Martyn Bassett
ASSOCIATES INC

A
PRODUCT MANAGEMENT
CAREER GUIDE

A Guide to Job Searching,
Resume Writing & Interviewing

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OVERVIEW

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Getting Ready for your Job Search

What Recruiters Look For on LinkedIn

Instead of treating your profile as a static document updated during career transitions, consider it a living document that reflects your professional journey.

Here are some insights from our Recruiters on how they utilize LinkedIn and what they seek in potential candidates for our clients.

Profile geared towards accomplishments over responsibilities

Recruiters appreciate candidates who showcase their achievements rather than just listing their day-to-day tasks. Highlight what you've accomplished in your roles.

Experience and outcomes matters most

Recruiters value a narrative that emphasizes a curated set of outcomes and accomplishments.

When Recruiters send your resume to their clients, they include a profile that tells your story and highlights your accomplishments. A LinkedIn job history displaying a logical progression of accomplishments can greatly capture their interest.

Clear and professional headshot

Having a photo on your LinkedIn profile is a must! When choosing your photo, remember two things: keep it current and genuine. People who evaluate candidates want to see the real you, so make sure your photo still looks like you and represents you well. Authenticity is key when impressing potential employers or connections.

Talk PRODUCT

Every function of a tech company has it's own language. Product Management is no exception. Communicating your narrative in the language of your function, increases the likelihood of your profile appearing in keyword searches and being recognized by hiring managers looking for product talent.

Talk in use cases

When describing the product or business you have been responsible for to someone who may have limited knowledge about what you are working on, it's important to communicate in a way that is clear and relatable.

One effective method is to talk in use cases to explain your product experiences. Use cases help the person reviewing your profile understand what problems you are currently solving with your product.

Recruiters review many LinkedIn profiles and resumes, often relying on LinkedIn as their primary source for finding potential candidates.
By keeping your LinkedIn profile up-to-date,
Recruiters are more likely to discover you which may result in exciting opportunities landing in your inbox.

How to Find a Job: Honest Advice from a Recruiter

The harsh reality of job hunting is that it's a constant balancing act between pursuing the job of your dreams versus the job someone will be willing to hire you to do. Personal factors like financial responsibilities, transportation limitations, and childcare resources often play a significant role in decision-making.

Sometimes, practical considerations take precedence over immediate dreams. This becomes evident when individuals aspire to become Product Managers in the tech industry without prior tech experience.

For those outside the tech industry, our advice is to focus less on applying solely for Product Manager roles and instead aim to join a tech company in any capacity where you can contribute value. Roles like Customer Success, Sales, Marketing, or Engineering can serve as entry points into product management.

Start somewhere, add value, and learn the industry.

If you wait for your dream role as a Product Manager to be your first tech job, you might find yourself waiting longer than others who prioritized getting a foot in the door of the tech industry ahead of you.

Finding a job is not only challenging but also time-consuming, often taking longer than anticipated.

Approaching the process pragmatically yields better outcomes and a more positive attitude. Candidates who view it as a "*funnel*" understand that continuous efforts to fill it with opportunities and leads are necessary to secure a job.

Where you begin may not be where you end up as the leads in the funnel advance or sunset. Relying solely on one opportunity or interview increases the chances of not finding a job.

Remember that for every opportunity you are interviewing for, there are numerous other candidates being interviewed by the employer.

To increase your likelihood of success:

- *Fill your opportunity funnel and hold loosely to each lead and opportunity you hear about and engage with.*
- *Remember, only one person gets a job, while everyone else they interviewed does not. Do not take it personally.*
- *Keep moving forward and keep filling your funnel.*
- *Try the three-legged stool approach.*

Finding a job is best described as a 3-legged stool. An effective job search requires 3 processes running concurrently.

1. Contact everyone you know who has influence or is a stakeholder

Personal networks are still the number one way people get hired. Reach out to employers, partners, and stakeholders you've worked for and with to let them know you're open to discussing opportunities. Don't assume people are aware of your availability or will remember you. Position yourself as someone who can add value to their company and help them achieve their goals.

2. Apply to employers but focus on the hiring leader who owns the problem/open role

The second, more common way most people find a job is through identifying the stakeholder who owns the hiring problem and contacting them directly. Focus on establishing a connection with the decision-maker who knows the specific requirements of the role. Highlight your value and demonstrate how you can contribute to their long-term objectives. This increases the likelihood of being noticed and considered, even for roles that may not be publicly advertised.

3. Contacting a Recruiter

While Recruiters can be helpful, it's important to note that most people don't get jobs through Recruiters. This is because Recruiters are engaged to find people for jobs, not find jobs for people.

When selecting a Recruiter to contact, take the time to research Recruiters who specialize in your industry and role, and ensure your skills align with their focus.
- Do they work in the industry you are pursuing?
- Do they recruit for your role or want to be hired?
- Do they generate/share content demonstrating they are knowledgeable/ a thought leader in the industry?

Sharing your resume and contact info in your first reach out saves time. Make it easy for them to understand your experiences and contact you without going back and forth. Create a frictionless experience if you are the one reaching out to them. Keep in mind that their current searches may not always align with your profile, so timing plays a crucial role.

Finding a job takes effort and grit, especially if you are in a situation where you need to find one quickly. Always remember to keep your head up, your job funnel filled and an open mind to opportunities.

Benefits of Partnering with a Niche Recruiter when Job Hunting

Recruiters can be misunderstood, but identifying the right ones is crucial.

Niche recruitment firms, specializing in specific markets, offer distinct advantages:

1. Market Insights

Niche Recruiters have up-to-date information on compensation and skill levels, providing valuable insights for job seekers.

Leverage the experience and market knowledge of a search firm that understands the realities that affect salaries:

- The seniority of the role
- The scarcity of experiences and skills needed
- How your experiences and abilities measure to other active candidates
- Current market conditions
- How competitive of a landscape you're in

2. Networker

Niche Recruiters often have access to the hidden job market, giving candidates exclusive opportunities within their specialty.

3. Professional Negotiators

Recruiters are professional talent scouts and negotiators. Some firms like ours have a team of talent scouts (Recruiters) and offer negotiators (AEs) to find the right talent for our clients and to ensure both parties are satisfied with the terms of employment.

4. Reputation Management

Another benefit is that your character remains intact even if things get emotional during the offer negotiation process. Recruiters act as intermediaries, handling sensitive negotiations and preserving a positive relationship between candidates and employers.

5. Insider Knowledge

This is often the number one most overlooked benefit - Recruiters possess valuable information about an employer's flexibility, emotional state, and your position in the hiring process. This unique knowledge helps you navigate negotiations, determine your standing, and make informed decisions about pursuing alternative offers.

6. Transparency and Confidence

Unlike HR representatives, you can openly discuss the role and company with a Recruiter. Their priority is ensuring both parties' satisfaction, so they welcome your input without offence.

Engage in conversations about important factors, concerns, role comparisons, acceptable compensation, and additional requirements for your decision-making. These discussions with a Recruiter save time by ensuring alignment with your goals and values, preventing unnecessary interviews for unsuitable positions.

Next time a Recruiter drops you an InMail, reply.

You never know what opportunities or market knowledge could arise from a quick conversation.

Martyn Bassett Associates Inc

A Toronto-based recruitment firm focusing on executive product management, marketing and sales roles for early-stage North American software and technology companies.

Our clients - Shopify, Achievers, Calix, Vidyard and PowerHub just to name a few - are responsible for some of the most highly anticipated, innovative, and grounbreaking technologies.

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Creating a
Product
Resume

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Resume Writing Advice: Recommendations from a Recruiter

Writing an effective resume is a skill that most professionals struggle with. At Martyn Bassett Associates, we spend a lot of time coaching job seekers on how to improve their resumes to increase their chances of landing an interview.

We created this ebook to share essential tips to help you craft a compelling product resume.

## Understand Your Audience: The Mindset for Effective Resume Writing

The sole purpose of your resume is to compel a busy Hiring Manager to shortlist you for a first interview. To write an effective resume that achieves this outcome, you have to understand the audience you're writing to.

The reader of your resume typically falls into three profiles: startup CEO/Founder, C-level executive who owns the function you're applying to, or Recruiter (internal or third party). These readers have distinct interests and mandates, meaning you have limited time to capture their attention.

Moreover, don't assume the person reading your resume fully understands the function you're applying for.

Make it effortless for the reader to understand what you do, and how you've achieved success in your role. By doing so, you will increase your chances of being shortlisted.
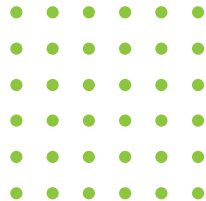
Consider the following when writing your resume:

- Use bullet points instead of paragraphs to convey your experience effectively since resumes are scanned, not read.
- Write with your audience in mind – busy professionals who may or may not fully understand the function you're applying for.
- Maximize your limited space and time by ensuring every word highlights your accomplishments and experience.
- Avoid regurgitating job descriptions, it's the number one mistake candidates make. Set yourself apart by focusing on achievement-oriented language.
- Your resume's sole objective is to be shortlisted for engagement: a call or Zoom. Avoid excessive details or repetition.

Formatting Matters: Keep it Clean and Simple

People don't read resumes, they scan them. Your design needs to be clean and simple. Leverage areas where the reader's eyes naturally focus and highlight significant career accomplishments.

Here are guidelines for creating a well-formatted resume:

1. Avoid unnecessary design elements, stick to a clean & simple format
Stick to one font throughout your resume, keep the spacing consistent, and use default margins. Use bullet points, not paragraphs, to describe your accomplishments.

2. Keep it short & use your real estate wisely
As a general rule of thumb, a resume should be 2 pages. It's 3 pages for professionals with 20+ years of experience and 1 page for fresh graduates.

You want to make sure you're making the most out of each page, so avoid using wide margins that push content down. However, be mindful not to overstuff your resume making it harder to scan.

Resumes are scanned – not read

When considering the reader's perspective, remember that the top section of the first page holds valuable real estate. Utilize this space wisely. Don't waste it listing your soft skills or the types of software you're proficient in.

3. Follow the ABCs – Always Be Consistent

Maintain clean and consistent formatting across the board. Pay attention to details like capitalization of your job titles and employer names, ensure bullet points consistently end with or without periods and maintain uniform spacing throughout.

Take the time to proofread your resume to guarantee consistency. While inconsistencies may not single-handedly make or break your resume, they can be distracting for time-starved readers. By minimizing distractions, you can ensure that your reader remains focused on what you bring to the role.

4. Submit your resume as a PDF & use your full name as the name of the file

Avoid sending documents in incompatible formats *(i.e. Pages, Google Docs, etc.)* and don't presume that your LinkedIn profile or personal website will suffice as a substitute for a resume.

Content is King:
Avoid These Common Mistakes

Now that we've covered the basics of aesthetics, formatting, and using space effectively, let's move on to the content of your resume.

In this section, we will address the common mistakes candidates make over and over again. If you identify these mistakes in your own resume, there's no need to panic. Making revisions based on the tips below will increase your chances of securing that first interview.

1. Avoid filling valuable space on your resume with subjective statements

Generic claims about working well in cross-functional teams or possessing strong communication skills lack impact and meaning. Instead, focus on quantifiable achievements and numbers.

If you can back up your abilities with concrete results, such as "*Successfully launched 7 new product features while working with Design and Engineering*", then it can be assumed that you function well in collaborative cross-functional teams.

2. Avoid merely restating your job description without providing context about the results you've achieved

It's crucial to go beyond listing tasks and ask yourself if each bullet point on your resume truly showcases why you are the ideal candidate for the role. Focus on highlighting your unique contributions and results rather than simply describing routine job duties that anyone in your position would perform.

For example, don't just say: *"I am responsible for working with a cross-functional team."*

Instead say: *"Collaborated with 3 distributed engineering teams (Bangalore, Krakau, and Colombia) to release product in 2-week sprints."*

If you have numbers, use them. If you have client names that you can drop, drop them.

The reader of your resume wants to hire someone who cares enough about their work to brag about it.

3. Don't assume your reader knows the context

Unless your career has been spent working for recognizable employers – Apple, Google, Shopify, etc. – it's helpful to include some context about what the product is that you specifically manage.

Remove the friction of expecting the reader of your resume to go to Google to figure out what your employer does and what the product is that you manage. Before diving into your accomplishments, offer a concise use case, such as "*B2B SaaS platform providing eCommerce solutions that reimagine how enterprises deliver a DTC shopping experience.*"
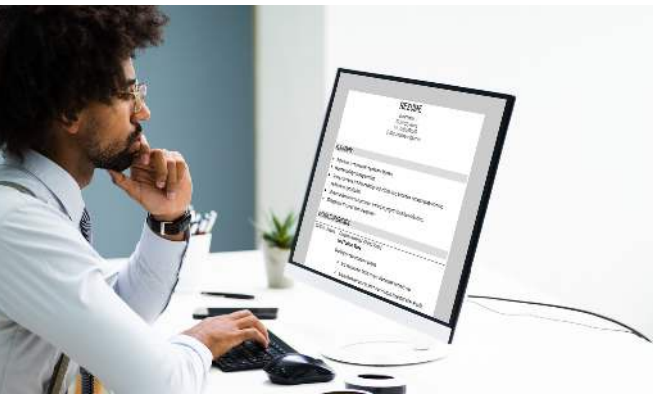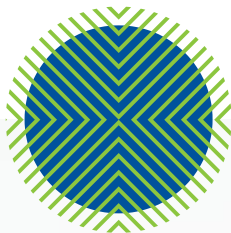
Tips For A Better Resume: From Top to Bottom

Now that you understand your reader, have a clean and consistent format, and have crafted compelling and context-rich content, take one more pass through your resume from top to bottom.

Here are tips to ensure that your resume has all the necessary information, free of fluff, and aligns with current resume writing conventions:

- Modern resumes no longer include a mailing address. Your header should include your name, email address, phone number, and LinkedIn profile.
- Get to your professional experience as quickly as possible. Between the header and experience section, briefly state your objective, such as "Seeking the opportunity to drive product innovation for a startup in Toronto in the health-tech space." Then dive into the details.
- Label the section as "Professional Experience" or "Employment History," not just "Work."
- The header for each employer should include the name of the company, your title, and the dates you worked there. If all your experience is in the same city, omit the location to save space.
- For lesser-known companies, provide a brief statement about what they do and use case.
- Write your bullet points with care. Use achievement-oriented language to convey the scope of your role.
- List your professional experience in reverse chronological order. Focus on providing details about the most recent and relevant experiences.

Curate the information you provide carefully, sometimes less is more.

- Include education and relevant professional development, certifications and volunteer experience that showcase leadership and relevant qualities.

It's hard to distill experience down to a few pages, and plenty of professionals struggle with it. Use these tips to present your experience effectively, increasing your chances of landing an interview.

Don't Lie On Your Resume

Regardless of the competitive job market and economic conditions, it's important not to justify lying or distorting the truth on your resume just to gain an advantage.

Be mindful of these five lies commonly found on a resume to avoid making yourself look bad:

1. Overstating the scope of your responsibilities

It can be tempting to just toss an extra responsibility in, or use exaggerated language. Resist the urge because a simple phone call to a former employer can expose the truth.

2. Claiming a team's contributions as your own

Be sure to give credit where credit is due — because this can easily be researched and you'll be subsequently called out.

3. Changing your job title to sound more impressive

Stick to the actual job title you held, even if it was years ago. Altering it to sound more impressive can backfire.

4. Claiming a degree that was not earned

This is one of the biggest ways to have a career implode on you. Falsely stating you have a degree can have severe repercussions and damage your career. Even CEOs have been toppled by such fraudulent claims.

5. Fudging your working dates

Stretching the duration of employment to make it seem longer is a risky move. Keep the dates accurate and avoid misrepresenting your work history.

Maintaining honesty and integrity on your resume is essential for building a solid foundation for your career and earning the trust of potential employers.
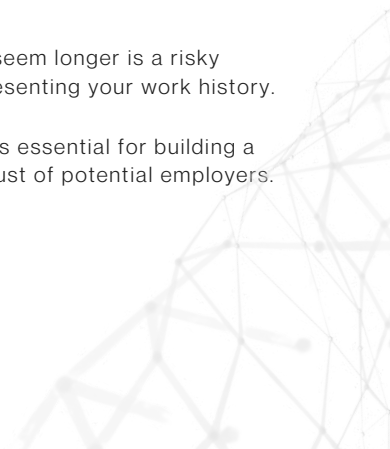
Elevate your Resume from Good to Great

To truly stand out to hiring managers, you should strive for greatness rather than settling for mediocrity.

Here's how you can elevate your resume from good to great:

An average Product Manager will

- Write too much and simply regurgitate the job description
- Point out the stakeholders
- Outline how they gather data and insights from users
- Doesn't use numbers
- Refer to products as projects
- Emphasize technical certifications
- Doesn't communicate value

But a great Product Manager will

- Curate their content: uses few words to express their point
- Point out the problem they were hired to solve and the outcomes they were hired to achieve
- Showcase actual achievements with metrics
- Refer to the actual product they delivered into the market (*for example, consumer mobile app they shipped and how many downloads, MAU, and where the product ranks in the app store*)
- Speak like a Product Manager. Every job function has it's own language, product is no different. Are you talking like a PM or is your content written like a marketing, or Customer Success Manager?

While on the surface, both cover the same topics, the difference between good and great candidates lies in their ability to show results, rather than just activity.

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Preparing for your Interview

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What Top Product Leaders Ask Candidates During Interviews

When it comes to a successful job search, interview preparation is absolutely crucial. To help you prepare, we've reached out to our network and asked top product leaders across North America to share their insights on the questions they ask when interviewing candidates.

" What is the fundamental role of Product Management in an organization?
Cameron Moore, VP of Product, Design and Content, Dialogue

This might seem elementary, but you'd be surprised how often I find that people have wildly different points of view here. I'm looking for a response that focuses on ensuring that the org is delivering that magical intersection of customer value and business value, and some examples of the key practices and mindsets to achieve that, especially deep customer understanding.

" Tell me about a time when you were wrong. An experience that you look back on and recognize that you were way-off in your assumption or opinion.
Alex Weinstein, Chief Digital Officer, Hungryroot

This helps me see if a person is actually open to learning and if they're defensive or not. Ideal candidates proudly speak about their past mistakes as something that they learned from, with little defensiveness.

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How would you improve a product you use everyday?

Mike Leibovitz, VP Product Management, Pivotree

I ask this question to start the conversation as it has enough abstract to elicit mindset without crossing the product domain boundary. Interesting answers to this question leads to more natural product functional questions, and starts to unravel the key most riddle: Is this a good personality fit?

What effect did COVID have on your Product Management lifecycle?

Sunit Mohindroo, CPO, CityLitics

I'm looking for an understanding and awareness of mitigation planning.

How do you scale yourself effectively through a team of PMs?

Manish Sharma, VP Product and Engineering, Symphony

For leadership roles, I have always focused on three-pronged assessment: Skill, Scale, and Speed. To explain, as a PM lead (Director and above), they should be a good individual contributor PM then be able to scale through a team of PMs by setting the vision for the team, creating an ownership-based org and effectively delegate responsibilities and tasks. Finally, they need to be able to unblock the team through a fast decision-making framework and facilitation of systems/processes for smooth cross-functional agility.

Tell me about a time while you were in a leadership position when you had to give a no or strategically reject an idea to someone more senior than you.

Michael Cohen, CPO, Achievers

So much of being a good product leader is prioritizing and if you can't do that on a regular basis, it's tough to lead.

Tell me about a recent experiment you conducted as a PM?

Philippe de Alberti, VP Product, MediaValet

I want to hear how the candidate presents the context of the experiment, how they rolled it out, what they measured, learned, and how they used the results to build a better product.

This question is usually a trigger for a great conversation and also helps me assess their current maturity towards the empowered product team model.

> **"**

What is your approach to find, grow and retain top-tier performers? Can you give me an example of where you did this well and not so well?

Justin Dilley, VP of Product and Design, Tropic

I believe that being able to find, grow and retain top-tier performers is one of the best signals of a great product leader. This question let's me dive into a candidate's real world experiences doing this successfully and what they learned from doing this poorly.

> **"**

What's your biggest screw-up and what did you learn from it?

Eric Carrasquilla, EVP and Division President, CSG

Looking for the following attributes: confidence (takes guts to admit you were wrong), risk taker (someone not comfortable with just "honing the stone" on areas that are safe and that they're already familiar with), resilience (having the inner fire to not overly dwell on the mistake, but pick themselves up and move on) and introspection (being able to look deeply within themselves for their role in this and what they could have done differently).

> **"**

What is the most important innovation or feature you have contributed to or led in your career and how has this impacted the industry in a positive way?

Shawn Henshall, Senior Director of Product Management, Salesforce

A solid answer to this question is extremely important to hear during the interview process as it really hits at the heart of the candidate's level of "thought leadership" (in their particular industry) as well as provides a sense of their level of experience and passion for what they do.

The Top 3 Reasons Why Companies Hire Product Leaders

Our experience recruiting Product Management leaders has taught us that CEOs and Founders often seek to hire a Product Management leader for one of three reasons: there's a problem, there's a pivot, or there's an opportunity.

Understanding these reasons is crucial as it helps bring clarity to candidates like yourself entering into a search and interview process. Let's explore these reasons and why it matters to you as a candidate.

There's a Problem

The scenario often sounds something like this:

- The product doesn't work
- Customers are churning out/no renewals
- There is tech debt that needs to be dealt with
- A competitor has emerged and is threatening the business

Whatever is going on, it's a problem and it becomes evident that a product management leader is needed to fix the situation. Based on our experience, the urgency of the search is often "*code red*".

What does this mean for you as a candidate?

The urgency to address the problem means the hiring process will likely move faster than most.

This means you need to be ready to qualify the opportunity for yourself as early in the interview process as possible.

By the end of the second interview, you should be able to understand whether your experiences are a match to solving the business and product problems.
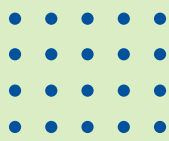
There's a Pivot

When a significant pivot is required, the CEO/Co-Founder seeks a specific type of product leader with relevant experience to increase the likelihood of success and minimal risk.

The search stakeholders are likely to want to see a person who embodies leadership qualities, fits their culture and elevates the organization. While these can be subjective opinions, they often boil down to these 3 areas:

1. People Leadership: Have you hired/fired/scaled/managed remote or international employees? Led reorganization or team realignments?

2. Process Leadership: Have you identified inefficiencies or opportunities to do things better/faster/cheaper/more efficiently? Have you reimagined how the work is done and how the metrics/outcomes can be achieved?

3. Vision: Do you have a clear line of sight to where things need to be and the confidence to get there through others? Are you able to communicate vision and rally people around a common goal? Have you assembled a team of leaders who have experience at scale?

What does this mean for you as a candidate?

Curate your message into facts and examples, be ready to provide:

- Metrics *(numbers talk - have yours ready)*
- Before & after stories
- A roadmap of the team you inherited and the team you left *(What were the skill gaps you identified? How did you raise the bar or invest in your team? What was the most difficult employee or HR-related matter you ever had to deal with?)*
- Learnings from mistakes made
- Product opportunity you identified and how you realized that opportunity and took it to market

There's an Opportunity

When a tech company is hiring a product leader to realize an opportunity, they want a builder.

They seek a product leader who not only has built successful products but also a thriving business. Someone who has architected the roadmap of the product and who has developed the path to monetization. Someone curious and user-obsessed.

The keywords often used to describe the desired persona include blue sky thinker and ideation.

What does this mean for you as a candidate?

Have your product story curated to the key markers in the roadmap.

Get to the main points and the outcome as quickly as you can. Be prepared to share metrics and learnings, including setbacks and how you overcame them, to showcase authenticity and resilience.

Express genuine interest and excitement. People hire people they like so demonstrate the excitement you have about their build and their organization's dreams.

The key is to figure out which of the three reasons the CEO/Founder is looking to solve with your hire and determining if your skills, experiences, and general interest align with that mandate.

Stand Out By Asking Better Questions

In this section you will learn how to leverage the question portion of your interview to wow a potential employer.

As recruitment experts who've prepped many candidates for job interviews, we've heard it all when it comes to interview questions. Here are our tips to level up commonly asked questions.

Ask: What has prevented you from making a hiring decision so far?

Instead of asking: Why is the position open?

While asking why a role is open is not necessarily a bad question, our suggested question enables employers to provide greater context and insights into what they seek and how they make decisions. The decisions of an employer impacts every employee. If how they make decisions or their attitudes towards hiring are not aligned with your values or approaches, it's better to know early on.

Ask: How does this role contribute to the overall growth of the company?

Instead of asking: What would my position look like?

When you ask what the position looks like, the answer you'll most likely get will be what you have to do, which is already given in the job description. By asking about the role's contribution to the company's growth and goals, you will learn more about the company's longer-term vision, the scope of growth, and their plans for you in the future.

Ask: What outcomes would you like to see me achieve in the first 90 days?

Instead of asking: What would success look like?

This question tells your interviewer that your mindset is geared toward performance. It allows you to get the most thorough answer on the role's true mandate versus just what was advertised in the job description. It showcases that your mindset is not only invested in what the company can do for you but also in what you can deliver for the company.

Ask: What business strategy are you focusing on to grow, and is the ultimate objective an IPO, to be acquired or remain independent?

Instead of asking: What is the exit strategy?

Instead of a canned question, our suggested question reflects a more thoughtful desire to gain insight into the company's ultimate goal.

Ask: Tell me more about your company culture and how you do work?

Instead of asking: Is this fully remote, in-office or hybrid?

In this post covid economy where every employer is adopting new ways of working, understanding how they tackle the "*art of work*" is important to both you and the employer.

An increasing number of employers are introducing in-office days, which creates friction among employees who embrace a fully remote model of work.

Understanding the expectations around this subject is essential before committing to a lengthy interview process.

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The Final Step: Navigating the Offer Stage

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How to Choose Between Two Opportunities

When it's time to seek out your next opportunity, you may find yourself in multiple interview cycles, running concurrently.

As the candidate, you could find yourself struggling to choose between two seemingly wonderful opportunities.

To help you choose among multiple opportunities, here are some practical steps to help you make an informed decision.

1. Curate

Searching for a job can quickly become a full-time job, even when you already have a full-time job! Searching for opportunities, engaging in discovery, researching, resume updates, 3-8 interviews per role, case studies, and contacting references - it can quickly become exhausting.

Amidst all this, it's crucial to stay laser-focused on your desired outcome and what you aspire to do next. Remember to be open and flexible until you have qualified the opportunity for yourself.

If you have concluded the opportunity is not for you, it's wise to end the interview process. The better use of your time is investing into search cycles where you genuinely want the job.

This also demonstrates respect for the time of employers, freeing them up to pursue candidates they may be more likely to attract and hire.

2. Ask Yourself These Two Questions

- Is this a job I want to do?
- Is this a group of people I want to work with?

The answers to these two questions will help remove emotion from the equation and distill what counts, the long-term outlook. Any full-time role you commit to is a commitment to doing the job. If the job is one you don't want to do, no amount of money (or company culture or incredible valuation) will make your daily grind feel better.

The same goes for people. It's been said we don't work for companies, we work for people; for people and with people. If your team is not one you can work well with, nothing will change that.

3. Go Back to Day-One List

It's easy to get swept up in the emotion of being wanted. However, be aware that the best interviewers make every candidate feel special, as though they are the only person being considered.

When things seem confusing or highly emotionally charged, it's time to go back to your day-one list:

- What impact were you interested in making?
- How does the style of working aligned to your lifestyle?
- What problems get you excited about solving?
- These questions should help you take the flattery out of multiple offers and steer you in the direction that best serves your career growth and ambition.

While having multiple opportunities is an envious position to be in, it's not without complications. Taking the time to ask yourself these key questions will help guide you in the right direction.

Resignation Best Practices & Navigating Counter Offers

Resigning from a job can be an uncomfortable conversation to have with and employer. This explores how to navigate the resignation process effectively and provides guidance on handling counter offers.

Resignation Conversation

These conversations require finesse and tact. Keep your resignation conversation short, to the point, and focused on the next steps in your transition. It is not necessary to disclose where you are going or share details of the offer you've accepted, as this information can potentially be used against you or as ammunition for creating a counter offer.

Focus your conversation on thanking your manager for the opportunity, discussing the details of your transition, and clearly communicating that your mind is made up about leaving. Also, remember to choose a last working date at least two weeks away from your last day.

Considerations for Your Manager

Understand that your manager will have various thoughts during and after the conversation, including concerns about replacing you and the impact of your departure on the team.

They may also contemplate counter offers as a means to retain you, as replacing valuable employees can be costly and time-consuming. Navigating counter offers appropriately is crucial, as it can significantly impact your career.

Navigating Counter Offers

The lure of more money—without having to transition into a new role—can certainly be tempting!

Counter offers are flattering! They are designed to appeal to your ego. They make you feel desired and indispensable, which can make you question your decision to look for and accept another offer.

Counter offers usually only address the issue of money and fail to address other reasons for seeking a new opportunity. If you've been miserable working for an ineffective manager, accepting a counter offer will not make them a better leader. You'll still be in the same situation, just with a bit more cash. If you don't fit in well with the company culture, that won't be fixed either.

In fact, if there's one change that would convince you to stay in your current role, you should ask for it before you start looking for other jobs and interviewing. If you get all the way to an offer stage at another organization before making your request, you risk burning a lot of bridges. You'll have wasted the time of your interviewers, and demonstrated to your current manager that you don't have the professional courtesy to raise your concerns in a respectful and timely way.

Risks and Ramifications of Counter Offers

Accepting a counter offer can harm your professional reputation, as it signals dissatisfaction and lack of loyalty to your current employer. If they need to downsize in the future you'll be at the top of their list to let go. You've also broken your word to the organization that wanted to hire you, which will likely burn that bridge as well.

If you're considering accepting a counter offer, you should do so fully understanding the potential ramifications. Of course, every now and then we hear a success story, but for the most part, candidates who accept the counter offer regret it.

It is crucial to keep in mind the real reasons for seeking new opportunities and maintain professionalism throughout the transition period. Be mindful of the potential pitfalls of counter offers and evaluate them against your goals. May these tips empower you to start your new job with confidence and excitement!