



Best Practice in Age and Employment

Unemployed Seniors Guide

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Ageism is acknowledged as being the most widespread discrimination within the workplace across all of the European Union. This unacceptable situation continues despite the introduction of new laws and an ageing population.

Time to change

Bringing together our partner's expertise - **The Pan European Older Person's Learning and Employment Network (P.E.O.P.L.E)** have produced a series of best practice guides in different areas relating to age and employment that include: employers, research, training, lobbying and a self help guide to help the unemployed over 50s.

Who are we?

P.E.O.P.L.E exists thanks to funding from the E.U's Leonardo Da Vinci programme to develop best practice and integrate work in relation to education and training, employment, research and lobbying/ campaigning on behalf of older working age people.

Become the solution

Be aware that as an older working senior you have many assets you can offer to an employer. However, for new employment it is crucial to effectively manage your search. The purpose of this employee guide is to help you in that respect.

For more information on P.E.O.P.L.E and the work we are carrying out, please visit: www.europeanpeoplenetwork.eu

Why bother?

If you have lost your job and are over 50, you may feel like the employment environment is against you.

Myths about Older Workers

- They are 'past it' – over the hill!
- They get ill more often and take more sick leave
- They are short-sighted and hard of hearing
- They have more accidents
- They don't like change
- They find it hard to learn new skills
- They are not I.T. literate
- They are less productive

We must challenge the myths together

Don't give up because when you find a job here are these benefits waiting for you:

- Increased physical and mental health - there is considerable research showing that people in employment live longer than those who are unemployed. People who work smoke less, drink less alcohol and have less substance abuse – at least during working hours
- Going to work should be a learning and pleasant experience, providing you with stimulation, comradeship, friends and interests
- It stimulates mental health, reduces loneliness and increases personal confidence
- It has benefits to the family - older people's unemployment increases the likelihood of family poverty. Also, the younger generation are more likely to be unemployed if they do not have the experience and inspiration of their parents being employed
- Having older people working as part of an age diverse workforce is good for employers, profitability, efficiency, team work and they train younger people
- The benefits to society of having over 50s in work is shown in increased wealth, reduced family poverty, reduced crime and benefits to the local community
- During 2012, the year of active ageing, we should be able to take advantage of a lot of positive press to be selling ourselves as good useful employees

This guide can help you with the answers to address the myths you may face.

As a senior, you have a lot to offer to employers.

Why you should be self confident and aware of your assets?

During your professional life, you have gained skills and experience that you can be proud of which, contributes to enhancing your self esteem, which improves your chance of winning a job.

You need to express and give value to these assets to the employers (in your covering letter as well as during the interviews).

Of course, the following items have to be developed, organised and customised according to your personal details and the jobs you are aiming for.

1 Your experience and high level of skills

You already possess the necessary skills and know-how to take on the job easily and your 'autonomy' will allow the company to gain time by recruiting a senior like you.

There is no need to be trained or coached over a long period of time; you will be able to integrate quickly and smoothly.

Through experience, you know the sector and the factors governing the markets; you know how to get crucial information and this can be of great help for small companies because your efficiency and effectiveness in the job will be immediate.

2 You are reliable

You know what working 'means' and are committed to do the job properly. You are punctual and regular in your work, focused on the task.

You are loyal and stable.

Your ambition is already fulfilled; you make your sole aim to prioritise the interest of the job rather than your own career.

3 You have maturity

Your experience brings you judgement and ‘flair’, your potential is high to prospect, and gain new clients.

Stress resistant; you bring calm and the benefit of hindsight to a team. You accept and can help when an organisation has to be modified, but you have also to demonstrate your ability to learn, anticipate and innovate.

4 You are able to be a hundred percent dedicated

Your children are grown up, so you can focus on work tasks. There are less outside diversions – less chance of clubbing all weekend or relationship problems. Often, money problems are less important and/or you understand that you are unlikely to receive the same rates as when you were in your middle working age (30 – 45) so you bring high levels of experience and skills offering good value for money. Also, you are less likely to long for promotion; you know that you have a better chance of life long work with your current employer so you remain loyal even after further training or qualifications.

Flexibility is also appreciated. You are able to move and travel as part of work more easily.

5 You’re able to adapt quickly to new situations

You know what working in different situations is like and have faced a multitude of problems, so your ability to adapt to each situation and with different types of people is quick. If you have been through economic, industry and company crises and have overcome these, you can be a solid person to count on. As they say ‘the next crash starts when the people who remember the last one leaves’. Companies can be sure of your commitment and involvement.

6 You can transfer your expertise to others

A system of ‘guidance’, ‘mentoring’ or on job training can help younger colleagues to benefit from your experience. For example, your commercial know-how and how to handle difficult customers, you are patient and it adds value to both partners.

Small companies can be really interested in those points and large companies like Volvo and BMW have successfully used older workers mentoring younger ones to develop staff and increase their profitability.

To sum up: you have a rich expertise to share with new employers, try to be convinced of that point and you will convince them.

Nevertheless, it is essential to manage your job search efficiently

Time is crucial for seniors:

Avoid spending/losing too much time before launching the job research. To be organised is a must, also prioritise and schedule your search as well.

Immediately adopt a steady tempo for your research. It is a full time job.

Key tips

- Redefine your professional project (based on your expertise mainly). ([See file no3](#))
- Organise and plan your time and adopt a weekly time sheet
- Do not isolate yourself and make sure you fill out your address book
- Update and activate your network, it is the best leverage for seniors ([See file no4](#))
- Forget past resumes. Focus on what you want to achieve
- Know identify and use appropriate training and government assistance:

Help guide for unemployed seniors becoming self-employed

The decision to become self-employed is a big step, especially if you're close to retirement.

What are the options?

There are different ways of being self-employed:

- As a sole trader - the simplest option
- In a partnership - with two or more people
- As a limited company where - the business has a separate identity (you may need help to set this up)
- A franchise - an agreement that allows the franchise buyer the right to run a branch of a business that someone else has set up

The challenges

If you run your own business:

- There is no holiday or sick pay, no pension and no regular income
- There is every chance that you will have to work longer, irregular hours and sometimes weekends
- You will also have to submit your own tax accounts

The benefits

Advantages of being self-employed include:

- Not having to work for someone else
- Not having to take orders from someone else
- Self-fulfilment, making full use of your experience, talents and abilities
- Financial independence and flexible working hours

Steps to self-employment

Before you become self-employed, you should research and develop your business idea(s).

Then prepare a business plan that reflects what you need to do in order to set up and run the business. Your business plan should include a description of the product or service you intend to sell, a profile of your typical customer, competitors, size of the market and whether it is stagnant, growing or declining.

It should also include a marketing strategy which outlines:

- Who will want your services/products
- How you intend to package and market your product or service

- Whether you will be selling to a niche market or mass market
- What they want from your service or product
- How to reach them
- Your unique selling point
- How you will intend to 'brand' yourself

Financing your business start-up

Most entrepreneurs expect to use their own savings, money from redundancy, donations, loans from family and friends. You may be able to get money from grants from charities, trusts or loans from banks and building societies. Before using equity from your home, borrowing from your trust fund, pension fund or cashing in your investment to start a business, make sure that you get sound financial advice.

Financial and tax implications what are they?

You will need enough money to live on while you start up the business, and funding for start-up costs. You will also be responsible for paying your own tax and National Insurance. You may choose to have an accountant or alternatively you can submit a self-assessment tax return online. If you are in receipt of certain welfare benefits you may be entitled to continue receiving these benefits for up to six months after you start trading. There are some benefits – paid through the tax system that will only be available to you once you start trading. Make sure you keep your business, personal income and expenditure separate.

Working after state pension age

You will have to pay tax on your State Pension if you are still in paid work when you receive it. For more information, contact your local pension office. However, there are allowances which can be claimed (in UK there is no National Insurance to pay).

Business start-up training and advice

Local business start-up training and advice is usually available for those considering starting up in business either from government employment agencies and programmes or through employer networks/ support programmes. If not, approach a bank who usually have at least a Business

Plan template for you to use to develop your plan and can then be used to apply for funding with themselves or other sources of finance.

File 1 - Practical step by step guide to finding a job

How to efficiently manage your job search and your planning

Time is crucial for seniors:

- Avoid spending/losing too much time before launching the job research. To be organised is a must, to prioritise and schedule your search as well.
- Adopt immediately a steady tempo for your research. It is a full time job.

To be done:

- Organise and plan your time and adopt a weekly time sheet
- Different tasks have to be prioritised on a weekly basis. When planning your time, fill what are your objectives at the beginning of the week and try to keep the priorities defined
- Adapt each week and take benefit of the planning to increase your 'efficiency'

The following are examples to be adapted to each case:

1 Network:

It takes time to start and find the good contacts

It is basic for your job search

2 Benchmark:

- a) On your economic sector
- b) On a selection of companies

You can take advantage of good information and be 'the first to know' when opportunities occur. You can also share info.

3 Carry on educating and updating yourself on specific skills (languages, new technologies, others).

It is always stimulating to learn and you need not to feel yourself 'lost'. It also helps keep your memory and mind in top shape.

4 Adapt the 'catalogue' CV/ resume and update it regularly online, including home and voluntary activities. Tailor your CV to the jobs you're applying for. (see [File no5](#)) - It will show that you are 'active' and keeps you focused on the employers requirements.

5 Consult and analyse the offers in some sectors that you are interested in.

This will help to understand what the trends on the markets are, the terms used, who is recruiting. Also, it will save time and you will be more efficient in tailoring your application to their needs and show you're up to date.

6 Respond to offers only after a deep analysis of sector and companies.

This aspect will take you more and more time as part of your search and all the work at the beginning will 'pay' when you will have several offers in at the same time.

7 Admin work and others.

Define a timeframe in your planning, in order not to be overwhelmed by this type of work.

8 Try to get individual or group coaching.

It is very stimulating, efficient and improves your job chances.

9 Sport, cultural activities and/or voluntary work.

It is very important to retain fitness, remain stimulated, meet people and increases serotonin levels.

10 Keep involved with social time, connecting with people and friends.

You will get support and will be available for your family out of 'working hours'. Family and friends are key elements to happiness.

File 2 - Define your professional project

1 Preliminary questions to address: Various aspects of your personal situation:

- Marital status: family responsibilities, moral support from your family?
- Health, disability, if any
- Housing
- Financial situation: immediate and future needs against resources (severance pay, unemployment benefit, pension, reserves, etc). Consult a professional advisor, see your bank or use government/voluntary sector advisors who are able to help in this
- Geographic mobility

First conclude with the answer to the questions: How soon do you need to find a job? If possible, do you plan to retire? But is it good for you to retire because all activity is challenging and has a positive effect on life?

Second conclude with the answer to the question: Do you quickly need to find a temporarily job while waiting to find a preferable job?

Your relationship with your former employer

- If you feel you were unfairly treated by your former employer, consult a lawyer. Plan fees if it is to go beyond a free consultation from a lawyer
- Do not go to court, process always very long. This can endanger you psychologically. It is sometimes better to negotiate.

Your wishes and abilities relative to the labour market

- Do you want to change your position by moving to another job?
- Are you up to date with the requirements of your trade or profession?
- Do you need to register for any training and keep up your continued professional development, or keep your registration up to date? (Sometimes it changes if you're unemployed).

Try and answer these questions: Have you both the physical and mental capacity to continue in the same way, same job, in the same function? Is this consistent with your personal project? Is this your choice?

2 Target sectors

- Knowledge of business sectors in the country and abroad is an asset specific to seniors. It has legitimacy in the skills assessment process.
 - List the sectors you know, relationships you have had past or present in these sectors
 - The sectors in which you have most experience
 - Those with whom you had professional contacts, e.g. customers, suppliers
- Select the sectors which are recruiting
 - All sectors recruit, but some more than others
 - Prioritise your sectors
- Combine the two sectors (recruiting and relationships) - To develop a career plan, to initiate the network, to steer research

3. Choose your objective - Develop your career plan and confirm it

- Choose to go on in your previous role. This is the easiest and quickest way. Check its feasibility
- If this is not feasible, you must identify and validate a new career
- Use the profile developed. This is faster than developing new skills

The new career plan. (see File no6)

Career plans can be developed with an association, such as in France AVARAP (duration 3 - 6 months), or with a counsellor (shorter duration). In the direct approach with a counsellor/advisor:

- List your skills, your accomplishments, your qualities (very brief review)
- List the firms you know in your country and abroad: the ones with whom you have worked professionally, those with whom you have been in professional contact (customers, suppliers), the ones you're interested in and others in which you have relationships. The knowledge of several industries is an asset rather specific to over 50's

- Identify the sectors and companies recruiting and the types of jobs most frequently available
- Make a list of all appropriate job
- From the list above identify the relevant aspects for your new situation taking into account your wishes, your skills, your personal project and produce a new list
- Confirm your choice
- Look for companies offering these opportunities, identify skills you could possibly develop or improve
- Imagine yourself in the position
- Ask for advice and discuss your project with as many people as possible from your network
- Prepare questions to ask: difficulties, sources of interest, opportunities, advice

File 3 - About networks

SUMMARY: Networking on the internet has spread like wildfire. As in real life it enables you to keep in contact with the market, or even better to be found. Subject to compliance with the rules as indicated below. The network is the 'other'. We must reach out to others. Networks are made by and for 'humans':

- To meet, friends, relations, colleagues etc
- To exchange information and to get in touch with others
- To talk about ones experiences, ideas, talents
- To get to know other professionals
- Networks are the perfect way to find or provide information
All information has value; there is always someone who needs it
- Networks also allow different spheres of activity to be connected

Video/Youtube Profile:

- Current networks that can be used i.e. LinkedIn, Facebook, Twitter, Youtube, Blogspot, and Wordpress
- We say what we want. This goes beyond the resume

- We continually update what we think is interesting (update needed)
- Be consistent in this approach. All information posted must be consistent and coherent
- Do not hide your 'Address Book' (clearly define levels of confidentiality)
- You can create a hub, that is to say, a discussion group on a given topic or participate in an existing hub
- This is another way to prove your competence
- You have access to the profile of 'others' and therefore can meet other like minded people
- It is also interesting to know 'who' has access. For this one must be prepared to pay.

Network instructions

- Friends of my friends (family, relatives), affinity relationships (tastes, leisure, sport, profession). In total all the contacts found through your project
- The network is a means not an end in itself. So you have to work at it: We seek information to validate the professional project

The main principles

- You're not asking for a job. You're looking for information. Try to foster discussion with the interlocutor on their job, professional experience, and on the future of the profession
- To get an interview through the network, you need to find a 'link', a 'trick' that connects you and who encourages them to talk to you. We encourage the notion of 'reciprocity' in the exchange. The two speakers should ideally become partners. They must learn from each other
- Through the contacts, you will be able to improve your project
- After each meeting a 'debriefing' is necessary. One needs to take a step back from what was said, to analyse the information collected; to go into what seems relevant, to list the information collected on the job, the economic background and then to match them with the project to amend as needed, adjust and last not to be neglected, a

little self-criticism: 'What I learned about myself, my presentation on my project?'

- Be active and keep your network updated

In conclusion

'Network', the approach is a 'long term' process. It requires great perseverance. It is unusual to find the right contact the first time. It does not end with the return to work. You must maintain and update your network. If still employed, the same discipline should apply to your current organisation.

Ten rules for good networking:

- Choose the network profile that matches
- Subscribe to a maximum of two professional networks and maintain social networks
- Take time to carefully prepare your profile
- Contact people you already know
- Maintain the network by expanding gradually and wisely
- Do not harass
- Do not hesitate to help others - when you're in trouble you will appreciate such assistance
- Answer promptly and systematically to invitations
- Take an active part in groups - Forums
- Meet network members, especially at parties organised for this purpose

File 4 - The CV (resume)

Summary - There is no ideal CV

- There is an optimal CV for each specific job.
- The individual CV cannot be different in key elements from standard CV for each sector targeted.
- The CV must show the positive specificities of yourself as an experienced and knowledgeable senior.

First stage: Build your ‘catalogue’ CV

A chronological list of all the skills and experiences. It doesn't matter the length of the catalogue CV. It must be as complete as possible. The skills must show your strengths. For each experience, you have to indicate your personal results. Therefore, it will be easier for the future to produce your customised CV, in one page, for a specific offer in order to appear as THE specialist for the job.

Second stage: Build your customised CV

An application by email mail is communication and direct marketing.

The only objective of the customised CV is to get an appointment. The recruiter has 30 seconds to read your CV and to decide to reject or to meet you, as he is receiving a lot of CVs (often several hundred for one job).

Before starting your customised CV, you have to analyse the job offer. Write on a sheet of paper the 3 to 6 key points of the job and select your corresponding strengths from your catalogue CV. Cancel the points you expect should be not positive for this research.

For instance: the ID photo. You decide to add it or not.

Be careful to follow the standard look, aestheticism, alignment.

Don't underline, write in bold when necessary.

Third stage: Respond to each application form as a customised CV.

Read the information about the company and the job description.

Read the person specification.

Reply answering each requirement point by point, explaining your knowledge and experience.

Format of the customised CV

1 On the top left corner, ID information: name, address, email, phone number, and social media if relevant. Indicate your age and not your birth date. The recruiter has no time to lose to calculate your age: it

could be a case for rejection. A CV without age indication of your age is generally rejected, even though it's illegal.

- 2** On the top right corner, the differentiating skills: specific diploma, languages, and specific experiences.
- 3** On the top middle, the jobs title you are looking for or your professional project. In the case of an answer to an ad (newspaper or web), the job title must be coherent with the advert.
- 4** Then, in using your catalogue CV, detail all the jobs you have worked in a chronological order by starting with the last one or the current one. For each job, detail:
 - Dates (month and year) of the beginning and the end of the job, the name and localisation of the employer. And if necessary, some information about the employer (turnover)
 - The title of your job
 - Your input, quantitative and qualitative.
- 5** Your diplomas, training, internships.
- 6** Your hobbies and voluntary work.
In order to show the large scale of senior experience, you must mention a maximum of results for each job.

The customised CV must have only one page. You may detail some results on appendix.

The skills CV

If your CV has too many undefined periods of time (no jobs) or too many employers, you may opt for the skills CV.

You don't use any more the chronological lay out. You focus on your main skills, backed up with your own experiences and results for each job. The skills CV enable you to synthesize your professional experience.

File 5 - To help you write a letter in response to an advertisement

Whether it is a response to an announcement of an unsolicited application, the one selected will combine a powerful relevant CV and a targeted personal letter. The letter in response to an advertisement requires a lot of attention. Any application form must be carefully read and only relevant answers put in each section.

- **Objectives of the letter**

- Getting the interview
- Engage the reader from the first line
- Provide information that is not in the CV, and tailor your application to the key points of the advertisement
- Present your application in the best possible, but honest, manner

- **Composition: You, Me, We**

In addition, to the header with your address and the reference number stated in the advertisement and the salutation at the end, a letter has three paragraphs:

- **You: the Enterprise**

It must capture the interest of your contact by the information you present in connection for the position you are targeting

- **Me**

Put your best foot forward in a complementary manner with the CV and in line with your understanding of the Company's requirements.

- **We**

Focus on what you can bring to the company

The 9 golden rules

- 1 Read the announcement carefully and see how to respond
- 2 Avoid platitudes
- 3 Keep it short, condensed, interesting. A page is long enough
- 4 Do not talk only of yourself. Address the needs of the company, the requirements of the position

- 5 Select a few relevant things
- 6 Express willingness to provide more information
- 7 The CV must be typed, the letter can be handwritten
- 8 Look after the presentation:
 - Use good quality A4 paper, no graph paper
 - Allow margins (5 cm to the left, 1 cm right)
 - Space the letter out attractively.
 - Check your spelling
 - Sign the letter
- 9 Each letter must be specific

File 6 - The interview

SUMMARY: As an athlete it is necessary to motivate yourself and get in good condition. **Remember: you are invited because the employer is interested in you. BE POSITIVE!**

1 The preparation of the interview

- Psychological and physical preparation
 - Study your language and body language to avoid verbal tics and unnecessary physical movements such as swinging your feet scratching your hands or failing to make direct eye contact
 - Avoid phrases such as: 'It's not my age, my generation, computer, I cannot'
 - Always be positive regarding new technologies and use today's language
 - Take care of your appearance. Wear smart clothes suitable to the company. Ties are not always suitable
 - Do not criticise ones former employer
 - Without boasting, do not disparage yourself or achievements, sell yourself and your skills
- Assessment of career
 - Select examples from your experiences showing that you meet the offer. Feel free to raise them during the interview
 - Emphasise the experiences for which age can be a *plus*

- Consider the responses to difficult questions about the resume. (Periods of inactivity etc)
- Prepare a few points that are not necessarily in the CV to revive interest
- If asked to repeat an answer, try to understand what you may not have answered and fill in any gaps
- Questions are asked because they need to know if you're capable of doing the job, they are not being rude, respond positively
- Knowledge of the firm
 - Research the firm's activity (market position, turnover, number of employees, names of the directors)
 - Analyse the relationship you had with that company or one similar in your career
 - Prepare and keep some questions in mind
- The mock interview
 - Whenever possible, organise mock interviews with third parties.
 - Put yourself in the context of the interview process. Forget your inhibitions: utilise a microphone and mirror and answer questions aloud to the fictitious contractor whilst observing your reactions. Notice your errors

2. The interview itself: The different steps

- Making appointments
 - In general is done by telephone. Be careful not to get caught by surprise on the street. If you do answer politely ask if you may call back at a suitable time or let the recruiter leave a message
 - Your language on the phone reflects your state of mind. Be motivated, positive (your demeanour comes across on the phone!) But do not ask too many questions and get to the point. The goal is to make an appointment
 - At the end, rephrase: Ex I have an appointment on at this hour with Mr ... at....

- Last note:
 - Be on time
 - Bring CV and cover letter
 - It is not forbidden to have a writing pad with you, a list of items to be discussed during the interview and some questions you would like to ask about the company
- Contact
 - Have an open look and a direct handshake
 - Take the time to put yourself at ease. Take off your coat, bring out your documents
 - Create a 'comfortable' relationship
 - Let the interviewer initiate the discussion
 - Smile
 - Do not fold your arms
 - Look at everyone in the panel
- Your presentation in a few minutes with the key points
 - Avoid reading directly from your resume. Take a step back
 - The employer wanted to meet you, so he is interested in several elements in your resume. Feel free to ask the employer which elements they liked
 - Summarise your experiences. Give real-life examples
 - Engage the interviewer and invite any clarification
 - When you have completed your presentation ask 'Would you like me to develop some points?'
- Exchange/ questions Recruiter
 - He will seek clarification, check information
 - Feel free to take notes
 - Be precise in your answers
 - Take advantage of every opportunity to engage the interview by putting a question. E.g. 'Have you ever encountered the same problems?'
 - Imagine the questions your interviewer may ask

- Conclusion
 - Give thanks and ask what the next stages in this process are? With whom? When? Do not hesitate to ask for their e-mail address

3. After the interview

- Write a report for next interview
 - List strengths and weaknesses. Stakeholder names and contact information
- Thank the employer by mail and confirm your interest
 - Opportunity to specify any information missing
- Set a deadline to make contact by mail (2 to 3 weeks) with the date of the interview, job title etc. to be properly identified

File 7 Self employment – be your own boss

In times of crisis, it may be tempting to leave the wage to start your own business. Here are seven steps to not hide before changing professional and personal life.

1 Ask yourself the right questions.

Are you ready indeed to change your life, to take risks, have no regular pay cheque, and spend from 60 to 70% of your time to commercial or administrative tasks while you are primarily a technician.

2 Take a coach

Many project start-ups fail because of lack of preparation. There are a multitude of factors (entrepreneurship network, home of the creation, consulting firms etc) that are able to assist and advise you. They offer creative training by reviewing the main functions of the business.

Business idea

Market research

Target markets

How to reach your target market

Selling you yourself (Not the business idea, but you)
Calculate your costs
Work out your prices
Where would you raise the money

3 Give yourself some time

For most actors in starting a business; it takes at least twelve months to build its business. Many project leaders are job seekers. For them, it is important to act, early in their compensation period so as not to end up in the urge to create.

4 Validate your project by a survey on the field

Having an idea is not enough to create its business. All creative must ask what service or product can do for his client. Always ask what added value it can bring to the client.

5 Make sure of the support

Before starting up a business, it is important to ensure to be supported by your friend and family circle. Create his business in solo means huge days of working, weekends at the office and sometimes years without holidays.

6 Know how to organise yourself

To go solo means that you take care of everything within the company. After years as an employee, the change is radical. Between business development, management tasks, travel, or specifications, weeks are overloaded. Before starting, it is key to evaluate your work time. In order not to lose time, it is important to set clear goals for each day: number of telephone contacts etc.

7 Be involved in networkactivities

For the majority of independent creators, the loneliness is a major challenge. It is indeed hard to assume alone and just to take a set-back integrating networks can get out of this solitude. In addition, integration of business leader's networks can gain notoriety, or even business contacts.

