifications
- Job-related technical skills, such as computer proficiencies
- Community or other awards (list only significant, objective-related awards)

SAMPLE OF FUNCTIONAL RESUME

Your Name

Your.name@youreemail.com

Street, City, State, Zip

505-555-1234

Objective

Concisely state your Career Brand Value with target opportunity occupation, industry and location.

- Write 3 short statements that summarize why you would be good at your objective
- Each statement should highlight your accomplishments and experience
- Prioritize statements so the most relevant one comes first

Professional Accomplishments

Key Skill

- Write 2 or more short statements about employment or volunteer accomplishments
- Quantify results of your accomplishments and how they positively affected the organization

Key Skill

- Write 2 or more short statements about employment or volunteer accomplishments
- Quantify results of your accomplishments and how they positively affected the organization

Key Skill

- Write 2 or more short statements about employment or volunteer accomplishments
- Quantify results of your accomplishments and how they positively affected the organization

Work History

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

Education

SCHOOL, City, State

Degree, Major (if relevant), 19xx

List scholarships, extra-curricular activities, recognitions, rewards and jobs while in school

Other Sections

- Professional certifications
- Job-related technical skills, such as computer proficiencies
- Community or other awards (list only significant, objective-related awards)

**EXAMPLE OF PROMOTIONAL RESUME
FOR MARKETING RESEARCH PROFESSIONAL**

Your Name
Your.name@youremail.com
Street, City, State, Zip
505-555-1234

Find New Business Opportunities

Marketing Research Services helps Computer Software Companies Discover New Markets, Products and Services

- Write 3 short statements that summarize why you would be good developing new opportunities
- Each statement should highlight your accomplishments and experience
- Prioritize statements so the most relevant one comes first

Full Services and Happy Clients

Qualitative Research – Exploring Opportunities

- Write 2 or more short statements about successful projects and accomplishments
- Quantify results of your accomplishments and how they positively affected employers/clients

Quantitative Research – Prove the Point

- Write 2 or more short statements about successful projects and accomplishments
- Quantify results of your accomplishments and how they positively affected employers/clients

Not Just Analysis – Insight

- Write 2 or more short statements about successful projects and accomplishments
- Quantify results of your accomplishments and how they positively affected employers/clients

Work History and/or Clients Served

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

Education

SCHOOL, City, State

Degree, Major (if relevant), 19xx

List scholarships, extra-curricular activities, recognitions, rewards and jobs while in school

Other Sections

- Professional certifications
- Job-related technical skills, such as computer proficiencies
- Community or other awards (list only significant, objective-related awards)



READ & WRITE DEVOTIONAL

LITTLE WHITE LIES ARE BIG BLACK HOLES



The trouble with a lie is that it is never alone. Lies tend to run in packs, attacking and bringing down all who invite one into their mouths.

Here's how it works. Almost without thinking, you utter a tiny little lie. Then, when the truth confronts it, tell another lie to protect the first lie. Then the truth comes up again, so you lie again. Soon, you're defending lies with more lies.

What began as a little white lie becomes a big ugly mess. Like big black holes, a pack of lies will suck you into oblivion.

*A false witness will not go unpunished,
and he who pours out lies will not go free.* Proverbs 19:5

Recheck your resume. Do any of the words or statements hide a little white lie? If yes, write the lie here.

Then put an X through it,
Forever!

Note: Be sure to update your resume!

STEP 3 ALTITUDE  WRAP-UP

Write down the ideas that were most helpful to you and that you will put into action or practice today.

Write down how you feel now.

Write down your prayer requests for the coming week.



If you have not registered yet, go to www.CrossroadsCareer.org/register and start browsing our webpage of career resources. If you are already registered, log in at www.CrossroadsCareer.org and scroll down to Career Tools > Search by 6 Steps.

Write down the career tools that were helpful.

STEP 4 SEARCHING



Find Hidden Opportunities

Now that you have Altitude from your target marketing preparations, here is a key verse to remember as you search for opportunities:

The mind of man plans his way, but the LORD directs his steps. Proverbs 16:9

Use both of your eyes for searching – one eye for looking as planned and the other eye for seeing as God directs. Sometimes finding the right opportunity comes from seeing something you are not seeking.

START YOUR LIST OF TARGET OPPORTUNITY CONTACTS

Make a list everyone you know: family, friends, neighbors, work associates, past acquaintances, former schoolmates, etc. Search professional associations, publications and research on the Internet to identify potential employers and customers that match your targets for marketing. Informational interviewing is a great way to find more organizations, qualify prospects and list contacts.

Use the Networking Log on the next page or a contact management program in your computer to start and manage your list. It is important to track who referred who in what organizations so you can contact and follow-up effectively.

Set a goal of getting at least 2 referrals for every call you make, so you build your list of contacts. The best strategy to find opportunities combines 3 efforts...

ALL THE TIME PRAYING
+
ON-THE-GROUND NETWORKING
+
ONLINE SEARCHING

ALL-THE-TIME PRAYING

Imagine you are dialing 1-800-Dear-God...calling by prayer the one Person Who knows everyone everywhere all the time. Ask Him every day before every meeting, phone call and email.

He knows the plans He has for you. He knows where all the job openings are. He knows everyone who is hiring. Consider this verse...

*“Ask, and it shall be given to you;
seek, and you shall find; knock it shall be opened to you.”* Matthew 7:7

This might be a good time to spend just 3 minutes scanning again pages 5-7 in this Workbook about hearing and following God’s calling. Make at least 1 new contact every day – even better make 10 new contacts a day. No matter the outcome of the contacts, remember to...

*Be joyful always; pray continually; give thanks in all circumstances,
for this is God's will for you in Christ Jesus.* 1 Thessalonians 5:16-18

NETWORKING LOG  EXERCISE

Make 10 copies of this page before using it. Make more copies as you need them.

Begin by listing as many names as you can of people you know. Make sure to include family, friends, neighbors, former coworkers, people you go to church with, people you play tennis or golf with, parents of your children’s friends, former classmates, your lawyer, accountant, financial advisor, dry cleaner, hair dresser, auto mechanic and more. Get phone numbers/email addresses for each one.

Next, contact at least 5 of them this week. Using your **30-second Elevator Pitch**, ask them whom they know that you can talk with to help you with your search. Add new contacts to your Networking Log.

Name/Company/Position	Phone/Email Address	Date of Contact	Referrals

ON-THE-GROUND NETWORKING

Most employers first try to recruit people through their personal contacts before they advertise a position or list it on the Internet. Of all the jobs that get filled, how many are part of this “hidden job market?”

85%

Another startling statistic came from a private corporate study that demonstrated that applicants who had been personally referred for a job were 42 times more likely to be selected than those without personal referrals. Let’s say that again. According to this study, your odds of being selected for a job are 42 times greater if you are personally referred.

That’s a 4,200% better chance!

Why is this true?

- First, you are not an “unknown.” The employer/customer knows someone who knows you.
- Second, you are considered “good” by association with the person whom the employer/customer knows. All the positive traits associated with the referring person are associated with you.
- Thirdly, the likelihood of a match between personal values and corporate culture is higher.

Amazing isn’t it? Most of the available job opportunities are not listed anywhere. It is even truer for contract work and finding customers for your business. You can only find them through personal referrals. That is why we recommend you spend 50% to 85% of your search time on networking for personal referrals and making personal contacts.

So how do you network to get personal referrals?

3 Ways to Connect

Use a combination of email, telephone and in-person meetings to connect. Each has their pluses and minuses:

1. **Email** is very efficient, but not very personal. You reach out to a lot of people quickly, but many emails get blocked or deleted without being read. Email is best for quick introductions and follow-ups, especially if the recipient is expecting your email.
2. **In-person** is of course very personal and can be very effective, but it is not very efficient. Save personal visit for high-potential contacts, unless you can meet many people in one place at one time, such as in a career fair, networking event, career group or association meeting.
3. **Telephone** can be both very efficient and effective. You can have as many as 5 personal and productive conversations per hour, and follow-up with a brief email.

Most of the time you should start with either email followed by a phone call or a phone call followed by an email. Your goal is to qualify the person you called as either a potential employer, customer or referral source. Good phone skills are important to engage and make a positive impression. Save in-person visits for people with the highest potential for helping.

Making Calls for Contacts

Calling people about your search can be challenging. It seems even harder when you don’t know the people you are calling. Here are some ways to become more effective:

- Practice first with people you know best.
- Use the names of personal referrals who gave you permission to use their names.
- Even better, ask your referrals if they will introduce you before you make contact.
- Use the phone most. Be in a quiet place with few distractions when you make your phone calls.
- Use a landline to call out. Leave your cell phone number for people to call you back.
- Keep your 30-second “Elevator Pitch” script next to the phone (see page 41).
- Be sure to take a stretch-break every 30 to 60 minutes.

Introduce Yourself

Be very attentive to what is going on with the person you are talking to. If he/she is interested, helpful, and positive, keep the conversation going. If he/she is “short” with you and making concluding types of statements, wrap up your conversation. Most calls are 2-10 minutes unless your contact continues to be actively engaged.

Here is how a conversation might go.

“Good morning (afternoon). My name is (give first and last name). I was referred by (name of referral). Is (name of referred person) available?”

Reintroduce yourself if needed. *“Good morning (afternoon). My name is (repeat your name). (Name of referral) suggested that I call you.”*

Clear the time. *“Do you have a couple of minutes to talk, or would another time be more convenient?”* Do not press to get the time. If later is better for the person you are calling, then ask to book a short phone appointment later. *“When might be a good time for you?”* Always hold conversations with open hands.

Give the reason for your call. *“I am at a crossroads in my career and wanted to ask for your help.”*

Ask for the information you want (contacts within a specific company, suggestions on companies that fit certain criteria, advice on how to approach a certain situation, etc.). If you want contacts, you might say, *“I am networking for referrals to (name of company or people in specific kinds of jobs).”* You might also say, *“I am looking for (give 3 parts of your focus—the job, the industry or company, the location). Do you know anyone in (name of company or type of position)?”*

Watch your watch! As you see the 10-minute mark coming and going, begin to wrap it up. You might say, *“I want to be thoughtful of your time. May I send you a copy of my resume in case you think of someone or something else later?”* (If yes, get the person’s email, fax number or mailing address—in that order of preference.)

Say thank you. *“Thank you for your time and help. It has been a pleasure talking with you.”*

Wrap it up. *“If I have an additional question, may I call you back? Thank you again. Have a great day. Good-bye.”*

- Make notes on the conversation as soon as you get off the phone.
- If you are to send something to the person, send it immediately.
- Call or email the referring person with a thank you for the referral.
- Continue to improve your scripts as needed.

Four More Ways to Network for Personal Referrals**1. Job Support and Networking Groups**

Many churches and community service groups have weekly or monthly meetings that offer opportunities to meet others who can help you with contacts, counsel and encouragement. You will find listings of group meetings in your local daily and business newspaper websites, as well as on www.CrossroadsCareer.org/locations. Be sure to take plenty of your business cards and copies of your resume, as well as your networking list and a notepad.

2. State Departments of Labor

Many state Departments of Labor have career centers located in key towns and cities throughout the state. These centers may offer career transition seminars, career counseling, job databases, information on career fairs and unemployment assistance. To find locations and services from your state labor department, go to www.dol.gov/dol/location.htm.

3. Career and Job Fairs

Look for local opportunities to meet employers and recruiters face-to-face at career and job fairs – usually listed in local newspapers, Labor Departments, or www.NationalCareerFairs.com. Some fairs feature a single employer with many openings. Other fairs include multiple employers and are usually focused on a particular occupation, industry, school, community or diversity target.

Rule number one is to *be prepared*. Get a list of the employers represented, and know which ones you want to see. First walk the floor with a map to get an overview. Sort through the companies of the employers in which you are interested, and plan a strategy based on how much time you have. Pick up literature from employers that interest you. Avoid getting trapped at any one employer booth and missing others you want to visit. If you are interested, ask if you can make an appointment later to talk more in depth.

4. Recruiters

Many employers use recruiting firms to help them find and hire candidates. There are 3 types:

1. Contingency recruiters are paid by an employer contingent upon the company hiring a person referred by the recruiter. Contingency recruiters usually handle positions that pay less than \$100,000/year. Generally they aren't the only recruiter trying to fill a position.
2. Retained recruiters are paid a retainer by the employer to find candidates for a specific management or specialty position. They handle positions that pay more than \$100,000/year and represent these positions exclusively. For a listing of the most established firms, go to www.bluesteps.com.
3. Staffing Firms are also paid by employers, some of which will put you on their payroll and provide benefits as you work on temporary and/or part-time work assignments. To find staffing firms near you, go to www.AmericanStaffing.net.

The best national resource for finding contingency or retained recruiters is *The Directory of Executive Recruiters* with more than 13,000+ recruiters and 6,000+ firm locations. It is available in most libraries. You can purchase your copy or pay to use their online database at www.KennedyInformation.com.

The best method for finding good recruiters is to ask your friends, networking contacts and employers. Select recruiters you trust. Meet them in person if at all possible. Even though recruiters are paid by the employers, you want to work with someone who has *your* best interests at heart.

Be careful of recruiters asking you to sign documents other than reference consent forms when you are being considered for a specific position. Be sure to read the fine print of any document you might sign. You don't want to be responsible for paying a placement fee.

ONLINE SEARCHING

Online searching should occupy 15% and no more than 50% of your job search time.

Explore Worldwide Web

It seems that everything you have ever wanted to know is on the Internet – somewhere – especially as it relates to jobs, careers and business opportunities. There are literally thousands of employers that post open positions on their company website – plus another 10,000 other job boards and search engines.

Search Online Job Opportunities

Tips for searching online job postings.

- If you are unemployed, search every day.
- If you are employed, search every weekend.
- Experiment with a variety of keywords and locations.
- Use your networking log and search for jobs with organizations of interest.
- Keep a log of your responses - track website, position, company, date and resume you sent.
- Register for an automatic search agent to notify you of postings in which you are interested.
- When you apply, put keywords that are true of you from the job posting into your resume.
- Start networking for personal referrals to people currently or recently with the target organization.

Search the web's largest job search engine at www.CrossroadsCareer.org/jobs.

- It automatically searches thousands of employer and job sites using keywords and locations.
- Jobs posted on Crossroads Career job board that match your search are always listed first.
- Powered by SimplyHired, it also searches for contract jobs, internships and volunteer openings.

Search employer websites: This is the best and most direct way to find specific jobs with specific employers that match your job search focus. If you see a job posting you want on one of the job posting sites stating the name of the employer, then go right to the employer's website to see if you can find the same and maybe other job postings of interest. Not only can you get the most complete description of the job and candidate criteria on the employer's website, but you'll learn more about the employer, its goals, needs, opportunities and key executives.

Look online for local newspaper websites. Some newspapers online have more jobs posted for their city than anyone else. To quickly search through more than 2,000 newspapers in the U.S. and Canada, go to www.NewspaperLinks.com.

For the most focused and fastest Twitter job board, we recommend www.TweetMyJobs.com that has become the largest Twitter job board in the world with over 6000 vertical job channels segmented by geography, job type and industry.

What about starting your own business either as a freelance contactor or a business owner? Here are the 3 popular websites...

1. www.Guru.com – World's largest marketplace for freelance talent.
2. www.Franchise.org – International Franchise Association with over 1,250 franchisors.
3. www.SBA.gov – U. S. Small Business Administration programs, services, tools, resources.

If you're interested in jobs or careers with Christian organizations, search www.ChristianJobs.com, the largest Christian employment site on the Internet.

For more recommended jobs sites, like our "Top-15 Job Sites" or "Christian Jobs and Careers," login to www.CrossroadsCareer.org and scroll to Career Tools>Search by 6 Steps.

Social Networking Sites

Over the last few years, social networking sites have exploded with millions of members. They can be a great way to make online contacts and bridge them to networking on-the-ground for personal referrals to opportunities.

Warning! Personal pages on social networking sites will likely be found by recruiters and employers who are considering you for a position. Be careful about information and photos they might find.

Good news! Networking sites can be a great place to plant good information about you. Create or modify your member profile than includes your career brand, value, strengths and accomplishments.

You can also search for key contacts who are currently or formerly with employers/customers in which you may have interest. Search by target employer and contact name.

While there are thousands of social media sites, we recommend you consider using these top 3 sites:

1. www.Facebook.com: More than 300 million active users around the world.
2. www.Linkedin.com: World's largest business network with over 50 million members.
3. www.Twitter.com: Real-time short messaging service. Find and follow key contacts.

Getting and Using Email

If you don't have your own personal email account, get one. Do not use your employer's email for job search. A survey 700+ companies by the Society for Human Resource Management found almost three quarters of those companies monitored workers' use of Internet and email. To get an email account, check out these free email services and pick whatever is best for you:

- Gmail from Google: www.Gmail.com
- Yahoo! Mail Classic: www.Yahoo.com
- Windows Live Hotmail: www.Hotmail.com and www.Live.com

If you already have an email account, change or get a new email address that allows you to use some version of your name, such as john.smith@gmail.com or jsmith@yahoo.com. Do not use a "cute" email address, such as hotmama@hotmail.com, or nonsensical names or codes, like bst321@inbox.com.

Here's how you can use email to your advantage:

- Put your email address in resumes, return email address, business cards, letters – everything!
- Put a signature at the bottom of your emails with your name, email address and phone number.
- When networking for referrals or appointments, email asking for help with copy of your resume.
- When emailing a resume, save it using your name, such as Brenda-Jones-Marketing.doc.
- If someone referred you to the person you are emailing, put that person's name on subject line.
- Confirm appointments by email the day before your meeting or interview.
- After every networking phone conversation, email a thank you.
- Write short emails – ideally with only 1 to 4 lines.

Posting Your Resume Online

Only if your job search is not confidential. If you are employed, and are concerned about your employer finding you searching, then we do not recommend posting your resume on any site. If your search is not confidential, post your resume selectively on the most relevant niche-market or employer sites. Be careful to verify each site. Other tips include:

- Monitor how many hits your resume gets. If you get little or none, add new keywords.
- Edit your online resumes weekly-monthly to keep them "active and current."
- Do not pay extra to "boost" your resume. Avoid using a resume distribution services.
- Never give your social security or other confidential numbers to anyone.
- Do not give any information or fill-out any forms until you verify credibility.



READ & WRITE DEVOTIONAL



AND BEHIND DOOR NO. 3

“See, I have placed before you an open door that no one can shut.”
Revelation 3:8

Make a list of the open doors you see right now. These opportunities could include a chance to call someone, send a resume, have an interview or even accept a work opportunity.

- 1.
- 2.
- 3.
- 4.
- 5.

However, opportunity does not equal God’s will. Be careful of open doors; be sure they’re really from God!

Pray about each open door that you’ve just listed. Write down thoughts that come to your mind.

Pray your thoughts to God, compare thoughts with the Bible, ask friends and check your “peace-o-meter.”

King Solomon asked for wisdom because he said he was like a little child, not knowing how to go out or come in. Later he wrote,

*By wisdom a house is built,
and through understanding it is established;
through knowledge its rooms are filled with rare and beautiful treasures.*

Proverbs 24:3-4

STEP 4 SEARCHING  **WRAP-UP**

Write down the ideas that were most helpful to you and that you will put into action or practice today.

Write down how you feel now.

Write down your prayer requests for the coming week.



If you have not registered yet, go to www.CrossroadsCareer.org/register and start browsing our webpage of career resources. If you are already registered, log in at www.CrossroadsCareer.org and scroll down to Career Tools > Search by 6 Steps.

Write down the career tools that were helpful.

STEP 5 SORTING



Two-Way Interviews

Interviewing is a 2-way street. While potential employers and customers are learning about you, you are learning about them. You are both gathering and sorting information about one another – looking for a match of what you do and like best and what they need most.

Successfully sorting through interviewing depends on your being prepared with both questions and answers. Do your homework on the employer/customer as well as the work that needs to be done. Think in advance about what you will say, and also what you will ask. Let your listening and hearing guide your responses. Remember, God gave you 2 ears and only 1 mouth, therefore...

...everyone must be quick to hear, slow to speak... James 1:19

To help you get ready for interviewing, we will share with you about:

- 8 Types of interviews
- 4 Steps to engaging interviews
- How to practice interviews before the interview
- Understanding compensation and benefits
- Prepare for testing and get ready for referencing

8 TYPES OF INTERVIEWS

1. *Behavioral Interviews*

Because increasing numbers of employers are using behavior-based methods to evaluate candidates, understanding how to excel in this interview is a critical skill. The idea behind behavioral interviewing is that the most accurate predictor of future performance is past performance in similar situations.

The interviewer identifies work-related experiences, behaviors, knowledge, skills and abilities that are desirable for a particular assignment. The employer then structures pointed questions to elicit detailed responses aimed at determining if the candidate possesses the desired characteristics. Questions (often not even framed as a question) typically start out: "Tell about a time..." or "Describe a situation when..."

Your response needs to be specific and detailed. Candidates who tell the interviewer about particular situations that relate to each question will be far more effective and successful than those who respond in general terms. Review your STAR accomplishments from Step 2 on page 27 and in your resume on page 47 to prepare for behavioral interviews.

2. *Qualifying or Screening Interviews*

These interviews usually are relatively short and may be done by telephone or in person. They may be as short as 10 minutes, and they rarely last more than an hour. Recruiters or someone from the company's human resources department often conduct them. The interviewers usually focus on your experience and education, your personality and values, and/or your specific technical experience and expertise.

The interviewer may ask about your salary history and compensation expectations. You should try to delay discussion about money until later so you can gain a better understanding of the responsibilities and expectations of the position. If you must declare what compensation you need or want, give as broad a range as possible since so many factors are unknown at this point.

Be sure to ask questions that are important to you, but realize that the screening interviewer may not know some of the answers. The interviewer may know very little about the details of the position for which you're interviewing. Try to find out what the company is looking for, who the hiring manager is (so you can try to network to him/her by personal referral), and what the next steps are.

If the screening interview is done by telephone, be prepared, and don't have any distractions around you. Have your resume and notes on the employer and position with you by the phone. If an interviewer calls without an appointment and you're not ready, ask for few minutes to call back, or schedule another time that will allow you time to get ready so you can be your best.

3. *Hiring Manager Interviews*

This interviewer is usually the person to whom you will report if you are hired. They normally have the most influence on whether or not you're hired. Their success depends on selecting the right person, but they may or may not be the best interviewer.

Seek first to understand, then to be understood. When you meet them, get to know them, their background and current position. Ask questions to discover what this person wants to accomplish through the job and how he/she wants the job done. Take notes and ask follow-up questions. Be alert for opportunities to connect relationally by mentioning things you have in common. Be prepared to tell this person about your accomplishments that parallel their needs. Talk about how you can help this person succeed.

4. *Sequential Interviews*

It's not unusual to have a series of interviews scheduled with a variety of people in the organization—not only the hiring manager and human resources representative, but also employees in and around the position to be filled. All of them are important! Be responsive to their interests and to their perspectives on the job, to what needs to be accomplished through the job, and to the hiring manager. Be sure to make notes on each person you meet, and get each person's business card if possible.

5. *Introduction Interviews*

You may meet senior executives or business owners. The hiring and human resources managers may already have agreed that they want to hire you but need to let senior management get a look. This "chance" meeting is an opportunity to get perspectives from top management on the organization and the work for which you are interviewing.

6. *Presentation Interviews*

For some jobs and organizations, you may be asked to give a presentation followed by a Q&A time. This approach is common in sales organizations. This type of an interview provides an interviewer with an opportunity to evaluate your ability to sell. It also gives you a chance to show your abilities—consider this a great opportunity! While you want your presentation to be memorable, avoid using gimmicks or being too cute. If you're in the room while other candidates are making presentations, be attentive and courteous.

7. *Stress Interviews*

Sometimes one of the interviewers may have the assignment of putting you to the test by asking you difficult questions in hard ways to see how you'll respond. No matter how awkward, frustrating or intimidating, don't lose your cool. Do the best you can, and be firm and friendly. If the interviewer needs to be confronted, do so with tact, speaking the truth in love.

8. *Team or Panel Interviews*

Sometimes you may interview with two or more people at the same time. While potentially intimidating for you, this type of interview saves time for them. The advantage to you is that you have a chance to see how they interact with one another, giving you a feel for the chemistry and the culture of the organization. Be sure to address your answers to everyone in the room. Pay attention to the quietest person, who is often the final decision-maker.

4 STEPS FOR ENGAGING INTERVIEWS

1. *Pray*

Start with your heart. Fill it with positive thoughts about how you can serve the interests of the employer or customer with what you do best and like most. Imagine yourself working for the prospective employer or customer with sincerity of heart. Remember, whatever is in your heart will show up on your lips.

"The good man out of the good treasure of his heart brings forth what is good; and the evil man out of the evil treasure brings forth what is evil; for his mouth speaks from that which fills his heart." Luke 6:45

2. *Prepare*

Research the employer or customer by visiting their website to read and print information about who they are, what they do, recent news, careers, and their jobs. Search the Internet for more information. Call people in your network who may know the organization and people in it. Ask about key issues and trends. Make a list of questions to ask during your interviews.

Work through and share with a friend the "Interview before the Interview" Exercises on pages 65-67.

Dress for success. Eat right, exercise, and get plenty of rest the day before the day of the interview. If you need a haircut, get it. If you need new clothing, buy it. If your clothes need cleaning, do it. Look your best – conservatively. Proper attire will vary depending on the organization and the work to be done. Find out what is appropriate in that particular workplace. If you don't know and can't find out any other way, call and ask the person with whom you're going to interview. Read and write the devotional on page 70.

Leave yourself enough time to get ready. Wear little or no jewelry, with the exception of a watch, a wedding ring, and (for women) conservative earrings. Do not wear cologne, perfume or other scents. Be sure that your hair is in place and off your face. You want to look professionally well-dressed so the focus will be on what you have to say and not on how you look. Before you leave your home, check yourself in the mirror. Brush and floss your teeth, and take along breath mints.

Be sure you know the location of the meeting. If you are not sure and have time, make a test run so you can find the building. You can get a map and direction from the Internet. Take money for parking. On your way to the interview, be thinking about this key verse...

Be anxious for nothing, but in everything by prayer and supplication with thanksgiving, let your requests be made known to God. And the peace of God, which surpasses all comprehension, shall guard your hearts and your minds in Christ Jesus. Philippians 4:6-7

Allow plenty of time to find the location and get into the building. Arrive 15 minutes before your appointment time. Take time to go to the restroom for one last check; make sure your hair is neat, your clothes are straight, your shoes are clean and your confidence is in place with a smile on your face.

3. *Perform*

Present yourself to the receptionist 5 minutes before the appointment. Be polite and courteous to the receptionist. If offered something to drink while you wait, politely decline. Look around the waiting area for new information on the organization, and be ready to meet the interviewer. Be especially thoughtful of and friendly to administrative and support people who may not be interviewing you but will be making observations; these people may be asked what they thought about you.

As you are waiting, be thinking about this great memory verse...

*Let no unwholesome word proceed from your mouth,
but only such a word as is good for edification according to the need of the moment,
so that it will give grace to those who hear. Ephesians 4:29*

Greet the interviewer with a warm smile and a firm handshake. Look them in the eyes, and tell them how glad you are to meet them. Look around the office for clues about the person like photos of family, certificates or awards. Ask questions or comment on objects of mutual interest.

Ask a short list of questions about the organization and the person interviewing you, as well as about the work to be done. Seek to understand what needs to be accomplished through the job. You can even ask what they are looking for in the successful candidate – often they will tell you.

Answer the interviewer's questions confidently and honestly. Give accurate information and be direct. Limit answers to 10 to 30 seconds, and absolutely no more than 1 minute; the interviewer will ask for more if he/she wants to know more. Feel free to pause to arrange your thoughts; if you do not understand a question, ask for clarification. Always be positive in your answers. Never say anything negative about a previous employer. Focus on your accomplishments by describing a Situation you faced, the Task to be accomplished, the Actions you took and the Results you achieved using the STAR format.

Before the interview is over, ask if you may summarize your understanding of the work to be done and what needs to be accomplished. Summarize your accomplishments relevant to what they need done. Try to connect for them what you do and like best with what they need most.

When closing the interview, thank the interviewer for his/her time and consideration. Say that you enjoyed the interview and learning about the company. If you're interested in the position, make sure to say so, but if you think you're not interested, don't say anything at this time. Ask about next steps, and take notes on what you find out.

4. *Praise*

Whether you feel the interview went well or not, praise God from whom all blessings flow. Write thank you notes to the interviewers on nice stationery, as well as send an email. Don't rely on email alone!

If you are interested in the opportunity, say so. If not, don't. If there is another opportunity in the same organization that appears to be a better fit, ask about it. If the organization is not a fit, then perhaps there are others you can recommend. Whatever the situation, do not burn bridges with anyone.

If you are interested and don't hear back from the employer or customer by the agreed upon date, make a follow-up call and/or send an email to underscore your interest. If you hear nothing back, continue to follow-up once a week for 7 weeks. If you still hear nothing, then assume it is not the work prepared for you, and God has something else for you.

Warning! During the interview process, we strongly recommend that you continue searching for and sorting new opportunities. Don't get stuck on one or two possibilities and quit looking.

**Keep praying, networking and searching,
Until you get and accept the offer that's right for you.**

INTERVIEW BEFORE THE INTERVIEW EXERCISE PART 1

The following chart includes some of the most commonly asked interview questions and some tips for answering each one. It's important to use your own words and style when answering questions and to give honest answers.

It's better to have "talking points" in mind rather than trying to memorize answers. Trying to memorize answers creates unnecessary stress for you and may give the appearance that you're not being yourself. For each question, write down some points you'd like to make as you answer. Make sure to include work-related accomplishments (STAR stories with situation-task-action-result) whenever appropriate.

Questions	Tips and Talking Points
<i>1. Tell me about yourself.</i>	Give work-related information. Include such things as education, experience and 3 to 4 strengths. Also include an accomplishment.
<i>2. What do you know about our organization?</i>	Do your research. Check the employer's website, and talk to anyone you can find who works there. Include information the organization's mission, services, products, markets, size, scope.
<i>3. What are your strengths?</i>	Give 3 to 4 work-related strengths. Give examples of accomplishments to illustrate.
<i>4. What are your weaknesses?</i>	Be prepared to talk about a time when you failed to achieve your goals. Keep it brief. Don't elaborate. Tell what you've learned or done to improve.

INTERVIEW BEFORE THE INTERVIEW  **EXERCISE PART 2**

Questions	Tips and Talking Points
<p>5. Tell me about a time when you achieved your greatest accomplishment?</p>	<p>Make it work-related, even related to the position for which you are interviewing. Don't hold back. This is a chance to shine. Use your STAR story to talk about the Situation, Task, Actions and Results.</p>
<p>6. What are you looking for in salary? What was (is) your last (current) salary?</p>	<p>Defer this question until later if at all possible. State that you are interested in the overall opportunity to contribute and grow. If you feel you must answer, talk about the total compensation and a salary range.</p>
<p>7. What are your career goals? Where do you want to be in 5 years?</p>	<p>Relate your answer to the position you are interviewing for. Talk about your desire to grow in your field and to contribute to the organization.</p>
<p>8. Why should we hire you? What contributions can you make?</p>	<p>Give 3 to 4 strengths supported by examples of accomplishments. Relate them to the needs of this employer/position.</p>


INTERVIEW BEFORE THE INTERVIEW EXERCISE PART 3

Questions	Tips and Talking Points
<p>9. Have you ever had a conflict with a boss or co-worker? How was it resolved?</p>	<p>Note that if you say no, most interviewers will keep drilling deeper to find a conflict. The key is how you behaviorally reacted to conflict and what you did to resolve it.</p>
<p>10. Why do you want to work for us?</p>	<p>Using what you know about the employer and position, focus on their needs and how you can meet them.</p>
<p>11. What do you find most attractive about the position we are discussing?</p>	<p>Talk about the challenges of the position and needs of the company, and then talk about how your strengths relate.</p>
<p>12. Why did you leave/are you leaving your last/current position?</p>	<p>Talk about your goals and your plans for meeting them. DO NOT say anything negative about any past employer or boss.</p>

Understand Compensation and Benefits

Discussions about compensation and benefits do not have to be stressful. They help you qualify the opportunity, here are some tips:

- Refer to your “Target Opportunities” Exercise on page 37.
- Do your homework on similar positions using www.Salary.com.
- Ask the employer how they’ve budgeted for the position before or during interviews.
- If you are told the salary, ask if it is the *hiring* range or the *position* range. Most organizations hire at less than the mid-point of the position range so you can earn raises without a promotion.
- If you are asked about desired or current salary, try to delay. If asked on a job application, leave the space blank or write “negotiable.” Tell them you like to understand about the position first. If they insist on knowing, give a broad range, but maybe hold back on your absolute minimum.
- Check their website for information on benefits. Ask about benefits after an offer is made.
- Be careful about ruling out an opportunity because it doesn’t pay enough. After they meet you, they may pay more than planned, or they may have another better opportunity for you.
- For more information, go to “Understanding the Offer” Exercise on page 74.

Prepare for Testing

Testing is a common tool employers use to assess if you have the skills or personality to fit the position. Being asked to take a test is good because it suggests that hiring the right person is important to them.

The key to taking tests is the same as interviewing – eat right, exercise and get plenty of rest. You want to be energetic and relaxed. Be honest with your answers because it is all about fit. Ask if they would like you to share highlights from your CareerDirect or PLACE assessment results.

If the testing shows that your skills or personality do not fit the position, consider that as good news. You don’t want to be in a position or organization that is not a fit for you.

Get Ready for References

Referencing is interviewing others about you. Be ready to provide reference contacts when asked.

Reference requests are most appropriate after interviews have established a mutual interest between you and the employer or customer. Ask with whom they would like to speak. Have a master list of references already prepared so you can select the people best suited for a particular opportunity. Call or email the people you’ve chosen to ask them and let them know what employer will be calling.

Complete the “Master Reference List” Exercise on the next page.

Remember that referencing is a 2-way street, too. You’re evaluating them while they evaluate you. Ask the potential employer or customer for references, such as people who currently or used to work in the department, as well as customers and vendors. Call people you know in or around the organization.

Ask references about their experience with the organization. Assure them of confidentiality, that is you will not report what they say. Be specific in asking questions about not only the organization and work to be done, but also the people. Ask about culture and operation values. Sample questions include...

- What are the critical issues the organization faces? How do/did you like working there?
- What can you tell me about the work to be done, and others who have worked in the job?
- How would you describe the boss and others around the position – strengths and struggles?

Compare notes from your references to those from your interviews. Summarize your findings.



READ & WRITE DEVOTIONAL



DRESS FOR SUCCESS

*Put on the full armor of God
so that you can take your stand against the devil's schemes.*

*Stand firm then, with the belt of truth buckled around your waist,
with the breastplate of righteousness in place,
and with your feet fitted with the readiness that comes from the gospel of peace.*

*In addition to all this, take up the shield of faith,
with which you can extinguish all the flaming arrows of the evil one.
Take the helmet of salvation and the sword of the Spirit, which is the word of God.
Ephesians 6:11; 14-17*

Draw a picture of yourself wearing the full armor of God. Here are the items:

1. Belt girded with **truth**
2. Breastplate of **righteousness**
3. Shoes gospel of **peace**
4. Shield of **faith**
5. Helmet of **salvation**
6. Sword **Word** of God

How will the armor of God help you to *stand firm*? _____

Spiritual “underwear” is more important than physical outerwear. Post this devotional where you will see it while you dress. The full armor of God.... Don’t leave home without it!

STEP 5 SORTING  WRAP-UP

Write down the ideas that were most helpful to you and that you will put into action or practice today.

Write down how you feel now.

Write down your prayer requests for the coming week.



If you have not registered yet, go to www.CrossroadsCareer.org/register and start browsing our webpage of career resources. If you are already registered, log in at www.CrossroadsCareer.org and scroll down to Career Tools > Search by 6 Steps.

Write down the career tools that were helpful.

STEP 6 SELECTING



Walk in Work Prepared for You

You may or may not have a job offer or work opportunity – yet. Study this step carefully and complete all the exercises. The clearer you are about the process of selecting, the more confident and hopeful you will become. Let’s review one of the foundational principles of walking through a crossroads:

*[You] are His workmanship, created in Christ Jesus for good works,
which God prepared beforehand so that [you] would walk in them. Ephesians 2:10*

As you search and sort for opportunities, remember that looking for work is work. Each step of the way, keep praying, seeking and seeing what God has prepared – not just the opportunities themselves, but the process of walking through crossroads. Be alert as you pray for His vision, wisdom and strength.

GET OFFERS – MAKE OFFERS

In the new world of work, you don’t just wait for offers, you make offers. Just as interviewing is a two-way street, so is selecting. Let’s say you see an opportunity you believe is right for you. In your mind, you have already selected it, even though there is no offer to accept. Is there anything you can do?

Think ME Inc. Consider yourself a 1-person corporation owned by God. No matter who you seek and what they want, identify their needs and propose solutions. Figure out what they want accomplished, and recommend how they can get the results they want.

Be open as to whether they hire you as an employee, independent contractor or a business owner providing a service. Be open as to your compensation. Even when there is no money to be paid, more than a few people have worked and bartered for food, clothing and shelter.

Next consider 2 different approaches:

6 ways to get the offer you want

1. Follow-up every week for 7 weeks with the decision-maker by email, phone call and letter
2. Every week, demonstrate that you are the most prepared, most passionate and also qualified
3. Each week feature a different message about what you do best that they need most
4. Keep searching and sorting for other opportunities as if this one does not exist
5. If you get an offer from someone else, tell them
6. Make an offer

7 steps to make an offer

1. Write a one-page proposal with five parts: their needs, your services, time, results, and money
2. Describe their needs as described in job posting and/or the interview
3. Describe the services you provide – what you do best that meets their needs
4. Outline a recommended work plan and timeline
5. Describe the results they can expect
6. Estimate the cost
7. Talk it through with them, make changes, then send a written, one-page proposal

HOW TO EVALUATE OFFERS

What is God saying to you about this opportunity? Is this the work He has prepared for you to do? Ask Him, and listen to Him. Real success only comes through discerning and obeying God's will.

Here are some ways that you might know whether a particular opportunity is really God's calling:

- Review How to Hear and Follow God's calling on pages 8-9.
- Compare the opportunity with what you learned in Steps 1, 2 and 3.
- Talk through your decision with trusted advisors, including family members and close friends.
- Take time away alone to think, and time with your spouse if you're married.
- If your doubts persist, talk through your concerns with the potential employer or customer.
- Do what you believe God wants you to do.
- If you do not feel peace inside about the decision, don't accept the offer,

Selecting an opportunity should be based on a win-win approach; you should be focusing on selecting the right opportunity both for you and your future employer or customer. Think in terms of collaboration instead of a compromise. Some points to consider are:

- Know in advance what is important to you based on your needs, wants and values.
- Assess the needs of employer and customer in terms of the results to be achieved and rewarded.
- Now, how can you *both* get what you want?

A job isn't just what you do 8 hours (or more) a day; a job involves a company, other employees, a boss and so much more. Getting to know the full scope of the opportunity takes work. So let's get started!

- Understand the title, the reporting relationships, the hours of work per week, the amount of travel.
- Find out details such as the expected dress code, working hours and if telecommuting is available.
- Get a feel for the culture, especially the personalities and values of the key players.

Understand the total compensation. Ask these questions:

- What is the starting salary?
- What is the total salary range for the position?
- Is the offer flexible?
- How often is performance reviewed?
- When and what is salary raise review?
- Are there commissions or bonuses?
 - How much are they?
 - What are they based on?
 - When are they paid?
- Is there a hiring bonus?
- Is equity in the company available in the form of stock or options?
- What about 401k and savings plans?
- Is there insurance (health, dental, life, disability, other)?
- Are there deferred compensation plans, savings plans, etc.?
- If relocation is required, what expenses are covered?
 - The move?
 - House sale?
 - Temporary living and/or commuting?

Make copies and complete the exercises on the next 3 pages: "Understand the Offer, Decision-Making" and "Win-Win Negotiation."

UNDERSTAND THE OFFER  **Exercise**
 Make at least 5 copies of this form

This worksheet is another tool for evaluating offers when they come. Complete it now so that you can be objective about what's important to you. Then make copies to use for evaluating each offer you receive.

Name of potential employer	Name of hiring manager
Positives about opportunity	Concerns and questions
How much the company seems to want you	How much you want the company

Cash Compensation	Last Year	This Year	Next Year	Want	Need
Base Salary					
Bonus					
Commission/Other \$					
Total Cash Compensation					
Other-Car, Stock Options, Club Membership, Equity					
Total Other Cash Value					
GRAND TOTAL CASH					

Benefits	Priority: A/B/C	Benefits	Priority: A/B/C
Weeks of Vacation		Home Office	
Health Insurance		Family Medical Insurance, Co-Pay?	
Dental Insurance		Paid Holidays	
Vision Insurance		Sick Days	
Life Insurance		Retirement/401K/Matching/Pension	
Long-Term/Short-Term Disability		Deferred Compensation	
Employee Assistance Program		Tuition Reimbursement	
Training		Overtime	
Severance Agreement		Relocation	
Tech Support		Help with Spouse's Employment	
Day Care for Children		Temporary Living Expenses	
Other Factors		Other Factors	
Title		Flexible Hours	
Hours per Week		Free Time	
Travel % (nights away)		Team vs. Individual Work	
Promotability		Entrepreneurial	
Management Experience/Training		Location	
High- vs. Low-Risk Opportunity		Cost of Living Index Comparison	

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DECISION-MAKING  EXERCISE

Make at least 5 copies of this form

Use this worksheet when you get a job offer so you can compare the criteria of what you believe God has prepared for you with the opportunity being offered to you. Fill in what you believe God wants for you. Make several copies of the worksheet for evaluating opportunities as you receive them.

_____ with _____
 (Work Opportunity) (Organization)

Criteria Desired	Work Opportunity
Work function	Work function
Industry	Industry
Location	Location
Salary	Salary
Other compensation/benefits	Other compensation/benefits
Abilities	Abilities
Interests	Interests
Personality	Personality
Values	Values
Other Criteria:	Other Criteria:
1.	1.
2.	2.
3.	3.

WIN-WIN NEGOTIATION  **EXERCISE**
Make at least 5 copies of this form

1. **Fully understand an offer before you begin negotiating.** In addition to salary, you should understand all the benefits, performance review process, when you would be expected to start work, travel expectations and so much more. Use the worksheets from earlier in this step as checklists for what you need to know. Write down any questions you need to ask so you can fully understand the offer.
2. Know **what you are willing to give up and what you're not.** List the things you're *not* willing to give up. Be honest!
3. **Try to anticipate what the potential employer is not willing to give up.** List them.
4. **Negotiate the small things first.** Items such as additional vacation, flex time or working from home a few days a week may be small things to the employer but big things to you. Negotiate them first; then move to the big things, like salary. Determine now what small things you'll use in the beginning of your negotiations.

Remember:
**both parties will have to give up some things that are *not* so important to them,
and both parties need to feel that they are WINNERS!**

NOT IT

How frustrating to be at Step 6 – the offer doesn't work – you feel like you're instantly back at Step 1!

It not only can happen, but it will happen. One of our ministry leader volunteers was looking for his next job after being laid-off. On a particularly wonderful Friday, he had 10 opportunities developing, 3 of which looked like would bring offers the next week. By noon the next Monday, all 10 were gone! He took a deep breath, learned from this amazing experience and started over. His next job was so good that after a few years, it allowed him to retire.

The most important thing is what you do next. Here are some suggestions...

- Explore whether “No” really means “No.” Are there ways to collaboratively re-engage the prospective employer and seek alternative approaches?
- Are there other job opportunities now or in the future that might be a better fit? Respond to a no offer or decline an offer with grace and with an eye on keeping the relationships. The job you don't get or take now might well be the way to land a better job later at the same company.
- Remember that some of the best decisions end with the word “No!” Either you or the employer or both of you had “good reasons.” If it is a door God has closed, then say “thank you” – knowing there is something better.
- Learn from your experience. What could you have done better or differently? If you can get input or feedback on your resume and interviews, all the better. In baseball, a good batting average is 300, which means 7 of 10 times the batter was out. Analyze your pitch and swing, and get up to bat again.
- In the future, always try to have two more opportunities developing at the same time. It builds confidence, makes you more secure in negotiations and does provide immediate alternative.
- Review **Step 1: Accepting Loss & Opportunity**, to regenerate a positive Attitude.
- Review **Hearing and Following God's Calling** on pages 8 and 9.

GOT IT

Accept the final offer only if you believe it is work prepared for you, have received counsel and confirmation from your close advisors, and after you have reached consensus with your spouse. Be sure you get the offer in writing, and find out when you need to give an answer. But remember, this isn't the end of the process!

You're starting a new job, maybe a new career. Lots of people, having gotten this far in the process, think they're finished. They breathe a big sigh of relief, and they relax. Not a good idea.

Getting a *good start* in a new job is the most important step of this walk, not just getting the job. More than one new job has come unraveled after the start date. To help you get going on the right foot:

- During your first months at the job, arrive early and stay late.
- Ask lots of questions. Take many notes.
- Review your notes with your boss every week.
- Get a feel for who does what and what each person is like.
- Observe company politics, but do not participate.

Log on www.CrossroadsCareer.org and on the Career Resources Main Menu scroll down the page and download *New Job Jump Start*.

PREPARE FOR YOUR NEXT CAREER CROSSING

“What? I just got here!” you say. The last thing you want to think about is looking for another job! The new world of work, however, probably means the average life of a job is 3-4 years.

With the speed of change combined with the economic destruction and construction of whole occupations, industries and even communities, you need to be prepared. Here are steps that will help:

- See every activity and project as an opportunity to write a new STAR story (See page 27).
- Look for opportunities to do extra assignments and get extra education.
- Continue to update your master resume and your references at all times.
- Keep networking to expand your contacts for current and future assignments.
- Seek purpose in your work. Exercise your values at work. See your work as ministry.
- Be flexible and focus on serving others.

Learn that job success is actually in the word JOB:

- **J** for joy in your job. Remember to rejoice always.
- **O** for obedience. Remember to obey your masters on earth with sincerity of heart.
- **B** for doing your best. Remember to serve with flexibility and excellence.

Be a good steward of whatever God gives you. Don't worry about what He doesn't give you because you have no responsibility for what He does not give you. Keep focused on the long term every day so that you can find life as Jesus promised ...

I came that they might have life, and might have it abundantly. John 10:10

PASS IT FORWARD

In today's ever-changing world of work, you'll want to keep all bridges open and all fences mended. Take time to do these important activities once you've begun your new job:

- Write a thank-you note to everyone who helped you along the way. Let them know the name of your new employer, your new title and/or position, your new work phone number and your new email address. Tell them how they helped you in the midst of this career crossing.
- Be ready, willing and able to help other people through crossroads in their careers. You of all people know what a roller coaster ride it is to go through a career transition. Actively think about how you can help others with contacts, counsel, and encouragement.
- Share with them the 6 steps to maximize their careers by hearing and following God's calling.

*...that we will be able to comfort those who are in any affliction
with the comfort with which we ourselves are comforted by God. 2 Corinthians 1:4*

STEP 6 SELECTING  **WRAP-UP**

What ideas were most helpful to you from this step?

What ideas will you put into action or practice?

How do you feel now?

What are your prayer requests for the coming week?



If you have not registered yet, go to www.CrossroadsCareer.org/register and start browsing our webpage of career resources. If you are already registered, log in at www.CrossroadsCareer.org and scroll down to Career Tools and Search by 6 Steps.

Write down the Career Tools that were helpful.



Congratulations!

Congratulations on completing this Workbook. May we suggest rewarding yourself (and your mentor or group) with a celebration of fellowship—perhaps around a meal next week?

You may or may not have found a new job or career yet, but hopefully you have made progress and begun maximizing your career potential – being more faithful with where you are, as you prepare for what’s next. Perhaps you continue with your group – or perhaps start or join a new one? Here are some choices.

Go through the Workbook again with a new group or partner...

- Perhaps you join another workshop or class just starting
- Maybe you help facilitate or lead
- Be a mentor to someone else

Continue with your group for fellowship and support...

- Use the C3G (Christ-Centered Career Group) meeting plan. See www.C3G.org.
 - Provides practical, personal, spiritual support in the unemployment journey
 - Does not require a study curriculum

Consider 1 of the 3 studies already prepared for you when you login at www.CrossroadsCareer.org.

- “*Real Success at Work: Hearing and Following God’s Calling*”
 - 4-Week small group study on calling
- “*What the Bible Says to You If You Are Between Jobs*”
 - 10-Chapter, 41-page exploration of principles and truths learned through job loss
- “*New Job Jump Start: 30 Days with over 100 Ways to Get a Great Start in your New Job*”
 - 4-Week individual or group study on starting a new job or restarting an old one

If you enjoyed and grew through this experience, perhaps you would like to guide others to explore crossroads in their careers – helping them to maximize their career potential.

- Refer others to Crossroads Career groups or website
- Volunteer with one of the ministry teams
- Help support others in their crossings
- Start a career ministry in your church

If there is anything you want to share or ask, please feel free to contact us through www.CrossroadsCareer.org.

**God will bless you as you walk by hearing and following God’s calling.
In Him, we are better together!**