

STEP 3: ALTITUDE

Focusing on the Marketplace

Let's look again at a verse that connects your gifts and opportunity to serve others in the marketplace...

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

1 Peter 4:10

Altitude is the combination of Attitude/motivation and Aptitude/direction that you need to begin thinking about the specific kinds of career, job, or business opportunities to explore. We will look at two aspects of focusing on the marketplace:

1. **IDENTIFY TARGETS OF OPPORTUNITY**
2. **PREPARE YOUR MARKETING PLAN**

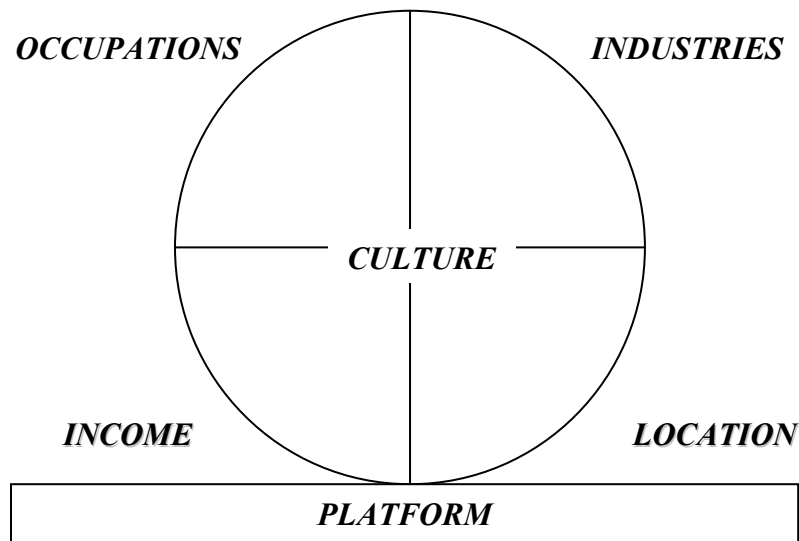
IDENTIFY TARGETS OF OPPORTUNITY

If someone were to ask you right now: "what are you looking for?" What would you say? How would you describe it clearly? Can you say it quickly – like maybe in 10-30 seconds?

Listed below are six specific questions to think about, pray over and answer that will help you consider and communicate what targets of opportunity you would like to explore.

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

When put together, it looks like a sighting scope to identify opportunity targets ...



HOW TO EXPLORE OPPORTUNITY TARGETS

The assessments you completed in Step 2: APTITUDE will be valuable as you begin to fill in the sighting scope to narrow your targets for your career exploration and possible job search.

1. Occupations

Occupations are about *what* work you do – the job functions you perform. If you completed the *Career Direct™* Assessment, look in your report for Career Group Interests in which you scored highest. To begin exploring occupations, we recommend you take key position titles and words from your assessments and go to two excellent free online occupational databases:

- ❖ The *2006-07 Occupational Outlook Handbook*, Edition published by the U. S. Bureau of Labor Statistics at www.bls.gov/oco will tell you about the training and education needed, earnings, expected job prospects, what workers do on the job and working conditions, plus key associations and related occupations.
- ❖ For in-depth and continuously updated information, go to O*NET OnLine at www.online.onetcenter.org. This database includes information on skills, abilities, knowledge, work activities, and interests associated with over 950 occupations.

2. Industries

Industries are about where you work – the types of employers for which you might work or the customers you may seek to serve. There are two excellent online resources for your exploration:

- ❖ There are over 1,100 industries in North America, all of them listed in the *2007 North American Industry Classification System (NAICS)* <http://www.census.gov/naics/2007/index.html>. As you consider different types of employers, invest time in researching different industries, what they do, and how they relate to one another in the NAICS.
- ❖ The *Career Guide to Industries*, published by the U. S. Bureau of Labor Statistics, provides information on www.bls.gov/oco/cg/home.htm. It includes the nature of the industry, working conditions, employment, occupations in the industry (including O*NET codes), training required, advancement opportunities, earnings and benefits, employment outlook, and lists of organizations that can provide additional information. The 2006-2007 edition discusses 47 major industry groups, accounting for 70% of wage and salary jobs.

3. Income

As you develop your own personal or family budget and explore different career paths, you can begin to put together the total income you'd like to receive. This income might consist of wages or salary, incentive compensation, commissions, bonuses, or tips; benefits such as insurance and retirement plans; and equity such as stock or stock options. See the exercise "Understanding and Negotiating the Offer" on page 7-4 for checklist of things to consider.

When thinking of the income you want, consider a range. The bottom of the range is the least amount of money you need to have per week, month, or year to pay your bills. The upper part of the range is the amount you believe you need to pay your bills and save for the future (new car or home, children's education, retirement). Most people have a goal of making at least what they currently or used to make and, ideally, 10% to 20% more. If you are changing careers or industries, you may initially have to take a lower compensation to "get started." There are a variety of helpful online salary information websites – the fastest and easiest that also gives you total compensation – not just salary information – is www.salary.com.

4. Location

Think about the geographic areas in which you want to work. Be as specific as possible. You may want to target by city or by area within a state. If you want to work close to where you live, you may want to target by counties or ZIP Codes. Two popular websites for location information are www.bestplaces.net and www.homefair.com.

Consider several factors in making this decision. You may want to consider cities and counties with lower unemployment, which can mean more job opportunities at higher pay. Be aware that compensation and cost of living vary widely from area to area. Be sure to research areas you're interested in and then determine the cost of living and lifestyle issues, such as availability of recreation, quality of education (if you have or expect to have children), available housing, and other areas of particular concern to you. Next, after you determine desirable areas in which you would like to live and work, rank them according to desirability.

5. Culture

Employers and even industries vary widely when it comes to “corporate culture” or actual “operating values.” Many publish core values along with vision and mission statements on their websites. If you have completed the [CareerDirect® Online](#) assessment, you will have a list of most important-to-you work environment values. If you are interested in a particular employer, search the internet for articles about the company and its leaders, as well as ask questions in interviews and of people who worked to find “what’s it really like?”

6. Platforms

There are four different work platforms on which you can work: 1] Employee (W2); 2] Independent Contractor (1099); 3] Business Owner; or, 4] Volunteer.

Employee: A general rule is that anyone who performs services for you is your employee *if the employer can control what will be done and how it will be done*. It is critical that the employer, correctly determine whether the individuals providing services are employees or independent contractors. Generally, they must withhold income taxes, withhold and pay Social Security and Medicare taxes, and pay unemployment tax on wages paid to an employee. At the end of the calendar year, employers issue W2 statements to employees summarizing gross earnings and taxes withheld. Advantages usually include:

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

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

- ❖ Higher rates of pay for a particular job
- ❖ Greater flexibility and freedom as to how work is done, with less supervision
- ❖ Working for shorter periods of time, and having a wider variety of job and industry experiences

Business Owner: It is not unusual for independent contractors to become business owners/ entrepreneurs. As they begin to earn between \$25,000-50,000/year, they find tax, legal and other advantages to incorporating, especially if they are coordinating or managing the work of “sub-contractors.” You may even want to start or buy a business of your own, and for some of you that would be great. Just be aware that half of business start-ups are out of business within a year. If you are attracted to the idea, however, we recommend you apply the appropriate principles and practices you will find in this guide, and also contact the U.S. Small Business Administration at www.sba.gov. If you want to be in business for yourself, but not by yourself, you might consider buying a franchise; for more information check with the International Franchise Association at www.franchise.org.

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

- ❖ You believe in what the organization is doing or really like the “work” you are doing. Money does not matter. Maybe it is because you have “retired” and want to do something for fun, friends or just to “give back.” It might be volunteering for a community service effort, church or other non-profit enterprise. It could be an avocation you really enjoy, like teaching your favorite subject for kids. Whatever it is, you do it because you want to and have the time.
- ❖ You are starting or changing careers and need experience in an industry or occupation where you have little or none. Volunteering or doing internships at no pay are a great way to learn new skills, build your base of contacts and explore whether you like the work.

To help you assess your giftedness for volunteer service in church or other organizations, take the PLACE Ministries online assessment for FREE instead of \$4.95. Go to www.PLACEMinistries.org. Choose the “I have been given a partner code” option. Enter the **Partner Code AGYECYTAF** to access your Online Assessment.

Once you have entered the Partner Code in the space provided you will gain access to 1 online assessment and at that time you will be given your own personal User ID and Password. You will use this ID and Password if you wish to return to your assessment at a later time. **Do not use a Partner Code more than one time.**

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

HOW TO GET MORE INFORMATION

Informational Interviewing

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

Associations

Associations are professional organizations to which people in particular occupations and/or industries belong. These organizations have meetings and usually produce publications for their members. Most of them also have websites, and many even have job posting services. You can explore several ways to find the names of trade associations related to your targeted occupations and industries.

- ❖ Associations on the Net (www.ipl.org/div/aon). A collection of over 2200 Internet sites providing information about a wide variety of professional and trade associations

Magazines and Newspapers

Many industries have magazines and newspapers published specifically for people who work in and with a particular industry. These publications are wonderful sources of information on the industry, the companies in the industry, key people who work in the industry, and even suppliers to the industry. Some sources for finding trade publications are as follows:

- ❖ *Pub-List, formerly The Internet Directory of Publications, (www.publist.com)* is a directory of information about more than 150,000 publications and 8,000 newspapers around the world.

PREPARE YOUR MARKETING PLAN

Developing a personal marketing plan for reaching your target opportunities is the next step in Focusing on the Marketplace. It consists of the following components:

1. Target Contacts
2. Resumes
3. References
4. Compensation History
5. Emails and Letters
6. Personal Business Cards
7. 30-Second “Elevator Pitch”

If you have more than one focus on the marketplace, as most people do, create a separate marketing plan for each target of opportunity.

1. *Opportunity Targets and Contacts*

Identify potential employers that match your focus. You can use the Networking Log on page 5-8 to make your list. Professional associations, trade magazines, and research on the internet can help you. If you've done informational interviewing, you may have discovered potential employers in which you're interested.

Then list everyone you know: family, friends, neighbors, work associates, past acquaintances, former schoolmates, etc. You'll be contacting them to ask if they know *anyone* within your target companies, occupations, or industries.

2. *Write Your Resume*

Resumes are marketing communications highlighting your employment history, experience, accomplishments, education, special knowledge, and skills that align with your occupation and industry focus. Resumes do not result in job offers. Resumes are used to get interviews.

- ❖ Make a list of all your past employers and positions and the dates worked in each.
- ❖ Make a list of your job-related accomplishments. Refer to your “Self-Assessments Accomplishments” exercises; see page 3-5. Select the accomplishments that best support the most valuable abilities for the occupation and industry on which you're going to focus.

Resume Tips

- ❖ Never, ever put anything in your resume that is not completely true.
- ❖ Read it again for accuracy. Ask others to read it. Be sure all spelling and punctuation is correct.
- ❖ Emphasize the last 5 to 7 years of experience. Keep your resume to a maximum of two pages
- ❖ Customize resumes for each career opportunity. Focus on what is important to each employer
- ❖ Allow for lots of white space in the margins. Make your resume visually appealing.
- ❖ Focus on accomplishments. Show what you can do for a prospective employer. Use action verbs.
- ❖ Avoid gimmicks, color, fancy borders, boxes, shading, or cute graphic designs. Use white paper.
- ❖ For resumes sent by email or posted on the internet, see Step 4 – Searching on page 5-2.

Resume Components

- ❖ Contact information (name, email and postal address, preferred telephone number) should be at the top of the first page and your name repeated on the top of the second page.
- ❖ Objective and/or Qualifications: Brief, focused statements of the type of job/occupation and industry you seek and/or have experience. If you have multiple objectives, write a different resume for each.
- ❖ Work Experience:
 - List in reverse chronological order if using chronological format.
 - Group accomplishments by functions if using functional format.
 - Give basic company information (name, city, dates of employment). If a company is not well known, include company statistics (line of business, revenue, number of employees, etc.).
 - Show job title(s) and dates with each employer.
 - Highlight accomplishments for each position. Give brief descriptions of responsibilities using action verbs. Choose accomplishments and responsibilities that relate to the job seek.
- ❖ Education:
 - Show each school, degree, degree month and/or year, major and accomplishments
 - Omit high school information if you have a college degree.
 - Only list significant job-related continuing education.
- ❖ Other Sections:
 - Professional certifications
 - Job-related technical skills, such as computer proficiencies
 - Community awards (list only significant, job-related awards)
- ❖ Exclude:
 - Names of references
 - Compensation information
 - Personal interests or activities
 - Reasons for leaving previous positions
 - The phrase “references available upon request”
 - Personal data (age, marital status, number of children, health status)

Resume Formats

Begin by preparing a Master Resume with all of your background, education, experience and accomplishments. It is the complete record of your employment related history. See Master Resume Worksheet, pages 4-13 to 4-15. From the master resume, you can select the most relevant parts for the career or position you wish to explore. You can use either of two formats.

- ❖ Chronological (when continuing in the same career path). See sample on page 4-8.
 - List work experience in reverse chronological order, listing the most recent experience first.
 - List accomplishments under each employer.
- ❖ Functional (when changing careers or entering the job market after an absence). See page 4-9.
 - List accomplishments and expertise in functional categories (marketing, sales, management, operations, communications, etc.) in first section.
 - List work experience (company name, job titles, dates) consecutively in next section.

SAMPLE OF CHRONOLOGICAL RESUME**Your Name**Your.name@youremail.com

Street, City, State, Zip

505-555-1234

Objective and Qualifications

Concisely state your target opportunity occupation, industry and location

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

Work Experience

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

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

ORGANIZATION NAME, City, State, 20xx-xx

Job Title

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

ORGANIZATION NAME, City, State, 19xx-xx

Job Title

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

Education

SCHOOL, City, State

Degree, Major (if relevant), 19xx

- ❖ Mention on-the-job recognitions and rewards you received that relate to your job objective.

Other Sections

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

SAMPLE OF FUNCTIONAL RESUME**Your Name**

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

Objective and Qualifications

Concisely state your target opportunity occupation, industry and location

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

Professional Accomplishments**Key Skill**

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

Key Skill

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

Key Skill

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

Work History

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

ORGANIZATION NAME, City, State, 20xx-Present

Job Title

ORGANIZATION NAME, City, State, 20xx-Present

Job Title**Education**

SCHOOL, City, State,
Degree, Major (if relevant), 19xx

Other Sections

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

3. Prepare Master Reference List (See page 6-11)

- ❖ Think of everyone you've worked for in your past positions, plus co-workers, customers, vendors, and others who can testify to your work and accomplishments. Select 2 to 5 most relevant references for the specific job you're considering and those who you're sure will give you a favorable reference.
- ❖ For each reference, list the name the way they are normally addressed, title, company name, company address, preferred phone numbers, and the nature of your personal or professional relationship (former supervisor, former co-worker, etc.), and special notes.
- ❖ Ask permission from each reference before listing them. Be sure to check spelling of their name and accuracy of contact information. It is even better to send them a copy of your resume so they can give you feedback, as well as be prepared to act as a reference. At the same time you can tell them about your goals for your job search and let them know when they might expect a call.
- ❖ When you're asked to submit references, choose which ones you'll submit depending on the job, the company, and the situation. A company usually requests references only after they've interviewed you and want to hire you. Ask the company if they prefer a certain type of references (former supervisors only, or a mix of supervisors and peers).

4. Compensation History

List each company where you have worked and your salary or pay rate, commissions, bonuses, and other compensation such as stock options. If you received pay increases during your employment with a company, show beginning and ending compensation so a hiring organization can see your progress.

5. Prepare Emails and Letters

You'll need at least three types of letters:

- ❖ A cover letter or intro email for sending your resume
- ❖ Email or letter for requesting information and contacts
- ❖ Thank you emails and letters for sending after interviews

While you can (and should) create sample letters in advance, each letter you send should be personalized and customized to the particular situation. Letters should be concise, to the point, and appreciative. A well-written and short email or letter should have three parts:

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

6. Personal Business Cards

When you don't have a resume with you, and you meet someone with whom you want to follow-up, you can always trade business cards. You not only get their card, but you make a better impression, and they're your most important info: your name, number, email and profession. It could look as simple as this... it's like having a 30-second resume on a business card. For 250 business cards for free, go to www.vistaprint.com.

Bill Smith
505-555-1234
Bill.Smith@gmail.com

Marketing Research Director
Computer Software
Atlanta, GA

7. Networking Scripts—The 30-Second “Elevator Pitch” (see Exercise on page 4-16)

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

The elevator pitch is a brief overview of the position you are seeking. It can be used to explain to friends, associates, and interviewers exactly, and succinctly, the goal of your job search. It should be a couple of sentences and no more than 30 seconds long when spoken. It should include most of the following information on the position you’re seeking:

Job Function	(marketing research director)
Type of Industry	(computer software)
Geography	(Atlanta)

Now you are ready for the next step in the process: Searching. But remember this truth:

In his heart a man plans his course, but the LORD determines his steps.
Proverbs 16:9


FOCUSING EXERCISE

Putting it all together, fill in these charts reflecting the information you've just read to begin to focus on the best targets of opportunity for you.

Occupations	ONET Code	Key Associations and/or Publications

Industries	NAICS Code	Key Associations and/or Publications

Income Needed and Wanted (Total Cash Income)
Need \$ _____ per _____ <i>(amount required to live excluding savings and retirement)</i>
Want \$ _____ per _____ <i>(amount desired and/or appropriate based on past history and future plans)</i>

Preferred Locations (City, State) in Order of Preference	Key Associations and/or Publications

Culture: Work environment values that are important to you

Platforms	Key Associations and/or Publications


MASTER RESUME EXERCISE

(This worksheet also may be useful in preparing a marketing piece for self-employment.)

Name _____

Preferred Phone (cell phone is usually best) (____) _____

Address _____

City/State/ZIP _____

Email address _____

Career Objective

Position title or type of work and industry _____

Work Experience

Most recent employer _____ City/State _____

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

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant Accomplishments _____

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant Accomplishments _____

Prior employer _____ City/State _____

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

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant Accomplishments _____

Prior employer _____ City/State _____

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

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant Accomplishments _____

Prior employer _____ City/State _____

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

Position title _____

Dates: From _____ To _____

Major responsibilities _____

Relevant Accomplishments _____

Education

Current/most recent school _____ City/state _____

Degree/major _____ Year _____

Honors/awards and accomplishments _____

Jobs while attending school _____

Prior school _____ City/state _____

Degree/major _____ Year _____

Honors/awards and accomplishments _____

Jobs while attending school _____

Prior school _____ City/state _____

Degree/major _____ Year _____

Honors/awards and accomplishments _____

Jobs while attending school _____

Additional Information and Activities

Special skills and certifications _____

Community service involvement _____

CREATE 30-SECOND ELEVATOR PITCH  **EXERCISE**

Remember what you read about a **30-second elevator pitch**? It can be used to explain succinctly to friends, associates, networking contacts, and even interviewers the exact goal of your job change. You can use it effectively whether you are seeking traditional employment or planning to start a business or work for yourself.

Example: I'm seeking a marketing research management position in Atlanta with a computer company.

Note: The pitch should primarily describe details for the work you're seeking and not details of past experience and accomplishments.

Write a draft of your elevator pitch.

Now, see if you can make it better. Fewer words. More specific. Try using job titles and/or names of companies that help you illustrate the type of industry in which you're interested.

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

READ & WRITE DEVOTIONAL

IN LITTLE WHITE LIES ARE BIG BLACK HOLES

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

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

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

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

Proverbs 19:5

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

Then put an **X** through it,
forever.

Note: Be sure to update your resume!

**GO ONLINE**

Log in and on the Career Explorer landing page, point to and select Career Tools - Altitude.

**SESSION****For the Next Session: Step 3 – Altitude**

Be ready to talk about what you have learned. Make sure you've gone online to read articles and browse sites that are particularly relevant to your interests and issues right now.

**PRAYER JOURNAL**

Use the space below—or your own journal—to take some notes about your specific prayer requests or insights that you have at this point for yourself or others in your group.