

Quotes

“Make it a point to do something every day that you don’t want to do. This is the golden rule for acquiring the habit of doing your duty without pain..”

Mark Twain

“Whenever you do a thing, act as if all the world were watching”

Thomas Jefferson

“Everybody must learn to lose because you can’t play the game if you can’t take losing.”

Arthur Ashe

“Trouble is a part of life, and if you don’t share it, you don’t give others the chance to love you enough.”

Dinah Shore

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A Winning Annual Performance Appraisal 8 Smart Steps To Prepare For It

“Yikes! I have my performance appraisal coming up in two weeks.” Often employees dread performance appraisals because they fear they may not measure up or won’t be appreciated by their bosses. Here are eight smart steps that employees can take to prepare for their performance appraisal and to ensure a successful outcome.

Step 1: Prepare a written summary of your work accomplishments for the past year and submit it to your boss, in advance of your performance appraisal.

*Highlight your top two work accomplishments.

*Briefly outline your individual and team results for each goal.

*Identify challenges and obstacles you faced and successfully overcame.

*Note goals you didn’t meet, with a brief reminder on why, e.g., priorities shifted by boss.

*Note any special projects you took on and the outcomes.

*Attach customer appreciation emails, letters, or other praiseworthy materials.

Step 2: Rate yourself using your organization’s performance appraisal form and submit it to your boss as input to the appraisal, along with the written summary of your work accomplishments.

*Claim your accomplishments

*Admit to any shortcomings

*Avoid inflated or deflated ratings.

*Provide specifics in the comments sections.

Step 3: Briefly summarize your learning and development (L&D) activities for the past year and submit it to your boss, along with the written summary of your work accomplishments.

*Highlight your agreed-upon L&D goals.

*For each goal, list the formal and informal training you completed (e.g., workshops, formal education, online training, on-the-job training, and professional reading) and how you applied that knowledge in your job.

*Identify additional L&D activities that you participated in as part of your work and how you applied learning from these to your job.

*Mention L&D activities you did outside work and that you paid for, and explain how you applied the knowledge you gained from them to your job.

Step 4: Make a list of what you most appreciated from your supervisor during the past year and determine how best to share it with your boss.

*Identify qualities you most admire about your boss.

*List specific actions your boss took to support you in your work.

*Remember the work opportunities your boss created for you.

(cont’d on p.4)

IS YOUR BUSINESS STRATEGY VIABLE?

The Process of New Venture Planning & Analysis - There is a defined 8-step process that will allow you to accurately assess and evaluate the viability of a proposed new business venture (or the addition/integration of new products and/or services into your existing company). Briefly summarized, the process includes:

1. Assessing Your Capabilities
2. Defining Your Business
3. Evaluating Market Demand
4. Defining & Measuring Your Markets
5. Defining & Identifying Your Customers
6. Identifying & Evaluating Your Competition
7. Measuring Economic Demand
8. Quantifying & Forecasting Your Financial Returns

1. ASSESSING YOUR CAPABILITIES

Most people are able to assess their capabilities accurately. For example, you might know that you have excellent resume writing skills, are talented in career counseling and coaching, or are extraordinarily effective in placing graduating students with top companies. However, owning a business requires much more than just your core specialization. Business ownership, especially of a small venture, requires that you be able to manage your finances, marketing, advertising, staffing and technology requirements. It demands that you be more than just your profession; that you be an astute business leader and business manager.

(cont’d on p6)

TWELVE SUGGESTIONS TO COMBAT AGE DISCRIMINATION

If you feel discouraged and fear employers will discriminate against you because of your age, empower yourself by following these twelve suggestions.

1. See yourself as capable to succeed and not as a victim. You can choose how you want others to see you.
2. Value the depth of resources, strengths and talents you bring to the table.
3. Present your unique strengths effectively while doing your best to overcome barriers standing in your way.
4. Avoid falling prey to the myths about older workers.
5. Identify and study inspirational models to encourage you. Read stories and or watch videos describing mature persons who peaked in their later years. Find contemporary mentors actively involved in full, rich lives.
6. Be flexible and adaptable toward change. Prepare and practice a positioning statement that demonstrates you are a person who is successful in learning new skills.
7. Answer the question, “What am I passionate about?” and go for it.
8. Have confidence you will succeed. Visualize your success.
9. Create a targeted resume that draws attention to your strengths and experiences. Seek the assistance of a career coach to help you position your resume correctly.
10. Keep enthusiasm and energy levels high by maintaining a sense of humor.
11. Remain current: read trade magazines in your field, enroll in classes, attend conferences, and join associations. Signup for Google Alerts and request specific email updates of the latest relevant Google results of a topic you are interested in. Go to www.google.com/alerts for more information.

And most importantly:

12. Accept the fact there are some organizations that won't hire you because you're older. You can fight them, but why waste your energy? It's more useful to be proactive and to redirect your energy toward discovering people and companies that welcome mature workers. (Excerpted from “Achieving the Good Life After 50” by Renee Rosenberg)
The BEST Companies for Older Workers go to www.aarpmagazine.org/lifestyle/articles/92003-09-17-bestemployers

JOB SEARCHING FOR THE SHY AND INTROVERTED

Have you ever noticed the job search paradox? The skills people need to succeed in job searching aren't necessarily the same as the skills they need to succeed on the job. The job search process, with its requirements for self-promotion and strong social skills, favors people who are outgoing and creates special challenges for people who are shy or introverted.

We can help by understanding more about shyness and introversion and by identifying and suggesting strategies that help you manage those characteristics. You may be surprised to discover that a lot of the research about shyness and introversion will actually be new even to people who are shy or introverted. Providing you with some of these insights, while you explore appropriate job search strategies, can be both enlightening and empowering.

Shyness and Introversion: Not Identical

We use the words interchangeably in everyday language, and sometimes the two overlap, but shyness and introversion are actually two different things. What they have in common is discomfort in social situations – in varying degrees and for different reasons. To an outside observer they often look the same, and they both create barriers to a successful job search, where social activities such as networking and interviewing play a key role.

Shyness – Shyness at its most basic is self-consciousness. Nearly 50% of the American population identify themselves as shy (a number that's increasing, according to researchers), with almost 90% saying they are or have been shy in some circumstances. Shy people fear being judged or criticized, dislike being in the spotlight, and tend to be reluctant to take risks. Shyness involves preoccupation with the self, physical symptoms (racing heart beat, sweating, blushing), difficulty concentrating, and a lot of negative self-talk accompanied by a tendency to make comparisons with only the most successful and socially competent people, thus perpetuating the negative self-talk. According to Professor Bernardo Carducci, Director of the Shyness Research Institute at Indiana University Southeast and author of *Shyness: A Bold New Approach*, the three most common triggers of shyness are:

- being around strangers
- the presence of people in positions of authority by virtue of their role or knowledge
- being with members of the opposite sex

Sounds rather like a job search, doesn't it? Some people may not be able to change their shy feelings but, if they want to, they can change how they choose to behave or act in any situation. On her web site, www.shakeyourshyness.com, Renee Gilbert, Ph.D., points out that “Shyness is not who we are, but something we feel while we do the things we do.” If you feel you're shy, or demonstrate behaviors that suggest shyness, you can ask yourself:

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July-August, 2007
Networking Opportunities for CCI Clients

July 5

Birmingham Chamber hosts Special Business After Hours with the Barons

July 10

Network Birmingham "Cool Ways to WarmUp the Room: Icebreakers for Anyone" \$15; The Harbert Center 2019 4th Ave N, Birmingham AL

Infragard – IT Network – meets the second Tuesday of each month.

July 11

BSHRM Lunch Meeting: Location TBA

July 12 & 26

The Women's Network Luncheon– meet every 2nd and 4th Thursday of the month, 11:30-1:00.

July 18

Toastmasters meets every first and third Wednesday of each month at 11:30.

July 19

Hoover Chamber Luncheon at Hoover Country Club, 11:30 a.m., Networking, Noon Luncheon. Please make reservations by Monday, July 16.

The Birmingham Venture Club Luncheon, the Harbert Center., Featuring: Tanveer Patel, CEO CircleSource.

July 24

NAWBO Birmingham – Luncheon, Celebrate Women in Business with NAWBO and WBCGS and find inspiration with Susan Matlock and the New Innovation Depot. Cost: \$25

July 25

Shelby Chamber – Membership Luncheon – Teacher Internship Program (TIPs) Wrap Up

Samford Business Monthly Source Networking Meeting, Sponsored by Samford Bus. Network-Birmingham Chapter.

July 26

Hoover Chamber - Business After Hours at AmeriSuites Hotel, 5:30 to 7:00 p.m., 2980 John Hawkins Pkwy, Hoover, AL 35243.

August 1

Toastmasters meets every first and third Wednesday of each month at 11:30.

August 7

Network Birmingham – Speaker: Caryn Tarradas, Captone Development International

August 9 & 23

The Women's Network Luncheon– meet every 2nd and 4th Thursday of the month, 11:30-1:00.

August 14

Infragard – IT Network – meets the second Tuesday of each month.

August 8

BSHRM LUNCH Meeting: the Wynfrey Hotel

August 22

Shelby Chamber Luncheon, Workforce Development in Today's Market - Pelham Civic Complex, Networking begins at 11am.

AWARE, Shelby Chamber & AARP sponsors Senior Job Fair, 9-2, 1st Baptist Church-Pelham

August 28

NAWBO Birmingham – Breakfast – Summit Club. Topic: Employee Law

Samford Business Monthly Source Networking Meeting.

Stats, Sites and Stuff

Total online help-wanted ads posted for top 10 occupations, in thousands, and average hourly wage, April 2007:

Management – 476.2 jobs; 442.52 hourly wage

Healthcare practitioners/technical – 374.7 jobs; \$28.45 hourly wage

Business/financial operations – 363.8 jobs; \$27.85 hourly wage

Office/administrative support – 344.5 jobs; \$14.28 hourly wage

Computer/mathematical – 323.5 jobs; \$32.26 hourly wage

Sales and related – 214.3 jobs; \$15.77 hourly wage

Architecture/engineering – 203.9 jobs; \$30.73 hourly wage

Production – 78.4 jobs; \$14.37 hourly wage

Transportation and material moving – 72.4 jobs; \$13.85 hourly wage

Installation, maintenance and repair – 70.7 jobs; \$18.30 hourly wage

Source: <http://www.conference-board.org/economics/helpwantedonline.cfm>

Cont'd from front page- A Winning Annual Performance Appraisal

- *Note barriers your boss eliminated or helped you to overcome.
- *List resources your boss obtained for you, such as additional budget, staff, and supplies.
- *Identify situations in which your boss helped you solve a major problem.
- *Recall L&D activities you requested and that your boss provided for you.

Step 5: Identify options to maximize your and the team's work performance and which of them are most important to bring up in the discussion.

- *Brainstorm specific ways to streamline the work.
- *Outline cost-saving measures.
- *Identify what additional resources are needed to enhance your job performance.
- *Determine other support you need from your boss to effectively carry out your work.

Step 6: Combine the following steps to identify your specific career development needs and strategize how best to mention them.

- *Clarify both your long-and short-term career goals.
- *List work experiences that will move you in the directions of your career goals.
- *Identify the next job where you'd like to advance.
- *Make a list of additional education and training that will best prepare you for your desired career.
- *Get clear on your greatest/lowest areas of interest and passion, as well as what skills, strengths, and knowledge you are most/least motivated to use.
- *Identify new projects or work activities you could take on as part of your current job and that jive with your ideal work activities.
- *Notice what pieces of your boss' job you'd like to take on and how doing so could benefit your boss, e.g., (take on important work your boss doesn't have time for or seems to lack interest in doing).
- *Clarify your least desired work activities and alternate ways to get that work done (e.g., automate it, shift it to another employee, or outsource it).

Step 7: Follow these guidelines to ensure you have a positive and healthy frame of mind, prior to your appraisal.

- *Relax (take deep breaths).
- *Set a positive stage for your review and be ready to put your boss at ease with your opening remark (e.g., "I'm looking forward to the opportunity to have this performance appraisal discussion with you").
- *Be poised to make it an enjoyable experience for both of you.
- *Invite input from your boss.
- *Be ready to listen and to inquire further about your boss' comments and concerns.
- *Avoid common defenses and excuse such as explaining, justifying, pointing fingers, and complaining.
- *Admit to your shortcomings.
- *View the discussion as a learning opportunity.
- *Think about things from your boss' perspective.
- *Be sure to thank your boss for the time spent on your appraisal.

Step 8: Set the stage for the coming year by reviewing the following items and deciding which of them to include in your performance appraisal discussion.

- *Be sure to ask for clarification about next year's goals.
- *Ask how next year's goals will be measured (e.g., increased revenue, number of new customers, what a successful outcome will look like).
- *Determine additional resources you may need to achieve your goals.
- *Discuss any training you will need to achieve your goals.
- *Suggest that you and your boss have regular update sessions (weekly, bi-weekly) to enhance communications, as well as your performance.
- *Suggest the use of additional reporting mechanisms, such as submitting monthly reports.

In summary, a performance appraisal can be a positive and successful experience for both the employee and the boss! It's an opportunity to learn more about how you are currently performing, identify specific ways to enhance your performance and career, and set the stage for your successful performance in the coming year.

Nancy Branton
CMI Executive Team – HR Master

Cont'd from p2 - Job Search for the Shy and Introverted

- Is shyness a factor in your job search?
- Does it interfere? If so, how?
- Would you like to explore other ways to think about some of the job search activities to make them more manageable?

You might be inspired to know that there is a long list of “successfully shy” people in many fields, including such well-known names as David Letterman, Carol Burnett, Julia Roberts, Sally Field, Tom Cruise, Tom Hanks, Theodore Roosevelt, Eleanor Roosevelt, Thomas Jefferson, Orville Wright, Neil Armstrong, Robert Frost, Agatha Christie, and Katherine Graham, to name just a few. Even Barbara Walters described herself as too shy once to ask Truman Capote about his new book when she was first introduced to him. Despite that initial shyness, notice how she’s chosen to act since then.

Introversion – Introversion sometimes resembles shyness because many introverts are uncomfortable in social situations, but the source of that discomfort is very different. Introverts find social encounters draining, particularly those involving a lot of people. They recharge their batteries by pulling away from social encounters, and are often labeled by others as shy. But not all introverts are, in fact, shy, and many do have good social skills. In fact, some introverts are quite outgoing – but they pay a price in terms of energy depletion. Those social encounters can be over-stimulating, and introverts need to plan time to re-energize. A second characteristic of introversion concerns slower information processing than extroverts – as shown in research using PET scan imagery. Introverts need time to process information before they act or think, and may encounter problems retrieving the word or thought that they’re trying to think of – described by Marti Laney, Ph.D., in the *Introvert Advantage*, as a kind of “brain-lock.” Think about that energy depletion and brain-lock in the context of job interviews and networking, and you can see some of the challenges introverts have in the job search process.

There are many assessments that can help identify whether someone is introvert or extrovert – the Myers-Briggs Type Indicator being among the most prominent. But, you can get a quick idea which end of the spectrum someone most likely falls on by asking them which of the following lists of attributes is generally the best fit.

Introverts:

- Think before they talk or act.
- Are energized by being alone.
- Like periods of quiet, many feel drained after activity (even if it was fun).
- Consider only deep relationships as friends.
- Focus on thoughts, ideas and the inner world
- Are characterized by depth of interest.

Extroverts:

- Talk out loud as they think.
- Are energized by being around people.
- Like a lot of activity.
- Know many people; consider many people as friends.
- Focus on people, things and the outer world.
- Are characterized by breadth of interest.

This list of famous people identified as introverts includes people in a wide variety of fields. Diane Sawyer, Matt Lauer, Meryl Steep, Michelle Pfeiffer, Al Gore, Laura Bush, Thomas Edison, Carl Jung, and even CEOs such as Bill Gates and Warren Buffett, among many others.

People can’t “overcome” introversion, but they can learn to manage it.

Job Search Strategies for the Shy and Introverted

Resumes – You are probably uncomfortable with self-promotion. You’re likely to be more receptive to descriptions that focus on helping you make a good impression, rather than on marketing you. If you have difficulty telling about your accomplishments – tell us what part of your job you most enjoy or to describe a really good day or a situation you handled that you were proud of. In addition, ask yourself what others have said about your work – it’s sometimes easier to answer questions about your strengths or accomplishments, for resume material and on interviews, by citing feedback from a superior or co-worker. After all, that’s just reporting what someone else said, rather than boasting. Self-promotion itself won’t be as much of a problem for introverts (unless they’re also shy), but remember that you will need time to process questions. You’re likely to be best able to provide information if you know the nature of the questions ahead of time.

Networking – Networking gets easier with practice. Identify and participate in any activities that connect with people. One-on-one often works best for both shy and introverted people. Start with people you know well, and ask those people to pave the way with others. Introverts can schedule networking activities during high energy times and factor in recovery time. Consider group events that are based on a common interest, cause, or hobby rather than networking that is strictly, oriented toward a job search. Simply being among people opens up opportunities, and it may be easier to participate in something you are passionate about. Both shy people and introverts can benefit from asking an event organizer for help with introductions or asking to be on a welcoming committee, where their role is clearly defined. Shy people and introverts can manage both energy flow and nerves if they don’t feel they are expected to talk with everyone at an event, but rather set a manageable number of people (even if that number is one) as a target goal. They can seek out

others who are hanging on the fringes. Also, they don't have to stay to the end of an event. Develop conversation starters/questions and exit lines to ease conversation and minimize brain-lock. Your excellent listening skills are valued by those who enjoy talking.

Interviewing – Shy people dislike being in the spotlight – exactly where the interview puts them. Reframe the occasion so that it's less an interrogation and more a conversation. You can shift the spotlight onto the interviewer and change the balance of power by approaching the interview as an investigation they are conducting to find out if the company and job are a good fit for you. You may not get rid of the butterflies but can get them to fly in formation. The self-promotion strategies noted in the Resume paragraph above are helpful here, too. Bringing a portfolio of work samples, credentials, and such can give the interviewer and candidate another focal point, as well. Preparation – anticipating questions and practicing answers, doing research on the company and interviewer – will help the shy person feel and act more confident, and introverted clients benefit because preparation reduces those brain-lock moments. Knowing the scheduled and structure of the interview day will help introverts manage their energy – conserve it ahead of time, if necessary, take a strategic bathroom break to recharge, or whatever is necessary.

With more insight into your shyness and/or introversion, you can better understand of some of your stumbling blocks in the job search process, and manage the challenges more effectively.

Wendy Enelow
Career Masters Institute

Continued from front page - Is Your Business Strategy Viable?

You must ask yourself if you're up to the challenge and willing to work on developing core management qualifications that will be so vital to your long-term success. One of the keys to business success is business development. All businesses need customers and many professionals spend too much of their time delivering their services and not enough effort building new business.

2. DEFINING YOUR BUSINESS

The following question may appear quite simple, yet it is profound. "What is your business?" Loosely stated, your answer should take the form, "We are here to solve "X" problems for "Y" group of customers." You must be able to answer this question before you proceed any further.

Large firms will spend vast amounts of time, energy and money to determine if there is a market for "X" and who would be most likely customers. The small entrepreneur must evaluate the marketplace with fewer resources, but must still ask the same questions and confront the same issues.

3. EVALUATING MARKET DEMAND

Evaluating market demand is one of the most vital component in planning and evaluating a new venture. To clearly demonstrate our point, we'll use the old adage of selling refrigerators to Eskimos. Seems like a pretty silly idea, doesn't it? However, the joke depends on the perception that it is always cold in Alaska and refrigeration is unnecessary because it's free. Well, it's not always cold in Alaska! It gets quite warm in the summertime and food spoils in Alaska just as it does everywhere else. You could look it up, in a newspaper's weather map, an Almanac or the Weather Channel. So, against what we've been led to believe, there is indeed a market for refrigeration in Alaska. But it was only through research and a close examination of the market that this was identified.

The same is true is launching any other new business venture. You must get to know the market intimately well to identify whether or not there will be a demand for your products and/or services.

4. DEFINING & MEASURING YOUR MARKETS

Several years ago I was vacationing in Bermuda. Watching the local news one evening I was struck by the unemployment report for the week. The announcer somberly told the nation that unemployment for that reporting period was "6."

I thought, wow, 6% is pretty high. The announcer then went on to read the names of the 6 unemployed people in Bermuda, and showed their photographs. I immediately remarked that if my business were providing services to the unemployed, I'd be in trouble.

Unfortunately, not everyone can have a market that is so clearly defined. However, you can obtain a tremendous amount of information and specific data through your market research activities. These may include population reports, local economic reports and demographics. If you are going to serve a local college, how big is its enrollment? In the Careers industry, we should know the size of the workforce and its segments.

5. DEFINING & IDENTIFYING YOUR CUSTOMERS

Once you have identified your market, it's time to concentrate on identifying your specific customer base. Who is going to buy your product or service? Does age matter? Gender? Education? Income? Are there any other variables that particularly qualify an individual as a potential customer? Are there enough customers to support your business?

Using our refrigerator/Eskimo model, we might say that age does matter. One usually needs a home to buy a refrigerator, thus eliminating children and younger adults from the potential customer base. Gender and education probably do not impact customer need, though one could argue that women care more about food spoiling than men. What about income? Refrigerators cost money and a family probably needs a certain level of income to afford the refrigerator and the electricity to run it.

What about electricity? Does a specific geographic region have electricity or are propane refrigerators the preferred product?

Through these efforts, we've identified our potential customers as either man or women over the age of 20 who own a home and would purchase either an electric or propane refrigerator.

Now, do the same thing with your potential customers to identify WHO they really are. Once you've been able to define your customer base, you can often get the HOW MANY answers from simple economic and demographic statistics at your local library. Then you can extrapolate information from that data to define a viable estimate.

6. IDENTIFYING AND EVALUATING YOUR COMPETITON

A detail competitive analysis is a vital component to any successful business plan and analysis. You MUST know and understand WHO you are competing against, WHAT specific products and services they offer, their COMPETITIVE strengths, their potential market WEAKNESSES, and any other information you can glean from your competitive research and intelligence efforts. What is their market reputation, who are their customers and do they have any major projects or contracts on the horizon? Have they succeeded financially? If so, why?

You must devote adequate time and energy to competitive market research and intelligence. There is no effective method to introduce a new product, service or business into an existing marketplace without first understanding what constitutes that market.

Then, take it one step further and ask yourself, "Can I take x% of the market with competitive strengths in quality, price, performance and/or location?" You must identify what will distinguish your company, your product or your service to give your business a measurable competitive advantage.

7. MEASURING ECONOMIC DEMAND

The best method to evaluate economic demand is to ask yourself some very basic questions:

- How big is the demand?
- How many people need what I am selling?
- How may people can I sell in a specific period of time?

Although most small business cannot invest the financial resources necessary to conduct an exhaustive economic research and analysis project, they can estimate. And while these estimates are imprecise, they can be an invaluable resource in developing realistic financial projections. If you are uncomfortable with estimates, make your guesses on a high/low basis and look at the analysis both ways to make sure the economic demand will support your business. Sophisticated research has shown that quantitative guesses by people in a given field are remarkably accurate.

Some other things to look at. Are other firms surviving (thriving) in this industry in the geography you intend to serve? If not, why not? Are economic statistics available to aid you estimates? At the local newspaper, trade association, Chamber of Commerce?

8. QUANTIFYING & FORECASTING YOUR FINANCIAL RETURNS

Now it's time to do the arithmetic! You must be certain to look at the information you have gathered from several different perspectives. Ask yourself these questions:

- How many hours do I need to bill to make this new venture viable and profitable?
- How many products do I need to sell to make this new venture viable and profitable?
- What percentage of the market does that represent?
- If I need to sell 500 products a year to make an annual salary of \$40,000 and there are 1000 potential customers, is it reasonable to assume that I can persuade 50% of the market to buy my product?
- What are my known expenses?
- What may be unexpected expenses?
- What happens in years 2, 3 and 5?

What happens when the numbers don't come out the way you had hoped? Do you just go forward anyway? Do you look at your analysis and see what you can change in product mix, pricing, geography, etc., to create viability? Real Life is, after all, Plan B.

SUMMARY

It may be as you've read this article, it's all begun to look familiar. Well, it should! What we've outlined are the basic components of a business plan. Any new venture, whether it be the start-up of a new business or the expansion of an existing company, is most effectively orchestrated when you devote the necessary effort to manning, market and customer definition, competitive intelligence and financial forecasting/analysis.

You might be fooled into thinking that you've got everything in "your head" and don't need to write it down. Well, you're wrong. No matter how talented you may be, nor how well you may think you know your market and your customers, there is NOTHING that can replace a solid strategic and written business plan to guide you as you build and develop a successful new venture. Isn't it always the case that as a new venture comes to life, it changes in its dynamics and complexion as you become more educated about what will work and what will not. Always remember, then, that your business plan is step #1, in this educational process!

Bob Bronstein
Pro/File Research

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CAREER CONCEPTS INC. CLIENTS: remember to check our website every two weeks for sample openings!  
[www.careerconceptsinc.org](http://www.careerconceptsinc.org)

## Testimonial

Imagine doing the same thing over and over again, but never moving forward, similar to a car spinning its wheels in the mud. Just a short time ago, I was that car, but realizing that something had to change I started searching for a way out. In searching for this way out, I became acquainted with Career Concepts. After my initial meeting, I was convinced that they could point me in the right direction, and I was correct. Not only did I discover a new career that I presently enjoy, I now have a renewed sense of self. Career Concepts brought out what was already lying deep within. My sight is set on even greater horizons and the best has yet to come.

A.M.  
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