

ACHIEVEMENT WORKSHEET

(Something you have done in your career/work of which you are proud)

Samples:

- Processed 350% more transactions than peers, with zero errors.
- Managed 130% of expected call volume with 100% quality.
- Processed 300% of expected loan volume in the first 30 days.
- Saved company over \$3,000,000 by guiding management through creative workforce planning and utilization, which also improved morale and product quality.

ACHIEVEMENT #1

Action Word or Description _____

Example Outcome _____

Put into Context _____

ACHIEVEMENT #2

Action Word or Description _____

Example Outcome _____

Put into Context _____

ACHIEVEMENT #3

Action Word or Description _____

Example Outcome _____

Put into Context _____

SKILLS

(Skills that you have in light of the above achievements)

ACHIEVEMENT #1

ACHIEVEMENT #2

ACHIEVEMENT #3

Interview Preparation Checklist

- Conduct research on the company; printing off key web pages and highlighting key areas—bring with to the interview.
- Prepare answers for possible "curveball" questions.
- Prepare introspective questions of your own to ask during the interview, (5-7).
- Identify the TOP 4-5 Key Critical Areas (80/20 Rule) and your validation for meeting/exceeding their requirements
- Identify and prepare for any "holes" in your case.
- Assemble an agenda you will be following.
- Prepare the Job Business Plan.
- Assemble a Brag Book or bring with tools for validation.
- Determine your Market Value and salary range and validation for the \$ you're asking for.
- Prepare a professional References document.
- Ensure you have a leather folder and planner or PDA to bring to the interview.
- Send a thank you note that same day.

Resources for Determining Market Value:

- Salary.com (www.salary.com)
- WageWeb (www.wageweb.com)
- SalaryExpert (www.salaryexpert.com)
- America's CareerInfoNet (www.acinet.org)
- United States Department of Labor—O*NET (<http://online.onetcenter.org>)

COMMONLY ASKED QUESTIONS & TIPS FOR ANSWERING

- 1. WHY DON'T YOU TELL ME SOMETHING ABOUT YOURSELF?** This is your opportunity to set the tone for the interview and to share with the employer how you fit into his company and the strengths that make you a valuable asset. Good place to use your 30 second summary
- 2. WHY ARE YOU LEAVING YOUR PRESENT JOB? WHY DID YOU LEAVE YOUR LAST POSITION?** Always have a positive answer. Keep it short. Don't change your answer in the middle of the interview. Examples: "The company was downsizing" or "I've enjoyed my company, but I'm looking for opportunities to increase my experience and skills."
- 3. WHO WILL GIVE YOU A GOOD REFERENCE?** Prepare in advance a list of three personal and three business/professional references. Check with all references to be sure that they will give you a good reference. Suggest to your references some strengths or experiences you would like them to emphasize if they are called.
- 4. WHAT DO YOU KNOW ABOUT THIS COMPANY OR JOB?** You must do your homework. Research the company prior to the interview, using the Internet, the public library, or people who have worked for the company. You should know as a minimum the company's products and stated objectives.
- 5. HOW WOULD YOU EVALUATE YOUR PRESENT/LAST FIRM OR BOSS?** Always give a positive answer. Tell what you have learned from working there. Never "bad mouth" your last company or boss.
- 6. WHAT DO YOU HOPE TO BE DOING IN 5 YEARS?** Keep your stated expectations reasonable. Examples: "I'd like to be working for you in a position of responsibility." "What would be the normal career progression for this position?"
- 7. IF WE CALLED YOUR LAST EMPLOYER WHAT WOULD HE/SHE SAY ABOUT YOU?** This is a great opportunity to list all of your achievements, even if your boss hates you. Example: "Well, I hope he would tell you about the time I did..." Most companies have a strict policy not to comment on negative performance by a present or past employee.
- 8. WHAT ARE YOUR STRENGTHS?** This is the perfect opportunity to reiterate to the employer why he should hire you. List all of your strengths that would be valuable to him and the position you are applying for. Be sure to give specific examples of each strength.
- 9. WHAT IS YOUR BIGGEST WEAKNESS?** Some will advise you to turn a strength into a weakness and then reverse it into a strength. Example: "I am very meticulous in my work. I recognize that others are not. However, I have learned how to work effectively with people who are not so meticulous to insure that we have the best product possible." I think selecting an honest weakness and then sharing an example of how you have overcome it.
- 10. I'VE INTERVIEWED A NUMBER OF VERY QUALIFIED PEOPLE. WHY SHOULD I HIRE YOU?** List again your strengths and how it will benefit the company. Also stress your desire to work for the company and your belief that you will be able to make a serious positive impact to company operations.
- 11. WHAT DO YOU EXPECT AS A STARTING SALARY?** Never talk salary until after you have received a job offer. Deflect the question by assuring the employer that the real issue is do you feel the company is a good fit for you and does he feel that you are the right person for the job. If the answer is yes, then fair compensation can be negotiated. If he insists on knowing your salary requirements, you can ask "What do you normally pay someone with my experience?" or "What did you pay the last person to fill this position?"
- 12. DO YOU HAVE ANY QUESTIONS FOR ME?** An interview is also a time for you to evaluate the company. Look for opportunities to ask appropriate questions.

24 POPULAR BEHAVIOR BASED QUESTIONS

Tell me about a time when you.....

1. Worked effectively under pressure.
2. Handled a difficult situation with a co-worker
3. Were creative in solving a problem.
4. Missed an obvious solution to a problem.
5. Were unable to complete a project on time.
6. Persuaded team members to do things your way.
7. Wrote a report that was well received.
8. Anticipated potential problems and developed preventative measures.
9. Had to make an important decision with limited facts.
10. Were forced to make an unpopular decision.
11. Had to adapt to a difficult situation.
12. Were tolerant of an opinion that was different from yours.
13. Were disappointed in your behavior.
14. Used your political savvy to push a program through that you really believed in.
15. Had to deal with an irate customer.
16. Delegated a project effectively.
17. Surmounted a major obstacle.
18. Set your sights too high (or too low).
19. Prioritized the elements of a complicated project.
20. Got bogged down in the details of a project.
21. Lost (or won) an important contract.
22. Made a bad decision.
23. Hired (or fired) the wrong person.
24. Turned down a good job.]

INTERVIEW PREPARATION SAMPLE QUESTIONS

10 COMMONLY ASKED QUESTIONS

1. Tell me about yourself....
2. Why did you leave your last job?
3. What are your strengths?
4. What are your weaknesses?
5. What is your work/management style?
6. What are your future career plans?
7. Why are you interested in our company?
8. How did you get along with your last manager?
9. How would your peers/subordinates/manager describe you?
10. What are your salary requirements?

Culture / Work Environment

1. What did you like least in your last position?
2. Why do you want to work here?
3. Are you interested in sports?
4. Are you presently geographically mobile? In the future?
5. What was morale like at your last company?
6. Would you prefer a start-up or a more mature company? Why?
7. What is the worst thing you have heard about our company?
8. What is least appealing about this position?
9. What are your expectations of a new company?
10. What is most appealing in this position?
11. What was it like working at your last company?
12. Do you prefer to work for a small, medium or large company? Why?

General

1. Why should I consider a candidate from outside the company?
2. What else should I know about you?
3. If your credibility were questioned, how would you react?
4. What has been your experience with recruiting, interviewing, selection and hiring?
5. Have you ever been convicted of a crime?
6. Why should we hire you?
7. How have personal business, family, and health limited your contribution or effectiveness as an employee?
8. What can you do for us?
9. What is the least relevant position (to the current opportunity) you have ever held?
10. Describe your perception of the responsibilities of a _____?
11. What aspects of your last job did you consider most crucial?
12. Describe yourself.
13. If you were in our shoes, what kind of person would you select for the job?
14. What is your greatest weakness with respect to this position?
15. What will this position offer you that others have not?
16. What do people criticize about you? Are their concerns valid?
17. What have you learned about life so far?
18. What is your understanding of our company's products, services, revenues, problems, people, image and history?
19. How do you see yourself today?
20. What special recognition have you received over your career?

21. What have you liked best about your most current company?
22. How does your partner and/or children impact your career considerations?
23. What stirs your emotions?
24. If you had an open choice of career and companies, where would you go?
25. What is your present situation?
26. What are the key indicators of exemplary performance in your area?
27. If you could change one thing about yourself, what would that be?
28. Who had the most influence on your career? On your life? Why?

Salary

1. What were you making at your last job?
2. What has been your salary history?
3. What would be an adequate reward for your efforts?
4. Have you ever been refused a salary increase?
5. What are your financial needs?
6. What is the minimum salary you would accept?
7. Assuming we make you an offer, what do you see as your future?
8. How do you feel about leaving the benefits at your old company?
9. Have you ever had financial difficulties?
10. What is more important - money or the job itself? Why?

Values

1. What values drive you in your professional career?
2. How will you know when you have found the right job, the right company and the right boss for you?
3. What values drive you in your personal life?
4. Have you ever had to lie in the workplace?
5. Have you done the best work you are capable of? If not, why?
6. What do you want out of life?
7. How do you measure success?
8. Under what circumstances do you deem it appropriate to lie?
9. How would this job meet your long and short-range goals?
10. What has been the most significant disappointment in your life?
11. How do you personally define success?
12. Have you ever left a position because standards of quality were below yours?

Work Style

1. Can you take instructions without feeling defensive, hurt or upset?
2. How do you show initiative?
3. Tell me about your energy level-describe a typical day.
4. How do you respond to pressure in the workplace?
5. How do you feel you could contribute to the company?
6. Do you prefer working alone or with others?
7. What have you done that shows your initiative?
8. In your last job, what percentage of time did you work alone? Work with others? Work as a team?
Where did you find your greatest satisfaction?
9. How do you feel about evening or weekend work?
10. How do you feel about a job that requires a great deal of paperwork and report writing?
11. What hours are you accustomed to working?
12. Do you prefer working under pressure or with adequate time to plan, organize, and execute?
13. What makes you effective in large groups?

IN THE INTERVIEW ... WHAT SHOULD YOU ASK?

Human Resources

How would you describe the position?

To whom does the position report?

What can you tell me about him/her?

How might you describe his/her management style?

Describe the organization's structure. How would you describe the culture?

How did this opening occur?

Have you offered this position to any internal candidates and what is their status?

How long has the position been vacant?

How does this position interact with other departments?

What is the organization's mission?

What can I expect the next step in this process to be?

Hiring Manager

How would you describe your management style?

Why is the position vacant?

How long has the position been vacant?

***What do you see as the biggest challenge for this position?**

What are your 60-/90-/120-day goals for this position?

What are the specific responsibilities/goals of this position?

***How is performance evaluated?**

***What specific skills/experience are you looking for?**

What would you expect the first assignment to be?

How would you describe a "typical day" in this position?

***How does this position interact with other departments?**

***How long have you been with the organization?**

***What other roles have you had with the organization?**

What is your vision for this department/division?

How can I be most successful in this role?

What can I expect the next step in this process to be?

**These questions can also be asked of colleagues / peers*

Colleagues / Peers

What is it like to work here?

Describe your job/role here.

Describe how work gets done here. As a team? As independent contributors?

How are decisions made?

How will this position impact you? Your group/department?

How would you describe the organization culture?

What types of issues does the supervisor consider critical?

What do you enjoy most about your job? Least?

How long have you been with the company?

Manager's Manager

In what direction is the business moving?

What is your vision for the department/division?

How can I be most successful in this role?

How does this position fit into your plans for this department/division?

Why Did You Leave?

Why did you leave your last company? These questions come in two basic forms:

Why Do You Want to Leave Your Current Job? This question is basically a wolf in sheep's clothing. It appears harmless enough, but it can damage your potential in a heartbeat if you're not careful. By all means, keep your answers to this question as positive as possible. Above all, do not dwell on how much you hate your current boss! The interviewer wants to hire a team player to the position, not a negative and vindictive hater.

Are You Still Employed and If Not, Why Not? If you are, great, but if you aren't, you can still use your answer to this question to shine a light on your positive features. For example, if you were laid off or terminated, focus less on the actual termination and more on what you learned from the whole process. You'll look mature and wise in the employer's eyes!

Were you Layoff? Fired? Other Issues?

Describe the economic situation of the company.

- Was it changing directions?
- Economic down turn?
- Acquisition?

"You may be aware that _____

The "as a result" should describe the company's action.

"As a result _____

How Older Candidates Can Make Their Case to Employers: Value

By Andrea Coombes

When you're an older person looking for a job, it's hard to get past the secret fear of many employers that you are going to cost too much. So how can you suggest that you won't?

Check out the ammunition in a new study done by consulting firm Towers Perrin for AARP, formerly known as the American Association of Retired Persons. While it's hardly a disinterested report, given AARP's mission to promote the interests of older people, you'll find some handy (and compelling) arguments that older workers can be cost-effective.

"We've heard for a long time that older workers cost more, they don't have technological skills, they're inflexible," says Deborah Russell, director of work force issues at AARP. Those are "old-fashioned myths. There is a business case to be made for looking at 50-plus workers as part of your labor-force strategy." (If you want to read the full study, visit www.aarp.org/research/work/employment/workers_fifty_plus.html.)

Older workers often do cost their companies more in employer-paid medical services, according to the report.

For instance, companies paid an annual average of \$7,622 in medical claims, from hospital bills to prescription charges, for workers age 60 to 64 (including their dependents), compared with \$4,130 for workers 40 to 44 and \$3,206 for workers 30 to 34, based on claims data in 2003 covering 7.5 million medical-plan participants.

More Motivated

But older workers offset those higher costs by being among the most motivated employees, according to a Towers Perrin survey of 35,000 workers at large companies.

Highly motivated workers are those who say they're "extremely likely" to be able to, among other things, satisfy customers, affect product quality and control business costs.

For workers of all ages, the average "motivation score," on a scale of 0 to 100, is 74.8. Among workers 55 and older, the average motivation score is 78.4. Among those 18 to 29, the score is 71.2.

"What was surprising, and may be contrary to conventional wisdom, is that the motivation level...actually got higher for the older workers," says Roselyn Feinsod, co-author of the study and a principal at Towers Perrin in Stamford, Conn. A high score on the motivation index indicates workers who are "more inclined to serve customers better."

Why should employers care? Companies with highly engaged workers perform better on average than their competitors on some financial measures, according to the study's look at 2003 data.

For instance, firms with motivated workers are likelier to exceed their industry-average revenue growth over a one-year period.

And Towers Perrin found an inverse relationship between motivated workers and the cost-of-goods-sold yardstick: At companies with a high percentage of motivated workers, the cost of goods sold was

below average for that industry. And disengaged workers tended to work at companies with a higher-than-average cost of goods sold.

Perhaps because of their higher motivation, older workers are less likely to leave their jobs, which in turn reduces turnover expenses. "The incremental cost of health care can be more than offset by the benefit of avoiding the cost of turnover," Ms. Feinsod says.

Innovators at Any Age

Another common belief is that older workers are less likely to be innovators. This, too, may be a misperception.

"There's a very funny preconception in our society...that innovation is the domain of youth," says David Galenson, an economics professor at the University of Chicago and author of "Old Masters and Young Geniuses: The Two Life Cycles of Artistic Creativity." But "some great innovators are young, some are old," he says.

Mr. Galenson says there are two main types of creativity, one based on breaking the rules and the other based on building on what's already been learned.

Individuals of the first type are "very iconoclastic," Mr. Galenson says. "They learn the rules of a new discipline and they say 'I don't like that rule.'" Think Picasso and James Joyce.

The other type will "get better as they get older...They're collecting information. They're learning more about the world and getting better about using that information," he says.

Some companies may be "looking for these young conceptual guys to make these big leaps forward," Mr. Galenson says. But if they need a business plan, they might need people "who've been around the block. Companies, by and large, need both kinds of people."

Then, there's the belief that older workers are less likely to learn new tasks. Some say this doesn't hold water, either.

"A popular bias is you can't teach old dogs new tricks," says Neil Charness, a psychology professor at Florida State University and an associate of the school's Pepper Institute on Aging and Public Policy. "It ain't necessarily so," he says. "One thing managers and others have to get over is some of their...false beliefs about the ability of older workers to learn and to benefit from training."

Sales Manager Executive Business Plan

For:

Crocs, Inc.

6328 Monarch Park Place,
Niwot, CO 80503



Prepared by:

Heber J. Grant

September 5, 2010

Proposal

The intent of this document is to provide a sense of energy, management style, passion and practical experience that will be brought to the position of Sales Manager for Crocs. This is a demonstration of the necessary thought process, business philosophy and selling strategy to succeed in the position and to help Crocs continue its current success.

Objectives

To analyze and identify opportunities as they relate to increasing market share for Crocs in both the domestic and international markets. The sales manager will be responsible for the full selling process from planning sales growth, coordinating projections with sales representatives, operations, financial and customer service departments. The ultimate success will be measured by not only the bottom line numbers but by the how the company and staff treat customers and industry peers. Listed below is a 3-Step Plan for increasing revenues in the designated territory:

1-The Selling Process to Expand Market Share

- ⇒ Analyze market conditions, competition, past history with accounts and representative performance to establish market strategies and pricing guidelines.
 - Identify potential growth areas, which fit the company's criteria and integrity.
 - Identify ways to expand new product offerings into new markets.
- ⇒ Prospect for new accounts in existing specialty stores in the outdoor industry but also seek out new opportunities in other markets including travel stores, water sport stores, and running stores.
 - Once a key prospect has been identified we will gain an appointment with the decision-maker at which time we begin the selling process.
 - Not only will we be selling the product, but also a clear vision of the Crocs philosophy, integrity and testimonials.
 - The sales team will then answer any questions or concerns from prospective accounts to gain the business.

2-Existing Account Management

- ⇒ Analyze existing accounts to look for growth opportunities with existing and new products.
- Analyze sales history for all existing accounts based on units, volume and sell through and reorders.
 - Establish clear goals for the sales representatives to measure performance and incentives.
 - Build customer incentives in the sales plan to bring on new product offerings. An example would be to offer additional discounts as incentives for each new SKU added to their current product offering.
 - Improve current customer loyalty by visiting accounts, offering merchandising suggestions and establishing an easy to use replenishment system.
 - Identify methods to improve the bottom line at Crocs through operational efficiencies, pricing and smart business planning.

3-Dealer Employee Management and Training

- ⇒ Work with store management and front line personnel to ensure the highest level of product knowledge, service, and follow up.
- Establish a simple and easy-to-follow training program for all dealers and merchandisers.
 - Maintain regular communication with store management to ensure all product and customer questions are being handled in a timely manner—offer assistance where needed.
 - Work with and interview store personnel during regular visits to gain perspective on customer feedback, inquiries, suggestions and improvements.

Timeline

The specific timeline for getting the position started and moving forward with the above goals is dependent on timing of production and the selling season. My goal would be to expedite my on the job learning curve so I could begin helping the company succeed immediately. I would propose a 30-day intensive training period where all of the company functions are learned. After that a clear set of goals and projects could be identified. From there I would immediately do my best to perform and accomplish our goals.

Impact

I will bring to the position the kind of energy, skills, achievement drive and passion for the activities that drive the business. My goal is for responsible growth at Crocs while maintaining the core values and continuous improvement. I will employ at all times integrity and respect for my fellow team members and customers.