

Inside Secrets of


SUCCESSFUL

REINVENTION

RÉSUMÉS

eBook + Audio + Workbook

In this kit we're going to talk about the tools you'll need to launch your career reinvention. They'll help you introduce yourself to a contact, tell prospective employers in your target career what you're about, pique the interest of a hiring manager or potential client, and respond quickly to an interesting job listing or business prospect. Preparing your reinvention tools ensures that you're able to quickly follow up on every opportunity that comes your way.

This eKit contains worksheets designed to take you step-by-step through the process of preparing your tools. Whenever you see  **Worksheet**, check the end of this document for the corresponding exercise.

Ready? Let's dive right in....

THE TOOLS:

There are three main tools you'll use to reinvent your career:

1. A résumé or bio
2. A cover letter
3. A 30 second elevator pitch

Let's start with the résumé.

REINVENTION TOOL #1: YOUR REINVENTION RÉSUMÉ

What's the point of a résumé? If you think its function is to document your job history to potential employers (the most common response), you're wrong! A résumé is a marketing tool whose sole purpose is to compel a hiring manager to call you in for an interview. This is such an important message, we will repeat it: **A résumé is a marketing tool!** It is not an exhaustive list of every position you've held since grade school, nor is it simply an outline of the job functions you've performed. Like the best advertisements, your résumé should tell a compelling story that moves your target employer to take action.

If you're considering an entrepreneurial venture, you will rely on a bio more than a résumé. A bio is a short (two to three paragraphs, max), narrative version of your background. It too is a marketing tool that you'll use to highlight your most relevant and interesting experience. The principles used in crafting a good reinvention résumé also apply for the bio, so we will refer to 'résumé' as shorthand for both.

WHAT DOES A REINVENTION RÉSUMÉ DO?

If a regular résumé is meant to market you to potential employers, how is a reinvention résumé different? It goes beyond the typical marketing contained in standard résumés in one very important way: it gathers the content of your background and reworks it to appeal to a new target audience.

Crafting a great reinvention résumé requires more translation work. Imagine that you're planning to move to a foreign country. In order to make a seamless transition, you would first learn the language. You'd also want to familiarize yourself with its local customs, unearth its unwritten cultural expectations for behavior, and learn how to best navigate its systems. That same process applies to transitioning to the new land of your future career!

You need to make that shift to make yourself understood to your target employer or potential client in your new industry, and you must do so in a way that is completely obvious to them. See what one business owner on Amazon had to say:

As an employer, I want to know what a candidate will do to bring profit to my business and peace of mind to me. It's that simple. I don't want to infer or guess.

There you have it. Your reinvention résumé must demonstrate you have the ability and experience to bring profit to the business and peace of mind to the person hiring you, despite the fact that you're switching jobs or industries.

Don't get worried if you're not in a traditional 'profit generating' role like sales. All roles within the company are somehow related to generating profit, either by bringing in new revenues or reducing expenses. If you create content (i.e., writer or producer) or engineer and build products, you generate the materials that are sold by the company. If you're in marketing, you attract the customers who spend money. If you're in customer service, you

keep the customers happy so they spend money. If you're in operations, you make sure the company runs smoothly so it can deliver products to its customers. If you're in finance, you make sure the company has enough funds to go about the business of serving its customers. And so on....

When reinventing your career, you're asking a potential employer or client to take a chance on you, an unknown quantity with a different background than they're used to seeing. To do so effectively, your résumé will have to clearly draw the connection between your experience and your ability to deliver what your target employer needs. If you don't, you can be sure it will end up in the 'circular' file—in other words, the trash can.

It Starts With Telling Them A Story...


Your reinvention story is like a Hollywood movie pitch—it is designed to appeal to your target hiring manager or potential client and compel them to take a meeting and greenlight you for the new job!

Your reinvention story must satisfy three criteria:

1. Your story must have a purpose. This purpose is to make you attractive to your target market and inspire them to take action.
2. It must contain a next step. This, from a reinvention perspective, means including a call-to-action that compels your target to move to the next stage in the process.

3. It answers the question “Why do we care?” Your story must be relevant and interesting to your target market which means you’ll need to include appealing results or accomplishments or use other tactics (i.e. personal referral from a mutual contact).

Some tips for gathering the raw data for your story:

Tip #1 Identify what your target market wants. This is a critical step that many people miss because they’re focused on getting what they want. But for your story to be compelling enough to have someone hire you, your primary concern must be to satisfy THEIR needs, not yours. At the beginning of the process, take a moment to identify what your target industry needs to do to create and serve the customers who keep them in business. You can also think of ways that you can help them take advantage of new opportunities or combat challenges facing the industry.  **Worksheet 1**

Tip #2 Identify the point of your story – why you’re telling it. What result do you hope to gain? Make sure that this result reflects the industry goals that you identified in Worksheet 1.

Tip #3 Identify your hook. What are the key things, or experiences, that will cause someone in your target industry to be interested in you? The more unique the experience or accomplishment (e.g. being a nationally ranked rock climber if you’re switching to the outdoor industry), the better.

In addition to being delivered in a written format (résumé, bios, cover letters, etc), your reinvention story will also be told verbally. You'll give a shortened version of it as your elevator pitch and you'll use it when interviewing. Keep ideas for your story in the back of your mind as you use the following strategies to build your reinvention résumé. Once you've analyzed your experience and accomplishments and matched them to the goals of your target industry for your résumé, you'll be able to more easily craft your story.

REINVENTION RÉSUMÉ STRATEGY #1: Identify the skills and talents needed in your target career.

The first step in creating a reinvention résumé is to know what types of skills employers are looking for in the kind of job (or industry) you seek. With this knowledge, you can then identify which of your existing skills and talents to highlight. This will make for a much more compelling marketing document—a.k.a. résumé!—that will attract your potential employer's interest. Identifying what skills and talents your target employer seeks is crucial; without it, your materials will be unfocused and won't make a convincing case as to why the hiring manager should take a chance and bring you in for an interview.

Use your target career as your guide to crafting a reinvention résumé. (Don't worry that you're somehow limiting yourself to one particular path; you'll need to hone your ability to pull out the best of your background, regardless of the gigs you seek. That skill is developed through practice.) You'll gather specific data about your new field including the types of skills and talents needed in your new role, what yardsticks they'll use to measure success in the position, and the minimum qualifications you must have in order to make the first cut. And you'll need to describe it all using the language of your new industry.

So how do you do that? You can (and should) talk to people in your target industry. An even easier first step is to look at online job postings that pique your interest and analyze them for clues as to how to shape your reinvention résumé.

As a case study, let's suppose that you're currently an assistant on a trading desk on Wall Street but your dream is to get into event planning. Although your formal job description is administrative in nature, part of your informal responsibility involves planning parties for the traders. You're ready to make a switch and, while surfing online, you find this posting on the popular job posting website Monster.com:

Location: Big City, USA	Status: Full Time
Job Category: Arts, Entertainment, & Media	Relevant Work Experience: 3+ to 5 Years
Career Level: Manager	Education Level: B. A. degree

ACCOUNT EXECUTIVE/EVENT PRODUCER. Position is responsible for planning, organizing, and executing corporate, promotional and public events. Projects vary in scope and range, regional to global. A background in event planning, logistics, on-site execution, and vendor negotiations, is required for this position, along with a keen sense of leadership, team spirit and the ability to interact with staff and senior clients, and manage expectations. Must have excellent communication skills. Ability to contribute to creative brainstorming, manage researching projects, and writing effective proposals. Candidates should be an out-of-the box thinker with a proven track record in managing and executing events, troubleshooting on site challenges and customer satisfaction. Minimum three years experience, college degree required.

So what experience is this employer looking for; in other words, what skills and talents must you demonstrate having through your résumé? To analyze, you pull these out of the posting:

- *Proven track record in managing and executing events, including trouble shooting on-site challenges and customer satisfaction*
- *Logistics, on-site execution, and vendor negotiations*
- *Leadership and team spirit, and the ability to manage expectations*
- *Communication skills, brainstorming, researching projects & writing proposals*

You now have a roadmap for what skills and talents are required for this position, so you're ready for the next step—doing it for yourself! Find a few job postings in your desired industry (you can also speak to networking contacts for information), and list the skills, experience and qualities sought by your target market. ➡ **Worksheet 2**

REINVENTION RÉSUMÉ STRATEGY #2: Translate your experience.

After you've identified what skills and talents you'll need in your target career, you must design a résumé that translates your background so that it makes sense to your potential employer. Don't make the mistake of thinking that 'they'll figure it out'; most employers don't spend more than ten seconds reviewing a candidate's materials. If it's not immediately clear how your background is relevant to the job, your résumé is headed for the trash!

To do an effective translation, you must understand the three types of job skills requested by employers:

- i. Adaptive (personality traits like detail oriented or enthusiastic)
- ii. Transferable (skills used in a wide variety of jobs like managing people or budgets, writing, negotiating, public speaking)
- iii. Job-specific (skills needed to perform a particular job such as cooking for a chef, flying a plane for a pilot, or woodworking for a carpenter)

Any job posting will usually contain a mix of these three types. Let's take another look at the skills requested in the event manager posting and analyze them from this perspective:


- *Proven track record in managing and executing events, including trouble shooting on-site challenges and customer satisfaction* [Job-specific—for an event planner role, they want event planning skills]
- *Logistics, on-site execution, and vendor negotiations* [Transferable—these are skills that are used in a wide variety of roles]
- *Leadership and team spirit, and the ability to manage expectations* [Adaptive—these are personality traits]
- *Communication skills, brainstorming, researching projects & writing proposals* [Transferable—these are skills used in a wide variety of roles]


So how do you translate your experience? Begin by pulling things from your previous work experience that demonstrate your proficiency in those particular skills and talents. Identify what you have to offer your target industry; what makes you unique—what is your mix of accomplishments, skills, experience and attitude? Using the three types of job skills as your guide, you'll want to identify what you have to offer that helps those in your target career do what they need to do.

Try not to rely solely upon adaptive skills; this will weaken your pitch. Aim for at least two to three specific examples of transferable or job-specific skills; if you can do this, you'll have a much stronger case. As an example, let's go back to our aspiring event planner. Her translation might look something like this:

- **Proven track record in managing and executing events, including trouble shooting on-site challenges and customer satisfaction**
 1. *Planned 2011 holiday party for derivatives department of ABC Run Investments; attended by over 200 traders plus spouses*
 2. *Planned Golden Apple annual awards dinner for ABC Run Investments. Sit-down dinner at top hotel for 500 attendees, plus keynote speaker, live entertainment, and dancing*
 3. *Planned annual “Top-Traders” meetings in 2009, 20010 & 2011; locations include London, Hong Kong, and Cancun*

- **Logistics, on-site execution, and vendor negotiations**
 1. *For Golden Apple Awards dinner, negotiated with all vendors including Ritz-Carlton hotel, speakers bureau & entertainment reps, promotional companies for giveaways and trader awards, etc.*
 2. *Oversaw on-site execution and logistics for trading desk move, including delivery and installation of technology and furniture within a 48-hour window.*
 3. *Coordinated all logistics for “Top Traders” meetings including travel, hotel accommodations, entertainment schedule and conference schedule.*

In these examples, our aspiring event planner has pulled out experiences from her background that highlight her job-specific and transferable skills. You’ll make a similar list for each skill set you’ve identified in your target job.  **Worksheet 3**

A few of your work examples may be applicable to more than one area, but make sure that you show a variety of different experiences and identify the transferable skills illustrated by them. Looking at your experiences from this perspective can help you realize that there are more correlations between your background and your target industry than you might have initially thought.  **Worksheet 4**

After doing these analyses, if you find that you have just one or two examples for each requested skill set or you don't have a strong set of transferable skills, it may be an indication that you need to get more experience in your target industry. In this case, plan to do a few more projects or volunteer on the side to bolster your background.

 **Worksheet 5**

REINVENTION RÉSUMÉ STRATEGY #3: Focus on skills, not functions.

Many times you will not have directly transferable work experience for every aspect of your target career. Still, it's crucial that you demonstrate your value to potential employers, thereby enhancing your ability to transition from one industry to another. The way to do this would be to focus on the skills you used in your previous roles, rather than your job functions. Focusing on your skills will strengthen your marketability and show potential employers that you possess valuable talents will help them achieve their business goals.

What does this really mean? Instead of just filling your résumé with a list of job responsibilities; emphasize the skills you used to perform those functions. To clarify, let's go back to our would-be event planner. Prior to using this reinvention résumé strategy, her job might have been listed in this way:

Executive Assistant, ABC Run Investments


- *Prepared travel arrangements and planned department events*
- *Took minutes in senior staff meetings*
- *Composed formal business letters*
- *Liaison between CEO and Clients*
- *Assisted sales staff*

But we know that for her target event planning job, it's important that she demonstrate skills such as communication proficiency, brainstorming, researching projects & writing proposals, and qualities such as leadership, team spirit, and the ability to manage expectations.

Here's how she could rewrite her job description in a way goes beyond a job function list and highlights the skills and qualities she has to offer:

Executive Assistant, ABC Run Investments

Key liaison for executive office. Primary point of communication for all matters concerning the executive office including interacting with senior executives, key clients, investors and press. Attended all senior team meetings; responsible for researching and writing all communications from the executive office including correspondence, meeting minutes, and sales proposals. Oversaw all event planning for the executive office including holiday parties, annual awards dinner, client appreciation outings and sales conferences. Responsible for brainstorming event themes, handling vendor relationships, soliciting and integrating individual departmental needs into the overall event plan and managing event budgets.

The key difference is that her job functions are now framed within the context of the skills needed to handle those functions, such as communicating, researching, writing, and brainstorming. The second description is much more likely to get a callback for an interview. You'll want to review your list of your translatable skills and decide which ones you plan to use to describe your experience. Incorporate these into the narrative descriptions of your jobs.  **Worksheet 6**

REINVENTION RÉSUMÉ STRATEGY #4: Draw a ‘picture’ of yourself as a candidate.

In creative writing classes, the instructor will often say: ‘Show, don’t tell.’ This piece of wisdom is just as useful when creating a reinvention résumé. As a marketing document, your résumé needs to quickly and clearly to show that you’re an exciting candidate. This is done through the effective use of a ‘Summary of Qualifications’ or a ‘Candidate Profile.’

Most people use this space to rehash their job functions (i.e. salesperson with 10 years’ experience). But the more effective use of this section would be to devote it to describing your most attractive qualities, skills and talents as a candidate in a way that’s supported by both your job functions and work accomplishments.

This section can (and should!) be tailored for the type of job or industry you’re targeting. For example, if you’re a business development person who has overseen both marketing and sales functions, you can skew your list for one or the other depending upon the needs of your target employer.

To illustrate this point, let’s compare the before-and-after Candidate Profile bullets of an international business development person:

Before:

- Media professional with 15 years' experience.

After:

- Seasoned executive with extensive experience in launching and building major media brands overseas.

Before:

- Business development sales person for entertainment properties.

After:

- Savvy relationship manager with a network of top-level decision makers in “blue chip” media companies.
- Accomplished, creative deal negotiator who has achieved profitable agreements in competitive markets.

Before:

- Manage staff of five and department budget.

After:

- Highly energetic and effective team leader with staff management and P/L responsibility.

The main difference between the before and after examples is the use of descriptive, qualitative words. Terms such as ‘energetic’, ‘savvy’, and ‘seasoned’ create a visual picture of the candidate that is attractive, appealing and is sure to motivate a prospective employer to take a deeper look at the candidate’s résumé. Brainstorm statements that you can put to use in your Summary of Qualifications. Make sure to use exciting, active words that create a “picture” of you as a candidate. ➤ **Worksheet 7**

REINVENTION RÉSUMÉ STRATEGY #5: Show a pattern of success through your accomplishments.

In order to make a successful transition to a new career, it is critical that you show a pattern of success in your former field. Demonstrating those accomplishments, along with the qualities that helped you achieve them, will go a long way towards convincing your target employer that you'll be able to replicate your success in their company. This increases your chances of getting a callback!

It can be tough, though to come up with identifiable accomplishments. Using the acronym "P.A.R." will help you with this task:

- **'P': Stands for 'problem'.** This is where you identify the problem, or the opportunity or the challenge of the position. By pinpointing the problem (or opportunity or challenge), you can then define 'A'.
- **'A': The 'action'** you took to solve to problem or challenge, or maximize the opportunity in front of you. Once you've identified the actions you took, you can then summarize 'R'.
- **'R': The 'result'.** Your results say exactly what you accomplished in response to the problem, opportunity or challenge. These results become your accomplishment list.

Using this framework can help you come up with a list of successes. Once you've come up with your list, make sure that each accomplishment fulfills at least one of the following characteristics:

1. It should be **specific**:

'Developed a new fragrance for the 'tween market'

'Set up Brazilian subsidiary'

'Developed e-commerce platform for online store'

2. It should be **identifiable**:

'Sold into key accounts such as Intel, Dell, and Microsoft'

'Published articles on health and fitness in O Magazine, Yoga Journal and Shape'

'Drafted speeches on Social Security reform for President Clinton.'

3. It should be **quantifiable**:

'Raised \$1 million in new donor funds in 2011. '

'Reduced expenses by 20%, resulting in \$500k in annual savings.'

'Organized annual Christmas giving drive for three divisions.'

You should identify three to four accomplishments, from your most current position; however, if you've been at your job for less than a year, one or two is enough. For previous positions, two or three successes per role are sufficient. **✉ Worksheet 8**

Although we'll talk about visual layout later in this eBook, it bears mentioning now that when it comes listing your job history, you should use bullet points **ONLY** for your accomplishments. Many people waste the visual impact of bullets by using them for job duties; when you use bullets for your entire section, it's tough to quickly identify what's important ('handled mail' has the same visual presence as 'won Nobel Prize').

Use a narrative paragraph when describing your job functions and responsibilities (as you did in Worksheet 6), and save the bullet points for your job successes.

REINVENTION RÉSUMÉ STRATEGY #6: Do your homework.

This may seem like an obvious point, but in the rush to apply for an exciting opportunity it's one that's often overlooked. There is no surer way to the 'do not call' pile than to send out a résumé that hasn't been reworked to highlight the skills and talents sought by the employer!

To avoid that pitfall, it's critical that you do as much background research into your target career as possible. You'll need to understand the industry's trends, recognize its key players, grasp its new technologies, and know where the profit is made. You must also be aware of the specific details about the jobs you'd be qualified and willing to do.

Overwhelmed? Don't be. Here are some tactics for finding out this information:

1. Network with people within the industry: This is an excellent way to learn about the kinds of jobs that exist and how your skills and talents might fit. If you don't know anyone in your target industry, you can ask your friends for contacts, attend an industry conference, check your alumni network, or write to someone whom you've read about.
2. Look at industry trade publications: By reading the trades, you'll learn about industry developments, new projects, and insider gossip.

3. Read the Wall Street Journal: This newspaper is the best at reporting trends and other news that impact the world of business.
4. Check out PR Newswire: This is your resource for learning what companies have to say about themselves.
5. Surf the internet: Google key words for your target industry, check out blogs, and surf the websites of the top players in your target industry. This strategy can turn up lots of interesting details.
6. Review annual reports for top companies: You can access the annual reports and quarterly 10-Q filings for all publicly-traded companies, for free, through the U.S. Security and Exchange Commission's Edgar database (<http://sec.gov/edgar.shtml>).
7. Go through online job postings: Surf the job boards or the corporate sites for examples of the types of jobs you'd be interested in, and use those for background information.
8. Take a look at trade association websites: This is a great way to find out the key players in an industry (look at their member lists), as well as the current 'hot button' issues facing the industry.

The more knowledge you have about your target career, the easier it'll be to shape your résumé in a way that attracts the attention of potential employers.


REINVENTION RÉSUMÉ STRATEGY #7: Speak the language.

Every industry has its own language, and in order to effectively market yourself for your new gig you'll need to learn the "lingo." For example, overseas sales partners might be called 'sales agents' in one industry and 'licensees' in another.

Why is this important? If you don't translate your background into the language used by your potential employers, you run the risk of them missing your relevant experience. Using the previous example, you can't assume that your target employer understands that 'sales agents' are the same as 'licensees'. And if you think you'll explain that in the interview, think again: if your background isn't presented in their language, most likely they won't call you in.

Speaking the language starts with your résumé. Although your titles must remain true to what they were in your former positions, the language of the narrative paragraphs can be peppered with new terms (FYI, this strategy extends to cover letters as well.). Your target employer will understand that you do have relevant experience and—even more importantly-- see you as less of a risk because you 'speak the language', even if you don't have the traditional background.

So how do you learn the language? Even though there aren't any Berlitz tapes for different fields (there should be for some!), you can still find resources to tap into. You'll use these

resources to create your ‘Translation List’ of terms that you’ll use when describing your experience, whether in written form in your résumé and cover letter, or verbally while interviewing or giving your elevator pitch.  **Worksheet 9**

Start with the industry trades. They are often filled with jargon since their writers assume (correctly) that their readers belong to the same industry, so there’s no need to translate specialized terms.

Another strategy is to review your target job posting—are there terms that you’re unfamiliar with? If so, you can be sure that’s an example of insider language that you’ll need to know. If your particular job listing doesn’t include specialized language, check others posted on the websites of competitive companies in the same industry.


A third tactic would be to surf the industry websites and review their press releases, ‘About’ pages, and any division descriptions they might have. Trade organization websites and industry blogs are also a good source of lingo, again because they serve a specialized market. You might also consult your target company’s annual report; oftentimes when talking about their accomplishments for the past year, they’ll frame it in terms of their industry language.

So now you’ve got the lingo—but what does it mean? This is where you’ll need the services of a ‘translator’! Go to your contacts in the industry (if you don’t have them yet, network to meet a few) and ask them to decode the language. Take it one step further; when they’re

decoding the lingo for you, ask them to also help you translate your background into the new language. Going back to our example, if your current job is to manage your company's overseas sales agents, ask your contact to let you know what those agents are called in their industry. If the answer is licensees, weave that term into all your materials, and make sure that you refer to managing your 'overseas licensees' during your interviews.

REINVENTION RÉSUMÉ STRATEGY #8: Use volunteer work as “work.”

If your current job doesn't provide you with the opportunity to develop the skills you need for your target career, you may have to draw on skills developed through volunteerism or other unpaid work. To handle this situation, create an identifying section on your résumé called 'Volunteer' or 'Other Experience' (if you're an aspiring writer, this section might be called 'Articles and Publications'). Then record your relevant experience in the same way as you would a job, including a summary description of what you did and a list of accomplishments.

NOTE: You may include skills and talents developed through volunteerism and unpaid work in your Summary of Qualifications/Candidate Profile. Make sure you have some quantifiable achievements to back them up!  **Worksheet 10**

REINVENTION RÉSUMÉ QUICK TIPS

Here are a few tips to keep in mind when you are preparing your reinvention résumé.

Quick Tip #1: Maximize your visual real estate

Most people are so focused on getting all their information on the page that they discount the look-and-feel of the document. Although content is critical, do not underestimate the importance of aesthetics and organization.

Consider your résumé a form of real estate. If you improve your home's 'curb appeal'-- its look and feel-- you'll command a higher price! To increase your résumé's 'curb appeal,' try these tactics listed below.

Quick Tip #2: Use bullet points only for high-impact information.

Bullet points draw attention. Do not waste them on job duties, which are better presented in narrative paragraph form. Instead, use bullets for information you want to highlight such as the skills and talents listed in your candidate profile section, your work accomplishments, your education, and other unique things about you (i.e. languages spoken, computer proficiencies, awards won etc.). These are the details you want the hiring manager to notice.

Quick Tip #3: Use a readable font size

Many people use a smaller font to cram as much information as possible onto one page. This is counter-productive for two reasons. First, if your résumé looks too dense it may discourage prospective hiring managers from reading it. Second, your résumé may become illegible if faxed or copied multiple times.

Overall, it's best to use a 12-point font size, but in no case should you go smaller than 11-points. If doing so produces a résumé over two pages, then edit it down to just the most important highlights.

Quick Tip #4: Use lots of 'white space.'

People find documents with lots of white space – room on the page -- more visually attractive than those crowded with words, so use this strategy to your advantage. To see how others have improved their résumés, take a look at the examples in the 'Résumé Consult' section at the end.

Quick Tip #5: Create different format versions of your résumé.

It's crucial that your résumé be available in many formats. You may be asked to submit your résumé in HTML Notepad Text, as a plain-text e-mail; as a PDF file, a Word document, etc., so take time to prepare attractive versions of your résumé in each format.

Quick Tip #6: Seed your résumé with keywords.

In this era, résumés that are submitted electronically are often sorted by computer. Your materials will be scanned to see if they contain certain keywords; if not, you'll get an automatically generated "No thanks" letter. Those that pass the keyword test are subsequently forwarded to human eyes for review. This is another reason why it's important to take the time to customize your materials for each position; many of the keywords you need appear in the job listing. Computers also often favor action verbs; a quick Google search of the term "résumé keywords" will uncover a wealth of guidance and advice for you to use.

Quick Tip #7: Create targeted versions of your résumé.

If you find that you're pursuing several different career options, you'll need a different story for each. This is best done by creating targeted versions of your résumé.

✉ Worksheet 11

The targeting starts in the "Candidate Profile" section. Let's say you're pursuing positions in both marketing and sales; you'd want to create phrases that highlighted skills and talents relevant to each. Of course there may (and should) be some overlap in phrases; still, take care to craft different statements emphasizing essential skills unique to that particular job function.

To illustrate, let's go back to our international-business-development person from Strategy #4. Let's assume this candidate's previous roles also encompassed some marketing

functions, which s/he now wants to parlay into a senior marketing position. Here's how s/he might skew the candidate profile section to create a marketing focused 'story':

Original Profile with Business Development Focus:

- * *Seasoned executive who has built businesses from the ground up.*
- * *Objective and strategic evaluator with extensive experience in identifying, assessing and developing potential venture partners.*
- * *Plugged-in connector with access to network of top-level decision makers in "blue chip" media companies around the world.*
- * *Accomplished and creative negotiator who has achieved profitable agreements in competitive markets.*
- * *Energetic and effective team leader with staff management and P/L responsibility.*

New Marketing-Focused Profile:

- * *Seasoned executive with extensive experience in launching and building major media brands overseas.*
- * *Savvy relationship manager with a network of top-level decision makers in "blue chip" media companies.*
- * *Accomplished and creative marketer who has coordinated and implemented cross-platform campaigns globally.*
- * *Strong and successful performer with a proven record of profitable projects.*
- * *Energetic and effective team leader with staff management and P/L responsibility.*

As you can see, there are certain phrases which remain the same, such as 'seasoned executive' and 'accomplished and creative.' The difference comes in coupling these terms with the job-specific tasks relevant to the job being pursued (i.e. building businesses for the

bus dev role, launching brands for the marketing role). In other bullets, the job-specific piece has remained the same (network of top-level decision makers), but the descriptor has changed to fit the focus (plugged-in connector for the bus dev role vs. savvy relationship manager for the marketing role). And there are bullets (“energetic and effective team leader...”) that illustrate skills that apply to both types of jobs.

The next step in this exercise would be to select accomplishments that showcase the skills and talents highlighted in the candidate profile. Our business development candidate would include more marketing and branding-related successes in his/her marketing-focused résumé. For every bullet statement in your Candidate Profile section, make sure your résumé contains at least one accomplishment that strongly supports it!

By creating targeted résumés, you can present yourself in two totally different ways. This is the art of résumé marketing! You do not, however, want to lie, mislead, or make things up. Your goal is simply to arrange the key skills, talents and achievements you already possess in such a way that they will attract your target employer in each industry.

RÉSUMÉ PITFALLS TO AVOID

Boost your chances of success by avoiding these common errors:

Missing employment or degree dates

Oftentimes job seekers will leave the dates off their résumé in an attempt to hide their age.

This strategy almost never works; the very fact that no dates are listed calls attention to the matter and raises a big red flag. Even if somehow the hiring manager doesn't notice the lack of dates, s/he will discover how old you are when you appear for an interview.

Sadly ageism is still alive and well, especially in some youth-oriented industries. But keep in mind that if a company were going to reject you because of your age, eliminating the job or education dates from your résumé won't matter. The hard truth is that using this tactic might win you an interview, but you most likely won't land the job. To avoid setting yourself up for this disappointing situation, include the dates of all jobs and degrees.

Including controversial information

Although it's important to stand up for your beliefs, doing so on your résumé is a risk. You could inadvertently take yourself out of the running for a position by including publications, club memberships or hobbies affiliated with a particular religion, political party, sexual orientation, or activist cause. Unless you're applying to an organization with a mission in line with your own, be careful: you don't know the value system of the person reviewing your résumé. On the other hand, including controversial items can sometimes

work in your favor, since you could find someone who admires your bravery, or holds similar beliefs and wants to support you.

Whether or not you include controversial items in your résumé is ultimately a matter of personal choice. If you feel strongly about your beliefs and are willing to accept the potential downside of turning off those who don't agree with you, leave them in.

Use of Acronyms

Acronyms can confuse potential hiring managers who may not be familiar with your company, organization, or industry. Not everyone knows that 'WHO' means World Health Organization, or that 'NGO' stands for non-governmental organization. As a general rule, refrain from using an acronym unless it's one that's commonly used in popular culture; e.g., 'NASA' for our government's space organization instead of 'National Aeronautics and Space Administration', or 'HBO' for the television cable network, instead of 'Home Box Office'.

Low readability

This point bears repeating: good readability increases your chances of successfully landing a callback for an interview. It's important that your résumé have ample white space, room between sections, a readable font, and minimal grayscale. Assume that your résumé is going to be viewed and/or printed under the worst conditions – faxed several times, printed on an old laser with low toner, etc. Even under extreme circumstances, your materials should remain easy to read.

Odd formatting

As stated earlier, in today's market you're most likely going to submit your résumé electronically. So make sure that at the minimum you have it in a standard format like Word (.doc file) or PDF, as well as a plain text version that can be cut and pasted into the body of an e-mail or website. Also stay away from specialty fonts since the recipient may not have them installed on their computer.

Too much personal information

It's okay to list hobbies and interests, but keep in mind that potential hiring managers don't need—or want-- to know everything about your life!

Mistakes in grammar and spelling

Making grammatical mistakes and spelling errors on your résumé is a big no-no! Since it's easy for you, the writer, to miss something, ask two or three of your sharp-eyed friends to look over your finished product.

REINVENTION TOOL #2: COVER LETTER

What's the goal of a cover letter? A cover letter, like the résumé, is a sales and marketing document that's designed to make people want to call you! It is NOT a long dissertation on why you're looking for a new job, nor is it a repeat of the content on your résumé. The cover letter is a prime opportunity to set yourself apart; if you take the time to craft an interesting, compelling letter, you will greatly increase your response rate!

The Requirements of a Reinvention Cover Letter

From a career reinvention perspective, your cover letter must explain how your background is relevant to your target career. Do NOT leave this for your prospective employer to figure out! If you can't explain how what you've done applies to their situation, they certainly won't be able to understand. This is a quick way to end up in the 'no thanks' pile.

A reinvention cover letter should clearly describe how your skills and talents will be useful in helping your prospective employer achieve their goals. To do this, you must describe your background in a different way. List the job functions you've performed that are relevant to what they're seeking, and use P.A.R. to identify an accomplishment or two from your past that highlights an adaptive or transferable skill that would translate to your target career.

To illustrate this point, let's go back to my Wall Street example when I was targeting licensing and distribution jobs in the entertainment industry. Here's the paragraph describing my previous position:

As Director of Agency & Reseller Sales for 'ABC' Company, I managed corporate partnerships in North and South America. In that role, I identified and developed potential venture partners, tailored products to suit local needs, built working relationships with the top officers in media corporations in the region, and negotiated profitable agreements in highly competitive markets. In three short years, we grew from receiving no revenue from partnerships to a base business worth over \$11M.

What job functions are relevant to a licensing job in entertainment? Managing corporate partnerships; identifying and developing potential partners; tailoring products to suit local needs; building working relationships with top officers and negotiating agreements.

What is a similar problem that the targeted prospective employer might face in their business? Little, if any revenue from partnerships.

What action did I, the candidate, take to resolve the problem? Negotiated profitable deals; grew the business.

What was the successful result? An \$11 million dollar business.

This paragraph did a great job of translating my background for my target industry and, not surprisingly, I got a lot of callbacks from entertainment companies.

Some tips to remember when crafting your cover letter...

➤ **Keep it short.**

No more than one page, maximum!

➤ **'Close' the deal!**

This means asking for the interview and, if it's not a blind posting, telling the prospect that you'll follow up with them.

➤ **Stay away from opinions.**

Do not make statements about your work that are basically a matter of opinion. For example, don't say 'Wrote witty and hilarious copy for ten websites'. Witty and hilarious depends upon your viewpoint; 'Wrote copy for ten websites' is a statement of fact.

➤ **Use the language of the industry.**

As with the résumé, include terms that are commonly used in your target industry or, if you're responding to an advertised position, include some of the language from the listing. Do NOT, however, just copy every phrase from the posting in your letter—this will make

you look unimaginative. Take a few key phrases (look for their 'hot buttons') and weave them into your letter.

➤ **Make your letter about them, not about you.**

This is a very subtle problem; because you're pitching them, you can't avoid talking about yourself. Be careful, though, that you don't fall into the 'I' trap, where your whole letter is focused on what you want. Danger phrases include: 'I'm looking for a change', 'I would love to work for your company', 'This position sounds like a great opportunity for me'. These types of sentences are big red flags to hiring managers; they indicate that the candidate is more concerned about getting their needs met rather than helping the company achieve its goals. To avoid this trap, change your phrasing to statements like: 'I'd like to discuss how my skills and talents can help you', 'I'm confident I can add value to your team' or 'I'd like to make a contribution to your mission'.

EXAMPLE: COVER LETTER DONE RIGHT

A morning meditation of a hiring manager...

"There are over one hundred new messages in my inbox. I can't believe I have to go through them all, but I must because I am looking for a new marketing intern and I want to find (and hire) a great candidate.

I open the first email, which contains nothing but an attached résumé. Delete! If they can't bother to write a note, why should I bother to read their résumé?

Second email: there's a note, although a brief one: *I saw your ad on Craigslist and I am applying for the position.* Well, no kidding. What else do you have to say that would entice me to look at your résumé? Nothing, it seems. Second email dropped into the trash folder.

(It may seem harsh to dump a candidate without glancing at their résumé, but I spent a lot of time writing the ad to attract the right person. If an applicant doesn't take the time to tell me upfront how their background fits what I am looking for, why waste my time reading further to figure it out when there are 97 other job seekers in the queue?)

In the third email, the applicant has made an effort in the cover email to tell me why I should consider them, so I check out their résumé. It's one page, not much info. I smile at the irony: This candidate is applying for a marketing position, but doesn't bother to market themselves on their résumé. How good would they be at the job? With 96 emails left to sift through, I don't have time to figure it out.

The next email catches my eye: *Dear seeker of talent*, it begins. I'm intrigued by the departure from the usual "Dear Sir/Madam", plus I immediately feel like this candidate gets what I'm looking for—a talented person to join our team. I read on...

Dear seeker of talent,

You may just have found your new Marketing Coordinator. [Bold statement, but I want a confident person in this position so this appeals to me] I am very interested

in learning more about the position, your business and how you made the decision to create a company focused on personal development. In today's economy it is necessary to be flexible and facilitate change in every aspect of one's career (and sometimes life). [This is a nice restatement of our company's mission—shows that she gets what we do] I too have worked with change management in the corporate world, one project and personality type at a time. [This sentence illustrates some key skills we're looking for—someone who's business-savvy and able to deal with different kinds of people]

I have worked in and around the entertainment industry in L.A., have experience with client relations at all levels of an organization, possess well-honed presentation skills and know my way around the Internet. [Good hook- this candidate has read my bio and showcases her similar background in entertainment. She also tells me she has the skills I am looking for, though I would like to hear about some specific accomplishments that prove she has them] I am very interested in having the opportunity to meet with you to discuss career opportunities for the future.

I will be moving to Ft. Lauderdale next week and will be available for a phone interview tomorrow (just in case you're interested in getting the process started). [Like that this candidate offers an option for taking the next step right away—shows motivation and interest] The hours would be perfect for me to start. I would definitely be interested in becoming a more integral part of your company as your business develops.


I am sending you my résumé and a list of recent projects. I do hope to hear from you soon.

Sincerely,

Susie Smith (name changed)

A Great Candidate! [Since this is a marketing role, this pitch appeals to me]

Although this wasn't a perfect letter (the missing accomplishments took it down a notch), this was done well enough to intrigue me. I called this candidate in for an interview—which is what a good cover letter is supposed to get a hiring manager to do.

Prepare a master cover letter that includes the most relevant skills and experience you have to offer hiring managers in your new industry. You can then tailor this cover letter for each individual opportunity you pursue. Don't neglect to create a shorter version for your "cover email." You will only have space to include one success, so make sure it's your most relevant and impressive accomplishment.  **Worksheet 12**

REINVENTION TOOL #3: YOUR ELEVATOR PITCH

What is an ‘elevator pitch’? (It’s also referred to as an ‘elevator story or ‘elevator speech’.) It is a 30-second story that tells people who you are and what you do (30-seconds being the approximate amount of time you have to impress a hot prospect while riding in an elevator, hence the name). The goal of an elevator pitch is to provoke interest so that your target (potential client, hiring company, prospect, etc.) will keep talking to you. For a career reinvention elevator pitch, don’t tell people what you used to do (or are currently doing). You must craft a story for where you want to go (your new career) rather than where you’ve been!

An elevator pitch is usually one to three sentences. It always contains the following four elements:

1. What you do: A quick summary of yourself as a candidate
2. Who you do it for: The types of firms or individuals that would find your services helpful; your target
3. What value you bring: The benefit a potential firm would experience by hiring you
4. How you want to be perceived by the target: The qualities you want to be known for.

Any elevator pitch you craft must be able to pass what’s called the “So what?” test. This means that your story must be interesting, compelling and useful enough that your target prospect cannot say ‘so what?’ in response to your pitch.

So let’s look at an example that I created when I wanted to leave Wall Street for the entertainment industry:

I'm a top-level deal negotiator for high-profile media companies. I'm a specialist in identifying and closing multi-million dollar joint ventures in overseas territories.

What does this person do? Deal negotiator

Who does this person do this for? High-profile media companies (Note: the parent company of my Wall Street's firm was a well-known media company; this was attractive to entertainment companies who often own media outlets)

What value does this person bring? Can identify and close multi-million dollar joint ventures

How does this person want to be perceived (key qualities)? Top-level; specialist

This elevator pitch would—and did-- catch the attention of entertainment companies looking to build overseas partnerships!

Here's an example of an elevator pitch for a consultant:

I provide sophisticated business analysis to fast-growing technology companies that help them increase net profit by 20%.

Other results could be decrease their technology spending by a minimum of \$100k annually, launch new product lines in half the time, or identify lucrative channels of distribution. Review your materials and craft an elevator pitch—you'll be prepared the next time you cross paths with opportunity! ➤ **Worksheet 13**

OTHER REINVENTION TOOLS...

Personal Business Cards

If you've left your job, it's useful to create a "personal business card". Even if you are still in your current position it's best to create one; it's very bad form to ask prospective employers to email or call you at the office of your current employer. The personal business card contains your name and personal contact details, including phone number and personal email address (Note: make sure your email address projects a professional or neutral image; if not, set up a new one specifically for this purpose). Although it's not required, you can also include the 'What you do' from your elevator pitch (this will help people categorize you in your target career). You can get free business cards at vistaprint.com.

Website

If you're looking to make a shift into a field where building a clientele is important (i.e. consulting, coaching, freelance work, etc.), or you have a portfolio of work that you'll want to show to prospects, a website can be a useful tool. More cost-effective and easily updatable than a brochure, a website confers a sense of legitimacy to your reinvention efforts. Your site can include samples of your work, a listing of what services or products you offer, any awards, press or accomplishments you've earned, and client testimonials. All your contact information should be easily accessible—don't make prospects work too hard to reach you!

To get started, check with your internet service provider. You can sometimes have a small, five-page site for free or at a very low cost through your current access plan, plus they often offer easy instructions for creating a simple website. You can also get a free website through Microsoft Office Live Small Business (www.smallbusiness.officelive.com). If you prefer to go the paid (but low-cost) route, there are independent companies such as GoDaddy.com and Myhosting.com that offer similar, affordably-priced services. These

firms also register domain names, allowing you to create a more professional image for your site at a very low cost.

Online

In this era of social media, it's important to actively manage your presence online. If your materials catch a hiring manager's eye, the first thing they'll do is run a Google search. What comes up can make (or break) your chances of landing an interview.

Here are a few tips for managing your online presence:

- Run a Google search on yourself right away, and review the first two pages of results.
- Set up a Google profile—this feature allows you some measure of control over what others see when they run a search on your name.
- Set up a Google alert for your name—whenever your name is mentioned online, Google will send you an alert with a link to the mention.
- Make sure you put your name in quotation marks when you're running a Google search or setting up an alert. Google will search for that exact term, thereby minimizing random results.
- If you have a common name, add an identifier to your Google search term to help winnow the results to yours. As an example: "Pamela Mitchell" and "reinvention" gives all results that contain both terms.
- Facebook and Twitter now allow Google access to their postings. Make sure you adjust your privacy settings on these services so that hiring managers searching for you online don't see your tweet about your upset stomach or your Elvis impersonation pictures.
- Business-related social networks (e.g. LinkedIn, ZoomInfo, etc) allow Google to access their site. Create profiles on them with your work history, accomplishments

and goals. Have your colleagues recommend you (truthfully!); this is a great way to showcase yourself without actively tooting your horn.

- To protect yourself from identity thieves, clear your online profiles of personal data like addresses, phone numbers, date of birth, email, etc. Set yourself up for the anonymous contact option offered by most social networks so that interested parties can reach you.

CONCLUSION

Writing a good résumé is an art. This is especially true of reinvention résumés, where the mission is to rework your skills, talents and past accomplishments into a mix that will appeal to a new target market. Although it may seem like an overwhelming task to craft your résumé in this way, it's worth spending the time to perfect this art. Once you master this technique with your résumé, the rest of your materials: cover letters, elevator pitches, etc., will fall into place. You'll be more attractive to potential employers and your interviews will flow easily because you will know specifically what skills and talents you have to offer them—and have identified the accomplishments to prove it!

Good luck with your career reinvention—and remember to send us your success story!

WORKSHEET 1: THE GOALS OF MY TARGET INDUSTRY

Take a moment to identify what your target industry needs to do to create and serve the customers who keep them in business, or take advantage of new opportunities or combat challenges facing the industry. Brainstorm as many ideas as possible:

[illegible]

WORKSHEET 2: IDENTIFYING THE SKILLS NEEDED IN MY TARGET INDUSTRY

List the skills, experience and qualities sought by your target market. To identify these traits, review job postings in your desired market or speak to networking contacts in your target industry:

QUALIFICATIONS REQUESTED

1. _____
2. _____
3. _____
4. _____
5. _____

TOP FIVE SKILLS REQUESTED:

1. _____
2. _____
3. _____
4. _____
5. _____

Identify the goals for the position—what you'll be expected to do, and how your success will be measured. What must you accomplish in order to excel at this position?

GOALS FOR THE POSITION

1. _____
2. _____
3. _____
4. _____
5. _____

SUCCESS MARKERS FOR THE POSITION (HOW WILL PERFORMANCE BE MEASURED; WHAT ACCOMPLISHMENTS ARE DESIRED?)

1. _____
2. _____
3. _____
4. _____
5. _____

WORKSHEET 3: IDENTIFYING WHAT YOU HAVE TO OFFER

Using the three types of job skills as your guide, take a moment to identify what you have to offer that helps your target career do what they need to do to create and serve the customers who keep them in business, take advantage of new opportunities or combat challenges facing the industry.

JOB-SPECIFIC SKILLS REQUESTED:

MY EXPERIENCE THAT DEMONSTRATES THESE SKILLS:

1. _____
2. _____
3. _____
4. _____
5. _____

TRANSFERABLE SKILLS REQUESTED:

MY EXPERIENCE THAT DEMONSTRATES THESE SKILLS:

1. _____
2. _____
3. _____
4. _____
5. _____

ADAPTIVE SKILLS REQUESTED:

MY EXPERIENCE THAT DEMONSTRATES THESE SKILLS:

1. _____
2. _____
3. _____
4. _____
5. _____

WORKSHEET 4: CONVERT YOUR QUALIFICATIONS INTO TRANSLATABLE SKILLS

MY EXPERIENCE	SKILLS BEHIND THE EXPERIENCE	SKILLS REQUESTED BY MY TARGET INDUSTRY?
B.A. degree	Ability to learn, discipline to accomplish a goal	YES
Overseeing office move	Organization, planning, logistics, managing vendors, meeting deadlines	YES
Producing trader presentations	Proficiency in PowerPoint, editing and proofing	NO

WORKSHEET 5: FILLING IN THE GAPS

Take a moment to identify any gaps between what your target careers needs and what you have to offer, and brainstorm strategies for filling in the missing pieces. Analyze what it would take to get the skills you need, and assess if there are any shortcuts you can take (i.e. more education or training, volunteering, pro-bono projects).

GAPS	STRATEGIES

WORKSHEET 6: CONVERT YOUR QUALIFICATIONS INTO TRANSLATABLE SKILLS

Review the translatable skills you came up with on the previous worksheet and list which ones you plan to use to describe your background experience. Remember to focus on skills, not job functions.

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

Next, draft sample narrative descriptions of your previous work experience, incorporating your translatable skills:

JOB 1:

JOB 2:

JOB 3:

JOB 4:

JOB 5:

WORKSHEET 7: SUMMARY OF QUALIFICATIONS/CANDIDATE PROFILE

Take a moment to brainstorm some statements that you could use for your candidate profile section. Focus on using exciting, active words and pay attention to creating a visual picture of yourself as a candidate.

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

NOTE: You won't add all ten to your résumé; at most, you'll use the four or five that are the best suited for the particular position you're responding to. The others you'll keep in reserve and swap in as needed, depending upon the position requirements.

WORKSHEET 8: ACCOMPLISHMENTS

Take a moment to identify three to four accomplishments for your most recent job. If you've been there for less than a year, one or two would be sufficient, and for previous positions, two to three accomplishments are enough. Use the P.A.R. framework, and make sure your accomplishments are specific, identifiable, or quantifiable. For your previous positions, come up with three. They will not all be listed on your résumé, but this will become your 'success bank' that you'll draw upon when interviewing to use as tangible proof of your skills and talents.

JOB #1:

1. _____
2. _____
3. _____
4. _____

JOB #2:

1. _____
2. _____
3. _____

JOB #3:

1. _____
2. _____
3. _____

JOB #4:

1. _____
2. _____
3. _____

JOB #5:

1. _____
2. _____
3. _____

JOB #6:

1. _____
2. _____
3. _____

WORKSHEET 9: TRANSLATION LIST

Take a moment and list some of the terms that are specific to the industry you're targeting. List the corresponding term in your previous industry, if there is one. If not, list a general definition (e.g. "subscribers" = customers).

Words used in my target industry	=	Definition former industry/general
	=	
	=	
	=	
	=	
	=	
	=	
	=	
	=	
	=	

WORKSHEET 10: INCORPORATE VOLUNTEER EXPERIENCE

Take a moment to analyze your volunteer experience and see if there are tangible skills, talents and accomplishments that could be incorporated into reinvention pitch.

VOLUNTEER EXPERIENCE	ACCOMPLISHMENT	SKILLS DEMONSTRATED
Committee chair for fundraising benefit	Raised \$300k; brought on five new sponsors	Marketing, sales, new business development

WORKSHEET 11: CREATE TARGETED VERSIONS OF YOUR RÉSUMÉ

If you're interested in exploring several different reinvention paths, take a moment to identify how you'll shape your background to pitch each industry.

INDUSTRY TARGET 1: _____

SUMMARY OF QUALIFICATIONS BULLETS TO USE FOR THIS INDUSTRY:

- _____
- _____
- _____
- (deleting this line will make room for the last bullet point on the page)

ACCOMPLISHMENTS TO USE FOR THIS INDUSTRY:

JOB 1:

1. _____
2. _____
3. _____
4. _____

JOB 2:

1. _____
2. _____
3. _____

JOB 3:

1. _____
2. _____
3. _____

INDUSTRY TARGET 2: _____

SUMMARY OF QUALIFICATIONS BULLETS TO USE FOR THIS INDUSTRY:

- _____
- _____
- _____
- _____

ACCOMPLISHMENTS TO USE FOR THIS INDUSTRY:

JOB 1:

1. _____
2. _____
3. _____
4. _____

JOB 2:

1. _____
2. _____
3. _____

JOB 3:

1. _____
2. _____
3. _____

WORKSHEET 12: COVER LETTER & COVER EMAIL DRAFT

Go online and find an interesting job posting. Write a draft cover letter to apply, using the cover letter techniques (P.A.R., mirroring the language of the industry, etc). Remember to keep it short, 'close' the deal, stay away from opinions, and make it about them!

(If you need more room, continue on another sheet of paper.)

[illegible]

Now edit your cover letter draft into a summary email. Don't forget to include your most relevant and high-profile accomplishment.

WORKSHEET 13: ELEVATOR PITCH

Craft an elevator pitch for your target career. Remember that your elevator pitch must pass the 'So what?' test!

What I do? _____

Who do I do this for? _____

What value do I bring? _____

How do I want to be perceived? _____

YOUR ELEVATOR PITCH
