

Kimmel & Associates

CANDIDATE PACKET

*We are dedicated to providing guidance
and support at every stage of the process.*



Interview Prep Guide



Counteroffer Guide



Resignation Guide



**Successful Transition
to a New Start**



Interview Prep Guide

TIPS FOR CANDIDATES

The Best 1st Interview

Our client is interested in you and you are interested enough in them to move forward with an interview. You owe it to yourself to put your **best foot forward**.

Are you under the impression that you need to conduct an interview with a company, ask a barrage of questions, and then decide if you're interested? If so, we're here to tell you that this is a common **MISTAKE**.

While you may view this as an exploratory phone call or initial meeting, the truth is that there is a genuine hiring need that must be addressed. We want to avoid a one-sided conversation.

The worst is when a candidate takes the *interview the company* approach, only to call back later and say, "I really like this company and want this opportunity."

Unfortunately, the company may view the interview as a failure because the focus was solely on interviewing them, and the candidate forgot to sell themselves and explain why they're the best fit for the position.

The best 1st interview is one where a conversation flows and both sides walk away impressed. The mistake that is possible to make here is asking too many questions that are singularly focused on **YOU** and forgetting to **impress them** about the **VALUE** you can bring to their organization. You'll likely be thinking:

- How do I fit in
- How are they structured
- Who do I report to
- Who reports to me
- What are their financials
- Money Growth

While it's essential to address all relevant questions during the interview process, the primary focus of this initial conversation or interview is to **sell yourself**.

Approaching the interview as an opportunity to evaluate the company can leave you feeling enthusiastic about the position, but without selling yourself, you may not be considered for further advancement.

Interview Prep Reminders

First, do your homework. ☒

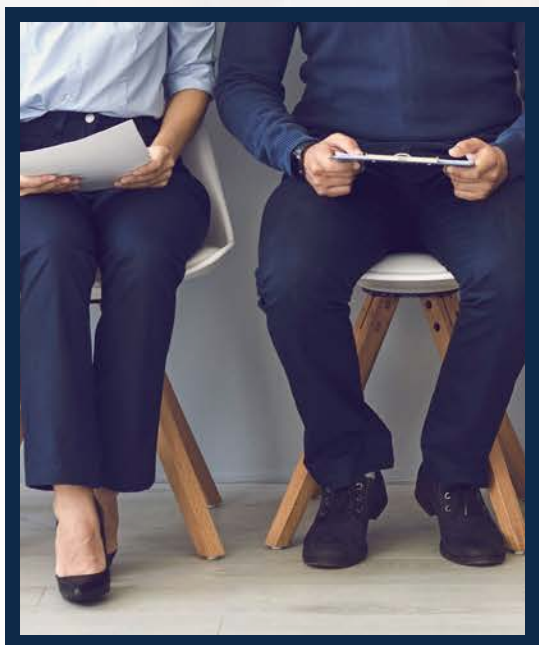
Learn what you can about the company, the interviewer, and the industry sector the company occupies. Know the highlights so that you can reference them during the interview.

Second, review your resume from THEIR perspective. ☒

Be prepared to explain BRIEFLY about career transitions and any red flags in your background that they might point out (i.e. gap in employment, taking a job outside of your core industry focus). Most interviews focus the majority of the time on your recent experience (the last 10 years).

Third, write down your accomplishments. ☒

Those things you didn't have space for on your resume. This communicates **why** you are good at your job.



First, There Has to Be Mutual Interest

Communicate Value. Clearly communicate the value you are bringing to the table. Even if this is initially an exploratory conversation, you should still be selling yourself.

If they walk away impressed with your ability after the first interview, it puts you in the driver's seat. It allows you to make the decision about moving forward or not... not them.

Selling yourself to a company is not being overly confident about your previous success; instead, it is being humble and straightforward.

Companies like to hear the words "**WE** were successful because" or "**OUR** team was successful because." Our clients want to hire the best people, but even the greatest successes are not done alone.

So, mention your individual successes and the things you have done, but make sure that your statements do not give the impression that you are a **ME FIRST** type of person. Our clients will want to know that you can make the entire team better.



It is important to keep in mind that the initial interview or phone call is an opportunity to showcase your skills and qualifications. We recommend limiting your inquiries to those that will enhance the conversation and demonstrate your value. We do not discourage you from asking questions altogether. In fact, asking big-picture questions can help you determine if the position is a **good fit** for you. Just remember that the company is also evaluating whether you are a good fit for the role.

What Have You Done to Create Value

There are 3 things you can do for a company that will make them HIRE, RETAIN, or PROMOTE you. They can be classified in **3** simple categories:

How have you **made money** for your current (or recent) employers?

How have you **saved money** for your current (or recent) employers?

How have you **solved problems** for your current (or recent) employers?

1 MAKE MONEY

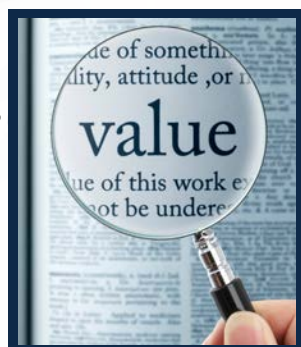
2 SAVE MONEY

3 SOLVE PROBLEMS

Value Question: If you had a lunch meeting tomorrow and someone asked you "Are you good at your job?" our hope is that you would say "Yes, I am good at my job." However, if someone asks you "Why are you good at your job?" this is a tougher question to answer.

Most of us don't go home at night and write down all the ways we created **value**. You know you have created value, but it takes a bit more thought to think through the areas where you have had the most impact. Therefore, we encourage you to be thinking about these things leading up to the interview.

- Why are you good?
- What value do you add?
- Where have you **saved money, made money, or solved problems** for your employer?



Quantitative results and sharing numbers are always wise.

Here is a great example of how to answer this question:

"Our company was having a difficult time with XYZ. I was asked to do _____ and because of my involvement and our team's commitment, we were able to solve _____ problem in ____ amount of time, leaving the client very happy."

Money & Motivation

One of the most common and significant mistakes we see in interviews is related to **money and motivation** questions. When it comes to motivation, it's essential to convey your genuine interest and engagement in the opportunity at hand. You must demonstrate that you're willing to invest your time and effort into exploring this opportunity.

If the interviewer asks, "**What are you looking for now?**", the only good answer is the job for which you are interviewing. Otherwise, they may not consider you for the next step, and both parties will have wasted their time. You must make it clear that you're taking this opportunity seriously and are committed to making the most of it.

Another common mistake is discussing future career goals that are not relevant to the job you're interviewing for. While it's great to have aspirations and long-term goals, you must focus on the job at hand and prove yourself before discussing future opportunities. The interviewer wants to know that you're **the right fit** for the current position, and you must demonstrate that you're capable of fulfilling the job requirements.



When an interviewer asks why you are motivated to make a move, it's important to provide a response that satisfies their interest and to be honest.

Saying "**I'm not really looking**" could potentially kill your chances of moving forward, even if you end up liking the position.

Be sure to provide a **positive and professional response** when asked about your motivation. An example: mention that you're looking for a great opportunity to grow professionally or for family-related reasons.

Research the company and mention its culture, or growth potential. If you've hit a glass ceiling or if there have been corporate changes, explain without blaming anyone.

Avoid making money your sole motivation, and if there are internal problems, address them delicately. Be straightforward but avoid sounding confrontational or disgruntled.

Money...Money...Money

Our promise to you is that we will be highly transparent with you and we expect the same in return. If you are going for an interview, we will have already made sure that the company's budget and your salary align enough that it makes sense to move forward.

If a company asks about your current salary, **they're not asking what you want**; they want to ensure they can attract you to their position based on your current salary. You should be honest about your raw base salary, bonus, and anything else that adds to your bottom line.

When they ask about your salary, they are asking for raw base salary and bonus.

Everything else – profit sharing, overtime, car allowance, great benefits, anything above and beyond that adds to the bottom line.

The other way money is brought up is if they ask you "**What would it take for you to make a move?**" Avoid throwing out a high or low number without enough information.

Example: A candidate was offered \$140k, which was \$10k less than his current base salary of \$150k. However, the bonus was 20% higher, and the benefits were fully covered for his family. He accepted the offer.

The lesson is to gather all the information before making a decision. When asked about salary expectations, respond with "**I'm open to a fair and reasonable offer for what I can bring to the organization.**" Once you have an offer, then you can discuss it further.

Verbal and Formal Offers



Receiving a formal job offer is a pivotal moment in the job search process as it demonstrates the company's interest and simplifies the negotiation process.

Attempting to negotiate compensation or other terms before this stage can lead to difficulties, so making it a top priority to reach this point is crucial. If your present employer has given you an above-average salary due to a unique arrangement, it is vital to convey this information to the potential employer.

Verbal offers can be ambiguous, so it is advisable to wait until you have the **offer in writing** before discussing any further.

Formal offers indicate a higher level of commitment and provide a better foundation for negotiation, so it is essential not to reject an offer too hastily.

Helpful Final Points and Topics

- ❏ **Clarification...** Seek clarification when asked a question instead of assuming you know why it's being asked.
- ❏ **Be A Doctor...** When interviewing for a job, remember that the company has a need to fulfill, typically driven by a pain point they want to solve or prevent. It's like visiting a doctor - they ask what hurts and why. Similarly, your goal is to uncover the company's pain point or the problem they are trying to avoid and provide a solution. Keep in mind that companies may be hiring based on an opportunity rather than a pain point.
- ❏ **No Robots...** When in an interview, avoid being robotic or pretending to be someone else. Stay true to yourself and be respectful. Let your professional persona shine without fear.
- ❏ **Elephant in the Room...** If you think there is something in your background, skills, or leadership that the client feels uncomfortable about, you're probably right. Therefore, talk about it.
- ❏ **Selling Yourself...** It's crucial to sell yourself during interviews, even if the outcome is uncertain. Generating interest from companies grants you the power to make decisions and cultivate professional relationships that may benefit you in the present or future. Furthermore, we've seen numerous occasions where an individual's impressive interview led to them being offered a more senior role than the one for which they were initially interviewing. So, aim to impress during interviews.

Interview Day Reminders

Phone Interviews. Find a quiet place with no distractions. Have a notepad handy so you can write down your thoughts and stay on topic.

Dress for the job you want, not the job you have. Your dress should be business casual at a minimum, and some interviews will call for a suit and tie.

Stand up to greet the person interviewing you. An interview is as much about personality and cultural fit as it is ability. Be friendly and polite to everyone you encounter in the office. You never know who holds decision power or who can influence a hiring decision.

Smile. Smiling is contagious, and individuals are drawn to those who radiate positivity and optimism.

60/40 Rule. The interviewer should do 60% of the talking and you 40%. Slow down, and ask great questions that elicit conversation and prove your knowledge. Don't overwhelm the conversation by speaking too much. Know when to expand upon your answer and when a short answer is sufficient.

Confidence is attractive, but arrogance is not. While it's important to be self-assured, avoid excessive self-promotion. Instead, use language such as "we" to emphasize the importance of teamwork. Remember that excellent companies are built on great teams, and great teams are composed of individuals who work together.

Be on time. Allow yourself enough time to get to the interview. Be 15 minutes early.

Compliment. Praising others is universally appreciated. Whether you're complimenting a successful project, an award the company received, or the pleasantness of the front office staff, a compliment can help ease tensions and create a positive atmosphere.

Say Thank You. Follow up within 24 hours of the interview. Send an email or handwritten note thanking the interviewer and team for meeting with you.



Counteroffer Guide

TIPS FOR CANDIDATES

The Truth About Counteroffers

Deciding to transition from one company to another is a complex decision that requires careful consideration, market exploration, and family discussions. By the time you have gone through the interview process, received an offer, and made the decision to resign, it is important to **feel confident and committed** to your choice.

Receiving a counteroffer from your current employer is a **common response** to avoid the costly and time-consuming process of replacing a valued employee. These counteroffers can come in various forms, such as increased salary, a new job title or role, more challenging assignments, or additional vacation time.

However, accepting a counteroffer typically has detrimental effects on your long-term career prospects. There are several reasons why it is in your best interest to decline a counteroffer and **move forward with your new career opportunity**.

First and foremost, you started looking for a new position for a specific reason, and that reason remains unchanged despite any offers made by your current employer. It is crucial to question why it took the submission of your resignation for your company to present this new offer. The answer is often unsatisfactory.

Moreover, your employer should be compensating you based on their assessment of the position's worth. Being paid either more or less than what your employer deems appropriate can lead to misunderstandings, resentment, and damage to the working relationship.

From the employer's perspective, your decision to resign indicates unhappiness and raises concerns about your loyalty. This fundamentally **alters your relationship** with managers, colleagues, and the company as a whole. When it comes to bonuses, promotions, or downsizing decisions, your reputation will undoubtedly influence how you are treated.

Employers invest significant time, money, and effort in the hiring process, from recruiting and interviewing to extending an offer. If a company is put in the position of restarting that process, it can **reflect poorly** on your professional image.

Remember Your Why



It's important to **reflect** on your own unique circumstances and aspirations to determine the most significant factors driving your decision to **make a change**.

- 1. Personal Growth:** Are you seeking new challenges, skills, and opportunities for personal development that your current position cannot provide? Moving to a new career path can offer fresh learning experiences and professional growth.
- 2. Work-Life Balance:** Seeking a career change can help you find roles or industries that prioritize a healthier balance between work and personal life.
- 3. Alignment with Passions and Values:** Making a career move can provide an opportunity to pursue work that is more meaningful, fulfilling, and in line with your core beliefs.
- 4. Career Advancement:** Are you feeling stagnant in your current position with limited opportunities for growth and advancement? Transitioning to a new career path can open doors to promotions, leadership roles, or industries that offer better prospects for long-term career progression.

To clarify, we are not suggesting that you must accept every job offer you receive. However, if you do accept an offer, it is essential to **honor your commitment** for the sake of your long-term career.

Accepting a new job offer is an **exciting opportunity**, and while leaving a company can be challenging, it is important to focus on the possibilities of your new career and not let a counteroffer hinder your progress.

"Don't look back. You're not going that way."

4 Reasons Not to Accept a Counteroffer

They Limit Opportunity Access

Scheduled raises and typical bonuses are often stalled or eliminated altogether once an employee has secured a raise due to a counteroffer. That initial bump can actually **cost candidates money** in the long term because companies are more likely to freeze pay increases for a significant period of time after someone has threatened to quit.

Additionally, when great opportunities for growth come up, a candidate who has shown a lack of commitment to their employer may not always be at the top of the list for consideration. But if the company has to make tough personnel decisions, those same employees will be at the top of those lists.

They Strain Professional Relationships

A resignation will fundamentally change an employee's relationship with their employer - even if they change their minds and accept a counteroffer. Management might see that employee as disloyal or as a flight risk and begin to seek replacement options. After all, that employee has already resigned once; common sense says they have one foot out the door and it's only a matter of time before they leave.

The damage doesn't stop there. **Team dynamics are challenged** by turnover, and the threat of an unstable team can affect productivity and morale. A candidate's peers might also resent any pay discrepancies that arise due to the counteroffer, spoiling co-worker relationships.

They Offer No Solution

Accepting a counteroffer usually means more money for the employee - and nothing else. The same issues that existed before (whether that's a lack of growth opportunity, a misalignment with company culture, or another professional need that's not being met) will still exist, and the candidate won't be any more fulfilled just because their paycheck is a little higher.

In fact, existing frustrations can actually intensify because employees now face those challenges knowing they had the opportunity to make a change. Research shows that about **80 percent of candidates** who accept a counteroffer either leave or are let go from their employer within a year.

They Damage Market Reputations

If a candidate has accepted a new job with a company and then reneges to take a counteroffer - whether it's from a current employer or a rival firm - bridges can be burnt. Employers invest a significant amount of time and money into the recruiting process, and when a candidate backs out at the last minute, employers have to start that process all over again.

They are unlikely to consider that candidate for future openings, and if a recruiting firm was involved, that relationship is also likely to suffer. And **job markets are a small world** - word spreads about flaky employees, and more companies than just the one affected might hear negative chatter about the candidate.

Accepting a counteroffer is like applying a Band-Aid to a gaping wound. It's a **temporary fix** that can ultimately make things a lot worse. If a candidate is not satisfied with their current employer, they will still be unhappy even if they are making more money. Of course, there are occasions when counteroffers do work out, but in our experience, those cases are very rare and involve unusual circumstances. For the vast majority of candidates who are seeking job satisfaction and long-term career growth, a **counteroffer is not the answer**.



Resignation Guide

TIPS FOR CANDIDATES

Resignation is a **ONE WAY** Process

As the saying goes, "breaking up is hard to do." This is true in all kinds of relationships, including business. Ending a relationship is a stressful and painful process - but unfortunately, it's often a necessary step in order to improve one's life. Sometimes, candidates change jobs due to major compatibility issues with their current organizations.

However, just as often, candidates are happy in their current roles but have found an opportunity to grow their careers in new and exciting ways with another company. In those cases, resignations can be especially difficult because the candidate must leave behind a team they respect and a job they enjoy.

But it's important to remember one thing despite the challenges that may come along with submitting a resignation: **resigning from a job is a one-way process, not a negotiation.**



Start Prepping Early

As soon as a candidate picks up a phone call from a recruiter or submits a resume to a hiring manager, they should be thinking about how they would resign.

Throughout the process of exploring new opportunities, employees need to mentally prepare themselves for the hard conversations to come. That way, when the time comes to say goodbye to their current company, they will have had weeks or even months to get ready, both emotionally and practically speaking.

Be Ready for What Ifs

When it is time to submit a resignation, candidates should be prepared to face some **"what if"** questions from their supervisors. Managers who are determined to hang on to top talent might ask, "What if we offer more money? What if we give you more responsibility?"

These are attempts to compete with the new offer and convince the employee to stay in their current roles. But the truth is, these **counteroffers are never a good idea**. By this stage, the candidate has committed to a new job with a new company. They have gone over all the details with their family and have decided that the new job is the best choice for everyone, so they should keep their word and stand firm in their commitment to their new role.

Furthermore, any ongoing issues that did exist with their current company won't go away with an increase in salary; money is rarely the primary reason an employee changes jobs.

Show Appreciation - But Be Firm

When leaving a job, there is no need to burn a bridge or damage relationships.

Employees should show gratitude and appreciation for their years with the company, but they should also be firm and confident in their commitment to leave. If appropriate, offer to help find and train a replacement, and make sure to tie up as many loose ends as possible so the team can move forward smoothly.



Put It In Writing

Resignations should always be written down, detailing the effective end date of employment and expressing that the decision is final.



Resignation Letter Samples

Below are examples of resignation letters that are both clear and respectful.

Dear _____,

I have worked at _____ since _____ and have enjoyed my work, the personal relationships, and the opportunity to be employed here.

After much thought and consideration, I have decided to pursue a new direction for my career. I have accepted a position and am committed to a start date of _____. Please accept this letter as my resignation, effective _____.

My family and I are very enthusiastic about my prospects and I have made a firm commitment to the new position. Therefore, I am not open to any type of counteroffer or reconsideration.

I will work with my replacement in every way possible to ensure that my work is covered effectively during the transition period.

Thank you for the opportunity to have worked with _____. I wish you the best in all your future endeavors.

Sincerely,

Dear _____,

I have been employed with _____ since _____, and I appreciate the challenges and growth I have found here. I have given my future career path a great deal of thought and have decided the time has come for me to tender my resignation. This has not been an easy decision, as I have enjoyed my career with _____.

I would like to request that this transition be made as smoothly as possible. I have accepted a position with _____ and have committed to the start date of _____. My decision is final, and I am not open to reconsideration and would not accept any counteroffer if tendered; therefore, I would appreciate if that kind of pressure could be avoided.

I am more than willing to assist you in finding a replacement for my position and will make myself available in the future to answer any questions that may arise.

Thank you very much for your understanding and cooperation.

Sincerely,

6 Resignation Do's and Don'ts



Do's

Do: Communicate Any Concerns or Changes As Soon As They Come Up

Do: Work to Preserve Positive Relationships

Do: Remember Your "Why"



Don'ts

Don't: Wait to Start Thinking About the Resignation Until Late in the Process

Don't: Let Your Emotions Get the Best of You

Don't: Get Distracted by Counteroffers



Successful Transition to a New Start

TIPS FOR CANDIDATES

A SUCCESSFUL TRANSITION TO A NEW COMPANY

- ✓ Will require effort and patience
- ✓ Will not happen overnight
- ✓ Will be a highly stressful situation...and that's okay

3 MOST STRESSFUL THINGS IN LIFE



PASSING OF A LOVED ONE



DIVORCE



JOB CHANGE

(The **ONLY** one
we **CHOOSE**)

BE PATIENT WITH THE NEW COMPANY'S ONBOARDING PROCESS

54

The average new hire has 54 activities to complete during the onboarding experience.

**3-6
MONTHS**

It normally takes at least 3-6 months for the "new" to become normal.

MAKING THE DECISION FOR A NEW START MEANS:



- You carefully evaluated your status with your current company and found it in your best interest to pursue new opportunities
- You choose to go with a company that will enhance your career, provide more job satisfaction, and increase overall happiness
- You understand the reasons for not accepting a counteroffer



Every career change comes with a variety of emotions.

Remember to **stay positive** and understand that transitioning into a new position is likely to come with a few obstacles.

Every success comes with challenges.

3

STEPS FOR A SUCCESSFUL START

Following these steps can help ensure a positive start on a solid foundation.

1 BEFORE THE FIRST DAY

The transition from one job to another is always stressful, no matter how excited and well prepared you are. One of the best ways to ensure that you start a new job with a clean slate is to take a week off in between your last day with your previous employer and your first day with your new employer. If a week in between jobs isn't feasible, then spend your weekend preparing mentally for the transition and focusing on how to start strong.

FIRST DAY

After taking the time to get yourself mentally prepared to start your new job, you should come in on your first day fresh and ready to be present in your new environment. You should know as much about the company culture as you can, so familiarize yourself with their website, company blog, and any other industry publications that might give you insights. Be ready to engage with and get to know the people in your office and on your team -- regarding both who they are and what they do.

2**3 START TO 6 MONTHS
(TRADITIONAL ONBOARDING)**

Take notes regarding any questions or concerns that arise, and set up check-in meetings with your new boss. Confirm that you are meeting expectations and performing your work as it is expected of you. Be cognizant that every workplace does things differently, so even if you have held the same job before, you should be ready to adapt to the style of your new employer.

Success in any role depends on **working hard** and **communicating** effectively every day.

[Read More](#)

ADDITIONAL RESOURCES

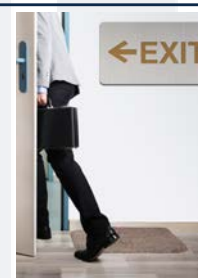
INTERVIEW PREP

[How to Answer 5 Tricky Interview Questions](#)[How to Prepare for a Multi-Interview Hiring Process](#)[11 Questions Candidates Should Be Asking During Job Interviews](#)

COUNTEROFFERS

[Offering and Accepting Counteroffers: It's a Mistake!](#)[4 Reasons Not to Accept a Counteroffer](#)[Accepting a Counteroffer Affects Your Job](#)

RESIGNATION

[6 Resignation Do's and Don'ts](#)[Resignation is a One-Way Process](#)

ONBOARDING

[Onboarding Do's and Don'ts for Employees: How to Successfully Transition to a New Company](#)[3 Reasons Maintaining Integrity During the Hiring Process is a Must](#)

CAREER SUCCESS

[How to Take Control of Your Career Trajectory](#)[A Guide to Professional Networking: How & Why to Make it a Priority](#)[Don't Let Others' Reviews and Opinions Determine Your Career Choices](#)