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These letters have been compiled with the idea that no one letter style works for everyone. Most job search books insist that one letter always works better than another, or you should never say this or never say that.

I think that there should be different styles which reflect personal styles. There are informal letters as well as formal ones. Some work better for bankers and some work best for arts administrators. Some are quite assertive; some focus on comfort for both the writer and the person receiving the letter. These letters are all intended as suggestions, not templates. I suggest that letters be crafted not only for personal style, but for each specific situation, as a critical – and time consuming! – aspect of your search. Letters, particularly follow up letters, can be a powerful aspect of search, among the most significant.

Many of these letters were written by clients. Thanks to them, and some Columbia Business School students and alums, for agreeing to share their work.

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ROGER RABBIT

166 Hudson Avenue
Croton-on-Hudson, NY 10965
Home (914) 777-1234 Office (201) 555-2345
rrabbit@aol.com

August 28, 2013

Mr. Maynard G. Krebs
Vice President, Finance
Special Chemical Group
Hasbro, Inc.
14 East 56th Street
New York, NY 10017

Dear Mr. Krebs:

I am writing to you in the hope that you will share your knowledge and experience with me as I take the next step in my career. I was referred to you by Jessica Rabbit, who spoke highly of you, and suggested you may be able to provide insight and perspective as my search progresses.

Please do not mistake this letter as an employment request, but view it in the spirit in which it was intended. Jessica was kind enough to give me your name so I might discuss career options, and have an opportunity to get your opinions and thoughts.

I have been with Acme Laboratories for 17 years, and I am now looking to make a change. My manufacturing accounting background is broad and encompasses production, packaging, research, inventory, systems, and general accounting. In addition, I am a CPA.

I would greatly appreciate a half hour of your time for an informal meeting; I will call in a couple of days to arrange an appointment.

Sincerely,

Roger Rabbit

Livia Soprano
334 West 87 Street
New York City 10024
(212) 799-9359 (residence)
(212) 799-9459 (fax)
mom@gmail.net

August 13, 2009

Mr. Track Palin, Executive Director
The Fund for Equality
375 Fifth Avenue, Suite 724
New York, NY 10036

Dear Mr. Palin:

I am an educator and activist with experience in refugee resettlement and labor organizing. I have taught English as a Second Language to immigrants primarily students from the former Soviet Union. Currently, I am a union organizer, representing professional workers at a local college.

Because socially valuable work is essential for me, I have begun to explore other arenas in which I believe I could make a positive impact, including foundations. The Fund for Equality particularly interests and excites me because many of the programs you fund are in areas in which I have worked and have a special interest, such as women's economic issues and refugee assistance.

I am writing only to ask for your assistance and advice and do not expect you to know of any job openings. At this point, I am collecting information. I have been meeting with professionals in foundations and non-profits in order to learn more about these areas.

I would welcome the opportunity to meet with you or a member of your staff, and will call you during the week of August 19 to schedule a brief appointment.

Thank you in advance for your time.

Sincerely yours,

Livia Soprano

Mr. Anderson:

I recently came across your name in regards to your comments in the December 1 issue of Ad Age. Given my interest in digital advertising, I was very interested to hear your assessment.

I would greatly value an informational conversation, so that I can better understand Arex's marketing efforts.

As a recent MBA graduate of the R.H. Smith School of Business at the University of Maryland, I am carefully investigating marketing and brand management opportunities at top internet content providers and Web properties for a post-MBA commitment. Prior to my MBA, I served as the principal of a small marketing and brand management consultancy; during my time at Smith, I worked as an Analyst for QRS Software developing strategic marketing initiatives for technology products.

Is there a time you might have available for a brief meeting, or is there someone else within your organization that you recommend I reach out to?

Sincerely,

Sam Wurzelburger

MBA 2006, Robert H. Smith School of Business
(646) 123-0000
JR06@rhsm.edu

Dear Marianne,

I am a Managing Director in the Healthcare M&A advisory practice at Long Partners, a boutique investment banking firm, which I joined in October, after fourteen years in the healthcare investment banking group at Lehman Brothers.

In light of my longer-term career objectives, I have been researching corporate-side financial officer opportunities in the broader healthcare arena. As part of this effort, I have been meeting on an information basis with a number of finance executives in the field to gain insights into opportunities and challenges, to hear other professionals' thoughts on pursuing a transition, and to learn more about my potential markets.

In this context, I met with Jack Marson, Deputy CFO at Bristol Myers-Squibb (and a fellow alum of Columbia Business School), who subsequently introduced me to Jon Chin, Vice President of Executive Search at Bristol-Myers Biotech. Jon suggested that I contact you; he felt that we had much in common to discuss and that it might be useful for us to meet.

I would very much appreciate the chance to make your acquaintance and seek your perspective on these topics. I recognize that, as CFO of one of the largest pharmaceutical organizations in the US, finding an opening in your schedule is likely a difficult objective, but I will contact your office to see if it would be possible to arrange a convenient time to meet briefly.

Looking forward to connecting soon,

John W. Gacy

FRANK COSTANZA

181 Brookfield Avenue, Kew Gardens, NY 11534
(718) 252-8888 Residence
(718) 575-8889 Fax
fcostanza@yahoo.com

April 23, 2013

Mr. Dexter Morgan
Everyone Health Care
123 West 88th Street
New York, NY 10024

Dear Mr. Morgan:

I am a financial professional with seventeen years of experience in retailing. During my working years, I have established a record of accomplishment with particularly strong success in the area of systems development. Having progressed through the ranks of a major retailer, my exposure to all major accounting and financial functions has provided me with broad-based and progressive experience.

As the result of a long-standing interest and desire, I am exploring the health-care field. I am writing to solicit your assistance and advice and am not expecting you to know of any job openings. While my goal is to ultimately affiliate myself with a health-care facility, at this time my goals are solely to gather information and perspective in this area.

In order to accomplish this, I will be establishing contact with knowledgeable and insightful professionals who might be willing to assist me in appraising approaches and strategies.

I would welcome the opportunity to meet with you. I will call you during the week of April 30 to set up a mutually convenient short meeting.

Thank you for your time.

Sincerely,

Frank Costanza

Georgina Spelvin
214 Tenacious Avenue
Dobbs Ferry, NY 10901
Home (914) 124-1241
gspel@att.net

July 17, 2015

Mr. Harry Reams
Vice President for Hospital Finance
William Jefferson Clinton Medical Center
98 Air Street
Madison, NJ 08820

Dear Mr Reams:

Our respective schedules and availability have caused me to be unsuccessful in reaching you by telephone.

As I indicated in my letter of June 19, I am a financial professional with seventeen years of experience. I would like to meet with you in order to gain information and perspective. Please be assured that I am not asking you for a job, nor am I expecting you to know of any job openings.

Given your knowledge and insights in health care, I believe that you would be an excellent sounding board and an objective critic of my campaign strategies.

I will attempt to reach you on July 30 or 31. Thank you for your assistance and your cooperation.

Sincerely,

Georgina Spelvin

From: Mico Zinty [micozinty@hotmail.com]
Sent: Wednesday, December 06, 2012 11:12 AM
To: markh@columbia.edu
Subject: Request from a Columbia Business School Alum

Dear Mark,

I am a recent graduate of Columbia Business School and am beginning to research my next career move. Therefore, I am contacting you, as a fellow alum, in an effort to explore my options outside of the technology services business I have helped to build. Towards that end, I would like to arrange to meet with you for 30 minutes or so to discuss our industry trends.

I have been involved in a nearly 30-year-old business for the past 22 years and have grown the top and bottom lines in many service areas. Additionally, I have had full P&L responsibility for various product lines and have managed hundreds of people in offices around the country.

I am hoping you might be available for a brief discussion to discuss our industry trends and possible career paths. Please be assured that I am not yet in job search mode, and that is more market research at this point.

Thank you for your time and consideration.

Best regards,

Mico Zinty '11

From: Hannah Chase (hac96@stern.nyu.edu)
Sent: Thursday, January 14, 2012 12:37 AM
To: Cheryl Surana
Subject: Inquiry from Hannah Chase– MBA '96

Dear Cheryl,

I am a Stern MBA '96 and joined Morgan Stanley's medical investment banking practice right after graduation, where I am currently a managing director.

After a decade plus of investment banking, I have just begun to explore the concept of client side/in-house opportunities in the pharmaceutical world. However, notwithstanding the work I've done with 30+ clients over the years, I haven't had the chance to gain a true insider's view of what corporate opportunities have to offer and how my experience and skills may match up.

As a result, I thought it would be helpful to talk with some fellow alums in the pharmaceutical field. After scanning the Stern online network, I came across your name and was intrigued by your experience at Lilly. I was hoping you might be willing to talk with me briefly and share some of your insights and experiences.

If you have availability, I would very much appreciate the opportunity to schedule something at your convenience. Please let me know if/when you might have time.

Thanks in advance and regards,
Hannah Chase
Stern '96

Dave Eggers
17 Smithtown Road
Monsey, NY 10947

Business: (201) 760-0088
Facsimile: (201) 760-0099
Residence: (914) 714-1122
centaur@hotmail.com

June 21, 2014

George W. Shrub
Aiwa Electronics
Aiwa Plaza Center
Mahwah, New Jersey 07430

Dear George:

I want to express my thanks for the courtesy you extended to me when we met last week. You were extraordinarily generous and I appreciate your thoughtfulness in considering options from my perspective. You were able to suggest new possibilities and to cast ideas in a new light.

After some thought, I would like to ask you to follow through on your kind offers to introduce me to Philip Roth and E.L. Doctorow. Meeting them could be of great value, not because I expect either of them to know of any current requirement for someone with my background, but because they are both in excellent positions to learn of possibilities and offer perspective.

To my surprise, the idea of an assignment in Japan is intriguing. Perhaps my favorable experience starting up and developing businesses in El Salvador is influencing my reaction. It is true also that I am just reaching the point where a foreign assignment sounds exciting again. I am definitely thinking this idea through and want to discuss it with you further.

I will be away next week, and will give you a call the week of July 8.

Sincerely,

Dave Eggers

Chris Griffin
11 Spooner Street
Quahog, RI 06554
E-mail:ChrisGr@aol.com

July 15, 2013

Lorena Bobbit, Ph.D.
Westchester Services Company
2571 Palisade Avenue
Bronx, NY 10471

Dear Lorena:

Thank you for your words of encouragement during this time of transition. I have enjoyed working for you, and I look forward to maintaining our friendship as I complete this change.

If you have any suggestions for me in regard to professional growth, I would appreciate them. I am looking forward to adding to my skills as a human factors professional. I believe that you would be a great resource to me for guidance in this area.

Perhaps the most difficult part of changing jobs is the personal loss of friends and coworkers I've grown to respect and admire. As I move forward with my career, I will remember fondly the opportunities for growth and learning that Westchester and, in particular, you provided me.

Sincerely,

Chris Griffin

From: Ernest Hemingway [hem@gmail.com]
Sent: Tuesday, May 30, 2009 11:23 AM
To: L.Tolstoy@aol.com
Subject: Staying in touch

Dear Leo,

It's been a while since we've spoken, and I'd love to reconnect. Congratulations on your new gig at Viacom! It sounds like an exciting time to be in the division, given the new AOL agreement and the shift toward greater P/L management by the titles.

I'm just at the beginning of a job search, and I'd love to talk to you, on a purely exploratory basis. As you may know, I've been doing project work since I left ARC, and I'm ready to take on more. I'm looking at everything from additional projects to full-time work.

You know me well – my online experience includes site/project management, ad marketing, audience development and more. I trust your judgment, and I'd like to get your feedback on what people are looking for these days (both project and full-time), and what you perceive my market to be. I'm sure I will benefit from your advice – and who knows? We could be of help to each other some day. No pressure...

I will give you a call later this week to set up a time to meet (15-20 minutes max, as I know how busy you are). I look forward to catching up with you.

Best,

Ernie

From: Homer Simpson [donutsareyummy@att.net]
Sent: Tuesday, March 20, 2013 10:33 AM
To: George@yahoo.com
Subject: 3/16/13 Interview follow-up and the related article from Harvard Business Review

Dear George,

I continue to think about the challenges and issues we discussed on March 18, and I came across the attached article “Accelerating the New Manager’s Start.” I thought you might find it interesting. The article gave me an interesting perspective on the entry level supervisors’ issues. Practical recommendations mentioned in this article would be useful for the managers who supervise first-time managers.

Here’s the brief description of the article:

Making the leap from individual contributor to manager counts as among the most challenging transitions in business life. New expectations, a new identity, new performance criteria – all can set a first-time manager’s head spinning. Though newcomers to the managerial role must master their transition primarily through old fashioned on-the-job experience, their bosses can also help speed up the process. In an age when a company’s success hinges on its ability to attract and manage topnotch talent, every executive should be able to master the art of managerial development.

George, I look forward to seeing you again soon, and meeting with other members of your organization.

Regards,
Homer

Homer Simpson
200 East 200th Street, Apt# 200
New York, NY 10020-0200
Phone: 212-200-2002 (Home)
917-900-9009 (Cell)
Email: donutsareyummy@att.net

MORTICIA ADDAMS
134 Main Street
Peoria, IL 50134
mad@gmail.com

March 14, 2014

Dr. Raymond Navarro
Kingsbridge Hospital
128 South Cayton
Peoria, IL 50144

Dear Dr. Navarro:

I wanted to bring you up to date on the progress I've made since our discussion relative to my entering the health care field.

Over the last few months, I have continued to explore various options and opportunities within health care. I am now ready to begin an active job search campaign. In both talking with you and other health care professionals, I am convinced that there is a logical place for me and that, with my extensive financial background, there are contributions I will be able to make in the finance area. If you become aware of any openings, I certainly would appreciate hearing about them.

I have followed up with the people you suggested, and their recommendations and suggestions have led to some new directions. Jason Silver was particularly helpful, and he certainly knows a lot of people!

I genuinely appreciate the guidance and direction you have provided to me. Thank you very much; I'll keep you posted on how I'm doing.

Sincerely,

Morticia Addams

**Judy Jetson
10 West 74th Street
New York, NY 10023
jjet@yahoo.com**

April 17, 2013

Ms. Sasha Obama, Publisher
The New York Times Book Review
1612 Broadway, 16th floor
New York, NY 10019

Dear Sasha:

You may recall that we met, about two years ago. You had called me at the suggestion of Melinda Chase at History, Inc. (HI), with whom I'd worked as publisher of a circulation-driven magazine. At that time you were looking for a circulation director for two publications at The Times. You ultimately decided to go with an in-house candidate.

I see that you are now once again looking for a circulation director. I've submitted my credentials to Human Resources, but my resume may well be buried under hundreds of others. That's why, building on our earlier discussion, I'm initiating contact with you. I believe that I can be more valuable to you today than I could have been two years ago.

The December 2012 figures show that the Review's average paid circulation slipped a bit from the year before, and did not meet the rate base. Perhaps I could be helpful in coming up with solutions to this problem. Your readers are an important source of revenue, and they're the market which your advertisers are addressing in your pages. It's important that these readers be acquired and cultivated with a high degree of savvy attention and care. I can do exactly that for you.

Why not put someone into place who has the intelligence, experience, and creativity to win your customers' loyalty and ongoing business? Someone who thinks like they do, and who can articulate effectively the benefits of reading the Review. I believe that I'm exactly that person.

I'll call next week to see when we can set up a good time to meet, and look forward to talking with you again.

Best regards,

BART SIMPSON
10 Main Street
Stamford, CT 06905
(203) 964-1566 (office)
(203) 932-7077 (residence)
(203) 964-1567 (fax)
badbart@att.net

June 30, 2012

Ms. Nina P. Santa-Maria
84 Kline Street
Scarsdale, NY 10493

Dear Ms. Santa-Maria:

I have been a Vice President of Sales and Marketing for two well-respected brand names in ladies apparel for the past nine years. During that time I conceived, implemented and achieved sales and marketing plans that helped my divisions grow by millions of dollars.

At my last position, my first goals when hired were to raise our volume and gross margins. Both had been eroding continually for three years. The sales and marketing plan that I conceived was implemented and **our volume rose by four million dollars and the gross margin rose by four points.** This also resulted in a market share gain in our key accounts.

At my previous position, I created a plan that secured 85% of each season's orders within two weeks after New York market. This allowed us to purchase fabric and trims after orders were in house and then manufacture against these orders. **This resulted in increasing full price sales to 80% of production from 50%.**

I'm a manager who can set goals and achieve them - a creative problem solver and a person who can lead, motivate and make intelligent decisions. I have the ability to work well with and understand the contributions made by all areas of a company.

Your company has impressed me over the years. Your importance in the marketplace is enviable. That tells me that your organization is one that progresses with the constantly changing market we are in.

I am looking for help and suggestions as I conduct my job search. A half hour of your time would be appreciated to discuss industry direction, what you look for in someone at my level when you are hiring, where you expect to find him or her, and any general suggestions you may be able to offer me. I will assume that you have no current positions open.

I will call you next week to secure an appointment.

Sincerely,

Bart Simpson

Bruce Wayne
333 East 33rd Street
New York, New York 10028

Mr. Lex Luthor, Vice President
Engulf and Devour
1211 Avenue of the Americas
New York, New York 10017

Dear Lex:

For those of us who have been involved in the practice areas of bankruptcy, corporate restructurings, and reorganizations, it is common knowledge that we are well into what will likely be a long run of complicated bankruptcy and Chapter 11 proceedings. As such, I think Engulf and Devour stands much to gain by meeting with me in consideration for an associate position in its local bankruptcy and restructuring practice group.

Admitted to practice law in New York State and New Jersey, I have six years of experience working for many of the most demanding creditors in all aspects of bringing sophisticated senior finance transactions and syndicated financings to market. My specialty is highly leveraged transactions. My experience reflects a history of decision-making authority grounded in common sense, across several disciplines. Additionally, my legal training has refined my understanding of bankruptcy and debtor/creditor law, especially as they relate to the duties and obligations of the debtor/trustee, as well as the options available to the same in achieving value maximization for its creditors and shareholders alike.

Combined, this skill set presents Engulf and Devour with an associate who not only appreciates the complexities of leverage and its potential for bankruptcy, but is not afraid to recommend the tough call when necessary. Further, I bring to your group a track record for consensus building within the lending community. My work product has consistently included comprehensive, creative, and effective solutions that focus on moving the client towards achieving its ultimate business objective.

Enclosed is a copy of my resume for your consideration. As a follow up to this letter, I will call your office next week to arrange a convenient time for us to meet.

Sincerely,

Bruce

Kenneth Parcell
1400 Atlantic Avenue
Stamford, CT 06902

February 9, 2016

Ms. Elizabeth Lemon
Managing Director, Head of Investment Banking
Stratford & Avon
75 Bailey Avenue, Suite 500
Greenwich, CT 06901

Dear Ms. Lemon:

Through Carl Arcosi and Gary Goldman at Cohen Bellard, I became aware that you are growing your investment banking team. After several years of leading the corporate finance function for an asset management firm, I've decided to pursue opportunities in investment banking, and I am very interested in discussing potential opportunities with Stratford & Avon.

I am an experienced financial professional with ten years of experience and a Columbia Business School MBA, '08. The skills and experience I have gained through my career and Columbia ideally suit me for investment banking.

Briefly, I have skills and experiences in the following areas:

- **Debt and equity capital raising:** I led multiple debt and equity capital raises in over \$400 million of seed and growth capital; including the drafting of offering memorandum, building financial models and the negotiation of key deal terms.
- **Strong analytical and modeling skills:** I analyzed and valued acquisition and joint-venture opportunities and built and maintained corporate financial models used in financing transactions and capital budgeting.
- **Communication/relationship building:** I worked directly with top-level executives as a member of the executive committee, presented financial results to the board of directors and shareholders, and managed relationships with lenders, investors, directors, bankers and regulators.

Additionally, my deep operational experience provides me with a unique understanding of the market opportunities and strategic challenges facing companies in the current market.

I would value the chance to discuss the position in more detail, and would appreciate the opportunity to schedule a meeting. I will follow up in a few days to see how we can find a mutually convenient time to meet.

Thank you for your time and consideration.

Sincerely,

Kenneth Parcell

Grace Allen
Frans-Hals-Str. 17A
90334 Hamburg
Germany
grace@sbc.ger.net

August 13, 2009

George Burns
JP Morgan Investments
345 Park Avenue
New York, NY 10019

Dear Mr. Burns:

I am writing to you as I am seeking to move back to the United States in the near future.

I am a senior financial executive with over 15 years of experience as an investment counselor for sophisticated high-net worth investors in Europe. My background includes strong management, negotiation, and marketing dimensions, having been involved in multiple facets of the investment management and brokerage business, including branch office management and back-office operations. I strongly believe in a consultative sales approach to client service and have the strong problem-solving skills necessary in dealing with the private wealthy client market.

To summarize, my skills include:

- **broad international investment knowledge** in equities, fixed-income instruments, and alternative investments;
- **exposure to all wealth management disciplines;** and
- **practical portfolio management experience** of individual private investors.

My goal is to join a top wealth management firm in the U.S. in order to optimally utilize the knowledge and skills I have acquired in my years in Europe. I would appreciate the opportunity of speaking with you about opportunities at JP Morgan Investments, and will contact your office in the coming week to schedule a mutually convenient time to talk.

Thanks for your consideration, and I look forward to speaking with you.

Sincerely,

Grace Allen, CFA, CFP

Carol LaChase
190 Avenue S
Brooklyn, NY 11203
(718) 876-4488 (residence)
(212) 747-0303 (office)
Ceebs@gmail.com

January 15, 2011

Mr. Monty Burns
Campbell Marketing
100 East 42nd Street
New York, NY 10016

Dear Mr. Burns:

Your company is a leader in direct marketing, and certainly wants to grow its sales and revenue. I have a successful track record as a direct marketing leader who exceeded sales goals, revenue goals, and profit goals on a regular basis. We may have a match.

My management successes included, but were not limited to, opening up opportunities for prospecting telemarketers by eliminating territory restraints, creating a circle of excellence award for motivating senior account executives, and reducing costs by requiring tracking reviews of targeted audiences selected for direct mail. Working with both large and small clients to achieve their objectives was a joy, and the highest level of customer satisfaction was the result.

My enclosed resume is a snapshot of the success I achieved at Donnelly Marketing, and a glimpse of the wealth of experience I could give to your company.

Please let me know if I might contribute to your success.

Sincerely,

Carol LaChase

Enclosure

March 16, 2010

Mr. Alexander Herzin
Managing Director
WellsFargo.com

Dear Alexander:

How did the **Chase Credit Card** go from **#16** in the Gomez website rankings to **#1**?

In 2001, **Gomez** ranked Chase 16th among credit card issuers.

- When recruited as **Senior Product Manager** by Chase's eBusiness group, I initiated and launched a comprehensive suite of products and services: online Bill pay; Same Day Pay; balance transfers; online Disputes; and eCollections pilot; year-end activity summary; and electronic statements with paper suppression.
- ***These online solutions catapulted Chase to Gomez's #1 ranking in 3 years!***

And how did **Chase Consumer Banking** go from **#7** in the Keynote rankings to **#2**?

In 2004, **Keynote** ranked Chase #7 among retail banking sites.

- Moving to the Corporate Internet Group in 2004, I led the online **Retail Bill Pay** product team, managing the key vendors in our industry – CheckFree, Metavante, Princeton eCom, and Yodlee.
- As merger **Project Manager**, I led the integration of the key organizational payment platforms – from initial strategy through business requirements, design usability and QA/UAT pilot testing.
- As “business owner” with **P&L responsibility** for online payments, I managed the internal and vendor IT groups and delivered merger projects and new product introductions on time and on budget.
- ***The latest Keynote ranking has Chase #1 in web excellence!***

Creating the leading Best-in-Class online services has been my mission for the last 10 years, at **Chase** and at **Sony Electronics**, the innovative global electronics manufacturer.

- As **Internet Strategy Director** at Sony Electronics, the roadmap I authored is still being followed 5 years later.

These successes come from my ability to define a strategic vision, translate it to action, and deliver on-time and on-budget solutions.

A shared acquaintance, Visa's **Constance Chung**, thought it would be beneficial for us to meet and discuss how my background and experience could provide solutions for you.

I will call shortly to see when a personal meeting can be arranged.

Sincerely,

Mikhail Bakunin
71 Happy Lane #2B, New York, NY 10024
babawawa@gmail.com
917 222-1111

Michele Orwin

4 Merwin Drive
Middletown, N. Y. 19952
(914) 762-5824
miki@yahoo.com

August 19, 2009

Dear Sir or Madam:

Re: **Monster/New York Times** - August 18, 2012

I have just decided to make a job change and am interested in your opening for a Vice President of Marketing. Enclosed is a resume for your review.

Briefly, my resume supports each of the following areas specified in the ad:

- Marketing Management Executive;
- A solid and broad management and scientific background; and
- Product experience covering: cosmetics, toiletries, related consumer goods.

Please feel free to contact me either at my office or home. I shall be pleased to arrange an interview at your convenience.

I feel it would be best to discuss my salary requirements with you in person as my present company considers its management payroll to be confidential. However, I do feel comfortable telling you that appropriate opportunities for me at this time should fall in the range of \$68,000 - \$78,000.

Sincerely,

Michele Orwin

Fred E. Flinstone
14 Jefferson Avenue
Staten Island, NY 10405

Home (718) 549 8990
Business (201) 761 8884
Freddie@att.net

July 12, 2011

DEMUX
Division of ARC Corporation
120 Nerdien Street
South Wayne, NJ 07606

Dear Sir:

Your employment advertisement in the July 9, 2011 edition of The Wall Street Journal was intriguing. Having silently answered "yes" to your questions, here is my resume.

Very truly yours,

Fred E. Flintstone

Enclosure

EMMA BAGS
1418 Main Avenue
Plainfield, N. J. 08902
bags@optonline.net

July 17, 2012

Box #143, Wall Street Journal
Re: General Manager
420 Lexington Avenue
New York, NY 10170

Dear Sir/Madam:

I am very interested in your opening. Because I have only recently decided to make a change and have not yet prepared a resume, I trust you will accept my response in letter form.

Briefly, I am currently Vice President - Marketing with a Fortune 500 consumer products company with responsibilities that are international in scope.

Position Specifications

Related Background

· _____
· _____
· _____

· _____
· _____
· _____

My experience is supported by an M. B. A. degree (New York University) and elected leadership positions within the American Marketing Association.

Along with the salary requirements and history requested, I would be pleased to provide you with further information in a personal meeting.

Sincerely,

Emma Bags

February 18, 2013

Dear Mr. Moussaka,

I am interested in applying for the Manager, Corporate Development position posted on the Columbia Business School site.

My formal training includes a B.A. in Communications from the University of Syracuse, and JD and MBA degrees from Columbia University. With diverse experiences – in both traditional and new media – across a wide range of functional areas, including business development and strategic partnerships; television and broadband production; development, strategic communications and PR; and entertainment and corporate law, I have benefited companies in multiple functions.

Kindly review my attached resume and consider my skills and experiences, including:

- Creating and running, in 2000, the politics.com broadband channel, that within six months of launching notched the highest traffic in the six year history of politics.com, and which The Smithsonian Institution honored for pioneering interactive production of the 2000 Democratic Convention.
- Overseeing business development, legal and brand extensions for 17 websites of Curtis Magazine Group.
- Initiating and negotiating strategic brand-extension and revenue-generating partnerships with Cablevision Networks, BMI, Disney, MTVN, The Wall Street Journal, and Lifetime Networks.
- Managing advance teams and serving as Maryland Press Secretary in Bill Clinton's first presidential campaign.
- Producing for CBS at CBS Evening News, 60 Minutes, and The Vote in '96.

I would welcome the opportunity to work at VCS, and will follow up with your office.

Sincerely,

Penelope Pressman

(Note: May also be used as a cover letter with resume.)

Mr. Michael Steele
126 Wyoming Avenue
Baltimore, MD 08940

687 762-4529 (residence)

202 762-4463 (office)

202 762-3346 (fax)

hiphop@verizon.net

December 12, 2011

Mr. Tim Kaine
D.C. Lobbyist and Associates
123 Broadway
New York, NY 10006

Dear Tim:

Your consideration of the enclosed resume will be appreciated. The following position profile would be the most appropriate to my background and experience.

- Consumer Products and Services Company
- Marketing/Business development capability
- International Scope - immediate or future

If the stated objectives and abilities demonstrated in my resume meet the needs of a search you are conducting, please contact my office or home. I would be pleased to meet with you at your convenience.

Thank you for your interest.

Sincerely,

Michael Steele

Enclosure

End-Running the Recruiter (only after prolonged no-contact) – 26

NED FLANDERS

43 Cliff Street
Baldwin, NY 10564
Home (516) 232-7601
Office (212) 333-2060
okelydokely@verizon.net

October 31, 2017

Mr. Monte Burns, Vice President
Human Resources
JPMorgan Chase and Company
270 Park Avenue
New York, NY 10017

Dear Mr. Burns:

Because I cannot get the drawbridge lowered, I'm trying to reach you directly.

Several weeks ago, upon the suggestion of Jennifer Rosenthal, I called you to say that I had held a position in the area of expatriate taxation/administration at Citicorp similar to the one I believed to be open at JPMorgan Chase. As you suggested, I spoke to Andrea Lewis and faxed her my resume.

The quick version of what happened is that Andrea opted not to propose me as a candidate and when I queried why, she said that my most recent compensation level was too low.

Compensation issues aside, the question should be whether my qualifications are sufficient to allow me to be an asset to your organization. The three main functions of the position as described by Ms. Rosenthal match up quite well with my strengths and experience:

- 1) Expatriate Taxation - I managed the tax unit, revised and rewrote the tax equalization policy, and designed tax effective compensation. One of my perceived strengths lies in one on one counseling of senior employees.
- 2) Mentoring - I had twenty four employees in my unit including three Vice Presidents. I took pride in teaching what I knew about international tax law and the decision-making process, and was rewarded by watching my subordinates progress as professionals.
- 3) Customer Service - I always believed that Citi's expatriate services were only as good as their perception by their customers - the business units and the transferees. I therefore stressed the effective communication of policy and changes.

I've enclosed my resume and stated my case. I would welcome the opportunity to meet with you, and will call you around November 3, to see if a brief meeting can be arranged.

Thanks in advance for your consideration.

Sincerely,

From: Richard Lewis
Sent: Sunday, February 14, 2011
To: Lawrence David
Subject: LLM

Dear Larry:

It was great meeting you after your presentation at Columbia Business School. Private equity itself is a very interesting topic. I was particularly impressed with some of the new ideas your group has developed at LLM. Having a special group focusing on the operational improvement of assets and companies during the post-acquisition phase is a powerful tool to influence performance and ultimately improve financial results.

After the Worldcom bankruptcy, we took a similar approach in our asset group at Avon Energy. Avon is the spinoff company that emerged out of the BP/Shell merger. We manage, develop, and operate energy assets worldwide with a special focus on Europe, Asia, and Central America.

The development and M&A groups work together with our asset management team to allow for a better transition of assets going in and out of our portfolio. This allows management to monitor more closely commercial and financial performance, while bringing accountability to the acquisition/divestiture process.

As mentioned during our brief conversation, I led our exit strategy in Nicaragua, including the 1.4 MM debt restructuring of RCI (the second largest pipeline company in the country) while working on the sale of some of our assets in the US, Asia, and Europe.

As I'm looking to potentially relocate to the West Coast or Western Europe, I would be very much interested in talking with you and exchanging views, as I continue to explore and research possible markets within private equity.

I will be back in New York the week of March 14th. If your schedule permits, I would welcome the opportunity to set up a time to meet. I'll call your office to see if we can set that up.

I look forward to talking with you then.

Regards,

Richard Lewis

Pedro Almodovar
12 East 68th Street
New York, NY 10021
pedroA@comcast.net

July 12, 2016

Steven Spielberg
Metropolitan Charities
123 Flushing Road
Flushing, NY 10953

Steve,

It was a pleasure to spend time with you yesterday. Thanks for taking the time and for treating me to such a good lunch.

Your plans and ideas for Metropolitan Charities were exciting to me. I would very much like to be a part of them.

My hope is that you came away with the sense that I bring two critical elements to your plans for Metropolitan Charity:

- Substantial commitment and passion for the concept through research and business plan development.
- A high level of education, along with a substantive background in successful media management, including finance, marketing, and sales, makes me ideal for developing a business with the end result in mind - not least because of a strategic approach.

As you pointed out, my direct experience has included working closely and in partnership with the groups at Viacom and Cablevision, and overseeing a sales staff that represents new media capabilities and pricing to a wide range of, generally large, corporate clients. My point is that my management skills of questioning, listening, decision-making, execution, and a strong understanding of both underlying marketing and financial principles will serve Metropolitan well in its development and growth.

From our conversation, I also believe that I will be able to complement your already significant access to financing, charitable organizations, and Internet relationships. I am in complete agreement with your strategy to take on a strong, well-connected CFO and Internet Marketing VP.

I will be sending some other samples of my writing, but to demonstrate my strategic thinking, I've attached a working copy of my thoughts at they relate to Metropolitan.

I look forward to our future conversations.

Best regards,

Pedro Almodovar

From: Pamela Welling (pamwell@gmail.com)
Sent: Wednesday, January 21, 2010 11:55 AM
To: Mark Horney
Subject: follow up to Friday interview

Mark,

Thank you very much for meeting with me this past Friday. It was great to meet you and I enjoyed hearing your candid thoughts about Rainbow and the company's plans for digital expansion.

I want to reiterate to you my strong interest in the SVP, Digital Media position. I know you are continuing to meet with other potential candidates over the next few weeks but I want to do my best to try and keep my candidacy top of mind. As such, I believe that my background and experience is a strong fit for this position for the following reasons:

1. **Strong Digital Media/Multi-Platform Background** – over the past 5 years I have gained significant experience and accomplishments in the digital arena at both Lifetime and Time, Inc.:
 - a. Wireless – I initiated and oversaw the launch of Lifetime brands and content into the wireless space via the \$100mm+ partnership with AT&T. I worked on all facets of the new business:
 - i. The initial deal proposal and negotiation.
 - ii. The development of the wireless content/creative plan and strategy.
 - iii. The integration of the business into all areas of the company including programming, marketing, on-air promotion, ad sales, research and finance.
 - b. Broadband Video
 - i. I worked on the initial business and creative plan for Lifetime Live (the channel's hugely successful broadband site – check it out at www.lifetime.com/live). This site has really become a major strategic priority for Lifetime as it moves from a cable channel to a multi-platform brand experience for its audiences.
 - ii. I also oversaw the creation of the business and production plan for adding Time, Inc.'s Women's Health and Prevention-branded broadband video content to their respective websites.
 - c. Satellite Radio – I initiated and negotiated Lifetime's \$20mm partnership with Stern Satellite Radio. I oversaw the creation of two (2) 24/7 digital radio channels and spearheaded both channels integration into their channel's "DNA."
 - d. Video on Demand
 - i. Lifetime – developed Lifetime's initial VOD creative/content strategy and participated in deal negotiations with cable operators
 - ii. Time, Inc. – negotiated deal to test Women's Health branded VOD channel with Cablevision
2. **Overall Strong Business Development Background** – I successfully led the identification, development and launch of over 15 new businesses for Lifetime during my tenure with the company. These businesses generated combined revenues of almost \$100mm and EBITDA of over \$50mm during this time period. I have also developed new businesses for

Time, Inc. including Time, Inc.'s new Fitness/Health DVD Imprint (with revenues of \$4mm in the first year) and Strategic Partnership between Time, Inc. and Fox for "The Happiest Person" Online Subscription Service (with profits of \$2mm in the first year).

3. **Strong Strategic Planning Skills/Consensus Builder** – as we discussed in the meeting you stated you need a person to come in and bring some "sense of structure to all the various initiatives being pursued with Rainbow....Rainbow is pursuing a series of different initiatives but as of yet it is not adding up to anything in a significant way." If I got this position I would want to develop a plan that clearly and proactively outlines both the short-term and long-term digital strategy for Rainbow. I think this is crucial to get senior management and everyone in the company on the same page as to the digital opportunities that are available to the company and as to the support that will be needed by everyone going forward in order to successfully execute on the plan.
4. **Strong Communication/Relation Building Skills** – this area has always been one of my strengths. Developing a digital media business involves working with almost every area of the organization – Programming, Marketing, Ad Sales, Affiliate Sales/Distribution, I/T, Research, Finance, etc. – and I have had to work with all of these departments (and more) while launching new digital businesses at Lifetime. I believe you need someone in this position that can embrace and work with the heads of the individual brands as this will be key to the success of Rainbow's digital businesses.
5. **Strong Strategic Partnership & Deal Negotiation Skills** – I have developed strategic partnerships with major companies such as AT&T, Stern Satellite Radio, Cablevision, AOL, Fox, College Television Network, Sony Music, Paramount Pictures and AG Mobile. As the SVP position, these negotiation skills would be highly useful as you launch new businesses for ESPN International.
6. **Proactive Nature** – Finally, I have always prided myself on staying one step ahead of the competition. In this digital age, you want to strategically anticipate opportunities in emerging technologies and be prepared to exploit them when the time is right.

Mark, I am extremely excited about the opportunity at Rainbow and I look forward to hearing from you as you identify final candidates. Please don't hesitate to contact me if you have any questions.

Sincerely,

Pamela Welling

January 5, 2013

Dwight Schrute
Executive Vice President
Dunder-Mifflin, Inc.
200 Landmark Square
Stamford, CT 06902

Dear Dwight:

I was disappointed to hear that USG had opted not to continue my candidacy for the consultant position. I understand that you need to be completely confident that all your people have the skills and character to continue and even accelerate USG's growth. Apparently, I was unsuccessful in fully conveying my strengths and qualifications for this position. I am still convinced I would be highly successful at USG and would like the opportunity to meet with you again to underscore that conviction.

I believe I have the skills and character traits USG is seeking, including:

- **Leadership:** By working simultaneously on multiple projects for multiple clients, with employees at all levels, I have developed the ability to adjust my leadership style to fit different situations. When working with client management, that means leading through confident, enthusiastic persuasion, guiding them toward the necessary decisions and actions and supporting their decisions with client staff. Within a team of equals, I lead by example: Starting projects early to anchor ideas and build momentum, providing quick feedback to teammates, and building relationships within the team to cooperatively influence project quality and direction. When leading subordinates, I combine these two with coaching and mentoring, adding correction when necessary.
- **Conceptual selling:** As a value-added reseller of technology solutions, I understand the client is not buying hardware; he is really buying peace of mind, confidence, increased productivity, and security. If my clients do not believe I meet those needs on each visit, my service has no value, and the hardware can be obtained more cheaply online.
- **Client relationship building:** Like UGS, my current employer gets nearly all of its business from new projects with existing clients or client referrals. This is because, as at UGS, building a trusting, ongoing relationship with the client at all levels is paramount to expanding our business. I develop these relationships by approaching each client with a combination of integrity, competence, and confidence.
- **Presentation and communication:** Throughout my professional life, I have excelled at presenting complex topics in a way my audience can understand. I know how to read an audience and gauge their understanding, discerning whether to continue or elaborate, and when to explain process or technology versus when to focus on results.
- **Creative analysis and problem solving:** Never content to consider only conventional solutions – or be deterred by seemingly insurmountable obstacles – I address challenges differently from most people, assessing the resources available, and finding unusual ways to apply them to reach the goal.

Thank you for your time and consideration. I look forward to meeting with you again. I understand you will be at your annual meeting the week of January 15, so I will call your office the week of the 22nd to see if we can arrange a time to talk.

Sincerely,

Wolfgang Mozart
11 Hoskier Drive
South Orange, NJ 07079
Wolfie@roadrunner.net

February 14, 2010

Mr. Alexander Ragtime
14 Lenox Avenue
South Orange, New Jersey 07079

Dear Mr. Ragtime:

It was more than kind of you to read my resume and write to me as you did on January 21. Naturally, I was disappointed to learn that there is no opening in your company for me at this time.

At the risk of further imposing on your time and good nature, may I ask whether you know of some other executive who might be interested in me? I know that top executives like you are often asked by others to be on the lookout for people with special abilities; I hope you will consider recommending me for those opportunities which fit my qualifications.

I would be grateful for any additional suggestion you might give me, and will call next week to discuss this with you.

Again, let me express my thanks for your courtesy.

Sincerely,

Wolfgang Mozart

Karl Rove

342 East 81 Street
New York, NY 10028
Residence (212) 875-0858
Office (212) 769-4747
rovian@gwb.com

September 24, 2012

Dr. Albert Einstein
American Nasal Association
1845 Broadway
New York, NY 10019

Dear Dr. Einstein:

Thank you again for taking the time to speak with me last week. I enjoyed meeting you and learning about opportunities within the American Nasal Association. The programs and plans you have in development sound very challenging and rewarding.

Unfortunately, the compensation potential for the position we discussed is less than what I can afford to pursue. This was not an easy decision to make. I genuinely feel that we would operate well together. The work itself also appears interesting, exciting and fulfilling. While money is by no means my sole motivator, my current situation necessitates a higher total compensation package than you are in a position to offer. Thus, I will have to remove myself from further consideration.

As we discussed, I would very much like to stay in touch. I think we may be of mutual assistance in the future. I would also be very grateful if you could provide me with the contacts you mentioned within the pharmaceutical industry. I will call you next week to follow up. Thanks once more for all your help.

Sincerely,

Karl Rove

THE LIB COMPANIES

**1 New York Plaza
22nd floor
New York, NY 10081**

January 22, 2015

Mr. Harrison Morgan
271 Central Park West, Apt. 1G
New York, NY 10024

Dear Harrison:

I am delighted to report that I've accepted a new position as Corporate Counsel of Knight Technologies, Inc., and as Deputy General Counsel of Knight's subsidiary, Daze Corporation; in fact, I am completely immersed in their operations, having started work in late March.

Knight is the world's leader in voice data collection technology, and the application of such technology to the wireless telecommunication field. The position has afforded me the opportunity to continue to use my transactional corporate legal expertise both domestically and internationally, while expanding my intellectual property and technology experience.

Without the time you and others took to answer my questions, add your own ideas, and suggest other people who might be helpful, I am sure the end result would not have been nearly as satisfactory. In fact, I was pleasantly surprised to discover that, given people's willingness to help and the quality of their advice, the whole search was quite interesting. I also have thoroughly enjoyed making new friends and deepening my relationships with old friends.

I hope to stay in touch with you. If I can ever return the favor, I can be reached at (646) 786-5463.

Sincerely,

Arthur Mitchell

From: Jack Donaghy
Sent: Wednesday, August 20, 2014
To: J.D. Lutz
Subject: Hi there!

Hey JD,

I hope that this email finds you doing well and you have had a great summer. I started working at Moody's Interactive in their mobile strategy group a few weeks ago and I am so excited to be here. I also had a fun summer, TA'ing for Professor Darkeet's EMBA class, and working with JPM on a mobile conference.

I saw a great article in the Wall Street Journal, which was particularly apropos to the discussion we had a few months ago, and I thought you might find it interesting –
http://online.wsj.com/article/SB121906755299549503.html?mod=SmallBusinessMain_feautre_articles

I hope to be involved in our company's recruiting efforts in some capacity, so I hope to see you on campus in the coming months.

How are things going? If you get the chance, drop me a line.

Jack