

# GET HIRED GUARANTEE

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Yesterday's Job Search Won't  
Find Today's Dream Job

By

BEN DAVIDSON

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## Chapter 1

# Yesterday's Job Search Won't Find Today's Dream Job



**T**his book is unlike any other. It gives you a money back guarantee to land your dream job. It guides you through your own job search step by step using worksheets, scripts, and resources. Best of all, it doesn't give the same old advice you've heard before. This modern approach uses proven business to business (B2B) marketing concepts. That way you'll be selling yourself to businesses the way they already make important

purchasing decisions, like buying software or in your case, hiring new talent. You won't hear outdated advice about the proper cover letter (because businesses don't read them any more). You'll get practical tools that work everyday in the world of business. Because hiring is a risky purchase decision, you'll get insider information into the ways Human Resources departments and hiring managers choose talent.

This book guides you step by step to remove the "blinders" worn by most hiring managers. The problem isn't your work experience—it's helping companies see your talents through the narrow, outdated model they use to hire.



I'm so confident in this new job search technique that I give a money back guarantee. If you use each step outlined in this book and still don't get hired, I'll gladly refund the cost of the book.

Anyone can be an industry expert and establish themselves as an authority in today's social/digital world. I mean anyone, including:

- Recent college graduates who are tired of hearing, "You don't have enough experience."
- Older workers facing age discrimination in their job search.
- Professionals stuck in a job they hate, trying to change industries...without taking a pay cut.
- Unappreciated workers who are overdue for a promotion.

First, I'll give an overview of the new job search. Then we'll walk each step together as we land YOUR dream job.

What used to work...

70's – college degree ensures employment

90's – mass online applications

2000's – networking

What works now?

Search 

## Steps of the New, Modern Job Search

To get hired today, you must understand the new hiring model and tools available to rank at the top of the talent search. This book teaches how to:

- Position yourself with the right “experience” by creating volunteer organizations or unpaid externships. These give you the “right” job title and “experience” to get past HR department gatekeepers that prevent you from even getting an interview.
- Meet decision makers at the companies you want to work for through educational interviews. Use the provided scripts to easily meet the right people.
- Get recommended by the trusted contacts of hiring managers through giving “value” and “proof-projects.”
- Ace the interview by knowing what to expect ahead of time.

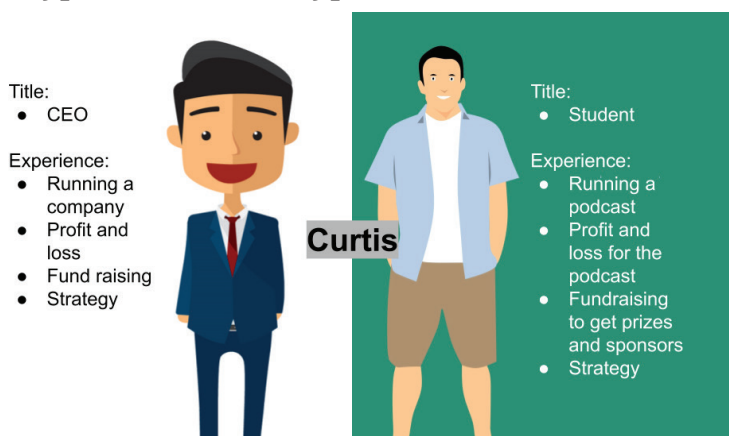
This book will give you all the tools needed to land your dream job in a “do it yourself” format — worksheets, templates, and tools are provided. Together we will design a plan that gives you the title, experience, and visibility to land your dream job. Now, let’s get you in front of hiring managers, to show your talent the right way — beyond résumés and online applications!





## Real world example

Curtis K. is the CEO of the Idaho Leader Podcast. He interviews podcast guests and runs an eCommerce website with sole responsibility for its financials. He is also a college student in his senior year of school, working at a cell phone store to make ends meet. As shown in the image below, Curtis is a multi-dimensional person with many skills. He is not just a student and he is not just a CEO. But corporate recruiters do not see him that way. Recruiters see him as nothing more than a job title. As “Stereotype A” or “Stereotype B” shown below.



I met Curtis prior to his senior year of college. He had followed my podcast, which I started as a hobby (more to come on this later). Curtis wanted to get involved in podcasting, grow business skills, and meet successful leaders. I made Curtis the CEO of my podcast as an unpaid externship. He took the CEO title and ran with it using the process contained in this book.

When Curtis graduates soon, he will likely apply to work as a Financial Analyst with a mid size company. A recruiter will compare Curtis (the “Student”) to other

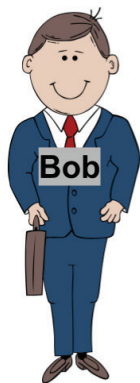
applicants, like “Bob” shown below. Because Bob has already worked for 2 years as a Financial Analyst, the recruiter will perceive Curtis as less qualified. The recruiter is not creative enough to view Curtis’ skills as equally relevant to Bob’s. Even though Bob simply mails checks to vendors, keys information into spreadsheets, and runs canned reports; he looks more “experienced” to a recruiter.

Title:

- Financial Analyst

Experience:

- 2 years experience
- Paying vendors
- Updating spreadsheets created by others
- Running canned reports
- Errands



Title:

- Student

Experience:

- Running a podcast
- Profit and loss for the podcast
- Fundraising to get prizes and sponsors
- Strategy



The truth is, Bob has been contentedly mediocre for 2 years. He possesses the basic skills of a glorified intern. Curtis has worked hard developing superior skills during that same 2 years, but without the title.

Curtis is the real “financial analyst” of the two. He actually makes financial decisions based upon his analysis of the podcast’s performance. Curtis has 1.5 yrs experience running the podcast. He pays company expenses and taxes. He forecasts profit and loss, creates financial statements, fundraises, develops strategy, and talks to potential investors. This book shows how Curtis can help recruiters see real talent. As shown below, Curtis becomes the easy choice when the recruiter is able to truly see him without the blinders created by our country’s broken hiring process.

The next section explains why recruiters cannot see talent effectively. But first, take action to create your own externship. Then recruiters can begin to see your experience without blinders.



## Take Action Now:

Your first task is to get the “right” work experience by:

1. Choose your dream job title (i.e. Marketing Director)
2. Email your name and dream job title to [entrapov@gmail.com](mailto:entrapov@gmail.com)
3. You will receive a reply with my company logo, authorizing you to post your virtual internship’s job title on LinkedIn. Use the logo and company name if you’d like.
4. You can then do volunteer work on behalf of the organization to build up your work experience, skills, and resume.
5. If you complete the exercises, I can also give you a strong recommendation when companies ask about hiring you.
6. Some of the causes my externs and I support include:
  - a. Entrepreneurs Against Poverty - Helping entrepreneurs in poverty stricken areas to start businesses that can feed their families.
  - b. My podcast (IdahoLeader.com) interviews talented individuals doing good things for their communities.

There’s a lot more on this in the coming chapters.

## The New Job Market

Most job search advice is worthless because it misses one key principle - that hiring decisions are essentially ***purchasing*** decisions. Companies purchase (a.k.a. hire) solutions to problems or access to customers. If they could get that through software or machinery, rather than employees, they would. No one starts a company and says, “the only thing missing is the people. Let’s hire some.” Understanding this makes the entire modern job search process work.



This infographic illustrates how the hiring process works from a company recruiter’s point of view (not the job applicant’s view — they are very different). Everything about business purchasing decisions, including hiring, now follows the Amazon.com purchasing model. Amazon revolutionized the buying experience by (1) removing risk through reviews and (2) knowing exactly what you need through recommendations. Before Amazon, we didn’t dare purchase something only seen in pictures or read about in a brief description. Now online reviews and Amazon’s knowledge of our needs makes purchase decisions easy.

This book shows how to make the decision to hire you just that simple for the hiring manager:

- Even if you lack the “ideal experience” that companies think they need
- Even if you don’t fit the traditional mold recruiters are used to seeing (like recent graduates accused of having “no experience” or you “older workers” trying to change careers, but facing ageism).

## HIRING DECISION

### The Amazon Model

#### Search

Post on job boards, wait for apps



#### Review

Screen out “risky” resumes, prioritize employee referrals



#### Hire

Interview only “ideal” applicants perceived as low risk.



How companies hire

In this book you and I walk together, step by step, the process to land your dream job within the new job search environment.

Our country’s broken hiring process works as follows. A recruiter first searches for the best talent by posting jobs online (in hopes that candidates will find the job and want to apply). Sometimes the recruiter seeks out applicants on social media as well. This works only if the applicant has made themselves searchable (we’ll discuss this later). Then as résumés come in, the great sifting process begins as the recruiter decides which ones are worth deeper consideration. At a recruiting event, a colleague once told

me he received so many résumés that he threw the stack across the room, and any résumé not lucky enough to make it to the other side got thrown away. Because, as he put it, “I don’t want unlucky people working for me.”

Recruiters view applications and résumés with a critical eye. They’ve been burned before by well-written résumés and smooth talking applicants that later resulted in a “mis-hire” (a.k.a. bringing a “bad seed” into the company). To avoid failing in this way, recruiters rely upon trusted referrals from individuals already working for the company. These trusted employees “own” the hiring decision with the recruiter. They reassure the recruiter that the applicant is not hiding a past homicide conviction or annoying habit that could lead the company to later ask the recruiter, “What were you thinking?!”

You already know that the #1 best way to get hired into any company is by referral. Don’t worry, I’m not going to talk about “networking.” By simply getting someone within the company to recommend you, your odds of being hired go up 10 fold. A one in 10 chance of being hired all of a sudden becomes 99 percent likely because a trusted third party within the company will vouch for you. This is like a 5 star review that reassures the hiring manager. It reduces the perceived risk of a mis-hire. Much like buying a car online, hiring managers hate to feel alone in making an important decision. Help them feel secure about hiring you by getting referred. This is easier than you think, especially following the instructions in this book.

The Amazon shopping model is so ingrained in our decision making that it even governs how recruiters in human resources (HR) departments look for talent.

## Chapter 2:

# What Job Is Right For You?

I learned the principles in this book by accident, and I proved them in my own career. My story is woven throughout to demonstrate the modern job search in action.

As a new college graduate, I chased the money. Like a mercenary, I took whatever job paid the most. I had no time for career counselors or aptitude assessments. Show me the money!



This led me into telecom sales for a small, unheard of start-up early in the days of prepaid cell phones. One day, as a new business to business (B2B) sales rep, I was out “riding the range” in my van full of cell phones. My 400-mile sales territory criss crossed Southern Idaho between Boise and Rexburg. I cold called local retailers to sell our product through grocery stores, convenience stores, cellular carriers, pawn shops and payday lenders — anyone that wouldn’t chase me out of their store. I carried with me a heavy, million-dollar sales quota that didn’t sleep, never took a vacation, and was with me night and day. Feeling this pressure, I drank liberally from a



king-size bottle of antacid kept in the cup holder of my van throughout each day.



My minivan’s windshield wipers worked intermittently — only in good weather. One day I was in the open desert when a blizzard hit, and the wipers stopped working. I took shelter under a bridge where I sat pondering the meaning of life. I suddenly said, “You know, I really hate this job.” The funny thing is, I was good at it. I was at 270 percent of quota, but drained emotionally.

As I look back, I realize the job did not match my “natural talents.” Different innate talents were required for outside sales, some of which I did not possess. This talent mismatch drained my energy, even though I was finding success. Why? Because of a concept called “Natural Talent.”

The Gallup organization defines talent as natural ways of thinking, feeling, and behaving that lead to near perfect performance. Gallup statisticians study top performers in a variety of job titles to discover which talents are important in a specific role. For example, if you’re a pharmacy tech, you would need specific talents. If you’re a sales rep, you would need other talents. A top performing retail manager would need another set



of talents. Long term high performance in every type of position requires a specific set of talents (natural ways of thinking, feeling, and behaving that lead to near perfect performance). These natural talents can be statistically tied to measurably higher performance in that role.



Let's bring this concept of natural talent a bit closer to home. Think about how many teachers you've had in your life for grades K-12. How many of these were truly inspiring to you? Made you excited to come to class? How many changed your life as you felt their passion for what they were teaching? Whenever I ask a group this question, answers always range between one to five. Only 1 to 5? Why is the number so

low? They all had teaching certifications. They all had college degrees. They all had training and completed student teaching before they were hired. What's the main difference?

The answer is natural talent. The great ones have natural ways of thinking, feeling and behaving that lead to near perfect performance in the role of a teacher. The inspiring teachers probably had some of the same talents as standup comedians, charismatic leaders, public speakers or civil servants — qualities a teaching certificate cannot provide. The school administrator simply got lucky in hiring these inspiring teachers. It's unlikely a statistically predictive hiring assessment was used to identify their natural talents.

One of the things great companies do is consider natural talent equally with the right college degree and work

experience. Giving equal weight to those natural ways of thinking, feeling and behaving ensures, in the case of a teacher, that when the lesson plan goes awry or an angry parent enters the classroom, the teacher's natural instincts will lead to the appropriate outcome. In moments like these, no professional takes the time to ponder the conflict management principles they learned in school. For top performers in the classroom, correct behaviors happen naturally because of how the teacher thinks and feels — innately. Talents make the real difference in behavior because they make the right behaviors feel good and happen spontaneously.

I found out that I did not possess the natural talents of a great outside sales rep. That made the job unfulfilling and drained my energy. To find out what job best fits your natural talents, start with a free Myers-Briggs Type Indicator (MBTI). I like the one offered by Truity. Just Google search “Truity and free Myers-Briggs type assessment.”

Truity and free myers briggs type assessment



Take the assessment, add up your scores as directed, then find the interpretation for your results based upon the 16 different types they explain on their webpage. Each type has a:

- Nickname to describe it
- List of famous people who share that type
- Work style for those in this type
- Recommended (and not recommended) careers

My workstyle is called INTJ, nicknamed the “Mastermind.” These individuals love big picture strategy and life-long learning. The code INTJ means I am:

- Introverted (my energy source comes from introspection) as opposed to feeding off the energy of large groups.
- Guided by iNtuition (aka pattern recognition) when processing information — as opposed to processing information primarily using the five senses.
- A Thinker when making decisions, rather than using feelings to decide.
- Prone to organize the world through conscious Judgement (structure), as opposed to maintaining an unstructured flow.



According to Truity, INTJ's are “commonly found in scientific or technical fields, computer occupations, and legal professions.” Ironically, two of the listed occupations to avoid involved outside sales. Famous INTJ's include Bill Gates and physicists like Sir Isaac Newton and Stephen Hawking (which explains my strange attraction to books about the origin of life and the universe).

After taking the free MBTI assessment, you might consider investing less than \$50 in a Gallup Strengths Based Leadership assessment. It gives specific, targeted advice for your leadership style. Check it out using a Google search for “Gallup Strengths Based Leadership assessment.”

Gallup Strengths Based Leadership assessment



The book, “Strengths Based Leadership,” offers the assessment along with excellent instruction on the best leadership situations for your talents. It explains how you can best influence others to follow you.

If you truly understand your natural talents, you can select the right role, enjoy it, and find success without having to “grind it out” everyday. As the author, Ramit Sethi said, “The #1 obstacle to landing your dream job, is knowing what your dream job is.”

Soon after that snowy day, I left my broken down van full of cell phones and went to work in another company's human resources (HR) department. When I applied for the HR job, there were very few people who wanted it. My role was to negotiate with union stewards from across the country regarding employee complaints, discipline, grievances and benefits. I had to negotiate a win-win situation that made both the company and union happy.

I still remember my first day, going head to head with a seasoned union steward. He took off his boot and started pounding it on the table while cursing. My natural tendency (talent) was to let him release his venom and not take it personally. I've learned since then that my top natural talent is called “response to negativity.” This means I naturally keep my cool and find the best possible resolution. I found the outburst interesting, not upsetting. Upon seeing that I didn't get upset or treat him disrespectfully, he began discussing the issue civilly. We found a win-win situation, and I spent many years in the job, building positive relationships with dozens of union stewards. Why? Because my natural talents fit the job. I wasn't the most experienced or knowledgeable HR manager, but I was one of the best. And most importantly I didn't hate this job.



## Take Action Now:

Find out what job best fits your natural talents. Start with a free Myers-Briggs Type Indicator (MBTI). I like the one offered by Truity. Just Google search “Truity and free myers briggs type assessment.”

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Gallup Strengths Based Leadership assessment



## Chapter 3

# Land Your Dream Job Without Any Experience



I enjoyed the position of HR manager for many years. But then as so often happens to large, struggling companies, they get taken over. This was the second acquisition I'd experienced at the phone company. I knew enough to be concerned. When I started with the company 10 years earlier, there were 60,000 employees. By the time I left, there were only 30,000 of us left. The company that took us over was headquartered far away in another part of the US. They had their own centralized HR department. My worried mind imagined a forced march down to the new headquarters if I wanted to keep my job.

I immediately began looking for another job (inside the newly merged company) that was unlikely to be eliminated within my home town. A business to business (B2B) sales job caught my eye. The job was responsible for

selling high speed data lines to businesses in southeastern Idaho. “I can do this!” But then I began to think about how to land this job and the obstacles in my path:

1. I was in human resources not sales, where the hiring manager would be looking for applicants.
2. I didn’t have the right job title to even get a second look from HR as they screened out unworthy résumés.
3. I didn’t have business to business sales experience with this particular product.

How could I land the job?

I thought of a common saying I’d heard sales reps use, **“Companies don’t buy products, people buy products.”** Translation, you have to know the buyer as a person and what they care about to land the sale.

In that moment the phrase morphed into, **“Companies don’t hire people, people hire people.”** Translation: I need to find out what the hiring manager really cares about deep down and then provide that.

I decided that the hiring manager really didn’t care that much about hiring. It was probably a necessary evil. What he really cared about was making sales! The territory had no sales rep, but the manager’s sales quota remained the same. I needed to address his real need (for sales) to get his attention. So I persuaded some business owners, also my friends and acquaintances, to agree to speak with a company sales rep about their services. I wrote up a business plan for the hiring manager explaining how I recommended selling to these specific businesses. I promised I could get an appointment for him to meet

with them. Within a few hours after sending this to the hiring manager (who I had never met before), he called. He thanked me, asked if I knew he was hiring for a sales position in my city, and asked if I was interested. I said it sounded interesting.

Next, I asked a friend in HR that worked in the same building as this hiring manager to “put in a good word for me” (a.k.a. give me a 5 star review to borrow the Amazon shopping term). She did. I applied and within a few days I was driving to the hiring manager’s office in Boise, Idaho for an interview.

**Reviews: Ben Davidson, B2B Sales Rep**



**5 out of 5 stars**

It was a typical “informal” interview as we call it in the HR world. The hiring manager sat across a desk and asked whatever questions came to mind, trusting his “gut” to let him know if I’d be a good fit for the position. In Idaho we call this “being a good judge of horseflesh.” He asked surprisingly few questions, but that was ok since I’d already prepared three good examples from my work history that showed my strengths in action. I watched the clock to ensure all three made it into the interview, which lasted about an hour because we had to change conference rooms part way through. At one point a sales rep from his team interrupted the interview to talk through a buyer situation. I figured this was some sort of test and went with it, adding my input as I joined



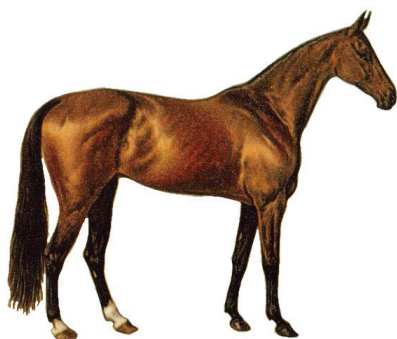
in the conversation. After the interview, I was sure that I'd either gotten the job or that the hiring manager had no interest in me from the start. I couldn't tell which, until a few days later when he called to offer me the position.



There is a lesson here. Most managers feel they are good interviewers, but research says otherwise. Peter Drucker, the father of modern management theory said that managers decide within the first 10 minutes of an interview if they like someone. Then they spend the rest of the interview justifying that decision. They are only correct a third of the time. That's not great odds of getting the decision right if all the manager has is a

résumé and how their “gut” feels about the person.

So how does this help you land your dream job? By knowing that the interviewer isn't holding all the cards. You are in a much more powerful position than you think, especially if you've been able to research the hiring manager ahead of time. Whenever you have an interview, be certain to



ask the HR recruiter who sets up the appointment lots of questions about the person who will be conducting the interview. Their name, job title, about their job duties, etc. Then go look up everything else online — their work history, what schools they attended, hobbies, family, and especially any professional blog posts or industry accomplishments they've achieved. We'll talk more about this step in future chapters.

Back to my story. I landed the job and in the process learned a ton about marketing myself correctly. The story doesn't end there. Now I had to effectively market myself to business clients across southern Idaho. Without even knowing it, I started down a journey that would lead me to discover the new, modern job search based upon a concept called account-based marketing (ABM). Account-based marketing is forever changing how individuals get the attention of the specific decision makers within the companies they target (i.e. want to work for or sell to). Gone are the days when a shotgun approach to job hunting or sales (aka mass marketing yourself to every business around) will actually work. A modern job search requires modern search techniques.

Below are the steps to use account-based marketing to land your dream job. Don't worry, it's simple. Scripts and templates in this book will help you every step of the way.

- Identify target companies.
- Identify decision makers.
- Create your industry experience.
- Create your proper job title.
- Get introduced.

- Interview decision maker.
- Deliver a “proof project” to help the hiring manager accomplish their goals.
- Get referred for the job.

When done correctly, this brings guaranteed results. The following chapters explain in detail how to use the account-based marketing process to land your dream job. Read the excerpt below from an interview explaining exactly what is meant by Account Based Marketing. You’ll learn how I refined this guerilla marketing approach to advertise beneath the radar of the corporate Marketing Department. Then we will get started on your own marketing plan to land your dream job.



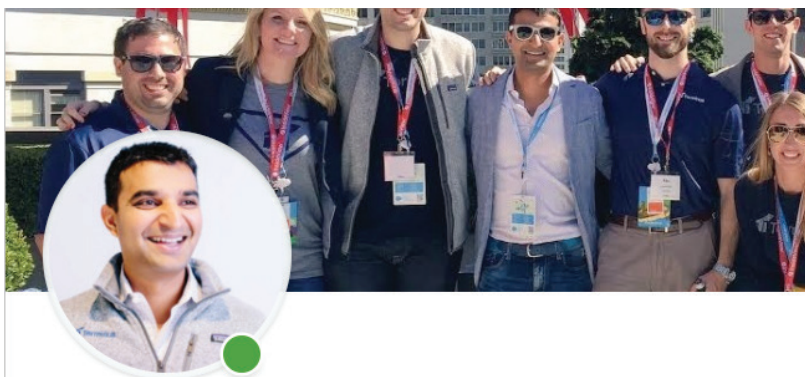
## Real world example

“How an idea sketched on a napkin turned into \$1M in just 9 months,” is an interview that explains account based marketing (ABM). In his podcast interview for Mixergy, Sangram Vajre explained that his company only sells to businesses.

He said, “It is not like in B2C [a business selling to consumers]. In B2C, a business is selling to everybody. In B2B, however, you’re only targeting business decision makers within a small niche. You want to figure out the company you need to target, what’s the job title there, and then who the individual is.”

He continued, “There is a divide between Marketing and Sales, especially in B2B. [The Sales Department] is so much [more] sales driven than Marketing. [The Sales

Department asks] “Why are you creating these leads that don’t turn into customers? It’s not important to go after everybody. It’s important to know who you want to go after.”



Sangram Vajre · 1st 

2x Author, Co-founder at Terminus a.k.a the "Accidental"  
Chief Evangelist, FlipMyFunnel Podcast Host

Alpharetta, Georgia · [500+ connections](#) · [Contact info](#)

So while on a plane ride, Sangram Vajre, literally flipped the sales funnel (drawn on a napkin) and said, “What if I start there? What if I know which companies to go after? What if I identified them? Would I start engaging only them with only the message they care about? So, I’m not running the quantity game, I’m running a quality game and then turning them into advocates.” You can read or listen to the rest of the interview at <https://mixergy.com/interviews/terminus-with-sangram-vajre/>.

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As a new B2B outside sales rep I took this new concept (ABM) to heart. My company’s marketing department was only concerned with overall brand awareness and driving leads to inexpensive online channels. I was on

my own to market my telecommunications services. As is so common, I was forbidden to use the corporate logo or any of its websites for local marketing. I turned instead to guerilla marketing, staying just below the radar of my employer's marketing department.

I set up informational websites using small local telecom company logos and names belonging to partners who sell complementary products. I was their unpaid extern and could use whatever job title I wanted. They were happy for the exposure and I got to customize my marketing messages to generate leads for myself. Using these local brands, I created educational events and sent out regular educational newsletters to potential clients. I gave free help to every IT department within my geographic territory. And the sales began to pour in. I knew the days of cold calling were over. The modern way to sell (or get hired) is to create free value for others and make that value easily searchable online. That's what this book is all about.



## Chapter 4

# Planning the Approach

**W**e've all heard that it takes seven touches (marketing messages) before a customer actually buys. Why is this? It's not because people need convincing from seven different messages. It is because they need to actually pick up the message in their awareness. It takes repeated exposure until a message becomes familiar enough to get past our subconscious filters. Every day our brains expertly filter out a million+ pieces of irrelevant data to which we are continually exposed. Our subconscious has to say, "Wait! That looks familiar [relevant]," before the brain will even bring it to the conscious mind for processing.

Humans have survived this long by being able to filter out massive amounts of irrelevant information and focus on the most important for survival. Eons ago survival depended upon the brain's ability to recognize the subtle difference between bushes blowing in the wind vs. the movement of a saber toothed tiger. Today survival (or at least prosperity) depends upon our ability to recognize patterns in data and make wise business connections. To get hired, you need to gain the awareness and interest of the hiring manager.



## Real World Example

Bo Eason, a former NFL football top draft pick shows how to get the attention of the right people. Here's his story:

Eason suffered a tragic knee injury that ended his 5 year football career. As he was carried off the field, he imagined his future. He saw himself in an orange jumpsuit in prison due to his life's passion and training — to aggressively hit people. He was scared. Then he imagined a different future; he was on the stage channeling his energy and physical prowess into acting.

Eason enrolled in acting school. While there, he asked his classmates, “Who is the very best actor?” They said, “Al Pacino.” Eason replied, “I’m going to talk with him and learn to be the best.” They of course laughed, but soon he got the appointment and pulled up in front of Pacino’s house to chat. Eason asked Pacino if he got requests like this all the time. Pacino said “No,” explaining that **everyone else only wanted the name of his agent or an introduction to get a part.** “**No one really wants to know how to be the best,**” said the great Al Pacino.

Many months later Eason had a profound “I made it moment” when he looked down from the stage and saw Pacino sitting in the audience. Their eyes met, and Pacino simply nodded his approval at Eason. This was the highlight of Eason’s career.

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Why tell this story? Because it leads us to the next step — how to speak and write to a stranger (like a hiring manager) so they actually care about what you have to say.



# Copywriting

As the VP of HR for a large and successful company, I get lots of calls and emails from people asking for a job, donation, or opportunity to sell me stuff. Everyday (no exaggeration) I get calls and emails full of generic buzz words asking for 10 minutes to “discover my needs” (which means, “tell me your weaknesses so I can promise to fix them...for a price”). Business relationship expert AJ Harbinger compares this approach to panhandling: simply asking for something with no business context or value for the other person. He explains why this leads to discomfort — the sales rep (or job seeker) hasn’t “earned” the right to your time and your personal information. That takes trust and simply asking for something does not build trust. Don’t get me wrong, you certainly can build enough trust in 30 seconds to ask questions and engage someone’s time. Just don’t start right into an uncomfortable interrogation without any context to the relationship. This applies equally to asking for a sale as it does to asking for a job.

“Whenever you contact someone . . . make sure you give them something they can USE (even if it’s one tiny thing to help them improve)”. — Neville Medhora, blogger

During the last month of my senior year in college, I applied for no less than 150 jobs all over the U.S. They were mostly senior level marketing jobs that sounded fun and prestigious. On an average day, I might upload my generic cover letter and apply for 25 different jobs, barely reading the job description and certainly not engaging with anyone inside the company. If I got one email response back that day, it was a victory because at least I knew the application had actually gone somewhere

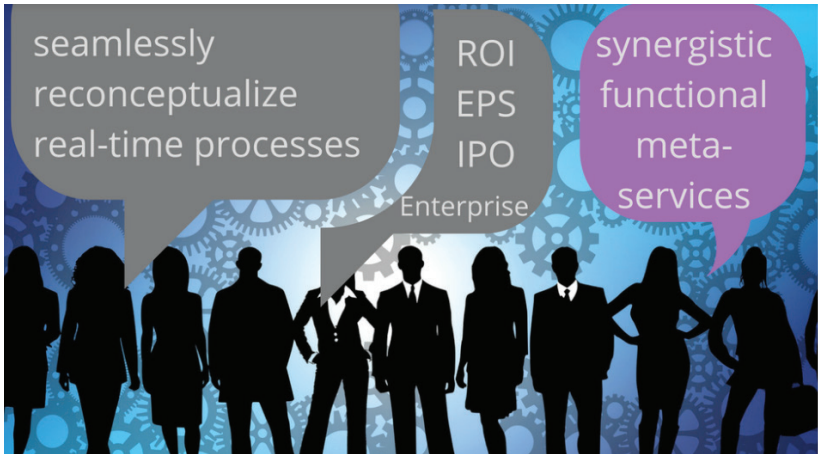


other than the incinerator in the HR department. After getting no interviews, I realized there was a lot of room to improve my approach.

What was I doing wrong? Shouldn't businesses WANT a bright young college graduate like me? I'd even worked my way through school and had a decent résumé.



Eventually, I realized what was wrong. I looked and sounded the same as all the other freshly minted business school grads marching out of the factory in tiny little suits, spewing the same business jargon.



Why would the HR recruiter respond to me? People don't respond to generic, machine-like communication found in emails, résumés or job applications. This is understandable, because you don't respond to machines either. But what if you approached a recruiter or hiring manager the way you communicate with your friends? Would they feel more compelled to reply?

Absolutely.

## Communicating WIIFT (what's in it for them)

We want to do the opposite of this poorly written email I received just the other day:

---

Hi Ben,

I am reaching out to express interest in the ~~XXXXXXXXXX~~ position that you currently have available.

I am very interested in this position as I really enjoy working in ~~XXXXXXXXXX~~. As a member of the ~~XXXXXXXXXX~~ team I would be able to utilize my analytical skills as well as my skills as a trainer, mentor and in employee development.

I believe in providing the best customer service to my customers. Many times my customers are the internal ~~XXXXXX~~ staff, and this then filters out to external customers. I am an energetic go getter. I am a highly organized professional who is looking to capitalize on my strength as a lender, team leader, manager and creative problem solver.

I hope that you will favorably review my application and find that my skill set is a match for this position. I look forward to hearing from you soon.

Respectfully, XXXXXXXX

---

What's wrong with this? It's polite and positive, right?



Wrong.

Is this how you'd communicate with a friend? No way. The email is way out of context. Picture the scene. I'm sitting in my office scanning through emails between meetings. I'm looking for some interesting news or an update on a business contact. All of a sudden an unsolicited email from a stranger arrives talking about only one thing — **them**. I read it quickly looking for value and relevance to my situation, but it sounds exactly like all of the other job seekers in the world. Because I'm a nice guy, I wish them well ("Thanks for applying. Good luck!") and leave the decision to the screening process. Then I move on to the next message, meeting, or project that holds relevance to me.

It used to be said that when it comes to getting noticed, "content is king." That's no longer true. Now "**context** is king." There is so much quality content easily available these days. What matters now is making your desired content available exactly when and how you want to consume it in the very moment you want it (within the **context** of your life). The email above is out of context because it requires me to do a lot of work to see if this

applicant (who seems like all the rest) is truly “the one.” That’s what recruiters do. They screen out unqualified applicants for me so I only look at the very best to make an efficient hiring decision. I don’t need more emails that cause me more work. I want solutions that are easy to identify and highly relevant to me.

“Well, Mr. Smartypants, how should this be written,” you ask?

Let’s walk through the right process. Suppose you want to work in my HR department. A first draft of your email goes like this:

---

Hey Ben. I saw you ran a hiring event at your company last month. Looked successful! I want to learn how great companies like yours recruit. Can I help promote your next event, simply as a volunteer - no strings attached? I love the world of HR. I am the HR manager at EntrAPov.com (Entrepreneurs Against Poverty). I recruit college grads all the time. I bet I could get you in front of lots of talented recruits. Please let me know if you’re interested. Joe at (555) 123-4567 or Joe@entrapov.com

---

You’re probably saying, “Well that’s easy for Joe, look at all the experience he has to offer.” The reality is this — Joe is an unpaid volunteer “extern” with EntrAPov.com. He chose the title HR Manager because he felt it would be the best title for him to land his dream job as an actual paid HR Manager.

In the coming chapters we’ll discuss how critical it is to have the “right” job title matching whatever your dream

job happens to be. There's a common saying that the best people to hire already have a job. I'm not saying it's a good saying or even correct; it's just a very commonly held belief. It should also be enough to convince you to set up the title you want as a volunteer and get to work building expertise in the industry using the methods outlined in this book.

Now, back to writing messages that actually get read. There's a formula used by my favorite blogger, Neville Medhora:

**Be unexpectedly personal** + Benefits + Value to them + Personal close = Get past the delete button

Now let's use the above email to see if it fits the formula:

**Be unexpectedly personal** - The sender mentioned my hiring event followed by a two-word sentence ("Looked successful!") that no corporate sales robot would ever crank out.

**Benefits** - Offers to help me with my next event.

**Value to me** - Zero cost help and potential exposure to his followers.

**Personal close** - "I bet I could" sounds like a friendly challenge between friends with nothing to lose and everything to gain. "Let me know if you're interested" doesn't reek of the desperation many such emails exude.

As you know, the email headline is critical. I'd recommend, for this email, saying, "Your hiring event on MM/DD/YY," so it has immediate context within the receiver's life.

This email is better and technically fits the formula, but does it really make you excited to read it?



Not really, not yet.

Let's try again to really amp up the "unexpected" part and simplify it. This first draft could still be filtered out as too complex for the recipient's self-absorbed brain (we've all got one). Let's make him realize you're a real person who can relate to him.

See if this sounds better:

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"Hey, Ben. Your Facebook post about last month's hiring event was awesome! Was that your drone that shot the footage? Anyway, I'm a student of HR trying to learn more about the recruiting world. Can I call you to chat about hiring events and maybe even help you with the next one? As a volunteer, of course, no strings attached. I have some fun ideas that seem to fit your recruiting strategy. Love to learn more from you for my studies. Thanks!"

Best,

Joe Smith

(555) 123-4567"

---

That was much more interesting and simple, right?



A rewrite to add fun, clarity, and personal relevance means everything.

Copywriting expert Neville Medora takes his copy to the next level by asking, “How can I rewrite this to make it as **funny** as possible?” Or as **crazy** or as **happy** or as **unexpected** as possible — whatever tone you’re going for. Push past the limits, then dial it back to land on just the right tone and interest level.

For example, in the email above I first started with the formal and boring salutation, “Hello, Ben.” Then I pushed it to the extreme, “Yo, Ben!” Then I dialed it back to “Hey, Ben,” which is just right.”

Now let’s fix the email subject line. When writing an unsolicited email, you should spend as much time on the subject line and first few sentences as you do the rest of the entire email so you can get past the recipient’s brain filter. Here’s an option:

**“Subject: Your Facebook Post.”** This makes the recipient curious (and maybe a little worried) to find out more.

Use the same 3 step approach for your message subject line. Make the first draft as relevant and personal as you can. Then take it to the extreme using the tone you feel will work best. Finally, dial it back to the right intensity for your 3rd draft.

Now it’s time to find out what your hiring manager cares about. Everyone knows that reading the job description

is a great way to find out what they're looking for. I won't insult you by going there (I'll assume you'll do that anyway). An even better way is to talk to people who are already in that job — then you can get referred. One of the things that I firmly believe in is getting to know people within the companies at which you eventually want to work.

---



## Take Action Now:

1. Think of a leader or influencer within your industry of choice. Use your new found copywriting skills to message them on LinkedIn, Facebook, and whatever other social media they frequent. Don't ask for anything or talk about you at this point. Do some research to find out what they really care about. Talking about anything other than their interests too early will ensure they simply filter out your message (including your résumé, your skills, your accomplishments and your goals – not because they're bad people, but because they're human).
2. Give them what they want most – to hear how you read their posts, took their advice, and how it helped you. If they are in the public eye, often the only people who contact them are those who are selling something or asking a favor. Try a new approach. Read and comment on their posts. Share with them how you feel about their insights, and what you've done to implement them. Let them know they made a difference and why – without asking for anything.



3. Share an article with them around their passion. Offer relevant resources or introductions if you have them. Now your emails are being read, and your phone calls/invitations will get through when the time is right.
- 

What if they don't accept your connection request? That is a valid question — it will happen. Join LinkedIn and Facebook groups they belong to and comment on what they share. If you don't know how, just Google search "How to join a LinkedIn group." You'll get plenty of help.

What if they aren't even part of any Facebook groups? Then you need to move down a layer and begin building a relationship with someone they know and trust. Use the same process as outlined above.

Next, we'll talk about contacting hiring managers using this technique.

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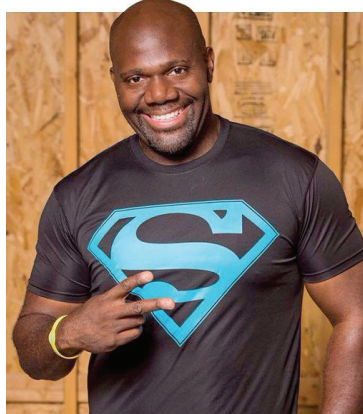


## Real World Example

I conducted a podcast interview with Louis Sheppard, an entrepreneur, speaker, and consultant who moved from New York to Boise, Idaho. He shared his experience going from homeless job seeker to financial planner by meeting the right people within his desired company of choice.

**Ben Davidson (host):** So, Louis has an inspiring story. I first learned about him on LinkedIn and I watched

YouTube videos where he tells his story about weighing 350 pounds back in 2013. And he was sitting on the couch with his family and realized that he wanted to be around to help them and to support them, so he set an ambitious goal to lose over a hundred pounds in a year. And now he has taken steps to do that very thing. He's into bodybuilding and he's an inspiration to many people.



**Louis Sheppard:** Well, first of all, thanks for having me, I really appreciate this chance to tell my story. It's a unique story. I know everybody has their story. I just want to inspire individuals out there to do something that they probably don't think that they can do.

[When] my wife and I moved to Boise, we didn't know anyone. We slept in our car for three weeks. We said, "Okay, this is what we are going to do." And 10 years later, we're doing well. I knew I wanted to be a financial adviser and work for Edward Jones. So I just engulfed myself with people who already worked for Edward Jones. Once I did that I joined the chamber of commerce to figure out what's going on in the community. Don't be scared to go to different events and just get your name out there in front of other people.

That's how it happened with me. I knew one or two people from Edward Jones who said, "you know something, this guy could actually be good at what he's doing. You need to [hire] this person." That's how I got in the door. It wasn't my brilliant resume. Because my resume talked about

radio. So how can I go from radio to financial adviser? You have to figure out what direction you want to go and find people in that same industry to talk to because those people can lead you to someone that can hire you. That's probably one of the best things that I did and I think it could work for anybody else.

**Ben Davidson:** Have you always been a good networker or is it something that you've learned over time?

**Louis Sheppard:** On the radio you are forced to be a good networker. I did it for 12 years in Buffalo, New York, Washington DC, and Idaho Falls. When you do radio, you are forced to become a networker because at an event you're promoting and telling people to come by the store. And you'd start to develop conversations with that listener because they want to meet you. That developed organically into becoming a networker.

**Ben Davidson:** Yeah, I think people are often way too scared by the term "networking." For me, it's really just being friendly and getting to know people as you share your goals [like getting hired at Edward Jones]. People naturally want to help. You definitely don't try to close a sale and don't try to pitch anyone when you're in an event. But it's amazing how just meeting people and sending one extra email or making one extra phone call during a day will open up doors that you never imagined.

**Louis Sheppard:** There's two words that people are afraid of, and that's "sales" and "networking." When you say, "Oh, I don't like sales." I say, "Wait a minute...what's the last book you read? Would you recommend it to me?" They say, "Oh yeah, I would definitely recommend it to you." Then I say, "You just sold it!"

You know, we do it all the time, but the minute you put that title onto it, “sales” ugh... I can’t do it. But you probably did it. You probably sold something that made somebody else money everyday. But it’s just that title that I think people are scared of, and the same thing with networking. Once you put a title to it people get nervous and it’s really just like you said making a friend.

The rest of the interview is continued in the Appendix at the end of the book.

## Chapter 5

# The Hiring Process

**W**hen you think of an HR recruiter, what comes to mind? A traffic barricade? A barb wire fence keeping you from your dream job?



Let's look into the HR Department and see what's really going on and how to get past the fence.

The hiring decision begins with the **Search**. The recruiter's goal at this stage is to place the most qualified applicants in front of the hiring manager as quickly as possible. The **Search** is done using tools like LinkedIn and posting positions on online job boards. Both of these methods are a risky use of the recruiter's time because they don't guarantee positive results. Recruiters would much rather get a good employee referral. When a current employee recommends someone they know as qualified and

interested in the position, the recruiter knows they will get a better return on the time they invest in pursuing the referral than any other source to fill the position. That's why getting referred is the #1 priority for a job seeker.

The next step for the recruiter is to **Review** or **Screen Out** applicants to determine who gets an interview. This is a long and complicated process for the recruiter who must make numerous phone calls and emails to applicants and hiring managers to coordinate interviews, send talent assessments, run background checks, process new hire paperwork, etc. To truly appreciate this step of the hiring decision, let's compare it to making a purchase decision.

Let's say you are purchasing a car or laptop computer. You read reviews online and talk with friends long before going to the car lot or retail store and spending an hour with the sales associate. Your time is too precious for that. Recruiters look at it in the same way. They want to screen out potential applicants to make sure they are spending their time wisely. If a current employee recommends someone for the position, this is valuable to the recruiter who knows traditional job interviews are only about 50 percent effective at predicting job success (source: Schmidt, F. L. & Hunter, J. E. 1998. The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, Vol. 124, pp. 262-274. <http://mavweb.mnsu.edu/howard/Schmidt%20and%20Hunter%201998%20Validity%20and%20Utility%20Psychological%20Bulletin.pdf>, 7/7/16).

It's likely the recruiter's bonus or job security is in part measured by a metric called "time-to-fill." This is the average number of days a position remains open. The faster hiring happens, the better — thus the importance

of using time wisely and working only with applicants who are most likely to get selected by the hiring manager. Employee referrals dramatically improve the odds that a hiring manager will select an applicant. This is because a current employee of the company is recommending the applicant as qualified, sane and unlikely to be hiding a secret past or annoying habit — every experienced manager knows from first-hand experience how damaging a “mis-hire” is to their team. It’s a fact of human psychology that people run from danger faster than they run towards pleasure. The applicant that gets hired usually presents the least risk. Applicants need to also think about potential risks they can minimize in the mind of the hiring manager. We’ll talk at length about how to do this effectively.

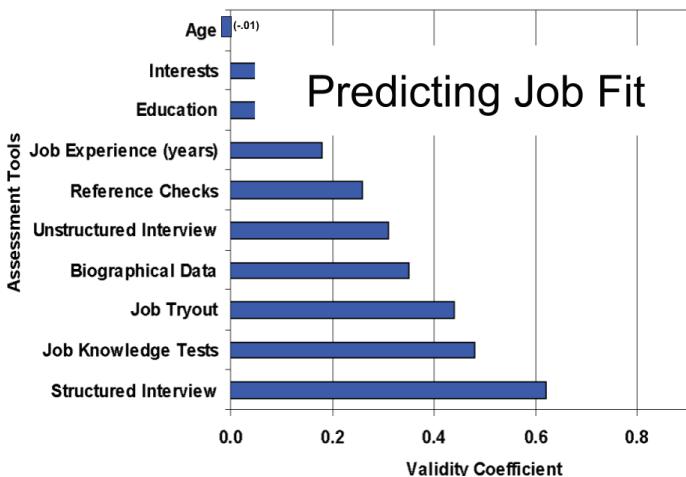
The **Hire** step is much like the decision to make a large purchase. Options are weighed, risks assessed and a lot is on the line for the hiring manager. They have likely been through a long and difficult process to get approval to add someone to their team. Though highly inefficient, it is not uncommon for the CEO to approve every single position filled by their company. The cost of a mis-hire (early turnover) is typically said to be 30 percent of a front line employee’s annual wage. If a retail clerk makes \$30,000 annually, it costs \$9,000 to replace them (costs associated with recruiting, training and having the position vacant for a time). Higher level positions can cost even more than 30 percent of salary in turnover costs to an organization.

Now that we know why companies hire the way they do, let’s talk about how to get past the obstacles they put in your way to test your skills.

## Chapter 6

# Beating the Obstacle Course

**H**ow do companies predict an applicant's potential success in a job? The bar graph below shows several different hiring tools and how effectively they predict whether the person being hired will be successful.



Source: Schmidt, F. L. & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological Bulletin*, Vol. 124, pp. 262-274. <http://mavweb.mnsu.edu/howard/Schmidt%20and%20Hunter%201998%20Validity%20and%20Utility%20Psychological%20Bulletin.pdf>, 7/7/16.



As you can see, age has a negative validity coefficient, meaning that it is not predictive of potential job success. Interests, education and years of experience have weak correlation to success in a new job. The traditional unstructured interview (also with weak correlation) occurs when a manager sits down with an applicant and has a conversation until the manager's "gut instinct" decides if an applicant is qualified. I've often told hiring managers that this method is right about 50 percent of the time (<http://www.sas.upenn.edu/~danajd/interview.pdf>). So why not just flip a coin and save everyone an hour? Later in the book we'll discuss how to handle a poor interviewer who gets lost in their own unstructured interview. You'll get the tools needed to recognize the situation, take control, and present yourself without (1) looking overbearing or (2) leaving out important information about yourself because they didn't ask effective questions.

So what is the right way to show a hiring manager that you will be the applicant most likely to have success in their open position? As shown in the chart above it is:

- **Job Tryout** - Do the job, and have the title already. I'll explain how this can be accomplished for a few hours a week, at zero investment through an externship that you set up online for free. You pick the job title (I'd recommend it be the exact one you want to get hired into). If you'd like to be an extern with one of my companies, do the following:
  - Choose your dream job title (i.e. Marketing Director)
  - Email your name and dream job title to [entrapov@gmail.com](mailto:entrapov@gmail.com)

- You will receive an email with my company logo, authorizing you to post your new externship job title on LinkedIn. Use the logo and company name if you'd like.
- **Job Knowledge Tests and Work Samples** - Since most companies don't know how to hire effectively (they depend upon résumés and the requisite number of years of experience to predict success), you need to show your industry "experience" by writing blog articles and research papers over the appropriate number of years required for the job. Again, anyone can do this for free and with little time invested. You must show that you have the "right" number of years experience to get past gatekeepers. Is this ethical? Of course it is. Years of experience have a low correlation coefficient as shown in the prior studies. Also, someone can have "5 years experience" by simply using 1 year worth of knowledge over and over again for 5 years. While another person learns twice as much in 2 years because they have better study habits and social skills. Two people's years of experience are not equal in *quality*.
- **Structured Interview** - Take some of the more popular talent profiles before applying, then share them with the hiring manager. This sets you apart from other applicants who are listing their best qualities.

A web development company called Automattic uses a job tryout for hiring. They invite programmers to a week-long, full-time internship. These applicants take a week's vacation from their regular job and go to work

at Automattic. They are paid to code software, working with a real team on a real project. By the end of that week, they will either have a job offer or go back to



their “real” job. Applicants and hiring managers know exactly how someone will perform on the job after that week-long vacation experience.

“So how does knowing this help me land my dream job?” you ask.

The answer is simple. Most companies don’t know that this is the best way to hire, so you need to provide something like a job tryout and work samples on your own. A former intern of mine, during her senior year of college set a goal to get hired as an editor for a family living magazine upon graduation. She set up an internship with my podcast as our Editor-in-Chief (job tryout). She wrote several articles for the blog and edited my book (work samples). In addition to adding a year of resume experience as an Editor-in-Chief, she created work samples to use during her job hunt. At the time, the podcast had no revenue, less than 1,000 subscribers and was only a very part-time side hobby. But here’s the brilliance of the concept. None of that matters. The job tryout is simply to help companies “get out of their own way” to see and hire the best talent. Without the correct job title and published writing samples, the companies this intern applied to may not have been able to see the truly amazing talent they had an opportunity to hire. This is about helping companies make better hiring decisions by getting out of their own way.



## Real World Example

I conducted a podcast interview with John Ney, Director of Professional Development/Assistant Dean at Idaho State University's College of Business. He oversees career placement for students. John explained why externships and internships are so powerful.

John Ney: I get to play matchmaker [in my role over student career placement]. I help students and businesses connect. It's just a phenomenal experience for a student because we know that for our students that get an internship, there is a 60% chance that the company will then hire them permanently. I think the best advice is to give your all to the role [of intern]. There are so many different ways. You receive so much more when you volunteer, get involved, and give something back.

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How do you set up a job tryout or internship to display your talents for companies to see?

**Step 1 - LinkedIn:** Set up a quality LinkedIn profile at [www.linkedin.com](http://www.linkedin.com) (There are plenty of YouTube and online tutorials if you need help). Be sure to add your position title, i.e. Editor-in-Chief at the Idaho Leader Podcast. If you want to work as Marketing Director for an advertising agency, you might set up an advertising agency called ACME Advertising, and your job title would be Marketing Director. You could also become the Marketing Director (or any other job title) at one of my organizations (Entrepreneurs Against Poverty) Again, do the following:

- Choose your dream job title (i.e. Marketing Director)
- Email your name and dream job title to entrapov@gmail.com
- You will receive an email with my company logo, authorizing you to post your new externship job title on LinkedIn. Use the logo and company name if you'd like.

**Step 2 - Company Page:** Set up a LinkedIn or Facebook company page for an organization you create. The page should allow you to display relevant work samples of interest to hiring managers you seek to impress. For example, a podcast and blog was a good way for my intern to show her expertise as a magazine editor, because it allows her to create and publish content. Again, if you need help setting up a company page, there are lots of online tutorials readily available through a simple keyword search.

**Step 3 - Blog Site (optional):** If you want to work in publishing, social media, marketing or online sales, I'd recommend you set up a free blog at wordpress.com. You'll pay nothing to set up an impressive and professional website that shows potential employers you are a serious professional. There are tons of resources explaining how to create a free website at wordpress.com or other platforms.



## Real world example:

Earlier I mentioned my decision to change careers and

move into a B2B sales role when my employer was acquired by a company out of Monroe, LA (where Duck Dynasty was filmed). This company already had its own HR team in Monroe, and plenty of them.

How did I overcome my problem of having the wrong job title and wrong experience? What would have happened if I'd applied for the job first and then called him to "follow up on my application"?

The hiring manager would have referred me to the HR department and viewed the call as an interruption to what he really cared about — landing sales. Sure, he needed a job filled, but not because he loves filling jobs, but because he needed someone to make sales. This seems so logical, but is almost always forgotten when we seek to connect with others who have something we want. First, open the dialogue by providing something the other person truly values (sales leads, not another application). Then when you've shown value with no strings attached, you can ask for what we want because they know it's actually in their best interest, too.

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## Take Action Now:

Now it's time to describe your own dream job and identify people inside the company who can help you get it. It's not as hard as it sounds. It's fun to do the detective work and then watch your plan fall into place.

This will take some time, but it's worth the effort. Besides, what else would you be doing, watching Netflix? Instead, make contact with a real person. I promise it can be

just as fun and interesting as any screen time. If you hit a roadblock. Don't get frustrated. Simply go to the next company and find out what you can about the decision makers. Remember, you don't have to have the exact right hiring manager to set up your first informational interview. The goal is simply to meet people at your desired companies, interview them as part of an educational assignment, ask them about their career and the hiring process for the job that interests you. You are a student and pose no threat to anyone. Have fun with this.

Here are the tools to identify potential hiring managers and their email/phone numbers:

- Company website
- Google search
- Extrapolate email addresses based on known email addresses. Most organizations use a standard format (like [first initial].[last name]@[company].[com]). If you find 1 valid email address, it isn't hard to guess others once you see the pattern. For example, BBen@entrapov.com indicates that Bob@entrapov.com might also be valid (if there was a Bob).
- Don't forget to simply ask someone within the organization to tell you who hires for a specific position. Students are especially given open access to ask questions for the purpose of learning and research. As a student, don't be afraid to ask for help (both by phone and email) so you can learn more about the industry and company. People love to share what they do in order to help others learn and grow.
- Call the main office or reception desk. After a

friendly greeting, tell the receptionist you have been trying to get some information to [your target]. “Ask if they can confirm the person’s email address and then proceed to give them your best guess of what that email should be. Usually, they will stop you once you make (what they perceive to be) a mistake and will give you the right address in return,” (source: <https://medium.com/marketing-and-entrepreneurship/10-free-ways-to-find-someones-email-address-f271f43b4b73>).

- LinkedIn has an “Advanced Search” tool allowing you to search for job titles, keywords, employee names, work locations and company information. It also lists those you are connected to that know the hiring manager (called 2nd level connections). Then you can ask for an introduction. Search the keywords “How to do a LinkedIn Advanced Search” in your browser if you need help.
- Facebook can be a valuable source for seeing what specific decision makers are interested in and following online.
- ZoomInfo. According to Larry Kim, “If you add the ZoomInfo plugin to your Outlook, in exchange for giving them access to your contacts, you get 10 free contacts from their database each month. Millions (upon millions) of people are listed in ZoomInfo, along with 6+ million company profiles, so their database is extensive,” (source: <https://medium.com/marketing-and-entrepreneurship/10-free-ways-to-find-someones-email-address-f271f43b4b73>)
- Emailhunter.com searches the internet for email



addresses and organizes them by domain name (sample.com). Once you find a valid domain name for your target company, the site will give you a list of valid email addresses found, and tell you how many sources can validate the address. Then you can go to the Validate tab to see if the email address is still valid or not.

- Clearbit.com is a Gmail Chrome extension that provides you information about people and companies when they send you an email.
- Jigsaw.com.
- Data.com lets you search for who holds a specific job title within a company, and to then get their contact information.
- Datanyze.com allows you to research a company or technology to find out the names and email addresses of decision makers.

All of these tools have free versions you can sign up for to locate potential hiring managers within the companies you target.

Begin your job search by filling out the table below.

# Chart 1: My Target Jobs, Managers, and Companies

<p><b>The job title I want is...</b></p> <p><b>(list4 different variations)</b></p>	<p>Job title 1</p>	<p>Job title 2</p>	<p>Job title 3</p>	<p>Job title 4</p>
<p><b>Companies you want to work for are...</b></p>	<p>Company 1</p>	<p>Company 2</p>	<p>Company 3</p>	<p>Company 4</p>

<b>Who hires for this position at each company? (Name, job title, contact info, hobbies and interests).</b>	<b>Name, job title, phone, email, hobbies, professional interests</b>	<b>Name, job title, phone, email, hobbies, professional interests</b>	<b>Name, job title, phone, email, hobbies, professional interests</b>	<b>Name, job title, phone, email, hobbies, professional interests</b>
<b>People who influence each hiring manager (people inside the company, such as assistants or colleagues)</b>	<b>Name, job title, phone, email, hobbies, professional interests</b>	<b>Name, job title, phone, email, hobbies, professional interests</b>	<b>Name, job title, phone, email, hobbies, professional interests</b>	<b>Name, job title, phone, email, hobbies, professional interests</b>

Now that you know who to target and what they care about, it's time to make your approach.

## Chapter 7

# Show Up on the Radar



**N**ow you have done the work to research your dream job. Below is a road map of where this book is headed next:

- Send these decision makers (hiring managers) connection requests.
- Create a professional page or group on Facebook and/or LinkedIn related to their specific interests.
- Set up an externship with the appropriate title to get past resume screeners. You pick the title you want (director of marketing, vice president of operations, sales manager).
- Interview the targeted hiring manager for an educational “assignment” to get acquainted in a

way that benefits them and is a good use of their time (and tells you what they want to hear about in a job interview). Learn about the hiring manager's hopes, dreams, successes and challenges.

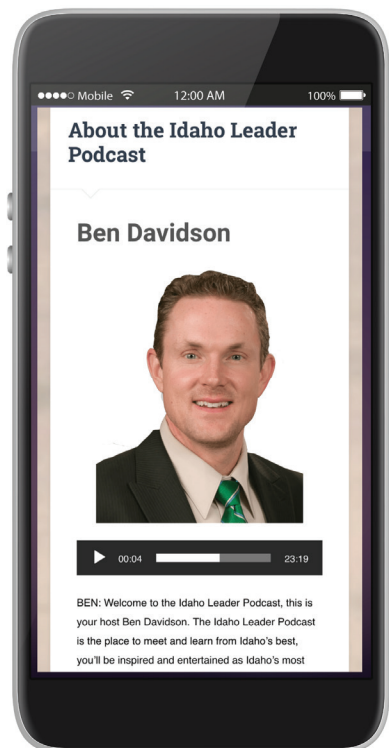
- Show the hiring manager your skills and knowledge in action by doing a “proof project” or research article to help the hiring manager accomplish their goals. This demonstrates your skills and removes the unknown (“risk”) associated with hiring a new employee.
- Post all of your relevant, quality college coursework on your professional blog for employers to read.
- (Optional) Buy Facebook, LinkedIn and Google ads targeted to the exact interests of each decision maker. The professional topics the hiring manager cares about and your related expertise are the subjects for the ad and associated articles. Be specific in matching the ad to the hiring manager's individual social media profile, so that the ad will be so relevant that the social media platform rewards you with inexpensive costs per click and plenty of exposure to that person. This is easier than you might think. If you're specific enough, this costs less than a dollar per click.

All of this is much better than calling HR to ask for a job interview. And the job you want may not even exist — until you meet decision makers within your desired companies. Remember, when done correctly, this brings guaranteed results.



## Real World Example:

I created the Idaho Leader Podcast as a side hobby to meet many of Idaho's most interesting leaders. I love listening to podcasts so one day as I sat on the shore of a beautiful lake in the forest thinking, I dreamed up a way for my son to explore his goal of becoming a web developer — we could create our own podcast! I bought a digital recorder and read how to conduct interviews over Skype. Then I put up a website, called IdahoLeader.com and began requesting interviews with Idaho business leaders. My son and I became part owners in a shared laptop, we enrolled in free WordPress classes, and met regularly for working lunches over sushi (our favorite food). The podcast has introduced us to amazing Idaho leaders and is helping him pursue his dream to earn money toward studying computer science at MIT after high school. Pictured is an image of our website and one of the interviews.



Once you have a platform (however simple it may be), you have instant credibility and a way to offer value to those you want to interview. When I started my podcast,

I had no subscribers, but that didn't prevent me from interviewing dozens of quality guests who wanted to be recognized as leaders and tell their story. You can do it, too.

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## Take Action Now:

In Chapter 5 we discussed why you need to show proof of your experience — to reduce perceived risk. The hiring manager is worried about committing to hours and days of training you. Her boss is worried about committing tens of thousands of dollars annually to paying you. Let's make the hiring decision easy for them.

- Step 1 - LinkedIn: Set up a quality LinkedIn profile at [www.linkedin.com](http://www.linkedin.com) (There are plenty of YouTube and online tutorials if you need help). Be sure to add your position title, i.e. Editor-in-Chief at the Idaho Leader Podcast. If you want to work as Marketing Director for an advertising agency, you might set up an advertising agency called ACME Advertising, and your job title would be Marketing Director. You could also become the Marketing Director (or any other job title) for my company, EntrAPov.com (Entrepreneurs Against Poverty), by emailing the request to [entrapov@gmail.com](mailto:entrapov@gmail.com). Help others while building valuable skills and experience.
- Step 2 - Company Page: Set up a LinkedIn or Facebook company page for an organization you create. The page should allow you to display relevant work samples of interest to hiring managers you seek to impress. For example, a podcast and blog was a good way for my extern and Editor in Chief to

show her expertise as a magazine editor, because it allows her to create and publish content. Again, if you need help setting up a company page, there are lots of online tutorials readily available through a simple keyword search.

- **Step 3 - Blog Site (optional):** If you want to work in publishing, social media, marketing or online sales, I'd recommend you set up a free blog at [wordpress.com](https://wordpress.com). You'll pay nothing to set up an impressive and professional website that shows potential employers you are a serious professional. There are tons of resources explaining how to create a free website at [wordpress.com](https://wordpress.com) or other platforms.



## Chapter 8

# Make Contact



**N**ow it's time to ask for your first informational interview. To provide some context, here's where we are headed:

- Interview the targeted company manager for an educational “assignment” from me (your professor) to learn about the industry. Your goal from the interview is to find out what really matters to the manager, how hiring decisions are made, and what you can do to give them back real value in the form of volunteer work or a research project.
- After the interview you will show the hiring manager your skills and knowledge in action by doing a “proof project” or research article. This demonstrates your skills and removes the unknown

(“risk”) associated with hiring a new employee.

- You will also post the project online along with all of your relevant, quality college coursework for other employers to read.

Do you remember the tips for cold calling in Chapter 4? If necessary, go back and skim the chapter to refresh your memory of these key points:

- Communicate WIIFT (what’s in it for them).
- Immediately show how you are relevant, different, and not a generic request.
- The formula for writing emails that actually get read is:
- Be unexpectedly personal + Benefits + Value to them + Personal close = Get past the delete button
- Spend as much time on the subject line and first few sentences as you do on the rest of the email so you can get past the recipient’s brain filter.
- Ask yourself, “How can I rewrite this to make it as \_\_\_\_\_ as possible?” (Insert the adjective that best describes the tone you’re going for). Then push past the limits to one step beyond what is acceptable. Next dial it back to be barely formal enough for business and you’ll land on just the right tone and interest level.

Now it’s time to write to your hiring manager and explain what’s in it for them.



### Take Action Now:

1. Write your answers below or in your journal. Think about the managers you want to interview. On what device will they get your message?
2. What is she/he likely to be doing at the time you make your phone call or send your email?
3. Write what you will say by answering the questions that follow. If you're stuck, go back to Chapter 4 and look at the examples I give. What will you say to:
  - a. Be unexpectedly personal -  
Example: "Hey Ben, I saw you ran a hiring event last month. Looked successful!"

- b. Clearly and simply show the benefits of talking to you -

Example: “Can I help you promote your next event as a volunteer — no strings attached?”

- c. Give them real value unconditionally -

Example: “...get you in front of lots of talented recruits.”

- d. Be unexpectedly personal in your closing call to action -

Example: “I bet I could...”

4. Is your subject line and first few sentences compelling enough to get past the recipient's delete button? Write your subject line here.  
Example: "Your Facebook post"
  
  
  
  
  
  
  
  
  
  
5. Now, put it all together:
  
  
  
  
  
  
  
  
  
  
6. What is the best tone for your message? What emotion will the hiring manager want to hear (how do they probably talk to their friends)? Ask yourself, "How can I rewrite this to make it as \_\_\_\_\_ (funny, analytical, confident, school-spirited) as possible?" (Insert the adjectives that best describe the tone you're going for).

7. Now, rewrite your message, pushing past the limits to beyond what is “acceptable.”  
Example: “Yo Ben! That was a killer hiring event you ran...”
  
8. Is there a way to incorporate some of that unexpected magic within your final version? Now, for your final version, dial back the unexpected emotion just a bit and write your final draft. Make sure you ask for an educational interview as the final call to action. Provide your contact information and make it easy for them to respond.
  
9. Now, send the messages or make the phone calls. It’s time to set up your interviews.

## Chapter 9

# Educational Interviews



**N**ow that they've agreed to an interview, let's explore what you need to find out through your questions. The end goals are:

1. Build a relationship
2. Find out how to give real value
3. Follow up to give real value (free research, proof-project, unpaid externship, etc.)

Here are questions I recommend asking:

- My class (or audience) is very interested in what it takes to succeed in a career like yours. What led you to the career you are in now? Would you go back and change anything about the path that led you here? If so, what?

- What is something you're working on right now that has you excited? What do you think makes it so exciting? Challenging? Rewarding? What specifically is your role in the project?
- What are some of the most challenging aspects of your job? Why are these so challenging? What do you think is the best way to overcome those obstacles?
- Where do you think this type of work/job is headed in the next 10 years? What will it be like to have this career then?
- How is your company structured? Who do you report to at XYZ Company?
- What is the hiring process like in your department at XYZ Company? What assessments and interviews do you use to find the best talent?
- How many years of experience and education do most new hires in this role possess?
- What advice would you give my class (or audience) if they wanted to pursue a career like yours?
- Do you help with the hiring?
- Would it be ok for me to get a tour of your workplace?
- Thank you for your time today. It's been very valuable. I'd like to...
  - ◊ Do some research for you into how other companies are solving the problem of [insert whatever problem came out in the interview]? OR...



- ◇ My professor recommended I ask to help with any projects you mention during the interview. (For example, if you're considering the purchase of new software or consulting services. Can I help do some of the research as part of an unpaid internship?)
- ◇ My professor requires that I help a real business conduct a research project to gather valuable information they can actually use. Is that something I could help with as part of an unpaid internship? I'd of course leave your company name out of the results if you wish.
- Is there anyone else you can think of at XYZ Company I should talk with to learn more? Who could I potentially help as a volunteer intern?

**Important:** Ask a lot of follow up questions! Remember, the goal is to walk away with enough understanding of their job that you can tailor your school papers and research into creating real value for this person. To do that, you need to know exactly what they would research if they had the time to do it themselves. Then you do it for them and give them the information.

During your interview try to discover what value they most need. Is it research into a troubling problem? Is it vendor analysis before they commit to purchasing some software or consulting services? Is it a survey of potential customers or business partners to gather valuable consumer feedback? Is it a "time in motion study" to count how many inputs or outputs per hour are involved in a cumbersome process? These are some of the most common "proof-projects" that students can do for private companies.

This shows you possess the two attributes I most look for in potential job applicants:

1. An intrinsic love for the work itself.
2. Motivation to learn and give value.

When I see a job applicant that is truly interested in the work being done, I take note.

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## Take Action Now:

1. Decide which of the above questions you will ask in your educational interviews.
2. Are there other questions specific to your industry that you need to ask as well?
3. How will you take notes during the interview?
4. Will it be a phone interview or in-person? At their business or some place else?
5. How will you thank them for the information?
6. How will you follow up later?



## Real World Example:

In the podcast excerpt that follows, Derrick Boles, President of Boles Academy shares how he did his best as a volunteer to get noticed by those who could give him amazing opportunities.

**Ben Davidson:** Tell us a success story.

**Derrick Boles:** I had an average college basketball career, but a stellar professional career. I spent a year playing in Taiwan, a year in Japan, and I spent five seasons in Australia. This isn't necessarily related to athletics, but it was a tremendous success. I actually had a lot of time on my hands, practicing only two hours a day or during the week and in games on the weekends. So I reached out to a local, really a community, organization and we started a conversation. They looked at my background and they wrote a grant, and the grant was to pilot a program connecting the indigenous aboriginal community with mainstream Australia.

And so, to give you a frame of reference, the aboriginal community is in a time lapse of the 1960's here in America. So, there is some disparities in treatment, some discriminations, some



lack of opportunities, lack of education, etc. And I was in a unique position because we actually won the grant. And I had never written curriculum. I hadn't done anything from an academia perspective to put together programs

to help have an outcome. They asked me to write the curriculum and not only write the curriculum, but to facilitate the program and document the outcomes—and this is a big deal because we received a \$250,000 grant and I pretty much was in charge of it.

And so, I was pretty intimidated. I remember spending a week in my flat, that is what they call it in Australia, not apartment. I was just researching, writing, creating models and really spending time alone to develop this concept. As I finished it and presented it to them to start the implementation, they loved it! I was really taken aback because I had no idea or no experience in that area. So one of the things that I learned from that is—just because you haven't done anything above a certain level doesn't mean you can't. You know, I always tell people that when we look at some of the top leaders and thought leaders in the world, Tony Robbins for example. **“Before Tony Robbins was Tony Robbins, he was Tony Robbins.”** And people don't get that, but it's a very simple concept. Meaning, he was still the same guy. He just had certain opportunities that he delivered on that moved him to the next level. And for me this was one of those opportunities. The program that I wrote ended up going to parliament in Australia receiving an evidence based practice and they started to take the model and duplicate it all over the country. And I was a guy who wrote it, who didn't even know where he was going.

**Ben Davidson:** I love that! “Before Tony Robbins was Tony Robbins, he was Tony Robbins,” that is great. It really reminds me a lot of a concept called “The Imposter Syndrome.” I write about that in my blog at [idaholeader.com](http://idaholeader.com) how there are so many people ...even the president. He wakes up and he feels inadequate. He looks in the

mirror and he's like: "Am I really good enough to be the President of the United States?" Everyone does that and we can't limit ourselves like you said in your quote. That's fun to see you step out of yourself from an athletic career into writing leadership curriculum as a volunteer.

Can you tell us a little bit about who you were rubbing shoulders with at the time or what causes you were starting to get involved in, that really put you in the right place to receive this opportunity?

**Derrick Boles:** Well, that's a great question. After graduating college, I spent time doing psychosocial rehabilitation, which is funded by Health and Welfare. It is all about self-development, personal care and, working with clients who have a diagnosis. So I had seen it before, but I hadn't really dove into it. And as I transitioned into my professional basketball career, I still got to rub shoulders with therapists, a psychologist, program managers and it was interesting.

**Always show up and be present because you really don't know who's in the stands.** I say the stands because, you know, most of the time it was basketball. I was playing a game and maybe there was a scout from the NBA or maybe there was a European scout. So I would always say "show up," right? But I also carry that over into business and into life. That regardless of what it is, show up and be at your best because opportunities are all around you. So just based on how I showed up, was interacting, connecting with people, the founder and CEO of the organization started a conversation with me. I didn't even know he was the founder. And before I knew it, I was sitting down going through the process to take over the grant.

**Ben Davidson:** That is good advice for a lot of our listeners who happen to be students just finishing up their degrees. One of the questions I get all the time is: How do I land that dream job? So, I think this really illustrates a great point. Get involved, do volunteer work and get a passion for the work even if you're not getting paid. Like you said, you never know who's in the stands watching, just show up and do your best.

I think almost every job that I have ever gotten has been through someone I knew. Someone that I'd worked with, that knew I had a good work ethic. They brought me up with them as they advanced through the organization. Great advice.

Can you tell us a little bit about what the curriculum was that you wrote?

**Derrick Boles:** It was small business enterprise. The title of the program was called "School without Walls." I took a small business enterprise and modified it so that it was all experiential learning. We actually had a full, functioning restaurant where we would solicit business owners, community leaders and once a week we would facilitate a lunch where our students did everything from the marketing, to developing the menu, to cooking. And it was powerful. Because they were living it. Because some of the kids weren't strong academically, we had to find a way for them to be successful and quantify that experience for credit. People fell in love with it. The kids loved it and it just kind of changed the model. Even now when you see these schools that are all about experiential learning, I was one of the original beta-tests in Australia.

## Chapter 10

# Give Value

Now that your educational interviews are over, it's time to give back to those who shared with you. The following story explains how a podcast guest, Benjamin Hadfield, freely gave value to potential clients during the highs and lows of his career in media sales. As you've already seen, there are close parallels between getting hired and making a sale.



During your job search you will be tempted to cut corners and doubt the process. But remember, it only takes 1 good experience with a company to win the job. Shortcuts never work because a cold job application has little chance of success. If you look like all the other applicants, your application will end up where all their applications go...into the garbage can. Pay close attention to how Benjamin remained focused on his goal despite the obstacles.

## **Hadfield explains:**

In less than a year, I've been promoted from the lowest [position in the company] to creative director to sales manager to general manager. It wasn't about the money, it was more about the satisfaction of doing the right thing and just being happy with who I was. So, the first thing I did was come in and find a way to stabilize [the company] so that money wasn't going out the door, but money was coming in the door; that was the first thing.

Second, I found volunteer opportunities. They're all over the place. The great thing is there are major businesses that want help through volunteering. So, that was the second thing. I volunteered in several different organizations and started making key contacts within the city. Very quickly, within the first month, I had met the Mayor. I met quite a few key decision makers within business that were more than happy to point me in the direction of the successful people that I needed to meet.

I utilized LinkedIn and found customers of those successful people and companies. For example, Kenworth is a very big customer of an organization I was interested in selling to [look at this as similar to getting hired]. I went to the Kenworth website and I started looking up the customers of Kenworth, the people who were interested in purchasing. I started trying to find ways to get introductions to them through LinkedIn. I use LinkedIn a lot. I started making connections and I'd send them simple notes: "Hey, I see that you work with Kenworth, or worked for Kenworth, or are interested in Kenworth. Can you tell me more about what you're doing and what your purpose is?"



When I came on board the publishing house we were down almost 20% for the year. Since then we've finished the year up 22%. That's a 41% increase in less than a year; really a 41% swing. And it all came from just taking the time to get to know people on a really meaningful basis, being honest with them and finding commonalities, talking to them, being human. Often times when I talk with someone, I don't care if I make a sale or not [or nail down a job interview]. What I do care about is creating a real and meaningful relationship where they have a resource that may be of benefit to them.

Ben Davidson (Host): Yeah, there's so many bad sales reps [and job seekers] out there. I don't know if it's that you can smell desperation from a mile away or if it's because they are too transactional and ask too soon. What is it that sets apart the really good sales reps [or job seekers]?

Benjamin Hadfield: The great sales reps are the ones who care. They actually, honestly care, and nobody cares how much you know until they know how much you care. If you walk into every sale [or educational interview] with the attitude, "I'm here to build a relationship with you [and if] you do business with me, then great! If you don't, I still have a relationship and I've won. I win either way."

The problem is [impatience and] working for that dollar. If you work for relationships you always win.

When I got out of the [Marine] Corps, I went to work for my dad doing sales in the print industry. And one of our customers published a specialty women's apparel catalog once a month that was about 152 pages of gloss [high quality]. They printed quite a number of them and I wanted this catalog's [business]. I went to this guy's office once a week for months and he was mean. I'm telling

you, he was just the honeriest person that I've ever met. Finally, one day I was standing outside his office and I heard him talking on the phone about women's softball and he was very passionate about it. So I went home and I got all the information I could about local softball. I set an appointment for the next week and in that week I became an expert about women's softball. Every sales call I made sure I started the conversation about something he loved, something that we could connect on. And, finally he gave me the order. We got the order!

A few months later he called me to his office and he said, "Benjamin, I've got to tell you. I'm a mean son of a gun. Nobody likes me. My family hates me, my kids hate me, my employees hate me, everybody hates me." He said, "I appreciate that you've always been kind to me and I want you to know why I'm mean." He said, "I have Lou Gehrig's and I have about three to five months left to live. If I don't get this business up and running on autopilot, it's going to crash. And when it crashes, my kids lose their jobs, my wife loses her house and her cars and I've failed my family." He said, "Thank you for taking the time to be kind to me."

We don't always know why somebody's in the situation they are. But always taking the time to create the relationship, you never lose. Stop worrying about the money, the money will come; don't let it pressure you, don't let it worry you, it'll come. Create your relationship, make a friend. If you make a friend, you'll always be successful, you'll always be the winner.



## Take Action Now:

1. Write down how you will give unconditional value to each of the people you interviewed? It can be a relevant article you share, research you do specific to their concerns, referring a customer to them, or some other action that helps them succeed.
2. How can you deliver the value in a way that leaves an impression?
3. What kind of reminder system will you use to calendar your messages and remain on plan?

4. I recommend contacting the person every two to four weeks through short, informal, highly personalized messages. Ideas include:
  - a. Give them a positive recommendation on their LinkedIn profile.
  - b. Set up a Google alert that emails you whenever information about their company or the individual or the topics they are interested in hit the news online. Then share the article with them and make an intelligent observation or ask an intelligent question about the issue. Instructions for setting this up can be found via Google search using keywords like “How to set up Google news alerts.”
  - c. Find someone they may like to meet and offer to make an introduction.
  - d. Invite them to an industry event or lunch meeting.
  - e. Give them regular updates on the research project you are doing for them.

## Chapter 11

# Networking Events



*“Charisma is more about how you make the other person feel about themselves, than how they feel about you.”*

—Olivia Fox Cabane

Odds are high that you’ll attend a networking event or two during your job search. While I don’t believe this is a crucial part of the modern job search, it can be effective when done correctly. First, think about why people attend networking events. To relax, get away from the office, and meet new people. Not to be sold to or asked for favors. Remember, keep it light, friendly and fun when approaching others at events. You have two purposes in approaching others at events. One, is to see how you can help them. And two, is to share your goals so others have the chance to offer advice or insight—if they want to. But how do you begin?

Banter is the key. Banter is creative, playful conversation the other person can join in to find humor or common ground. It can be exaggerated, make believe, or edgy small talk, even good natured teasing to spark an interest in a person or situation.

### **Here's an example:**

You stand next to a person you don't know, facing in the same direction so as not to invade their space or make them feel like a target. Let's imagine you are both facing a punch bowl at the bar. You say with a playful smile and confident tone, "You look like you're up to no good. Are you thinking



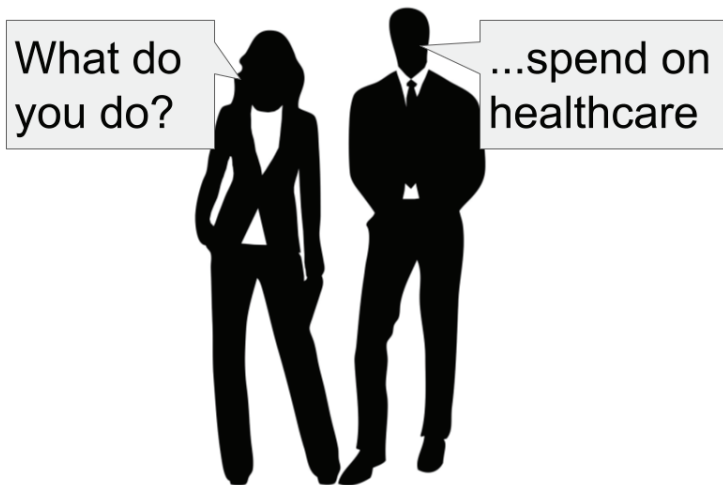
about tipping over that punch bowl?" (Or simply insert something funny that is tied to whatever they are facing). Then wait for a response and mirror the amount of engagement they offer (so as not to come on too strong or appear needy). The key is to make sure your smile, first words, and body language are clearly playful so the other person knows you want them to play along and there is nothing at stake in their reply. You're not asking for anything or implying you want their attention for more than a casual, light hearted remark. You're also not asking boring questions like "Do you come here often? What do you do?"

From here, they will either play along by saying something light and playful; or they will act surprised and wonder

what you mean. If they are playful, continue the banter by responding with more light-hearted small talk related to their comment. Maybe they said, “Yes, I’m waiting until the host walks by for maximum effect.” Then you’d respond with, “If you need to pin the crime on someone else, I stole this name tag from a guy over at the bar (hold out your name tag).” Then smile big and put out your hand to introduce yourself.

If instead of engaging in the banter, they look puzzled and don’t play along, simply say, “Just joking.” Then smile big and put out your hand to introduce yourself. Your spoken words are the least important part of opening banter when engaging a stranger. Most importantly, show confident body language (especially the smile) and speak loudly enough to be clearly heard.

At an event, always be prepared with an engaging answer to the question, “What do you do?” (Just don’t lead with it because it’s so overused). The answer is not your job title or work duties. It is something the other person will understand and find interesting and worth bantering about. You’re not yet at the rapport stage, so banter is what it’s all about. And banter must be light and fun. A good answer to the question, “What do you do?” might be the following. “I run the HR department for XYZ Company. Which really means I hire a lot of people and try not to spend all our money on health insurance.” This response actually means something to the other person, doesn’t sound pretentious, and gives them a chance to make a light-hearted comment about what I just said—to banter. It’s as simple as saying what you do in plain English, then saying something edgy or self-deprecating so it’s not interpreted as bragging. It keeps things light and fun.



The book, “The Charisma Myth” by Olivia Fox Cabane, is the best book I’ve read on how to make a good impression. The book explains the three most important components of charisma:

1. Presence Charisma is being fully focused on the conversation so the speaker’s words and your reaction (your body language) are in sync. If you’re not truly focused on the other person, one sixteenth of a second delay in your facial reaction is all it takes for them to perceive you as insincere or bored. The author recommends an exercise to help with Presence Charisma—focus on the colors of the person’s irises. Irises are beautiful and will help you stay in the moment. Another exercise is to cast the speaker as an action hero from a movie so you sincerely take interest in what they are saying. (Everyone is interesting; some people just have a hard time conveying that).



These exercises help you avoid the #1 mistake people make—faking emotions. Faking interest in others won't work because body language is read so quickly that only one sixteenth of a second delay in your appropriate reaction will make you appear insincere or inattentive. Facial expressions are universal to humans. Even babies react to them because they are inherent in us. Use the aforementioned exercises to help generate sincere Presence Charisma.

"A fascinating look at how to improve our leadership skills and philosophy." —Marissa Mayer, CEO, Yahoo!

## The Charisma Myth

How Anyone Can  
Master the Art and Science  
of Personal Magnetism



Olivia Fox Cabane

2. **Power Charisma** is your perceived ability to impact another person. It answers an inherently human, but subconscious question. Fight or flight? In our modern times the subconscious version of this question is, "Does this person seem powerful?"

It happens without any conscious thought. Use this knowledge for good at a networking event by paying attention to how much space you take up with your body. Larger posture appears more confident (powerful) than smaller posture.

Cabane recommends an exercise to create Power Charisma before entering an event. Stand like a five-star general surveying a line of smaller troops. Put your hands behind the small of your back, elbows out, taking a wide stance. This generates testosterone and powerful hormones.

When you are at the event, remember that dominant alphas will interject pauses within their sentences, to show that what they are saying is so important, that no one will dare interrupt them. Slow down and be in the moment. Enjoy the moment by slowing down your brain. Colin Powell is an example of Power Charisma.

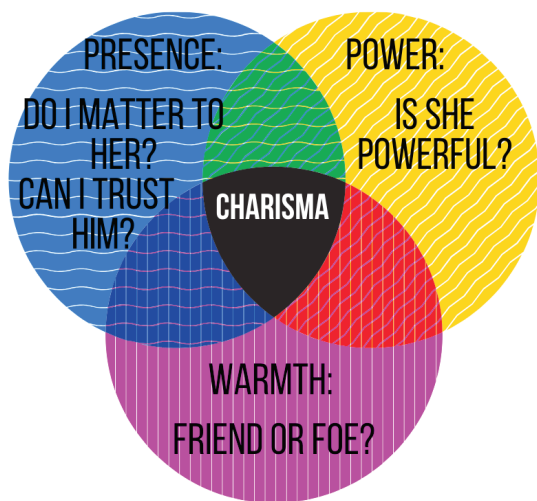
3. **Warmth Charisma** is your perceived intent (friend or foe?) when approaching another person. Human instinct always asks, “Are they friendly or intending harm?” Warmth Charisma balances out Presence Charisma and Power Charisma by showing our good intent toward another, even though we are projecting confidence, power and focus. Warmth Charisma comes from the two most important parts of body language (smile with the eyes and smile with the mouth). These are so powerful because studies show that humans most crave complete acceptance, even more than love.

Jordan Harbinger, networking expert, refers to possessing self-confidence as being a “high value” person. He explains that most people set their own value “number” in high school. They think their value is determined by others. But the reverse is actually true. Others perceive our value based upon the signals we give off (body language, tone, confidence). Use the three elements of charisma (presence, power and warmth) to show your high value. You’re worth it, and so are the people waiting to meet you...and help you land your dream job.



## Take Action Now:

Attend a social situation where you can practice networking.



Before arriving, figure out what methods seem most comfortable for you to approach strangers and practice charisma. Plan how you will display:

- Presence Charisma:
- Power Charisma:
- Warmth Charisma:

Here is your playbook for the event.

1. As you enter the event, immediately smile at and greet people — especially the event staff since they are most likely to smile back and want to make you feel welcome. This builds your confidence.
2. Show positive value to everyone through sincere compliments and a warm smile.
3. When approaching someone, don't move in face-to-face until invited. Instead, stand at an angle or side by side.
4. Hold eye contact for five seconds, then look to the side briefly and back again for five more seconds. It's OK to show warmth by a touch to their elbow or a handshake. But don't overpower someone until they warm up by smiling back and engaging in banter with you.
5. Open the conversation with a big smile and light hearted banter.



## Real world example

The following interview excerpt illustrates how even the most extreme networking methods can succeed — as long as you are creative, friendly, and authentic.

**Ben Davidson (Host):** I'm excited to introduce Terry Fredrickson, the CEO of New Day Products. He's also the co-owner of The Gate City Grays, AA semi-pro baseball team. Tell us about yourself, Terry.

**Terry Fredrickson:** I'm a Southern-Idaho boy, grew up in the Roper Twin Falls area. Best fishing in the world. I went to school to study law. Halfway through school I decided I'd rather take the route of financial advisor, so I



began studying really heavily for financial advising. So I got hired out of college into a financial advising firm. Then about three months after graduation, my brother who is one year older than me, died of a heroin overdose. I had this moment of awakening where I said, "You know, I don't ever want another brother, mother, son, or daughter to ever have to experience that kind of phone call, if I can help it in any way." So I actually went back to school and became a certified counselor, specializing in drug and alcohol abuse. So, I'm not only CEO here at New Day, but I also provide counselling services in the evening at Pacific Rim Consulting. At New Day Products, our main purpose is to take people with disabilities and

do employment training with them, so that they can take a skill that they learned here at New Day and apply it in the community.

**Ben Davidson:** That's powerful. Next let's talk about networking. Explain how we can network effectively.

**Terry Fredrickson:**

The most important thing is to realize that regardless of who you meet and how you meet them, you may need them in the future. You may need



some advice from them or you may want to offer them some advice or you may want to work with them. I'm going to give you a great story. At the time I was working as an intern for Senator Larry Craig in Washington DC. I would go down to Dupont Circle, which is a pretty populated area there in DC, with a lot of bookstores and coffee shops. And I would try to make some extra weekend cash. I really wanted to keep it on the down low because what I did might be considered panhandling. I didn't view it as panhandling. I viewed it as creative money making. But I thought if it got back to the Senator, it may not reflect well on him or me. I would be out on the street with a little sign that said "Hungry always. Homeless not yet. In college, need money for books. Anything would help." And I would sit there with my harmonica and play a blues riff. People would walk by and they just thought it was hilarious. They could relate to it, right? A lot of these people were like "Oh, I just got out of school three years ago. I'm still paying my loans off," and you know, its crazy Ben what people would drop in my little shoe box

that was connected to the sign. I was probably making an average of between 300 to 400 dollars a weekend with my little odd sign, right? And you know, I was really putting it towards my books because I still had my senior year to go. I was really putting it towards my education. I would sometimes take a little bit and go and buy a novel. I won't lie. I do have my addictive behaviors. I had to go get the newest release of the Steven King novel."

**Ben Davidson:** There are worse vices.

**Terry Fredrickson:** I was buying books, right? So, I had a gentleman who approached me. He looked really, really familiar. And like most people, he stopped to talk with me, asking what I studied, saying, "You're really creative, here's 20 bucks." I told him I was from Idaho, doing an internship, very vague about my internship. Well, Ben, I swear to you, the next Monday I show up to work and I'm walking through the Halls of Congress and I bump right into this guy and come to find out he is actually working next door for another Senator. Needless to say, I was having lunch with Senator Craig that day and he looked at me and he said "Boy, you're my harmonica-playing intern." I thought, "Oh...this is horrible." But he actually complimented me and said what a creative thing that was. Because of my creativity I was actually given jobs in my internship that I'm not sure I would have gotten.

## Chapter 12

# The Job Application



**I**t's finally time to submit your job application. Remember the following as you apply:

- Contact the professionals you know inside the company and let them know you are going to apply. Ask them for advice. Ask them about the hiring manager for the position — What are they like? What projects are important in their department right now? What are their likes and dislikes? How is success measured in the position you are applying for? What is the hiring process like?
- Make sure you have set up an unpaid externship or professional association that allows you to display on your résumé **the exact job title you are applying for** at the company. For example, if you are applying for a marketing director job at ACME Inc., you'll want to have on your résumé that you



are the marketing director for the Association of Marketing Professionals in Smalltown USA (an organization you have set up with a few friends that does volunteer work for non-profits in your town). It may not be a full time gig. It doesn't have to be. All it has to do is get you past the screening tools that disqualify applicants before they can show their talent. Remember, if you want to set up an externship with your dream job title in one of my organizations (EntrAPov.com) simply by emailing the request to [entrapov@gmail.com](mailto:entrapov@gmail.com).

- Make sure you list the inside employee you've interviewed on your résumé and application. The recruiter can then make a call to them if they forget to tell the recruiter about you. This reduces the chance of your application being discarded without a chance to even speak to the hiring manager.
- Make sure you have no typos.
- Make sure you have all of the required skills from the job description somehow displayed in your résumé even if it is from internships, externships, school courses, or projects.
- If you've followed the advice given in this course, you should also include links to the "proof-projects" you've done that are in your blog or LinkedIn profile. It's very powerful when your resume/application includes work done for a specific manager inside the organization. It will stand out beyond educational degrees, certifications, and years of experience in many cases. There's a saying about work experience that goes like this. "Some

people have 12 years experience, and others have 1 year of experience repeated 12 times.” It’s not the years that matter, it’s the results, the projects, the learning, the growth that sets apart top talent. But also make sure your “years of experience” add up to the right number on your resume and application — again, even if that comes from externships and volunteer work.

- If someone from the company you are applying to has given you a LinkedIn recommendation or sent you written praise for your proof-project, be sure to quote it on your résumé or cover letter. It makes you more credible and relevant than applicants who are “outsiders” with no ties to trusted colleagues of the recruiter and hiring manager.

Remember, companies don’t hire people; people hire people. The hiring manager is a person who has goals and desires — and hiring you is not one of them. Your job is to discover what those goals and desires really are and then deliver value specific to what that person cares about.

## **Do not appear “over qualified”**

If you’ve researched both the hiring manager and the position, you should know what type of applicant the manager is looking for — entry level or experienced. Many managers hate to hire and train new employees. So they prefer a less experienced worker who they feel will stay in the job longer. They want a patient worker who isn’t over eager to get promoted. They avoid someone who is a “flight risk.” Be sure to reassure hiring managers of your intended long term commitment to them and the role.

Other managers are simply intimidated by experience. You'll need to know how much leadership experience is desired for the position. The #1 mistake I see on resumes for non-management positions is listing extensive management credentials. Unless you know the company is growing fast and looking for leadership in that role, leave out the management skills. They will probably be read as, "likely to be dissatisfied long term in this role." If you have 30 years experience, but the job typically goes to inexperienced applicants, only put the last 5 to 10 years of work experience in your resume.

## Chapter 13

# The Job Interview



**L**et's focus now on nailing the job interview. There are two types of groups that apply for jobs: the ones who fly under the radar making no impression and the rock stars who stand out. Here's how to be a rock star.

1. Research the organization. Go to their website and read their “about us” page. Find an employee on LinkedIn, and ask them questions about the specific person with whom you'll be interviewing. Bring up the names of employees you know during the interview.
2. Go to the interview with three to five points you want to make. Even if the interviewer doesn't ask questions that lead to those points, make sure you find a way to include them. Show these points through a brief story, and tie the stories into what they are asking. Humans have been using stories

for centuries to inspire others. Follow the time tested model.

3. Bring examples of your proof-projects to show your work, interest in the industry, and relevant papers you've written.

Remember, that most hiring managers are not good at interviewing and few actually enjoy the process. Make it easier for them by coming prepared with the 3 suggestions above. It makes the difference between a boring interview experience for the manager and one that stands out from the rest.

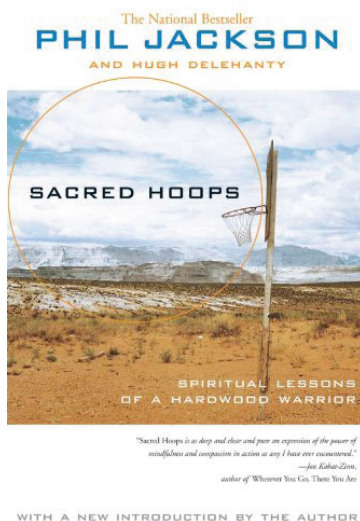
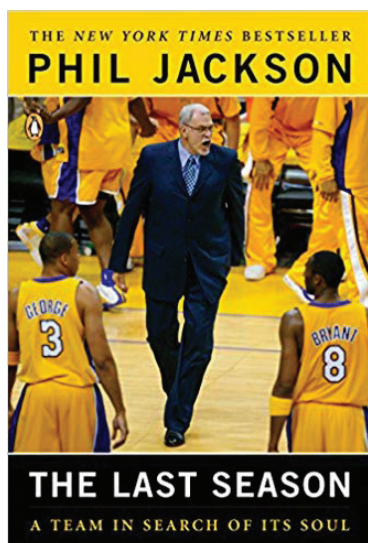
Jordan Harbinger, an expert in human communication, explains in his podcast, *The Art of Charm*, that “the mind leads the body, and the body leads the mind.” Our minds and bodies are interconnected in helping us communicate effectively. As we've already discussed, Presence, Power, and Warmth Charisma come from body language. But body language is equally influenced by our thinking. Let's discuss three principles I've learned from top level CEOs, elite athletes, winning coaches, and special forces warriors.

I call it, “Going to the mind gym” to get stronger, healthier and more successful. These three principles include:

1. Overcoming the impostor syndrome.
2. Shaping the mind to automatically generate positive body language.
3. Shaping our self-talk to automatically generate optimistic energy.

Again, these principles are not from a monastery. They're from the worlds of business, military, and athletics.

Below are a few books I enjoy that touch on this topic.



Why is body language really so important? We have the uniquely human ability to make others feel what we are feeling based on the signals we send them. It's called empathy and it happens automatically. Empathy is deeply wired into our brains. We don't even realize we are doing it and there's almost no way to shut it off. For this reason, when we behave awkwardly, others feel uncomfortable. When we're talking with confidence and charisma, others feel confident and charismatic. In this chapter we won't explore the most commonly discussed elements of body language—like eye contact and a smile. Instead, we'll focus on the source of body language and how to make the right non-verbal cues automatic.

What is the major challenge with shaping body language?

Answer: There are so many things going on inside our body that we could never consciously control all of them. How often did you blink in the last minute? How many breaths did you take? Are your eyes mirroring the smile on your mouth so it looks sincere? Are your eyes focused on the other person enough to show you actually care? There are so many things going on in our body that you cannot consciously try to control all of them! So what is the solution?



The solution is to cultivate the proper mind so the right body language happens automatically. I call it “going to the mind gym.” It’s not a mystery that working out gives us more confidence and energy. The same is true for the mind. How confident are you while experiencing positive, affirming thoughts?

The “impostor syndrome” (the fear that you are inadequate and will be revealed as a fake) is common to all people — even though they won’t admit it. Top thought-leader and author in this area, Olivia Fox Cabane, does not hesitate to say that everyone experiences the imposter syndrome (see book *The Charisma Myth*). She even says that the more educated someone becomes, the more common this occurs. She regularly surveys new college of business students at

Stanford University, and finds that two-thirds of the students, some of the world's best and brightest, feel they probably shouldn't have been accepted and are not as smart as their peers.

So what is the best way to overcome doubt and communicate like a pro? Go to your mind gym every day and shape your thoughts just like you do your other muscles. Below are two tools I use everyday. After I finish working out the body, I don't forget to visit the mind gym, too.

## **Tool #1: Positive Affirmations and Mindfulness**

When we mention positive affirmations and mindfulness, we're not talking about a religious trance. We're talking about mindfulness as defined by the Mayo Clinic. The medical definition of mindfulness is a state of being in the present, shaping our thoughts to bring focus and positive results. This is important to top athletes, CEOs and very successful people who understand what a powerful tool the mind is, and how it can be channeled for success. I once listened to a highly successful and charismatic CEO tell his two-time "rags to riches" story. At the depths of his financial reversals during the Great Recession, he reached out to his mentor for business help. What he got instead was a simple question: "Are you exercising regularly and taking care of your mind?" The answer was clearly "No." This CEO began a study of modern-day successful people and the only common denominator he found was a daily ritual of exercise and self reflection



(meditation in some form). He began a daily routine called the “Power Hour,” and went on to even greater fortune and happiness than he had before. When I first started mindfulness, I began using an app called Calm.com. The app offers seven short lessons to train your mind. It’s practical, it’s free and it absolutely works.



## Real World Example

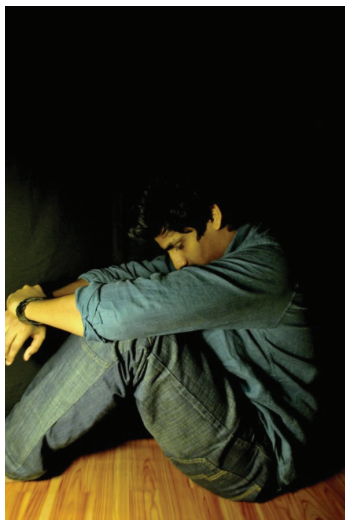
I’m going to get vulnerable with you now in order to truly show the importance of our inner game (mindset). Before I do, remember that insecurity is common to all people. But it’s usually hidden behind a person’s social media persona, like these images of me engaging in my favorite hobbies.



### 10 years earlier...

I slid to the floor of my office leaning against the door in a crumpled and sweaty mess of anxiety and fear. Leaning against the door, blocking entry, the thought of another sales call was too much. With eyes and jaw clenched shut, I wondered how I came to be in this place.

Undiagnosed anxiety disorder continually haunted me as a child. When I look back through the eyes of my earliest memories, my world is colored by fear from the 1980's recessions that suffocated my parents with worry. To avoid layoffs, my dad was repeatedly transferred to different divisions of his employer. I changed schools every year from preschool to kindergarten to 1st grade to 2nd grade. I was the perpetual “new



kid,” and like a sponge, my anxious mind I soaked up adult worries about the economy. Even as an elementary school child I understood terms like inflation and downsizing.

The upside? I obsessively pursued financial independence. As a teen I studied hard and became extremely frugal. While my friends left for the summer to “work” abroad as river guides or resort staff, I stayed home to run my own business to save 5 times the amount they brought home. In my first real job as a warehouse merchandise handler, the manager called me “the guy who is so rich he doesn’t even remember to pick up his paychecks.” They were printed on paper back then and you had to go to a central location to physically pick them up. I was too busy studying and working for that. Plus, shopping gave me anxiety attacks so I learned to live on the cheap using napkins from Taco Bell as toilet paper and covering myself in hand soap at the gym before showering (since I never bought shampoo). I’m told this is now called “urban foraging.”

I saved enough during college to pay cash for an engagement ring and the down payment on a house. Marriage taught me to be less frugal. It also allowed me to avoid shopping, but still have a well stocked fridge thanks to my wife.

My first real “career” job was a supervisor role in a large, brand new call center. Like an addict hitting the bottle, I drank liberally from a large bottle of antacid next to my computer monitor. My job as a supervisor was to answer employee questions throughout the day and handle escalated calls from angry customers requesting a supervisor. I quickly learned that the company had lots of angry customers due to poor customer service, outdated infrastructure, and high employee turnover. Whenever I cautiously ventured from my cubicle, I felt like a soldier leaving the foxhole and walking across the battlefield waiting for enemy fire. It was impossible to walk 50 feet to the conference room without getting barraged by panicked employees needing a manager to take over an escalated call. My anxiety drove me to relentlessly put in more hours learning the job and developing tools to make life easier for my employees—which helped provide some small measure of peace and job security. This got noticed and fueled rapid promotions for many years as I put work first while trying to be an “adequate” husband and father.

Then at 40 I hit a breaking point, a mid life crisis. Panic attacks replaced the tight jawed, simmering anxiety that I’d previously known. I became paranoid about layoffs and was afraid to leave the comfort of my office. I was forced to seek help. I visited a doctor who prescribed medication that inhibits brain receptors from absorbing the excess of cortisol that causes anxiety attacks. I began

lifting weights every day to release stress hormones and replace them with endorphins. I meditated regularly to teach my mind to be still and reduce harmful self-talk. I sometimes say that my life started at 40. Even if your challenge is only occasional self-doubt from the imposter syndrome, the tips in this chapter can make a world of difference and turn your mind into a tool that gives you a clear edge.



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## **Tool #2: Reframe Reality**

What is meant by reframing reality? The US Army Survival Manual calls it “cognitive restructuring” (the ability to control how you view a situation). Olivia Fox Cabane, in her book *The Charisma Myth*, illustrates how this works. While driving in heavy traffic she was cut off by a crazy driver on the way to see an important client. She didn’t want negative emotions to limit her charisma so she imagined the driver of the other car as a heroic mother whose toddler was choking in the backseat. It was all this mother could do to keep her car on the

road as she administered the Heimlich maneuver while driving. Which saved her toddler's life. In other words, Olivia re-framed her reality so this woman was a hero and someone to be admired not hated. That took the toxic feelings out of her, made her feel good about a fellow human being, and brought her mood up so she could be at peak performance.

Controlling how we perceive reality is perhaps one of the strongest tools we have to control body language. The brain is a super computer that affects all body language. We want it running at peak performance. Reframing reality is like cleaning harmful files off our hard drives. We need to keep our thoughts and memories free of harmful messages—here's how that works.

Once you've grown accustomed to meditation using the Calm.com app, you can begin to examine situations/feelings from the past that are causing negative emotions or limiting views of reality (restricting your super computer's capacity, power and processing speed). Once you know what is limiting you, the situations can be repaired, like cleaning your hard drive. Have you ever wished you could go back in time and prevent past situations from happening or to change past events that are bringing you down? The brain can't easily distinguish between imaginary and real events. That's why we love movies so much. To truly reframe reality, no time machine is needed. While meditating, vividly imagine a past event and then change the outcome to something positive. Steer away from imagining revenge for past wrongs though. A wise person once said, "hate is like drinking poison and expecting the other person to die." For example, I'd recommend envisioning a peaceful reconciliation where you imagine the other person stopping short of the

wrongful act (so it never happened) and explaining what past circumstances they experienced that made them act the way they did. Again, it's not about the other person; it's about changing our own thoughts about a past event and reshaping it into something that helps, not harms us today.

Another method is to picture the negatively charged memory, like an old movie scene in black and white. See your present self standing off to the side in detached observation of your past self. Instead of hearing dialogue, imagine the people in the scene making weird noises in place of words. Laugh at the absurdity to take away its emotional power over you.

Remember, this is not about spiritualism. It is about using all the tools you have available to be as strong, healthy and successful as possible. I'm not a therapist and don't claim to think this works on extreme trauma like real abuse. But for everyday challenges with the impostor syndrome, this has worked for millions of people. Practice these visualization exercises daily. Just like lifting weights, one time doesn't produce healthy, strong muscles. The mind needs to be cared for everyday to be as healthy and strong as possible.

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## Take Action Now:

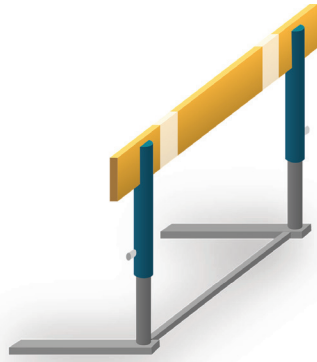
1. Wake up early and do light exercise. It doesn't have to be vigorous. It doesn't have to be intense, just something to get the blood flowing as you listen to positive messages (a podcast, TED talk, audio book, biography of a favorite sports hero or successful leader, spiritual text, inspiring music, etc.).

2. Finish with meditation using the app that I have recommended (Calm.com or another) and think/say positive thoughts to/about yourself.
3. Are there any memories you need to reframe to remove negativity or anger from your life? If so, reframe them.
4. The best athletes and leaders have coaches and therapists. Don't overlook that option, just because Americans have been traditionally ignorant and sceptical about mental health treatment.

## Chapter 14

# Overcoming Obstacles

**T**here will be highs and lows as you strive to land your dream job. It's important to set some goals that will help you stay on track even when you face rejection and disinterest from the companies you are targeting. There are three powerful techniques to accomplishing any difficult goal:



Step 1: **Use micro habits** to beat procrastination and weakness.

Step 2: **Visualize your future results now** to overcome your brain's bias toward short-term comfort over long-term wellbeing.

Step 3: **Don't rely on willpower.** Use affirmations to make your vision clear and ever present when willpower runs out.

Here's how each step works.



## **Step 1: Use micro habits to beat procrastination and weakness.**

Micro habits are the best way to get started and keep momentum in achieving a big goal. Whether it's landing a new career, losing weight, getting in shape or overcoming a bad habit, micro habits are the key. Willpower is overrated and in limited supply.

“A micro-habit is much like it sounds: it's a small, simple action that doesn't require much motivation, but will help you build up to a larger goal habit,” says Dan Albright.

For example, when it's time to exercise, you should set a goal to simply change into your workout clothes and stretch for a few minutes. That's it. So simple. Procrastination is no longer a threat because the pressure of facing a long difficult workout is no longer there. All you're committing to is getting dressed and stretching a little. Of course, dressing for a workout won't make you fit, but it will build up psychological momentum. Your mind will realize that you might as well keep going now that you've started. After stretching, the first exercise I do is one I enjoy and am good at — the momentum builds further. I save my hardest exercises until I'm well into the workout and it's now a waste of my time to stop — after all, I'm already sweating. I get up to workout every day at 6 a.m. Many days I get up planning to stop after stretching, but I almost always keep going into my workout. As humans, we like to go with the flow, simply letting momentum carry us. It's harder to stop doing something than to start. Use micro habits to get moving in the right direction so you beat procrastination and achieve your dreams.

## Step 2: Visualize future results now.



Humans hate delayed gratification. It runs counter to our survival instinct. Natural decision making weighs “the present” over future happiness because the future may never arrive if we don’t take care of the present. That’s why giving up present comfort and short-term security (a cupcake, sleeping in, a cigarette) for a better future (weight loss, morning workout, overcoming addiction) is so hard. Beat this human instinct for the short term by seeing and feeling your better future now. When I lift weights, I don’t see a 5 foot 11 inch skinny guy in the mirror. I visualize myself as a strong warrior and feel bulging muscles contract as I workout. I’m not working out for future gratification. I’m working out to maintain this vision of myself that is satisfying and energizing right now.

Benjamin Hadfield, a podcast guest from the publishing industry, shared how he used a similar technique to accomplish his long term goal of buying a new Mustang coup. He test drove it six months in advance of the purchase while he was sacrificing and saving up the money. When asked why he did this when the purchase was so far

into the future, he said, “When I set a goal, I go touch it and feel it. I want to know what it feels like so I know what I’m working for. Anything less than



that is just a wish and a hope. I do that with everything.” Be sure to spend time “touching and feeling” your dream job each day. If you want to become a Marketing Director, you must read what Marketing Directors read. You must go to the places where Marketing Directors go. You must talk to the people that Marketing Directors talk to. You must create the things (through volunteer work) that Marketing Directors create.

I once questioned why professional athletes and elite military warriors are so into visualization. The answer? Our brains naturally ignore 99 percent of what we see. Our brains send us doubts and worries as part of the survival instinct. There’s just too much to consciously process everything around us so the brain naturally filters out all but the essential needed for self-preservation. Only what the subconscious believes is really important gets through the filter. You must tell your subconscious what is important, who you are and what you are capable of achieving to direct the brain’s attention, priorities and conscious thinking. You do this through visualizing and feeling the end results you most desire as if it were reality today.

Successful author and motivational expert Brian Tracy said, “If your emotion is intense enough and your visual image is clear enough, you will achieve it. Like nature,

the power of visualization is neutral. Like a two-edged sword, it can cut in either direction. It can either make you a success or make you a failure. Visualization brings you whatever you vividly and intensely imagine, whether good or bad.” Stay motivated by seeing and feeling the success of your goal today. Don’t rely on willpower alone to keep going when you can be fueled by the results right now.

The following podcast excerpt contains advice from Andy Fujimoto, AmeriBen IEC President. He tells the story of early troubles that could have prevented the amazing success he later achieved. It illustrates how to get through tough times (that you will surely face during your job search).

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## Real world example

**Ben Davidson (Host):** For those who aren’t familiar with AmeriBen, can you tell us a little bit about what your work?

**Andy Fujimoto:** At AmeriBen we do three main things: We process medical insurance claims, we do human resource consulting, and we administer retirement plans. We’ve got in the organization currently



about four hundred and twenty people; three hundred and fifty of them are in Boise. We have offices in Phoenix and Salt Lake City as well. We've just got really good people, and so, as a consequence, I've seen the organization grow considerably since 1986 when I joined the company.

**Ben Davidson:** So, the next question is about challenges and obstacles. I know that you've faced some of those in your life; they teach us important lessons. So, please share a story about a challenge that you've overcome and what it taught you.

**Andy Fujimoto:** Ben, I think I've probably got more challenges than I've got successes, so it was interesting to reflect upon this particular question, 'cause there's so many that I could relate. But I'm going to relate one, that is business oriented.

In 1997 we and two other individuals thought it was a bright idea to buy the organization, in fact, where I work right now. We decided to buy it through an interesting transaction, in fact, we were a not-for-profit organization that was looking to go private, and so, it was like a chamber of commerce that was becoming privatized, if you will. We had members of the association, and so, what we decided to do was, rather than pay them for the business, we would extend to them credits for services, so that they wouldn't have to pay that way. We didn't have to come up with any money, so to speak, on day one. They would be able to get, if you will, free services depending on the length of time they were customers of ours and how much money they'd spend with us.

That was a great idea for about the first month and then first round of receivables came due. And what we quickly

found out, Ben, was that no money was coming in the door, and of course, we had all of the expenses. What we thought was that we would just go to the bank and we would get some financing. Well, the bank took a look at us, and as a service company, we processed medical insurance clients and we didn't have any collateral; so they weren't interested in loaning us any money. We were going out of business in a hurry, because we didn't have the inflow of any kind of cash, the credits were there and we actually at that time had a number of operational issues as well.

Those were some extremely, extremely dark times. I can remember coming home one day from work and my third eldest son... Steve. Steve is our more sensitive child. I came home from work and my wife said: "Steve asked an interesting question today after he came home from school". And I said, "Well, what was it that he asked?" And he said: "Mom, when are we going to meet the parents who are going to adopt us?" And my wife wrinkled her brow, and she kind of cranked her head and looked at Steve and said: "What? Steve, what are you saying?" And he said: "Well, when parents go bankrupt, don't the kids have to go live with adoptive parents because their parents can't take care of them anymore?" He had heard us talking about the financial issues of the company and he thought that he wouldn't be able to be in our family anymore. It just broke my heart.

I remember at that time saving all the credit card offers. You know you get the credit cards that say that you've been pre-approved for so many dollars? Because I thought: I may need to use those cards at some point in time, so I had a whole folder full of those. I remember leaving the office and I would just be dead tired. I'd get

there by seven in the morning; I'd have staff meetings, one-on-one for breakfast with individuals from six to seven; and then I'd leave the office at about six, six-thirty, go home and have dinner and then I'd finish off work until about eleven. And I can remember thinking if I looked back out of the review mirror of my car, I'd see this trail of blood that would just be coming out of me because I was hemorrhaging so bad. I mean, it just felt really, really bad.

But this was just something that I found; there are two things I'll pass along to you that saved me. One is, I would go home every day and I would ask myself if I did the very best that I could, even though there was so much more to do. I'd put my head on the pillow knowing that I did everything that I could that day, and I'd think to myself: "There's no more you could have done, and if that's all you could have done and you did it, then that's been a great day." So that's one of the things.

The other thing that I found is, I'd start feeling depressed and feeling sorry for myself. But I happened to volunteer for the Idaho Association for Commerce and Industry, IACI. They were at that time doing a program called Business Week. They'd bring in high school kids and do a business simulation with them. I was what was called a Company Advisor. Well, I saw these kids and I saw how life was meant to be lived. I saw them eating pizza at eleven o'clock at night, I saw them drinking not Diet Pepsi or diet soft drinks but they were drinking the real stuff. And I thought: "These people, they know how to enjoy life, and I need to sit back and I need to enjoy life, I need not to be wrapped up in all my sorrows. I need not have a pity party for myself because there are a lot of great things to live for." And so, as a consequence,

that put perspective around things in a way that I think I just got caught up in my own issues too much and once I saw I was able to lift my eyes to a greater vision, to see a greater timeline than what I was dealing with, now, all of a sudden, perspective was regained and I was able to do the things that I needed to do.

**Ben Davidson:** Thank you for sharing that. I have a feeling that perspective is something we're going to talk a lot about on this interview and I am excited to hear that. Tell us now about a good habit or daily ritual that brings you success.

**Andy Fujimoto:** I'm not by nature a person who visions very well, and I think about the phraseology of: "Where there is no vision, the people perish"; and I think about that as it relates to how organizations, or how many organizations perish because the organization doesn't have a vision. For me, I'm kind of a here-and-now and kind of an analytical person. I'm not that much of a conceptualizer of what the future should look like, and then, to be able to communicate that effectively.

So, often times what I'll do is I'll force myself into a different time. I say, "ok, Andy, you're going to go to the future; about five years from now, and you're going to envision what AmeriBen is going to look like twice as big as it is right now. And then you're going to go another five years, and you're going to envision what it's going to be like to be three times as large as you are right now. What kind of environment would there be? What would people say about what it's like to work in AmeriBen? What would our customers be saying about Ameriben? What would they say about Andy Fujimoto for that matter?

And I'll actually go through those different senses if you



will of how they would feel, what they would hear from my mouth, what they would say, for that matter; what they would be doing within the organization. What if they found a hundred dollar bill in the parking lot and no one else was in the parking lot? Would they bring that hundred dollar bill back in to the reception area to say “someone has lost this and I’m going to return it to them?” Would they not do that? Would they look around to see if anybody is looking and then slip it into their hand? What kind of place do I want them to work in?

Well, I will force myself to go into those particular modes. Sometimes I’ll do that while I’m exercising, I’ll think of those things and I’ll try to refresh, I’ll try to put things in perspective. I guess there’s that word again isn’t it? It put things into perspective for me. That visioning is so critical.

### **Step 3: Affirmations make your vision clear and ever present when willpower runs out.**

Some people get uncomfortable when they hear the word “affirmation.” The word has nothing to do with Eastern religion or Himalayan monks deep in meditation. The word is, however, common to successful CEOs, athletes and warriors trained for peak performance.

Andrew Warner, the successful podcast host of Mixergy, tells the story of how he used affirmations to beat the voices of doubt that kept him from achieving an early goal of setting up a successful membership site for his business. He developed a short mantra, “200” representing his goal to achieve 200 website members, regardless of how many members others had or expected him to achieve. He even created a micro habit to recite this mantra repeatedly before allowing himself to engage

in activities that might distract him from working on the site. He wore a bead necklace so the micro habit became the repeating of his mantra once while touching each bead on the necklace. He did this while standing in line at the store, when tempted to surf the web or any other time he was tempted to procrastinate or doubt himself. He said, “I didn’t just mentally say ‘200,’ I let my body feel how good it could be to hit 200. How achievable that is. How exciting it is.” Andrew achieved and vastly surpassed his goal. He is now one of the most well respected and successful professionals in the tech startup community.

Affirmations are similar to a mantra. With affirmations, you breathe deeply and slowly repeat messages that affirm your abilities, value and success as if your goal were already a reality. For Louis Sheppard, a podcast guest you read about in Chapter 4, this is one of the tools that transformed him from morbidly obese (350+ pounds) into a bodybuilder and fitness coach. He lives by the three “Fs” in life that motivate him to keep going and believe in himself — faith, fitness and finances. He regularly tells himself during a workout that the “Tis” effect will power him through. Tis is a friend who died young from the effects of obesity. The memory of his friend fueled Louis to lose 115 pounds in one year and regain his health.

To land your dream job, find a mantra or set of affirmations and repeat them daily. This will train your mind to act on opportunities, reject self-doubt, and stay focused on your goals in the face of fatigue, distraction, or frustration.

Please tell me how your job search is going by emailing me at [entrapov@gmail.com](mailto:entrapov@gmail.com).

In closing, let’s review the steps of account-based marketing to land your dream job:

- Identify the companies you desire.
- Identify decision makers using LinkedIn, Facebook, etc.
- Send decision makers and hiring managers connection requests.
- Conduct educational interviews with targeted managers.
- Give real value based upon what you learned they need. Do a “proof project” to help the manager accomplish their goals.
- Set up an externship with the title you want (director of marketing, vice president of operations, sales manager).
- Create a LinkedIn group or blog related to the industry.
- Post your proof-projects and best school work.

Continue using the worksheets, scripts, and resources to sell yourself to businesses the way they already make important purchasing decisions — like buying software or in your case, hiring new talent. As you do, you’re helping managers remove the “blindness” that prevent them from seeing your talents through the outdated model they use to hire.

When I say that anyone can be an industry expert and establish themselves as an authority in today’s social/digital world, I mean anyone, including:

- Recent college graduates tired of hearing, “You don’t have enough experience.”

- Older workers facing age discrimination in their job search.
- Professionals stuck in a job they hate, trying to change industries...without taking a pay cut.



You can do it! Every educational interview and proof-project gets you that much closer to landing your dream job. I'd love to hear how your job search is going. Please feel free to email me at [entrapov@gmail.com](mailto:entrapov@gmail.com).



# Appendix

Louis Sheppard Interview Transcript continued from Chapter 4:

(continued)...

**Ben Davidson:** We love a good story, so you've told us a little bit of your journey of losing about 115 pounds in a year, but take us there with you to a really hard challenge that you overcame during that period and tell us how you overcame it and what it felt like.

**Louis Sheppard:** Your faith, your fitness or your finances — those are the three mantras that I live by. I move on my faith and everything was about that. Once that got correct then I start thinking on my fitness. And yes, I weighed about 350 pounds ...sitting on the couch. Eating chips and having three bags of chips for myself, my son, and my wife.

Yeah, that could be kind of a problem. What we did when we decided to go in a healthy direction... I lost a friend of mine, he was 37 and he died of a heart attack. After that when I'd [imagine] seeing his casket, the only thing that I heard was "you're next." And I didn't want that to happen to me. So that's when we really said, "know something, let's really be serious about this, one good year." And you know anybody can do something for one good year even though a year might seem long but once you do it and once you get through it, it goes by really fast. I started in June 2013 and had my first bodybuilding show in November 2014, losing a hundred and twenty pounds and being on stage at 235. I mean that was a huge

accomplishment, but helping other individuals in that same mode... that's what I'm here to do today.

I really just want to help individuals in that same mode, not just with fitness goals. With business models... your business model should almost look like your training model. You gotta do things every single day to help you lose that weight. It's just the same with business. You have to do things every single day...meeting with people, meeting new people, getting on a phone call and talking to individuals on a regular basis, trying to set appointments. And if you look at it, setting appointments for your business is the same as your training. These are little goals that you have to do every single day to accomplish the big one for the entire year.

So, that's how you really have to move forward and really tackle life. If you really keep it simple, instead of trying to tackle the big projects. In losing weight, first it was a 7-day beginner plan. The 7-day beginner plan turned into two weeks. Then from there we did a 12-week program. From there we did another 12-week program. We didn't think about it as a whole year. We broke it down into sections. That's how you are going to look at your business or even networking. Break it down into small sections, don't try to tackle everything all at once.

The hard part was probably getting started. Because I think everyone who tries to lose weight, they always get stopped because of something out of their control. You have to really start thinking about, "I'm not gonna let anything get in my way." People say, "I don't have enough time, I don't have enough time," I know we all say this... oh, I don't have enough time to do this. But once you figure out why, your "Why" has to be bigger than yourself. Then you can accomplish anything that's out there.

I give you an example. My “Why” — -it wasn’t really about the family and the kids. It was really a selfish thing. I said, “I wanna stay alive because I’ve just seen a friend of mine pass away from a heart attack and he’s younger than me.” So my whole thought pattern was “I just want to stay alive.”

You gotta remember I’m a guy that lived on McDonalds. I was a McDonalds baby ever since I came out from the womb and all I knew was McDonalds. And now you’re telling me to don’t eat it anymore because it’s no good for you. Because you are trying to live a healthy lifestyle. So every day was a challenge for me just to stay on a meal plan. The weekends were even worse because Monday to Friday, you’re working so you got the lunch you brought a bag. But it’s the weekend you’re just sitting there like, “Wait, I’m not at work, I’m not doing anything, what can I eat?” And then you have to force yourself to stay on your meal plan. You know how many cookouts there are through the summer? How many birthdays? There are a lot of those things. I had to either not go or make sure I brought my meal with me. And that is really, really tough cause everybody’s eating barbecue and you’re eating chicken, green beans, and brown rice.

**Ben Davidson:** Yeah, very tough. Tell us about how you were inspired by your friend Tis who passed away. And how you see him hovering over you at the gym.

**Louis Sheppard:** His name is Tennyson Dennis Chain and we called him Tis. A lot of times when I was working out, I knew I was doing it [for him]. He should be alive today, but I’m not gonna let his death be in vain. Something positive has to come from his death. I believed. Once I got on stage [after losing 100+ pounds], I was in tears because I said... “Tennyson, I did it,” and it wasn’t just my energy,

it was his energy as well. Because I didn't just want his death to go to waste. Bodybuilding.com did a nice video and story about my journey. But before it went public, I wanted to make sure his family had seen it first. They gave me the go-ahead to show his family and I called his sisters, his brother, his mother...they were all in tears. You know, they realized his death just didn't go to waste, at least something positive came out of it.

**Ben Davidson:** Yeah...yeah, I love that. We're emotional beings no matter how we try to tell each other we're logical, we're really not. I think that there's so much power in having him there with you in the gym to keep you going. Alright, let's go to the other side of the spectrum and tell us about a success story you've had.

**Louis Sheppard:** The best success story was just recently being on that stage at the Idaho Cup [bodybuilding competition]. There is no better feeling. Now I go to the gym and try to encourage people to do a bodybuilding show. It's not for a vain purpose, but for the purpose of doing something that's out of your comfort zone. That's what that was about and just being on stage knowing that you put all this time and effort and worked this hard just to say "Tennyson, I accomplished this." It's unbelievable.

I knew I had confidence before, but now, it's on another level. Because I know losing weight is probably the hardest thing in the world and I did it. Now I'm starting a business because my confidence level is that much greater. Because if I can do that, I think I can do anything. It wasn't the vanity for me, it was just: I accomplished this, and I'm on stage, I'm crying...I got two standing ovations for it. One of my friends came up to me at the end. He said, "Louis, I've been going to shows like this for half my life and I've never seen anybody get a standing ovation



and you got two of them.” So it wasn’t just about looking good on stage, it was about changing your life and whose life can you change by doing what you do.

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