



When you uncover leads, you can get in the door first. It only stands to reason that the earlier you can find out about a job possibility the greater the advantage you will have.



12 Make sure you uncover leads

You can uncover leads to emerging jobs before they are released.

Every day, events occur in tens of thousands of firms that lead decision makers to begin the process of privately looking for new people. These events are often reported in local and national publications, newsletters and online.

They are essentially signals of emerging jobs... and that hiring will soon follow. What kinds of news events signal emerging jobs?

- An employer receiving new capital
- A firm kicking off a new product
- Executive appointments
- Word of new local business operations
- New contracts being awarded
- Planned relocations
- Major licensing agreements
- Announcements of growth expectations
- Announcements of record sales & profits

For companies undergoing transitions, chances are they will need to attract good people to handle problems or capitalize on their opportunities.

Their activities won't be limited to one or two functions. They can be expected to need people in all categories: sales, marketing, finance, etc. What's more, these situations will generally be much less competitive than published openings.

Ripple effect thinking

When you read about a company that is giving out signals that they may be hiring at an above-average rate, don't stop at the obvious implications. Use what we refer to as "ripple effect thinking." This is simply taking the time to think about changes that may be occurring in the company up and down the line and across many functions.

You may also get some good ideas about using information to find opportunities with a company's suppliers, customers and even their competitors. Consider the following example.

An obvious "emerging" opportunity

You read that a firm is starting a new division to sell a revolutionary cell phone... one that can compete with the iPhone and the Blackberry. The obvious implications are that this company could very well need people in marketing and sales. Since it's a new division, you might also expect that there will be some need for finance people as well.

If you're a design engineer, you might also project a need for that capability to support the design effort. Those possibilities would be real enough, but now let's use "ripple effect thinking" to see if we can infer some other needs. If you're an industrial engineer with knowledge in this product area, you know this concept will concern competitors. You might contact them to help in the new product area.

Or, you may be someone who is experienced in dealing with regulatory authorities. You recognize that the potential customers for this product will have to deal with the FCC to gain product approval. Consequently, this firm might need someone like you.

Don't ignore firms with problems

Reorganizations involve shifts in executive ranks. They spell opportunity for those at the next lower level, and changes ripple through the organization down the line. Problems often imply one of two things: managers haven't been performing well, or the company needs new capabilities to survive and grow. Organizations with problems often need help from the following:

- Marketing people who can identify new markets and find new applications for existing products.
- Sales people who can help increase revenues.
- Applications engineers who can design new products... and applications for existing ones.
- Operations and manufacturing people who can find more cost-efficient ways to produce goods and reduce overhead.
- Skilled negotiators who can win more favorable terms with labor, suppliers and customers.
- Financial staff who can cut costs or raise more capital to make further expansion possible.
- Real estate and financial people who can redeploy assets or dispose of unwanted facilities.
- CEOs, COOs and GMs who can take responsibility for plant closings, consolidations and streamlinings.
- CEOs and COOs who can supply new leadership.
- HR executives who can help find all these people.

A successful letter to a lead... an emerging opportunity

Dear Mr. Cavanaugh:

Today's *New York Times* indicated you are looking to acquire firms that are sound in concept, but are losing money in the current economy.

Although not a "miracle worker," I have 20 years of solid experience in growing small companies and larger industry leaders. I have consistently applied sound strategies to turn around profitability and revitalize sales.

Most recently, in my position as Vice President of Marketing for *KLX Software* in Seattle, I rebuilt a direct sales force, expanded distribution channels, and developed and launched new products. As a result, I improved market share by 20%, and increased sales by \$40 million in the first year.

In a previous position at *Decision Dynamics, Inc.*, I revamped a poorly designed marketing plan to increase sales. In the first year I achieved \$2.5 million in new orders alone.

My success in achieving bottom line results stems from putting in place assertive, yet practical, action plans.

Confident that I have the experience and personal dynamics to move struggling companies to growth and profitability, I would appreciate the opportunity to meet with you to discuss how my background could meet the needs of companies in which you have an important financial stake.

I look forward to speaking with you soon. My biography is attached.

Sincerely,

Marty Paulson

Martin Paulson

For writing brief memos or emails, linking to your personal marketing website, or attached to your resume—in response to a news event

In a recent article, Arthur Levine made it plain that North Central is a progressive bank that prides itself on attracting results-oriented people. I believe the attached resume will show that I fit that description.

Congratulations on your appointment as VP of Sales! A brief review of the attached resume will indicate a few reasons why I think I can be of help.

The article in the Dallas News was fascinating. I thrive on challenges involving cost control. Also, as the attached resume illustrates, I handled several turn-arounds that are similar to your situation.

Today's news indicated that you're expanding in Georgia. Maybe I can help. As you can see from the attached, I've had five years of solid experience in plant operations. I've also been through start-ups, and they inspire me. I will call your secretary to see if there is a good time to teleconference.

*If getting results is the main qualification for the job you described in *The New York Times*, the attached resume will indicate that I have consistently demonstrated that ability. I am confident that I can contribute immediately in the position described.*

Enthusiasm is an important quality that can be hard to describe. However, it is a quality that I bring to meet the challenges you mentioned. I would like to have the opportunity to tell you how my energy, plus years of experience in your field, can be a winning combination for you.

I have been inspired by the leadership repeatedly demonstrated by your company, and would like to put my own interest and knowledge to use for the firm. My background and my interest are strong. May I hear from you?

The challenges you described are ideally matched to the skills I have developed. On top of that, I can bring you the benefits of years of experience and accomplishment in the industry.

My background is a perfect match for the qualities you are looking for to manage the new division. My resume will support this, and I am very much interested in your company.

Your company was recommended to me by a friend who saw today's article in the Chicago Tribune. May we have a brief talk?

I am seeking a more challenging position. Because your firm has an excellent reputation, a friend in marketing suggested I contact you.

Congratulations on the design breakthrough of the P400. That is the reason for my brief note. The attached resume will tell you about my track record in successfully opening markets for three different companies. I can do it for you too!

Congratulations on your promotion to President. Perhaps you could use a strong financial assistant with five years experience.

NOTE: Any of these should end with a comment that indicates when you will follow up. For example, "I will call next Tuesday to see when something convenient can be arranged."

How some people got jobs through leads

- A product manager read that a European firm had bought a local firm. He wrote to express interest. Twelve weeks later, he was VP-Marketing, U.S.A.
- A project manager read that a major investment was being made near his home. He contacted the CEO and in one month was offered a senior position.
- An administrator of a major hospital, with 15 years in her field, read about a medical equipment firm. She soon started in an executive position with 20 percent higher income.
- A former actor ran a campaign that produced a half dozen offers for executive positions with major PR firms. All were initiated through spot opportunities.
- A sales executive achieved his objective of running U.S. marketing for a Korean consumer goods manufacturer. It all came about from an article in a trade magazine.
- An educator for more than 20 years joined the staff of a division of General Electric in a senior training capacity. The contact resulted from a response to an article about GE that appeared in Fortune Magazine.
- A former professional athlete, associated with the Cleveland Browns NFL football franchise, had developed a successful career in business-to-business sales. Using the Ohio newspaper media and taking advantage of national business magazines about firms making news in Ohio, he sent short comments on his "quick response" resume to hundreds of firms over a ten week period. More than a dozen situations were pursued and several matured into offers.

How some people got jobs through leads



"I saw that a group of CPAs had formed a new firm here in Kansas City, which was near my home. Less than three weeks after contacting them, I started my new job in accounting."



"I read that a troubled manufacturer was divesting a division to raise cash. I called the new president. Four weeks later, I became CFO."



"My previous job was as a GM. I read that an investment was being made in our area. I got through after three attempts to the CEO and in one month was offered a position."



"I wanted to work in the sports marketing field and saw a lead about a partnership investment of a top basketball player. It took me a number of calls, but now I'm where I wanted to be."



"I had felt that age would be a big problem. With a good story and materials, I had all the interviews I needed from leads."



"As a former CFO I knew I could help companies in trouble. So, getting leads was my primary focus. I live in Central Florida and developed several offers approaching 200K."



"I had been in customer service and wanted a chance in sales. When a nearby firm was acquired, I sent a letter to the top sales executive at the acquiring firm. Several weeks later, I had the job I wanted."



"I had been in my own legal practice for 25 years. I saw that an auto firm was investing in our area of Alabama. I got an interview with the General Counsel who brought me in as their legal liaison with headquarters."



"I was an administrator of a university hospital. One of your leads was about a hospital supplier and I soon started in a position with 20% higher income."




"I wanted to get into consulting, but did not feel it was possible because of my age. When I saw that a new office of a prestige firm was being established, I got my opportunity."

Only 1% of all job seekers go after emerging jobs. When you act on a lead from an "event," you can be first in the door!

"If you think you can, you can. And if you think you can't, you're right."
—Mary Kay Ash

"Every man is the architect of his own fortune."
—Sallust

"In the long run, we shape our lives. And the choices we make are ultimately our own responsibility."
—Eleanor Roosevelt



#12 RECAP
Uncover leads to emerging jobs

Every day, events occur in thousands of firms that lead executives to start the process of looking for new people.

Using "leads" to find emerging jobs is not widely understood... but it is a highly effective way to find and compete for unpublished jobs.

Quick action steps for leads to emerging jobs

Through JMAC we stream daily leads via email to our clients. They are all sorted and selected according to personal preferences for industries and locations. But, on your own be sure to read relevant business journals. You can also research sites where you can access news from employers by state and industry. Select the business news most helpful and follow our principles.