Chapter 1 - Self Reflection
Whether you are seeking your first professional job or want to change career direction, you must take stock of what’s important so you can honor your professional SELF and play to your strengths.

Chapter 2 - Networking
The reality is that people hire who they know and who they trust so it’s essential to build a community of people, known as your network that will help you showcase your value in the workplace so you can achieve your career goals.

Chapter 3 - Social Media
Recruiters troll social media sites frequently looking for new talent. Whether you are searching for an entry-level opportunity or experienced career advancement, you should have a social media presence that reflects your professional best.

Chapter 4 - Career Research
Conducting research is the first step to empower you with information to help you make informed career decisions and choices.

Chapter 5 - Resume/Cover Letter/Portfolio
A polished and professional looking toolkit is essential for marketing your strengths. Often this is the first introduction others will have of you so a lasting positive impression is crucial for success.

Chapter 6 - Interview
Once you have landed the interview you have a fresh opportunity to impress an employer beyond your written materials. This section will outline the different types of interviews and highlight strategies to help you ace this crucial part of the hiring process.

Chapter 7 - Negotiation
Educating yourself so you know your value in the job market is crucial. In this section we’ll cover negotiation techniques for salary, and other tangibles that have worth in the career world.

Chapter 8 - Career Management
It’s important for professionals to be in control of their own career destiny because it’s not your boss’s job to look out for your career future. Learn how to showcase your value during a performance review and ask for a raise when the time is right.
Self Reflection Strategies to Target Strengths and Values
Self Reflection Strategies to Target Strengths and Values

Whether you are seeking your first professional job or want to change career direction, you must take stock of what’s important so you can honor your professional SELF and play to your strengths. An informed career decision factors in your skills, interests, values, and personality. Once you have a clear sense of what makes you tick, you are more likely to identify opportunities that will be your best fit.

By the end of this section you will have a better understanding of your values, interests, personality, and skills and how they play a role in career selection and satisfaction. This is step one for obtaining your first professional job, or any future career change.

What’s Important to You in a Job?

Career satisfaction comes when you have a sense of what you value in the workplace. We each value different things and there is no right or wrong assessment on what you find significant and important to you. Also, your concept of value does not imply a measure of morality or ethics. You alone are in control of what you feel is important and how you choose to pursue new opportunities that match your passion in a career. Ultimately you will search for organizations and positions that best fit your values and honor what you seek in a work environment.

Some people value flexibility, security, creativity, or prestige, for example. The options are endless so think about what motivates you and why. These questions will help stimulate your values-focused self reflection.

- What are your peak experiences?
- How do you spend your discretionary money?
- Whom do you admire?
- What reasons have driven your past decisions?

Your values change at different points in your life. If you are a recent graduate you may like the idea of significant travel and a fast-paced career environment. Perhaps if you have young children you would be more interested in working closer to home with a flexible schedule. These are values driven career scenarios.

Print out the PDF values table on the next page and circle what is important to you at this point in your life. This will help you consider what work values you will preference in your job search. Remember that your values may change over time, so be sure to adjust how these play a role in your current career plan.
## Sample Values

<table>
<thead>
<tr>
<th><strong>Intrinsic Values</strong></th>
<th><strong>Work Environment Values</strong></th>
<th><strong>Work Content Values</strong></th>
<th><strong>Work Relationship Values</strong></th>
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<tbody>
<tr>
<td>Achievement</td>
<td>Equality</td>
<td>Flexible</td>
<td>Decision-Making</td>
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<tr>
<td>Balance</td>
<td>Giving to Community</td>
<td>High Earnings</td>
<td>Detailed</td>
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<tr>
<td>Belonging</td>
<td>Honesty</td>
<td>Learning</td>
<td>Helping</td>
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<tr>
<td>Commitment</td>
<td>Independence</td>
<td>Sense of Community</td>
<td>Initiating</td>
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<tr>
<td>Contributing</td>
<td>Influence</td>
<td>Location</td>
<td>Leading-Edge</td>
</tr>
<tr>
<td>Environmental Awareness</td>
<td>Integrity</td>
<td>Structured</td>
<td>Organizing</td>
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<td></td>
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<td>Variety</td>
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<table>
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<tr>
<th><strong>Work Content Values</strong></th>
<th><strong>Work Relationship Values</strong></th>
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<tbody>
<tr>
<td>Adventurous</td>
<td>Harmony</td>
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<tr>
<td>Advocacy</td>
<td>Open Communication</td>
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<tr>
<td>Analytical</td>
<td>Individualism</td>
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<tr>
<td>Challenging</td>
<td>Recognition</td>
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<tr>
<td>Conceptualizing</td>
<td>Leadership</td>
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<tr>
<td>Creative</td>
<td>Support</td>
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<tr>
<td>Fast-Paced</td>
<td>Loyalty</td>
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<tr>
<td>Excitement</td>
<td>Teamwork</td>
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<tr>
<td>Environmental Awareness</td>
<td>Management</td>
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<td></td>
<td>Trust</td>
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</table>
What are Your Skills and Interests?

The next predictors in your career self assessment are skills and interests. Knowing your interests can help you discover a career passion and give you additional clarity about career choice. Interests are the biggest predictors in career selection since we gravitate towards doing what is engaging. Make a list of your interests and continue to add ideas to this inventory as you delve deeper into your self-discovery. Here are some things to consider when identifying what interests you:

- TV shows, movies, books, newspapers, magazines, etc.
- Classes you take for fun, volunteer work, sports, arts, community activities, etc.
- Websites or blogs you frequent, things you do when not working, family activities, etc.

Look at the patterns that develop when you identify your interests, even if you are unsure to what professional paths these will lead. Once you have a clear sense of your passions you can begin to research opportunities that match.

You are in control over which skills you choose to market on your career journey. If you can identify your top skills which also give you strength – those that energize you and give you satisfaction -- then you are well on your way to playing to your career passion.

Not everyone will pursue a career that reflects their major or academic focus at Colgate. Consider the value of your broad liberal arts education and how your transferable skills – those that can be taken from job to job, are valuable in many career sectors. You may also have specialized skills such as foreign language competency, science expertise, or computer programming acumen, for example. Your adaptive skills showcase your professionalism and the personal attributes you bring to the workplace.

The value of a liberal arts degree is very marketable in the career world. Check out how you can showcase your Colgate education on the next page.
The Value of a Liberal Arts Undergraduate Education at Colgate University

Colgate University provides a liberal arts education, which is by tradition the heart of undergraduate education in the American university system. Academic programs represent the core of human knowledge, including the arts and humanities, social and historical studies, and the natural and mathematical sciences. This well-rounded education focuses on broad learning and prepares students to communicate effectively, to think critically and creatively, to analyze and synthesize information, and to continue to grow and learn throughout their lives—in short, the essence of what it means to be educated.

Specifically, a liberal arts education at Colgate is designed to provide students with the following:

- Genuine literacy to read and listen effectively, and speak and write clearly and persuasively
- Ability to think critically and creatively
- Intellectual flexibility and breadth of mind
- Discovery of ethical perspectives
- Appreciation of literature and the arts
- Understanding of the scientific method
- Ability to reason quantitatively
- Historical consciousness
- Understanding of the physical, geographic, economic, political, religious, and cultural aspects of the international community, as well as global and environmental issues
- Basic communications skills in at least one foreign language
- In-depth knowledge of at least one subject

A liberal arts education provides students the fundamental knowledge, skills, and experience essential for a rich and rewarding life. The arts and sciences serve as a foundation for many professions, and they prepare students with the foresight and flexibility that they need to function in the careers and technologies of today and tomorrow.
Sample Skills

Take a look at the sample skills sheet and circle what you believe you do well. If you have trouble identifying your skills – ask people who know you well to give you some feedback. It can be very empowering to learn what others believe you do well. Identifying your core skills will ultimately be part of your marketing message so you can illustrate your potential value-add in the workplace. Skills identification is especially important if you are embarking on a career transition to another industry, so think broadly about what you do well.

<table>
<thead>
<tr>
<th><strong>Communication Skills</strong></th>
<th><strong>Humanitarian Skills</strong></th>
<th><strong>Physical Skills</strong></th>
<th><strong>Creative Expression</strong></th>
<th><strong>Mental/Creative</strong></th>
<th><strong>Mental/Analytical</strong></th>
<th><strong>Leadership/Management</strong></th>
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</thead>
<tbody>
<tr>
<td>Facilitate Groups</td>
<td>Take Care of Others</td>
<td>Use Body Coordination</td>
<td>Produce Events</td>
<td>Use of Memory</td>
<td>Budget</td>
<td>Mediate</td>
</tr>
<tr>
<td>Speak Before Groups</td>
<td>Listen</td>
<td>Operate Equipment</td>
<td>Food Production</td>
<td>Synthesize</td>
<td>Manage Records</td>
<td>Implement/Follow Through</td>
</tr>
<tr>
<td>Sell</td>
<td>Coach</td>
<td>Hand Dexterity</td>
<td>Display</td>
<td>Use Intuition</td>
<td>Solve Problems</td>
<td>Negotiate</td>
</tr>
<tr>
<td>Interview</td>
<td>Advocate</td>
<td>Repair/Restore</td>
<td>Craftmaking</td>
<td>Demonstrate Foresight</td>
<td>Analyze</td>
<td>Coordinate</td>
</tr>
<tr>
<td>Influence/Persuade</td>
<td>Counsel</td>
<td>Invent</td>
<td>Design</td>
<td></td>
<td>Research</td>
<td>Plan</td>
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<tr>
<td>Serve as Liaison</td>
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<td>Delegate</td>
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<tr>
<td>Write</td>
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<tr>
<td>Motivate</td>
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Note: The table above provides a list of sample skills categorized into Communication, Humanitarian, Physical, Creative Expression, Mental/Creative, Mental/Analytical, and Leadership/Management.
How Does Your Personality Play a Role in Your Career?

Personality refers to your unique pattern of mental, emotional, physical, and behavioral characteristics. Where do you draw your energy? Do you focus on the external world of people and actions or are you energized by ideas and feelings? How do you make decisions and perceive information? What is your need for order in life? These are examples of personality driven questions.

Personality is inborn and part of your unique DNA so it’s important to honor this in your career selection process. If you thrive off of interacting with other people chances are you would be miserable in a back room cubicle alone for the majority of your work day. If you are more inwardly focused, reflective and self-directed, a quieter work environment might be right up your alley.

Knowing how your personality plays a role in your career choice is a very important part of the self assessment process. We have highlighted some online personality assessments, as well as some books that further delve into the power of your values, interests, personality, and skills in the workplace.

Play to Your Strengths and Minimize Your Weaknesses

Too many people spend their careers trying to improve upon their weaknesses instead of playing to their strengths. Based on the 40+ years of research by the Gallup organization on the value of human strengths, the predominant career development theory tells us that you will much happier, more efficient, and productive in a career where you can do what you do best every day.

While it is important to know your blind spots, try to minimize your weaknesses and pursue opportunities that allow you to focus on the strengths of your personality, skills and focused interests. Scrutinize your skills list and focus on the top 2-3 things that you really love to do. Your combined strengths will give you energy and satisfaction and lead you to a career that empowers you for success. You may consider the Strengths Finder 2.0 assessment below as you contemplate your strengths.
The self assessment process is like putting together your personal career puzzle. Your values, interests, personality, and strengths are crucial when considering the steps you take on your lifelong career path. So many people start with resume preparation and job applications when they don’t have a clear sense of what they seek. Take the time to self reflect and know that you can start this process anew whenever you take advantage of a career change opportunity. You deserve to be happy in your career and it all starts with the self assessment process.

Books and Online Resources
These highly rated books and online resources will help you with a guided self discovery of your values, interests, personality, and skills.

- Strengths Finder 2.0 by Tom Rath
- Go – Put Your Strengths to Work by Marcus Buckingham
- Do What You Are by Paul Tieger and Barbara Barron-Tieger
- Type Talk: The 16 Personality Types That Determine How We Live, Love and Work by Otto Kroeger and Janet Thuesen
- Just My Type by Karle Dickerson

Online Resources
- The Keirsey Temperament Sorter is an online personality assessment designed by David Keirsey, PhD, author of Please Understand Me that will take you through a guided self reflection to give you a greater understanding of your personality and how it plays a role in your life and career. http://www.keirsey.com/sorter/instruments2.aspx?partid=0

- TypeFocus is an online personality assessment relating to career choice, based on the work of Carl Jung and personality type research. This resource was designed to help you move towards success with bet-
Networking, Informational Interviews, and Job Shadow Strategies
Networking, Informational Interviews, and Job Shadow Strategies

The reality is that people hire who they know and who they trust so it’s essential to build a community of people, known as your network that will help you showcase your value in the workplace so you can achieve your career goals. In terms of job searching, networking is the number one way to go! The National Association of Colleges and Employers (NACE) consistently reports that 80% of jobs are never posted publicly. This is known as the hidden job market and further illustrates the necessity of networking to discover opportunities by building meaningful professional relationships so you can be in the know.

This module will help you understand the different ways to build professional relationships, starting with the Colgate alumni as your warm network. The power of personal relationships is incredible and every professional stands to benefit from developing a network so they can be seen and heard in the job search and career advancement process.

The goal of this section is to give you concrete action steps so you can begin building your network, or enhance your existing network, to help you move forward on your career develop-
Build Your Community by Networking

Building professional relationships is not something you do only when you need a job or a promotion. Networking is used to gather information for a variety of personal and professional needs from finding great childcare in a new city to researching career opportunities. Don’t wait until you need a network to build one. Developing meaningful relationships should be a regular part of your life as a success-oriented individual. Just like friendships, the most authentic and significant professional relationships evolve over time.

Consider networking as an opportunity to build your community and a chance for you to serve as a resource for those in need. You have a built-in network of fellow Colgate alumni with whom you already share a common bond. Start by reaching out to these warm leads as you strengthen your networking skills and your confidence. Before you know it, networking will come with ease and you’ll enjoy the power of communicating with others in the workforce to create lasting relationships.

We believe networking is the most critical component of a career development strategy so you will see references to networking throughout the Toolkit.

Colgate Career Advisory Network iCAN:

Responding directly to the alumni request of providing more direct and easy access to one another for career development, Colgate has launched iCAN. This career advisory network is easily searchable and should be your first point of departure when beginning to develop your professional network.
Social Networking

The next Toolkit section focuses on social media resources for job search and career management, but social media can also be a networking resource. It can be tempting to network solely from behind your computer screen. You may have a myriad of friends on Facebook and multiple professional connections in your LinkedIn account, but unless you are seen and heard in-person while you network, you won’t be as effective in achieving your career goals.

The reality is that people hire whom they know and whom they trust and these types of professional relationships evolve from face-to-face encounters. While the power of social media networking is a very important part of your overall strategy, you must get out there and meet people if you want to make a positive impression that will lead to a career opportunity.

Plan to spend 80% of your networking time cultivating and pursuing in-person relationships so you can showcase your strengths and your value-ad in the world of work. Use social media to initiate leads but follow-up in-person whenever possible. Stay tuned for detailed social media strategies in the next section.

The Power of the Non-Threatening Informational Interview

What is an Informational Interview?
An informational interview is an interview YOU conduct with a person who currently has a job you think you might want, or who has specific knowledge about an occupation or career in which you are interested. The purpose is to provide a low stress situation where you have the opportunity to gather data you need that will help you make a more realistic career choice. While its purpose is to get information, NOT a job, informational interviews can serve the dual purpose of being a networking strategy by circulating your name and face among potential employers.

How Does an Informational Interview Differ from A Job-Hunting Interview?
Informational interviews differ from job-hunting interviews in the following ways:

**Purpose:**
The purpose of an informational interview is to get information, not a job offer.

**Control:**
You get to ask most of the questions based on the information you decide you need.

**Pressure:**
You have much to gain and little to lose in an informational interview so you should feel less pressure than you would during a job in-

**Focus**
The focus is on the person who you are interviewing and his/her expertise rather than on you and your qualifications for a job.
Why Should You Do Informational Interviews?

Informational Interviews can provide you with valuable information for job hunting and career planning that you could not get any other way. They:

• Present you with up-to-date facts about an occupation that can help you in your decision-making.
• Inform you about the skills required for certain jobs so you can match them with your own.
• Demonstrate how people feel about their work so you can assess how you might feel if you did the same job.
• Provide you with valuable networking contacts to utilize when you are doing your actual job search.
• Help develop your communication skills and self-confidence in talking with professional people in a low pressure interview environment.
• Teach you occupational “buzzwords” unique to the career field of your choice.
• Give you an edge in future interviews by providing you with inside knowledge not known by all of your competition.
• Develop basic skills similar to a targeted job search which you will be conducting later.

Does Informational Interviewing Really Work?

Yes! Informational Interviews work because most people:

• Enjoy talking about their jobs and career fields.
• Are flattered that you ask their advice to assist you with your own career and future.
• Are empathetic about career transitions because they have experienced them.
• Like to help others because it makes them feel good.
How to Ask for an Informational Interview

People are bombarded with multiple emails daily, so distinguish yourself from the masses by picking up the phone and requesting an informational interview so the interviewee can hear your voice. Even if you just leave a voice mail message, this gives you a distinct advantage over someone else who only sends an email request.

Practice what you will say ahead of time and consider writing a script you can refer to so you leave an articulate message. Speak slowly and clearly and be sure to include your contact information for easy follow-up. Here is a sample request for an informational interview you can conduct by phone:

“Hello Mr. Jones, my name is Jane Doe and I’m a 2010 Colgate alumna. I got your contact information from the Colgate Career Advisory Network website and would like to ask if you would consider a brief informational interview. I’m very interested in growing my career in the sales & marketing arena and I would like to learn more about your career path since we share similar interests. I would like to conduct a brief 20 minute interview with you by phone or I could come to your office in the City since my current job is also in Manhattan. Thank you for considering this and I look forward to hearing from you. Again, my name is Jane Doe and I can be reached at (999) 999-1234 – that’s (999) 999-1234. Thank you so much and have a great day.”

It’s essential to leave your name and contact information but the golden touch is mentioning the commonality you share as Colgate alumni. There are many ways to connect with people who are non Colgate alumni as well. Consider mentioning who referred you or how and why you found this person compelling. Find a way to intrigue the person enough with your message so they respond to your call.

Sometimes a direct phone line is impossible to get and you will be screened by a receptionist or gatekeeper at a company. In this case, do send an email or a well crafted letter – but keep it brief, to the point, and actionable so you make an impact. When you are granted an informational interview dress the part and it’s always better to be overdressed and professionally presentable than underdressed. Even if you are meeting for coffee in a café, the first impression you make will be long lasting.

Come to your informational interview with questions prepared in advance and a pad to jot down some notes. Keep it low tech and avoid using your laptop or iPad for taking notes so you can build rapport and maintain eye contact in a personal way. The most impressive candidates do their research in advance and ask relevant questions that illustrate they have done their due diligence. Remember, first impressions are long lasting so informational interviews provide an opportunity for you to showcase your professional best.

Here are some basic informational interview questions to get you started but always customize your interview based on what you want to know about the individual and the industry.
Sample Informational Interview Questions to Ask When Meeting with a Network Contact

** Note – you should always customize your questions based on the individual and their career field but this basic list of questions will give you a solid point of departure.

- Tell me about your career path and how you landed this position.
- What are the various jobs available in this field?
- What types of training do companies offer those who enter this field?
- What kind of experience and/or educational background is desirable for this field?
- In what ways is your occupation changing?
- How is the economy affecting this industry?
- What is the employment outlook in your career field? How much demand is there for people in this career?
- How quickly is the field growing and what are the growth areas of this field?
- Do you anticipate future opportunities in your company?
- What parts of the country offer the best opportunities in this field?
- What are the opportunities in this career like in [geographical area you are most interested in]?
- What is the typical entry-level (or experienced-level) salary in this field?
- What are the salary ranges for higher-levels in this occupation?
- Is there a salary ceiling?
- Aside from such visible compensation as money, fringe benefits, travel, etc., what kinds of mental dividends (such as job satisfaction) does this career yield?
- What do you find unique about your career field?
- From everything you’ve observed, what problems can you cite regarding working in this career?
- What skills or personal characteristics do you feel contribute most to success in this industry?
- What sacrifices have you made to succeed in this field, and do you feel the sacrifices were worth it?
- When people leave this career, what are the usual reasons?
- What are the typical entry-level job titles and functions?
- What entry-level jobs offer the best opportunities for the greatest amount of learning?
- What are the most significant characteristics of this industry?
- What trends in the field would be most likely to affect someone just entering this career now?
- What kinds of people experience the greatest success in this field?
- What is the most important thing that someone planning to enter this career should know?
- All about your interviewee’s job:
  - What is your exact title?
  - Do other people in your company with the same job title that you hold have the same responsibilities?
  - What was your title when you first started here?
  - What precisely do you do? What are the duties/functions/responsibilities of your job?
• What is your job like?
• To what extent is it you expected it would be? How much job security do you have in this position?
• What is a typical day like?
• What kind of hours do you normally work?
• Do you have to put in much overtime or work on weekends?
• Are the time demands of your job specific to this company, or would anyone in this career be expected to put in the same hours?
• Do you ever take work home with you?
• What kinds of problems do you deal with?
• What do you do if you can’t solve a problem on your own?
• Do you have to deal with a significant amount of conflict in this job?
• What systems are in place for dealing with conflict?
• What constraints, such as time and funding, make your job more difficult?
• What kinds of decisions do you make?
• Describe some of the toughest situations you’ve faced in this job.
• To what extent do you interact with customers/clients?
• What percentage of your time is spent doing each function?
• How does your time use vary? Are there busy and slow times or is the work activity fairly constant?
• Which other departments, functional units, or levels of the hierarchy do you regularly interact with?
• How much flexibility do you have in determining how you perform your job?
You can close the interview by asking for advice about your career path and for any suggestions they may have for you about growing your career. But don’t start with this line of questioning – earn the trust of your interviewee and be intuitive about when it’s time to talk about you. Don’t assume they will be willing to distribute your resume but ask if they will take a look at it and offer constructive feedback. If they are interested in what you have to offer they will come forward with counsel and possibly connect you with additional professionals in the industry so you can grow your network. It’s always wise to ask if they have other contacts in their industry that they can recommend for additional informational interviews. Take advantage of this opportunity to grow your network and meet new people.

**It’s Never Too Late to Pursue a Job Shadow Experience**

Another strategy for being seen and heard in the industry is to request a job shadow opportunity. It’s never too late in your career to ask for a job shadow – this tool is not just for students and recent graduates. Many career changers are using this as a way to learn about new career fields they are considering.

Similar to the informational interview, you reach out to your contact and request a brief job shadow experience that would be convenient for them. Perhaps you are interested in shadowing an attorney and would appreciate observing them in court as you consider whether law school is the right option for you.

Some professionals will go above and beyond and grant you an opportunity to observe a full “day in their life” on the job. Others will invite you to observe for a brief period which may include lunch or a coffee break. No matter what they offer, be gracious and act professionally as you will be seen in the organization and possibly introduced to other key players. This is not, however, a time for you to hand out your resume or interject your opinions in staff meetings you are observing. Be a good listener, don’t offer your ideas unless your opinion is sought out, and use the opportunity to determine if the career environment and position is a good match for your career goals.
Following-up and Stewarding Your Network

Every contact you make with a network connection deserves your gratitude and follow-up. The hand-written note is a lost art and can really distinguish you so consider sending one instead of just a quickie email. No need to send gifts or flowers – that can be overkill and inappropriate. But it’s wise to ask your network contact – “Please let me know if there is a way that I can be helpful to you in the future.” It’s possible you can pay-it-forward in some way and this will really set you apart as a professional and open the door for future networking encounters with this person.

Out of sight is out of mind, so be careful to keep your growing list of network contacts updated so they can keep you in mind when opportunities arise. Send an occasional card or leave an upbeat voice mail message. No need to ask for anything, just bring them up to speed about your progress and thank them for their assistance. The follow-up is crucial to maintaining and stewarding your network contacts for the long run of your career journey. You may cultivate mentors and a team of individuals willing to serve as resources on your career journey. The power of networking is limitless so enjoy the process of building your community.

Everyone Should Have a Business Card

The professional business card exchange is an age old technique that helps people stay connected and remember who you are after a quick encounter or introduction. Even if you are unemployed and job searching, you should create a personal card with your name, cell phone, and email. No need to put a title unless you have a specialty area already and are focusing on that industry in your job search.

Always go packing with your business cards and hand them out when you meet new people and be sure to ask for their card in return. This is your ticket to a follow-up and a more fully developed network connection that could be influential down the road. Remember, the process of building relationships is incremental and exchanging cards can be the first step in the process.

Keep your card design simple and clean unless you are pursuing an artistic profession and want to showcase your creative flair. Inexpensive business cards can be made with the Microsoft Word template. Have your template page copied on card stock at your local copy story and professionally cut so the edges are crisp. Vista Print online is also an inexpensive option for business cards so you can network effectively with this very important tool.
Networking Cultivation Sources

- Start with your warm network: friends, family, Colgate alumni, etc.
- Turn your social media online network into in-person connections.
- Seek out people you don’t know by getting referrals from your warm network.
- Develop some stretch relationships by initiating some cold calls.
- Remember to ask for suggestions about additional contacts from every person with whom you meet.

How Do I Get Started?

More Keith Ferrazzi wisdom - check out his brief video.

But I Feel Uncomfortable Networking?

More Keith Ferrazzi has some great strategies in this video.

How Do I Turn an Initial Contact into Ally?

Ferrazzi food for thought in this brief video.

Books that Will Make a Difference in Your Networking Success

Check out some of our favorite books for additional strategies about networking, informational interviews, and job shadow strategies.

- Never Eat Alone by Keith Ferrazzi
- Who’s Got Your Back: The Secret to Finding the 3 People Who Will Change Your Life by Keith Ferrazzi
- The Networking Survival Guide: Get the Success You Want by Tapping into the People You Know by Diane Darling
- Make Your Contacts Count: Networking Know-How for Business and Career Success by Anne Baber & Lynne Waymon
- the Fine Art of Small Talk: How to Start a Conversation, Keep it Going, Build Networking Skills, and Leave a Positive Impression! by Debra Fine
- Brag! The Art of Tooting Your Own Horn Without Blowing It by Peggy Klaus
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Using Social Media for Job Search and Career Enhancements

The Maroon Advantage

TOOLKIT
Recruiters troll social media sites frequently looking for new talent. Whether you are searching for an entry-level opportunity or experienced career advancement, you should have a social media presence that reflects your professional best.

The goal of this section is to learn how to get the most out of these professional resources and put your best cyber foot forward because you never know when opportunity will knock. But remember, connecting online is not a one-time-only step. You must take these virtual relationships further and plan to meet in-person, or via phone so you can create professional connections that will empower you to achieve your career goals. Nobody gets hired sight unseen!

Getting the Most of LinkedIn

LinkedIn is the leading professional networking site used by millions of individuals worldwide for job searching, networking, and marketing.

If you haven’t yet embraced the LinkedIn phenomenon, you should – but make sure your profile tells that story of what you do best so you can be recognized and sought after for opportunities that match what you are looking for.

Social Media in Plain English

Why everybody should take advantage of social networking!

Tells the basics of how to get started and use this online resource to your best advantage.
Other Social Media Sites You Should Be Using Professionally

There are a myriad of other resources you should consider when presenting yourself online. Dan Schawbel, author of Me 2.0: Build a Powerful Brand to Achieve Career Success suggests multiple branding techniques for job searchers. While he also agrees with the necessity of in-person networking, he recommends the following social sites to help job seekers get noticed in the cyber career arena.

The following comes from Dan’s posting on Mashable online. According to Dan: “Some of these sites allow you to craft a resume, while others are networking platforms that contain job listings. By signing up for all ten, you increase your chances of getting a job and decrease the amount of time you’ll spend searching for a new one. Three of the listed sites can be combined with other sites to be more impactful. In addition to joining, creating profiles and searching for jobs, support these sites with either a traditional website or blog, so that you have more to present to employers, in addition to your profile.”

1. LinkedIn
is by far the #1 spot for job seekers, those that are currently employed, marketers looking to build lists, and salespeople who are seeking out new clients. With 80 million users, including recruiters and job seekers, LinkedIn is quite a hot spot. Optimize your profile, cultivate your network, exchange endorsements, and participate in targeted Group discussions to get the most of LinkedIn [http://www.linkedin.com/]

2. Plaxo With Simply Hired
is a social network that resembles LinkedIn. The real value in Plaxo is the address book that keeps track of all of your contact information, including a Yahoo! Map indicating where your contacts live. Plaxo also integrates with Simply Hired which is a job aggregator that searches thousands of job sites and companies and aggregates them in a single location for you. After building your Plaxo profile, use it as part of the recruitment process when applying for jobs with Simply Hired for success. [http://www.plaxo.com/]

3. Twitter with Blog or LinkedIn URL.
Twitter breaks down communication barriers and lets you talk directly to hiring managers, without having to submit a resume immediately to a machine. Although Twitter is probably one of the best networking tools on the planet, it needs to be supplemented with a blog or LinkedIn profile. There’s no way you can hire someone based on a Twitter profile, without having a link from that profile to something else that gives more information on that job seeker. You get to add one URL to your profile, so choose wisely. [https://twitter.com/]
Other Social Media Sites You Should Be Using Professionally

4. Jobster

isn’t spoken about nearly enough, yet it is a powerful platform for networking with employers who are offering jobs, while you’re searching. You can upload your resume, embed your video resume, showcase links to your site, your picture and tag your skills, which is a unique differentiator. You can search for open positions and see the person who posted the job. Then you can add them to your network and connect with them to find out more about the position. http://www.jobster.com/

5. Facebook

can be used to get jobs. There are two main ways of acquiring a job through Facebook. The first is to go to your Facebook marketplace, which lists job openings or other opportunities in your network. Aside from jobs, there are “items wanted” and a “for sale” listing. When searching for jobs, you’ll be able to see who listed the item and then message them to show your interest. When you find a job opening that you’re interested in, you’ll be able to message the hiring manager directly. For instance, the subject line of the message will auto-populate with “Principal Web Developer in Littleton, MA” in the subject line.

The second way to get a job using Facebook is to join groups and fan pages to find people with common interests and to network with them. http://www.facebook.com/ Branch Out is the newest career networking component of Facebook with online job listing and networking features. http://branchout.com/

*** Since Facebook is so commonly used for personal networking, make sure you scrub your pages for posts and photos with inappropriate content that can damage your candidacy in a hiring situation. Recruiters do troll Facebook and can sleuth out content even if they are not an approved friend in your system.

6. Craigslist

is extremely valuable job search tool if you’re not looking to work for a big brand name company, such as P&G or GE. Most of the positions on Craigslist are for consultants (design/programming help) and at small to midsize companies that are hiring. There are new listings every day and if you wake up to this site every morning and refresh the page, you have a good chance at getting a job sooner rather than later. http://craigslist.org/

7. My Workster with Indeed

focuses on exclusive networks for colleges, allowing students and alumni to connect for exclusive career opportunities. This social network allows you to create a professional profile and network with potential employers. http://www.myworkster.com/myworkster/

8. Visual CV

understands the importance of personal branding in a job search. Instead of a traditional resume, you get your own branded webpage, where you can add video, audio, images, graphs, charts, work samples, presentations and references. VisualCVs not only let you stand out from the crowd, but communicate your value in a way that’s not possible with static text. https://www.visualcv.com/login
Why Should You Do Informational Interviews?

9. JobFox
like online dating, tries to pair you up with a job that best fits you. Their differentiator is their “Mutual Suitability SystemTM” that enables them to match your wants and needs to those of employers to find the best relationship. The system learns about your skills, experiences, and goals and then presents you with jobs. http://www.jobfox.com/

10. Ecademy
like LinkedIn, is a prime source for professional networking. You have your own online profile, where you can tell people what you do. You can join business networking groups based around your expertise and exchange messages with other members privately. You can also ask for introductions from friends, just like LinkedIn. Although, there isn’t a job search area on the site, 80% of jobs are from networking and this place is dedicated to it. http://www.ecademy.com/

The truth about social media networking is that it should only be taking approximately 20% of your time and effort in job searching or career building. The hidden job market is alive and well with up to 80% of jobs that are never posted. Use social media resources to your advantage but make the essential effort to get out from behind your computer to be seen and heard. Real personal interactions will take you farther faster! Be sure to read the previous module about networking if you need a refresher about how to establish and maintain in-person professional relationships.

Creating and Maintaining Your Online Persona

Personal branding guru, William Arruda discusses how to brand yourself on LinkedIn.

Know yourself to grow yourself. Growing your brand by William Arruda

Colgate Alumnus, Sean Connolly – Personal Branding in a Digital Age
Colgate University has a strong social media presence that you should tap into. Check out these Colgate alumni sites and get connected, participate in conversations, and share your wisdom and your professional needs.

Colgate Groups on LinkedIn

- Colgate Connections
- Colgate University
- Colgate University Alumni
- Women @ Colgate
- A Better Colgate
- A wide range of affinity groups and social organizations for Colgate alumni

Click here to browse LinkedIn groups and click on the icons below to explore Colgate's social media networks.

Here are some of our favorite books and online tools to help you make the most out of your online presence.

- Me 2.0: Build a Powerful Brand to Achieve Career Success by Dan Schawbel
- Trust Agents: Using the Web to Build Influence, Improve Reputation, and Earn Trust by Chris Brogan and Julien Smith
- Socialnomics: How Social Media Transforms the Way We Live and Do Business by Erik Qualman
- Wikinomics – How Mass Collaboration Changes Everything by Don Tapscott and Anthony D. Williams
Career Research Resources

The Maroon Advantage
TOOLKIT
Conducting research is the first step to empower you with information to help you make informed career decisions and choices. You must cast a wide net and investigate all of your options to find the best career fit. The resources are abundant and change frequently so be sure to stay current so you can be in-the-know. You may come to a point in your career when you want to venture off in a new direction. Career reinvention is possible and exciting but research is critical when you change industries.

The goal of this section is to provide you with the most widely used career research resources so you can begin mining job opportunities on your own. These resources, coupled with your social media resources, and in-person networking will empower you to find current opportunities that match what you are looking for in your current field or a new career arena.

**Why Research?**

If you wanted to buy a car, an expensive investment, chances are you would do some careful research. You might ask friends, look online and gather general information so you can make the best choice based on the values and qualities you find important in a vehicle. You would certainly test drive the car before you purchased and the same concept is true for careers.

Some people fall into careers by chance and end up unhappy and unfulfilled. Advance research would have given them the all important test drive to determine if that career industry was a best fit – matching their values, interests, personality, and strengths.

Think of career research as the essential test drive to maximize your chances of finding a career in which you will thrive because it suits you well. Career research boils down to gathering information, networking, and experiencing careers and organizations before you sign on. As discussed in the previous segment, informational interviewing and job shadowing are great ways to experience jobs and organizations in-person, and to grow your network.
Importance of Career Research

- **Significance** - research offers you a preview of careers prior to committing yourself to a specific job.
- **Benefit** – research provides you with an inside look at the organizational culture and expectations. If you do land an interview you will be all the more prepared and employers admire candidates that took the time to learn about their organization before applying.
- **Potential** – research will help you develop your own career path objectives by allowing you to see how other people have risen in a similar career and how to learn and grow from their successes and mistakes.

Resources to Jumpstart Your Career

Since Colgate alumni will be a large component of your warm network, they are a great place to start when beginning to research. Here are a variety of ways to tap the Colgate alumni population most expediently.

**Colgate Career Advisory Network iCAN:**
Colgate has launched iCAN to assist you in creating meaningful professional relationships with your fellow alumni. This new variation of the alumni directory has search fields including employment industries and best practices for career development support. This should be your first point of departure when beginning to develop your professional network.

There are a myriad of online resources you should utilize when pursuing career and job industry research, but remember the most powerful tool can be connecting with people. Tap these warm leads for networking, job shadows, and informational interviews. We hope you will consider paying-it-forward some day to other Colgate alumni who may need your assistance and serve in this capacity to share your career wisdom with other alumni.

**Colgate University LinkedIn Groups**
Join multiple Colgate LinkedIn groups: Colgate Connections and Colgate Alumni, Women @ Colgate, etc.) to be in-the-know about new career opportunities and to communicate with a myriad of alumni worldwide, with whom you share an alma mater. These are great sources for stimulating conversations and valuable information.
**Additional Online Resources (click to open Weblink)**

**Colgate Career Services Job Links:**
Compiled by CCS, this site contains links to hundreds of websites in a variety of industries.

**America's Career InfoNet:**
Features occupation and industry information, salary data, career videos, education resources, self-assessment tools, career exploration assistance, and more.

**Ferguson's Facts on File:**
A comprehensive career search database. It is organized by industry covering careers, career resources, and career preparation information (Please contact the Center for Career Services for username and password at 315-228-7380 or email ccs@colgate.edu.)

**Occupational Information Network:**
Information on skills, abilities, knowledge, work activities, and interests associated with occupations.

**Occupational Outlook Handbook:**
Published by the U.S. government, is a comprehensive resource describing most career options.

**U.S. Department of Labor Career Guide to Industries:**
Provides information on careers by industry, including the nature of the industry, working conditions, employment, occupations in the industry, employment outlook, and lists organizations that can provide additional information.

**Internet Public Library:**
Guide to web sites of prominent organizations and associations.

**WetFeet.com**
Online overview of 32+ industries... includes fields such as advertising/PR, consulting, new media, non-profit, & venture capital. Information includes what’s great and what’s to hate, industry tables and job tips.

**Novel New York**
the New York online, virtual electronic library.

**Maroon Advantage:**
Job Search Strategies for a Tight Market
Cover Letter, Resume, Curriculum Vita, and Portfolio Development
A polished and professional looking toolkit is essential for marketing your strengths. Often this is the first introduction others will have of you so a lasting positive impression is crucial for success. Distinguishing yourself from the masses is imperative in a competitive marketplace so effective personal branding is essential in your materials.

The goal of this section is to provide you with toolkit best practices and examples so you can craft your own documents and share them with your mentors for review. There is no one-size-fits-all method for writing any of these documents and you must always customize materials for each new opportunity. The goal is to share them with people you trust for candid feedback first before you submit them for an actual job application.

How to Wow Them with Your Cover Letter

Your cover letter must be personalized for each opportunity that you seek. A template letter can be seen a mile away and indicates to the employer that you didn't take the time to tailor your materials for their position. Don't get off on the wrong foot since the cover letter is what entices the employer to read your resume and ultimately interview you for a position.

Cover Letter Basics

- **Address your letter to a specific person.** To Whom It May Concern is too generic so if you can’t find a person, then address your letter as Dear Hiring Manager.

- **Demonstrate your knowledge of the organization.** Keep it brief but show the employer that you have done your research.

- **Don’t rehash your resume.** Tailor your letter to illustrate how your skills and experiences are a good match for the organization. Offer examples and tell a story so you don’t repeat what’s on your resume verbatim.

- **Show your genuine enthusiasm and interest in the company.** Employers are eager to find confident, skilled, and passionate candidates so articulate this in your letter and show them why you are an exceptional hire.

- **Make it readable.** Keep it to a single page, use a legible font (Times New Roman or something comparable) that matches your resume and 11-12 point size to keep it easy on the eyes so it’s effortless to read quickly.

- **Reflect the culture of the industry.** Customize your writing style to the industry as this indicates your potential to be a good fit as a new employee and shows you took the time to research how things are done in a particular organization. Read websites, publications, annual reports, and the job description to assess this cultural style.
Cover Letter Basics continued

• **Use job description buzz words.** Use the same verbiage from the job description when articulating your skills for the position. Be honest, purposeful, and authentic and show the Hiring Manager that you have what it takes to succeed in the position.

• **Name drop.** If you were referred to the position by a network contact you can name drop in your letter if you get their permission. It’s inevitable the Hiring Manager will circle back to this person for an immediate reference check about you so you don’t want them to be caught off guard.

• **Explain tricky situations.** Your cover letter is the best forum for you to briefly explain employment gaps, a lay-off, or other possible red flag issues Hiring Managers may spot on your resume. Perhaps you took time off to raise a family or got laid-off during the economic downturn – use the cover letter to manage those situations to your advantage.

• **No gimmicks!** If sending hard copies, use neutral colored resume paper. Avoid excessive humor and overly creative designs unless appropriate for your industry.

• **Less is more.** Be succinct, direct, and to the point articulating why you are a value-add. A cover letter is also a writing sample so don’t start every sentence with “I” and don’t rely on spell check. Have an outside reader proof you work for spelling, grammar, and overall readability. Ask your proofreader if they would grant you an interview based on your letter.

Cover Letter Outline

**Paragraph 1 – Purpose**
Begin with why you are writing and what position you are applying for. Indicate how you heard about the position and briefly demonstrate your knowledge of the organization.

**Paragraph 2 – Background and Qualifications**
Make note of your enclosed or attached resume/application form. Illustrate related experiences and training that is relevant to the position and of interest to the employer. Be specific and match your skills with the employer’s needs. Stress accomplishments and achievements and how you are a good match for the organization. Don’t reiterate your entire resume – keep it brief and focus on relevant highlights and their applicability to what the employer seeks to move their organization forward, or achieve their objectives.

**Paragraph 3 – Request for Action**
Close by restating how you are qualified. Express an interest to discuss the position with the employer and indicate when you will follow-up by phone to check the status of your candidacy. End by showing your appreciation for their time and consideration in reviewing your materials.

(Attach cover letter example.)
Maroon Advantage: Writing an Effective Cover Letter webinar
http://offices.colgate.edu/Cove_Articulate/AlumniInTransitionWritingAnEffectiveCoverLetter/player.html

Finding the Best Resume Format to Serve Each New Opportunity You Seek

The minute you leave the Colgate campus as a minted graduate, your resume should reflect that you are no longer a current student but an emerging professional in the career world. For example, your Education header could now go at the end of your resume so you can lead with experience if you have significant examples from extra-curricular activities, leadership roles, and jobs or internships to showcase. Likewise, seasoned alumni will customize a resume to suit their needs in the world-of-work. Here are the most often utilized resume formats so you can choose a style that reflects your professional needs.

Types of Resumes

**Chronological Resume**
A chronological resume lists your work history, with the most recent position listed first. Jobs are listed in reverse chronological order with your current, or most recent job first. Employers typically prefer this type of resume because it's easy to see what jobs you have held and when you have worked at them. This type of resume works well for job seekers with a sequential work history. *(Example – Alan Smith)*

**Functional Resume**
A functional resume focuses on your skills and experience, rather than on your chronological work history. It is used most often by people who are changing careers or who have gaps in their employment history. *(Example – Allison Barnes)*

**Combination Resume**
A combination resume lists your skills and experience first. Your employment history is listed next. With this type of resume you can highlight the skills you have that are relevant to the job you are applying for, and also provide the chronological work history that employers prefer. *(Example – Wendy Kane)*

**Targeted Resume**
A targeted resume is customized so it specifically highlights the experience and skills you have relevant to the job you are applying for. It takes more work to write a targeted resume but it is well worth the effort, especially when applying for jobs that are a perfect match for your qualifications and experience.
Three Versions of Harrison

It’s absolutely true that you must customize your resume for each unique opportunity you seek. You should create a mother-ship resume which includes everything you have done that you can pull experiences from to develop your unique resumes as needed. For example, here are 3 unique versions of Harrison Bailey’s resume that can be used for different opportunities. Note the 2 page version is his mother-ship resume, and can also be used for networking to give others a broad picture of his skills and experiences. This would not be an appropriate resume for Harrison to submit for a job application since he is an entry-level candidate with less than 5 years experience but it will serve him well while networking and for prospective graduate school applications. (3 examples of Harrison's resume attached as PDFs)

Resume Length

An entry-level professional with 0-5 years of experience should keep their resume to a single page. More experienced candidates can go to multiple page resumes and the general rule is 1 additional page for every 10 years in the workforce. It’s always better to have a full second page than a page and a half of information. But remember, resume writing is not an exact science so be sure to do your research and networking due diligence to find out what the industry standard is in your field so you can adapt your resume accordingly.

When a Curriculum Vita is Appropriate and How to Create One

A curriculum vita (CV) is used primarily when applying for academic, education, scientific, or research positions. It is also applicable when applying for fellowships or grants. A CV is longer than a resume and a more detailed synopsis of your background and skills. It includes a summary of your educational and academic backgrounds as well as teaching and research experience, publications, presentations, awards, honors, affiliations and other details. The headers for a CV are more comprehensive and can also include: professional associations, licenses, awards and other areas you want to showcase for each job opportunity. The CV gives you the liberty to include much more than a resume so it’s not uncommon to have multiple pages. (Placeholder CV example is CDH unless we get a Colgate faculty member to volunteer)

Optimal Resume

is available to Colgate alumni https://colgate.optimalresume.com/ Check out this award winning online resource to help you build, customize, and manage your cover letters, resumes, and portfolio documents. This 24/7 online resource is ideal for on-the-go individuals that need professional document assistance fast. Optimal Resume also features a mock interview program for traditional, case, and behavioral based interview practice.

How to Spruce Up a Boring Resume

http://mashable.com/2011/07/10/digital-resume/
References

Never automatically include your references on your resume or CV to respect the private contact information of the individuals who will serve you in this regard. The phrase References available upon request is also unnecessary on the resume or CV. Do prepare a separate reference sheet that includes at least 3 individuals who will speak well on your behalf for the opportunity you are seeking. Ask their permission to be used as a reference and update them frequently about what you apply for. Supply them with a current resume so when called upon they can speak intelligently on your behalf. There is nothing worse than a reference that has no idea about what you’ve applied for when the Hiring Manager contacts them.

Your reference sheet should be a separate electronic file or hard copy and include all of your contact information (identical to your resume header) and the name, title, organization, phone and email for your 3 references. You may list their relationship to you if it’s not apparent from their title. A full mailing address is not necessary but city and state is helpful to indicate time zone.

(See reference sheet example PDF.)

How a Professional Portfolio Can be Your Secret Weapon

1. A professional portfolio is a way for job seekers to provide evidence of candidacy for employment with archival examples of their work. The portfolio has been a standard way for candidates to illustrate their skills, examples, and experiences in the creative and communications industries for decades. Now this resource is being more widely used in other career sectors. The portfolio gives you the opportunity showcase your value-add above and beyond the standard resume.

2. Start with a vision statement of why you believe you are well suited for the position and how you plan to make a positive impact in your new role. Creativity is the key and other examples can include art work, reports, certifications, credentials, programs you designed or participated in, descriptions of relevant skills, and letters of recommendation. The possibilities are endless.

3. You should also include your resume and be prepared to use the portfolio in an interview or networking scenario to describe what you do well. This show-and-tell prop can really help distinguish you as a candidate and it is an inexpensive leave-behind for you to give the Hiring Manager.

4. If you have electronic examples of your work like websites, blogs, graphic design, or multi-media projects, you can also consider an electronic portfolio. Make sure you keep all examples brief and caption each entry so it is clear why you included it and the relevance to the job you seek.

5. With a paper portfolio, keep it succinct and be sure to securely fasten your work with a simple spiral bind so pages are not loose. Your name and contact information must be clearly identifiable on the cover page. The process of assembling your portfolio will keep your interview stories compelling and fresh so you can confidently convey why you will be an exceptional hire. (Kimeldorf PDF portfolio example)
Books and Online Resources
Here are some of our favorite books and online resources for resume, cover letter, and portfolio preparation.

Resumes/Curriculum Vitae

- Resumes That Knock ’em Dead by Martin Yate
- The Career Change Resume by Kim Saacs and Karen Hofferber
- 40 Minute Power Resume by Beverly Hill
- How to Prepare Your Curriculum Vitae by Acy Jackson and Kathleen Geckeis

Cover Letters

- Knock ’em Dead Cover Letters by Martin Yate
- 101 Best Cover Letters by Jay A. Block and Michael Betrus
- Dynamic Cover Letters for New Graduates by Katherine Hansen and Randall Hansen

Professional Portfolios

- Digital Portfolios: Powerful Tools for Promoting Professional Growth and Reflection by Elizabeth Hartnell-Young and Maureen P. Morriss
- QuintCareers.com – career portfolios tools and resources for job seekers: http://www.quintcareers.com/job-search_portfolios/
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Job Interview Tips and Strategies
The Maroon Advantage
TOOLKIT
Once you have landed the interview you have a fresh opportunity to impress an employer beyond your written materials. This section will outline the different types of interviews and highlight strategies to help you ace this crucial part of the hiring process.

Our goal is to make you feel confident about interview content and style so you can practice on your own to perfect your technique.

**Identifying the different types of interviews and best practices for success.**

Getting to the interview phase in a job search is a great accomplishment, but preparing for an interview is critically important and should be given at least as much time and effort as you spent on your application materials. Just as you took the time to write a personalized cover letter for each job you applied to, you will also need to do firm/organization/company specific preparation for your upcoming interview and be up-to-date on news in the industry you are planning to enter. Make a list of your accomplishments, challenges, goals, and experiences, and start to develop stories that showcase these areas with specific examples. Practice your interview material and try out your answers before you hit the interview so you can be relaxed and conversational in tone.

The two basic types of interview question formats are **traditional** and **behavior-based**.

The traditional job interview uses broad questions such as “Tell me about your strengths and weaknesses.” and “Why do you want to work for this company?” The bottom line is that employers want to know

1) Do you have the skills and abilities to perform the job?
2) Do you possess the enthusiasm and work ethic that is in line with the company expectations?
3) Will you be a team player and fit into the culture of this organization?
**Tell Me about Yourself** is the most common first question in an interview. Learn how to handle this question in this short video.

**Communicate Your Strengths** in an Interview – this short video illustrates how to best showcase your strengths.

**Traditional Interview questions/prompts:**

- Tell me about yourself.
- What motivates you?
- How do you define success?
- What two or three things are most important to you in a job?
- Where do you see yourself in five years?
- What is your greatest strength?
- What is your greatest weakness?
- What do you do in your free time?
- What type of leader are you?
- What has been your greatest accomplishment?
- How would your professors (or former boss, or classmates, etc.) describe you?
- What, on your resume, are you most proud of?
- Tell me something about yourself that is not on your resume.
- What do you know about our organization? Why do you want to work for us?
- Why are you interested in this (geographic) area?
- Who else are you interviewing with?
- Why should I hire you?
- Why is there a gap on your resume?
- What do you expect from a supervisor?
- What have you learned from participation in extracurricular activities?
- In what kind of work environment are you most comfortable?

The behavior based interview is based on the idea that past performance is the best indicator of future behavior. It can often give more information than if the interviewer was to simply ask “what would you do if…” questions, as the tendency for many people would be to give the interviewer the answer you think they want to hear. While you should provide examples for most every answer you give during an interview, behavior-based questions force you to give examples. This should be seen as a positive for you, as being able to tell your stories will make you more memorable to the employer. In preparing for an interview, it is very important that you to reflect back on experiences you have had to use as examples.

Click here to see a *Behavioral Interview Questions* video.
When answering behavior-based questions, you should use the STAR/SOAR technique.

**STAR/SOAR METHOD**

- **Situation:** Differentiate and describe the organization/situation.

- **Task or Obstacle:** What was asked or expected of you OR what challenge did you overcome?

- **Action:** What did you—not the organization— specifically do to address the task or obstacle?

- **Result:** Outcomes or impact that you had during the time that you were on task.

**Behavior-based questions/prompts:**

- **Ambition**
  - Describe a project or idea that was implemented primarily because of your efforts. What was your role? What was the outcome?
  - Tell me about an important goal you set in your past. What efforts did you make to accomplish the goal? Did you reach it?
  - Tell me about a time when you had to go above and beyond the call of duty to get a job done.
  - Tell me about the last time you undertook a project that demanded a lot of initiative.
  - What was the most competitive work situation you have experienced? How did you handle it?
  - Tell me about the riskiest decision you have made? What was the outcome of that decision?

- **Analytical Thinking**
  - Tell me about a time when you had to analyze information and make a recommendation. What kind of thought process did you go through? What was your reasoning behind your decision?

- **Communication**
  - Describe a situation where you felt you had not communicated very well. How did you correct the situation?
  - Describe for me the most significant written document, report, or presentation you have had to complete.
• Tell me about a time when you had to explain a complex technical problem to a person who does not understand technical jargon. What approach did you use to make the information clear to that person?
• Tell me about a recent experience you had making a speech or presentation. How did you prepare for it? What obstacles did you face? How did you handle them?
• Tell me about a time when you and your current or previous supervisor disagreed but you still found a way to get your point across.
• How do you go about establishing rapport with a customer/client/colleague? What have you done to gain their confidence?
• Tell me about a recent situation in which you had to deal with a very upset client or co-worker.
• Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.

Coping
• Describe a time in which you were faced with problems or stresses which tested your coping skills. What did you do?
• Tell me about a time when you were placed under extreme pressure and how you handled it.
• Tell me about a time when a project you planned did not go according to plan.

Decision-Making
• Describe an important decision you have made regarding a task or project at work. What factors influenced your decision? How much time did you take to make the decision? What was the result?
• We have all made poor decisions at one point or another. Tell me about a time you made a poor decision. What happened?
• Tell me about a time when you had to defend a decision you made, even though other important people were opposed to your decision.
• What has been the most difficult decision you have had to make in the past six months?
• Give me an example of a time when you had to be quick in coming to a decision.

Initiative
• Give some instances in which you anticipated problems and were able to influence a new direction.
• Tell me about a project you generated that went beyond your job description.
• Describe something you have done during law school that goes beyond standard expectations?
• Give me an example of when you took a risk to achieve a goal. What was the outcome?

Interpersonal Skills
• Describe a recent unpopular decision you made and what the result was.
• Tell me about the most difficult or frustrating individual you’ve ever had to work with, and how you managed to work with them.
• What have you done in the past to contribute toward a teamwork environment?
• Describe a situation in which you were able to use persuasion to successfully convince someone to see things your way.
**Innovation**
- Describe a situation when you demonstrated initiative and took action without waiting for direction. What was the outcome?
- Tell me about a time when you came up with a creative solution to a problem in your past work.
- Describe something you have implemented at work. What were the steps you took?

**Organization**
- Describe a time when you had to make a difficult choice between your personal and professional life.
- Tell me about a time when your schedule was suddenly interrupted? What did you do?
- How do you organize your life/time? How do you determine priorities in scheduling your time?

**Teamwork**
- Describe a team experience you found disappointing. What could you have done to prevent it?
- Describe the most rewarding experience you have had working on a team.
- Tell me about a time when you successfully led a group.
- Tell me about a time when you worked on a team but were not the team leader.

**Be ready to explain:**
- How your experiences and skills relate to the job duties, contribute to the employer’s mission, and add value to their work. Be perceptive about what skills the employer wants you to illustrate when using behavioral based questioning.

**Questions you should consider ASKING the Interviewer:**

Almost all interviews end with the employer saying “Do you have any questions for me?”. The right answer to this question is ‘Yes’! Be sure to ask questions that relate to research you have done on the organization and/or that follow up on some things you have already learned during your interview. Never ask a question that could have been answered with adequate preparation for your interview. Some samples include:
• Is there a structured training program for new hires?
• How do you determine what type of work a new team member is assigned?
• How is the work of a new hire supervised? Is there a formal review process?
• Is continuing professional development encouraged and supported by your organization?
• What are the opportunities for growth within the organization?
• What do you like best about working for this company?
• It’s wise to ask a follow-up question about something you learned about the organization from their website or a networking connection. This shows that you have performed research about the organization.

Navigating the phone or teleconference interview.

In an effort to save money and resources, employers will often utilize a phone or teleconference screening interview to narrow their list of candidates to a manageable number. It is a widely used technique for long distance and international interviews. While a scheduled phone interview is ideal so you can prepare in advance, it’s not unheard of for a hiring manager to make a spontaneous call to conduct an interview. As soon as you submit your application materials you must be ready for an interview.

When an employer makes an unannounced call they are looking to see how you handle an extemporaneous conversation without warning. How you react will tell the caller a lot about you so think before you speak and always be at your professional best when you answer your phone.

When preparing for a schedule phone interview consider these tips:

• Keep your resume in clear view so you can use it to answer questions.
• Have a short list of your accomplishments available to review.
• Have a pen and paper handy for note taking.
• Turn call-waiting off so your call isn’t interrupted.
• Clear the room - evict kids, pets and anything else that makes noise. Turn off all gadgets that beep or buzz (TV, cell phones, iPad, computer, etc.).
• Unless you’re sure your cell phone service is going to be perfect, consider using a landline to avoid a dropped call or static on the line.
• Don’t smoke, chew gum, eat, or drink.
• Consider dressing up for your phone interview to get yourself into a professional mindset. It’s hard to be professional in your pajamas!
• Keep a glass of water handy, in case you need to wet your mouth.
• Smile. Smiling will project a positive image to the listener and will change the tone of your voice.
• Speak slowly and enunciate clearly.
• Use the person’s title (Mr. or Ms. and their last name.) Only use a first name if they ask you to.
• Don’t interrupt the interviewer.
• Take your time - it’s perfectly acceptable to take a moment or two to collect your thoughts. The pause is a powerful tool.
• Give short and to the point answers.
• Remember your goal is to set-up a face-to-face interview. After you thank the interviewer ask if it would be possible to meet in person.

For a teleconference interview with video or a Skype call, you must practice looking at the camera when you are speaking. The natural urge is to look at yourself on the screen but your interviewers want to see your eyes, not the top of your head so focus on the lens. Be sure to dress professionally and avoid sitting near a well lit window since this will reduce the clarity of your image on the screen. It’s best to do a test run with a trusted friend or mentor and Skype is a free and easy phone/video service well suited for this purpose.

**Acing the call-back, panel, and blitz-day interview.**
When you make it to the call-back round of the interview process you are on a short list of candidates. Typically, you will meet with multiple people in the organization in one-on-one meetings or a panel interview with several team members. At this point, the employer has determined you may be a good fit and they would like to get to know you better.

As with all interviews, you must adequately prepare for the call-back interview. Conduct comprehensive research on the organizations and the individuals with whom you will be meeting. You should ask for your agenda or itinerary in advance so you can research the players and it’s never too late to conduct informational interviews with those in the organization who are not participating in your interview process.

**Tips for the Call-Back Interview**
• Bring extra copies of your resume, writing/work sample(s), and references.

• Because you will be seeing many people you’ve never met, one after another, you are bound to forget who you talked to and what you talked about. Ask each interviewer for his or her business card. Then, when taking a rest break or after your interviews are complete, jot down something about the interviewer and/or your conversation on the back of the card. Make notes contemporaneously to the conversation to help you remember the interviewer and the content of your interview. This information will help you draft original thank you notes and other correspondence to the company.
• You may find yourself answering the same questions asked by different team members throughout the day. Do not assume that that anyone should already know the answer to your question because you have answered it before. Answer the question with as much enthusiasm as you did the first time it was asked.
• Make sure you have questions to ask your interviewers. It is appropriate to ask the same questions to different individuals, as you may receive different responses to your questions.
• Be sure to stand with each new introduction.
• Follow-up with a written thank you note for each person with whom you met. A group thank you note is not appropriate.

Blitz Day Interviews

In an effort to streamline the call-back process, many companies are opting for the blitz day interview technique. This protects the time and resources of employers in the organization that participate in the interview process since everything happens in a single day.

In a blitz day scenario you will be part of an interview pack of candidates and participate in panel style interviews, networking events, and often meals or receptions with your competitors who are also vying for the same opportunity. You must showcase that you are a good colleague, a solid team player, and that you can perform well under stress. The best strategy is to focus on what you bring to the table and be polite to your fellow candidates. But when the networking events take place be sure to seek out employees in the company and don’t cluster with the other candidates. Illustrate that you can play well in the professional sandbox and that you have relationship building skills by seeking out new introductions in the company.

Owning your self confidence and developing a compelling strengths story.

Practice makes perfect when interviewing so be sure to test drive you responses with friends, family, and trusted advisors before you hit the actual interview. If you have access to a video recorder or a webcam on your computer, recording yourself is a very useful tool that will help you iron out your rough spots.

If you are stuck developing your strengths stories, try writing them down first and then paraphrase your own prose out loud to make it conversational. Nobody appreciates canned responses so your goal is to have a conversation with your interviewer so it doesn’t actually feel like an interview. Bottom line – if you can illustrate your value-add to the organization with your strengths based stories and experiences you will be a successful interviewer.
Books, online resources.
Here are some of our favorite books and online resources to prepare for job interviews.

- Boost Your Interview IQ by Carole Martin
- High-Impact Interview Questions: 701 Behavior-Based Questions to Find the Right Person for Every Job by Victoria A. Hoevemeyer
- Killer Interviews by Frederick W. and Barbara B. Ball
- Win the Interview, Win the Job: Outshine the Competition With Great Preparation and Skill by Caryl and Ron Krannich
7
Offer Negotiation Tips and Best Practices

The Maroon Advantage
TOOLKIT
Offer Negotiation Tips and Best Practices

Educating yourself so you know your value in the job market is crucial. In this section we’ll cover negotiation techniques for salary, and other tangibles that have worth in the career world. The goal is to help you understand and identify what you want and need when offered a position and provide you with a solid technique so you can ask for it.

Being Well Prepared with Industry Salary Data so You Know Your Value in the Market

Taking control of your job search before your job offer and conducting smart research that takes into account more than just financial considerations can definitely impact your career happiness. Almost everything is negotiable from performance reviews to vacation time, flexible scheduling, and of course, salary. The bonus is on you to negotiate for what will make you most happy on the job but first you need to know the basics.

As a strong negotiator, you must gather information, plan your approach, consider different alternatives, communicate clearly and specifically, and make decisions to reach your goal. You must understand your strengths and resources and be able to respond to the needs of your employer.

There are factors that will affect your power in the negotiation process. For example, in a tough economy, salary may not be as negotiable as a flexible schedule or vacation time, so you must do your research and have multiple options to negotiate.

Business Climate Factors
- Overall state of the economy and the industry in which you compete
- Overall unemployment rate and the general employment picture
- Demand for industry - and profession-specific knowledge and skills

Company Factors
- Profitability
- Position in the business cycle (startup, growing, stable, turnaround)

Hiring Manager Factors
- Urgency of the company’s need to fill the position
- Decision-making authority
- Staffing budget
Candidate Factors

- Other opportunities in addition to the job offer
- Technical expertise, unique knowledge/skill set, experience, education
- Resources (financial depth, networks, client base, etc.)
- Level of competition/availability of other candidates
- Career risk of the job offer

Many large organizations post their benefit packages and salary ranges online. You can also get salary data from online resources like the Salary Calculator. Salaries for the same position in the same organization can differ based on geographic region and cost of living, so it’s imperative to do research in advance.

You should go into your interview with a researched salary range for the position but typically salary is not discussed until an offer is extended. Get as much information as you can up front and using both the company’s published and unwritten signals - map your skills against what the company values so you are ready to negotiate when the time comes.

Understanding Negotiation Techniques So you Can Be in Control during the Salary Discussion

Timing is very important. The best time to negotiate is after a serious job offer has been made and before you have accepted it. Once you have reviewed the written offer, you can express interest and enthusiasm but ask for time to consider the offer. You should never accept a job offer on the spot and should always take time to digest the details and strategize for your negotiation. Resist making an impulsive decision - if they really want you, they will give you time to consider the offer. Remember, a job offer is not official when just extended verbally – you must get your offer in writing!

Any salary gain you make in the negotiation process at the start adds up. Raises are often a percentage of your salary, in which case a higher initial salary will mean larger and larger raises down the line. You deserve to negotiate and employers expect you to so understand that negotiation is a normal part of getting a new job. You must be your own best self advocate!

Be prepared with a justification for everything you negotiate to strengthen your position. Counter negotiations are an expected part of many negotiations, so be sure to remain flexible. Different companies can give negotiations more or less latitude. Smaller organizations may be more flexible than large, bureaucratic companies. Unionized companies usually have very little room for individual negotiations.

Negotiations are not about forceful tactics or win/lose scenarios. It is a two-way process where you and your prospective employer are each trying to get something you need. You are both designing the terms of a transaction so each of you will receive the maximum benefit from the final agreement. Remember, a good hiring manager will always try and get the best candidate for the least amount of money – that makes good
business sense, so don’t take it personally. It’s your responsibility to illustrate why your education, skills, and experiences are valuable to your prospective employer.

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It’s best to write down your negotiation requests and present them face-to-face, or by phone to your hiring manager in a scheduled meeting. Your terms could be accepted immediately, denied, or countered. If your terms are accepted then be sure to ask for a new written offer that illustrates the negotiated items. If a

Recognizing Other Negotiable Factors and How to Ask for Them

Negotiable things include: salary, start date, work schedule, moving expenses, early performance review (for an early bonus or secured employment), paid time off, bonuses, flex time, geographic location (e.g., the Chicago office rather than New York), stock options, use of a company car, and training or education assistance. Health plans and retirement plans are not negotiable. Employers arrange these for the entire company and generally cannot make any individual changes or exceptions.

Be realistic and positive. Asking for more money or a flexible start date is fine, but asking for unreasonable things in an unprofessional way makes a bad impression.

Explain your reasoning. Don’t ask for more compensation without proper justification. If your research shows average salary for similar entry-level employees to be higher than what you are offered or if you feel you have something unique and concrete (like technical certification or years of experience), say so with confidence. When negotiating, be sure to supply your prospective employer with a written version of your request in addition to the conversation.

Express your appreciation for the offer and behave diplomatically. Even if you do not succeed in getting better compensation, you can leave a positive impression on your future employer and that is priceless. You must know what your bottom line is because you don’t want to lose the offer but you also don’t want to sell yourself short.

Use the Job Offer Matrix on the next page as a decision-making tool when comparing multiple job offers. You may find it helpful to prioritize the importance of the items listed before you begin the employer comparisons. Keep in mind all of these factors may not be applicable but it will help you to begin thinking about your personal job values and what is negotiable in some organizations.
Use the matrix below as a decision-making tool when comparing multiple job offers. You may find it helpful to prioritize the importance of the items listed before you begin the employer comparisons. Keep in mind all of these factors may not be applicable but it will help you to begin thinking about your personal job values.

### Job Offer Comparison

In the “My Needs” column, weigh the criteria on a scale from 1 to 10 (1 = least important, 10 = most important) to determine your value for each factor. Next, on a scale from 1 to 10, weigh how well each company satisfies each of the criteria. Finally, total the columns. The higher the score, the closer the company comes to matching your needs.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>My Needs</th>
<th>Employer A</th>
<th>Employer B</th>
<th>Employer C</th>
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<tbody>
<tr>
<td>Career &amp; Professional Factors</td>
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<tr>
<td>Accountability/Adequacy of Staff</td>
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<td>Title – Job Level</td>
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<td>Promotion/Personal Growth Potential</td>
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<td>Decision Making Authority</td>
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<td>Type of Work/Use of Talents &amp; Skills</td>
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<td>Billable Hours</td>
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<tr>
<td>Firm/Organization Factors</td>
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<tr>
<td>Size of Firm/Organization</td>
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<tr>
<td>Company/Industry History</td>
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<tr>
<td>People Who Work There</td>
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<tr>
<td>Characteristics/Values</td>
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<td>Management Style</td>
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<tr>
<td>Other</td>
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<tr>
<td>Personal Factors</td>
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<tr>
<td>Compensation Base</td>
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<tr>
<td>Bonus</td>
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<tr>
<td>Benefits (Pension, Insurance, Vacation)</td>
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<tr>
<td>Perks</td>
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<tr>
<td>Geographic Location</td>
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<tr>
<td>Travel Requirements</td>
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<tr>
<td>Commuting Requirements</td>
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<tr>
<td>Special Expenses (Relocation, Commuting)</td>
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<tr>
<td>Work/Life Balance</td>
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**Total Scores**
## Compensation and Benefits

Here is a list of possible elements included in an employer’s overall salary and benefits packages. Consider these items when evaluating job offers. Mark A, B, or C next to relevant items to indicate your priorities. Note that many of these elements may not be applicable to entry-level positions, or to your industry.

(A = highest, C = lowest)

<table>
<thead>
<tr>
<th><strong>COMPENSATION</strong></th>
<th><strong>RELOCATION EXPENSES</strong></th>
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<tbody>
<tr>
<td>Base Salary</td>
<td>House Hunting Trips</td>
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<tr>
<td>Bonus Incentive</td>
<td>Apartment/House Location Assistance</td>
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<tr>
<td>Bonus Money in lieu of benefits</td>
<td>Moving Costs (Direct or Percentage)</td>
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<td></td>
<td>Travel Costs</td>
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<td></td>
<td>Temporary Housing</td>
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<td></td>
<td>Getting Settled Expenses</td>
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<td></td>
<td>Higher Cost of Living Subsidy</td>
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<tr>
<th><strong>BENEFITS</strong></th>
<th><strong>EMPLOYEE SERVICES</strong></th>
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<tbody>
<tr>
<td><strong>Insurance Programs</strong></td>
<td>Employee Assistance Program</td>
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<tr>
<td>Medical</td>
<td>Annual Physical Exam</td>
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<tr>
<td>Dental</td>
<td>Discount on Purchases</td>
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<tr>
<td>Vision</td>
<td>Computer Equipment</td>
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<tr>
<td>Life</td>
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<td>Long-Term Disability</td>
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<tr>
<th><strong>Financial Programs</strong></th>
<th><strong>STATUS &amp; LIFESTYLE PERKS</strong></th>
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<tbody>
<tr>
<td>Stock Options</td>
<td>Country Club</td>
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<tr>
<td>Company Paid Pension</td>
<td>Health Club</td>
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<tr>
<td>Immediate Vesting of Pension</td>
<td>Airline VIP</td>
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<tr>
<td>Matching Investment/Profit Sharing</td>
<td>Frequent Flyer</td>
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<tr>
<td>Long-Term Disability Thrift Plan</td>
<td>Use of Company Apartment</td>
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<tr>
<td>Other</td>
<td>Premium Hotel Accommodations</td>
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<td></td>
<td>Executive Dining Room</td>
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<td></td>
<td>Spouse’s Travel Expenses</td>
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<td>Company Tickets to Sporting Events</td>
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<td>Sabbatical, Military, Maternity, etc. Leave (p</td>
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<td></td>
<td>Larger, Better Office</td>
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<td></td>
<td>Private Secretary</td>
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<td></td>
<td>Reserved Parking</td>
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<tr>
<th><strong>Educational Programs</strong></th>
<th><strong>PERKS</strong></th>
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<tbody>
<tr>
<td>Tuition Reimbursement</td>
<td>Expense Account</td>
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<tr>
<td>Leadership/Management Development</td>
<td>Company Car</td>
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<tr>
<td>Education/Training Expenses</td>
<td>Commuting Allowance</td>
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<tr>
<td>Professional Association Membership</td>
<td>Parking Reimbursement</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>Free Lunches</td>
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<tr>
<td>Personal Days</td>
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<td>Vacation</td>
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<td>Holidays</td>
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The Matson Advantage TOOLKIT

Offer Negotiation Tips and Best Practices
Using your negotiation skills for a job offer can also illustrate your competency for the job in question so it behooves you to negotiate unless you have been made the perfect offer. Offers that match all your values are rare so remember that you deserve to negotiate and employers expect you to do so. Understand that negotiation is a normal part of getting a new job and you must be your own best self advocate!

**Books and Online Resources**

These are some of our favorite books and online resources about negotiation best practices.

- Women Don’t Ask: Negotiation and the Gender Divide by Linda Babcock and Sara Lashever
- 101 Salary Secrets: How to Negotiate Like a Pro by Daniel Porot
- Salary Negotiation Tips For Professionals: Compensation That Reflects Your Value, by Ronald and Caryl Krannich
- Dynamite Salary Negotiations: Know What You’re Worth and Get It! by Ronald and Caryl Krannich
- Negotiate Your Job Offer: A Step-by-Step Guide to a Win-Win Situation, by Mary Manz Simon
Career Maintenance, Transition, and Strategies for Promotion
Career Maintenance, Transition, and Strategies for Promotion

It’s important for professionals to be in control of their own career destiny because it’s not your boss’s job to look out for your career future. Learn how to showcase your value during a performance review and ask for a raise when the time is right. We’ll also discuss when it’s time to move on and consider growth opportunities that align with your long term plans.

Perhaps you are re-entering the job market after raising children or caring for elderly parents. Check out our video resources to help you get your career back on track.

The goal of this section is to empower you with the knowledge that career management is your responsibility and to give you action steps to pursue as you grow your career, or transition to a new one.

Planning your career journey in 5 year increments

If you have landed your first real job after graduation it’s already time to start planning your next career move. A savvy professional networks before he/she needs it and is always thinking ahead about short- and long-term career goals. If you are an entry-level associate at a law firm or a production assistant in an advertising agency for example, you should start to plan now for what you want your career to look like in 5 years time.

Think about designing your personal business plan for Me, Inc. – that’s you! What are your professional goals? Does your current organization have growth opportunities? Do you want to pursue an advanced degree? Will you be starting a family or getting married in the near future? All of these questions impact your career and life journey.

While mapping out a definitive and exact career plan is impossible, it’s important to consider the mile markers you want to achieve during your long-term career marathon. Start by jotting down some personal and professional goals you would like to complete in the next 5 years and keep these in mind as you move forward in your day-to-day work. Your goals will impact the kind of work you must accomplish in your current job in order to achieve your desired outcome.
Consider assembling a personal Board of Directors and ask for advice and strategies about growing your career in accordance with your plan. Seek out mentors, sponsors, accountability masters, and advisors to help develop your Me, Inc. business plan. You don’t have to know exactly where you want to go but it will help to assemble your team and you will benefit from the experience and wisdom of others who have your best interest in mind. You might get some great ideas from your team if you are uncertain about what you want your career future to look like. Don’t forget that Colgate Alumni is the best place to build your warm network so start with iCAN to tap this amazing resource.

Businesses and non-profit organizations create strategic plans and mission statements to map out their goals for the future and provide structure for implementing these goals. Think about designing your own strategic plan so you can create a career destiny that honors your values, interests, personality, and strengths – so your career doesn’t happen by default. Bottom line – career planning is your responsibility. In addition assembling your team of volunteers and advisors, consider employing a career coach to help you develop and implement these goals if you need more professional assistance.

Confidently asking for a raise when the time is right.

Most individuals would never dream of asking for a raise – they simply wait for performance review season and accept the allocated raise (if any) established by the company powers that be. Consider thinking outside of the box and introduce the concept of a promotion if you have gone above-and-beyond in your organization and if you are ready to defend your case to your boss.

The onus is on you to determine your worth in your organization and showcase why you are a value-add. You need to be well armed with a raise campaign that illustrates the return on investment for your company by having you in the job. Here are some strategies to consider before you make the big ask.

Wind down your emotions. Emotions about salary inequity can be extremely frustrating and although valid, need to be left at home, at all cost. Check your emotions at the door before you enter your workplace and know that research, strategy, and action require a clear head.
Read up. Study up on your negotiation techniques, consider role playing with a trusted mentor or career coach, and be ready before the big ask.

Do your research. Use trusted resources like the Salary Calculator to find out what the going rate is for your position in a given industry and geographic area. Look at your company’s close competitors and sleuth out their salary rates for additional comparison. You must have hard facts to support your case. But remember, asking a network contact, even a Colgate alumnus/a how much they earn is inappropriate unless they offer to share this information first.

Quantify your contribution to the organization. You must be ready to illustrate your worth in the organization as it impacts the bottom line and or strategic mission of the company. Factors such as clients served, percentage of sales, reduction of costs, and other measurable values you bring specifically to the organization. You should be calculating these quantifiable metrics regularly so you are ready at a moment’s notice to articulate your worth.

Time it right. Schedule a private appointment with your boss so you have her/his undivided attention. Nobody wants to be surprised with this type of request and you want the focus of the conversation to be about you.

Make your case. Be ready to state what salary you think is appropriate in terms of your contributions to the organization. Don’t argue, get defensive or overly emotional – stay cool and focused on your value-add proposition. Leave your boss with a written account of what you delivered verbally so she can consider it after you have left the office. An informal follow-up email will establish any next steps and keep your request in play.

Update your resume and portfolio. If the organization does not respond positively to your request, it may be time to leave. Sometimes you need to move to another organization in order to move up. Keep your resume and professional portfolio updated and ready should you need to start networking quickly. All the work you put into asking for a raise will certainly come in handy when you transition to a new organization and discuss starting salary with your next employer.

How to Ask for a Raise video
Knowing when it’s time to “fire your boss” and move on.

A really good boss and a great leader can take you upward with them inside or outside of your current organization, if you prove your worth. If you have the trust of the rising star in the company -- keep it and maintain it, for this is your insurance policy. If your current boss is not star material, it’s time to look for one that is.

If your boss just doesn’t get it and there is no hope of a change in mindset, you need to stealthily devise your exit strategy. It’s prudent not to leave a job unless you have another to go to, especially in a tough economy. But if your boss is not a good leader and there is no system in your organization that will help change that, then you deserve to be in an environment where you can grow and develop your career.

Even in the most blissful job environment, you should be thinking about your five-year plan and where you see your career going in the future. A great boss can help you on your way but alas, not all of them are so enlightened.

The next time you are interviewing for a position make sure you interview your prospective boss thoughtfully. By asking compelling questions about their leadership style you will be able to ascertain if they are going to grow or diminish your talent on the team.

Bad bosses are not bad people but they are not gifted leaders, which often translates to unhappy and underutilized subordinates. If your boss fits this description then you should consider firing your boss and hooking your star to a talented and dynamic leader. In reality we know this does not mean to literally fire your boss -- but begin seriously looking for a new work environment that will empower you with a strong leader who in turn will help you grow your career if your boss is zapping your potential at work.

How to pursue a professional reinvention if you are seeking change.

In this tumultuous economy many people have changed careers by necessity and others, by choice. This is the perfect opportunity to take charge of your destiny and reinvent your professional self to reignite your career and your life.

There are five essential self assessment strategies to pursue for your professional reinvention. These steps will empower you with confidence and help you discover what you really want so you can market yourself and achieve your career goals.
1. Consider What You Value
Take the time to get quiet with yourself and determine what you value. Values are the biggest predictor of career satisfaction. Rank the things that are most important for you in a career such as: flexibility, security, autonomy, salary, work/life balance, etc. The values list is endless and only you can articulate what is important for your work environment. Values also change over time so what you want in a workplace now may be very different from the job you held 5 years ago.

2. Rediscover Your Interests
Knowing your interests can help you unlock your passion when choosing a career. Interests are the biggest predictors in career selection since we gravitate towards what we like. Are you a hands-on doer, an investigative thinker, or one who likes to create or invent? Perhaps you are interested in helping people or enjoy organizing data and information, or maybe you enjoy persuading and influencing others to achieve a goal. Your interests may lead you to a brand new career or entrepreneurial opportunity.

3. Embrace Your Personality
Personality refers to your unique patterns of mental, emotional, physical, and behavioral characteristics. Your personality preferences play a big role in the types of work you may like or dislike.

- Where do you draw your energy? Do you prefer to focus on the external world of people and actions or are you energized by ideas and feelings of the inner world?
- How do you perceive information? Do you focus on the realities of the present or the possibilities of the future?
- How do you make decisions? Are you guided by objective, analytical reasoning or subjective, personal values?
- What is your need for order in life? Do you prefer to be organized and planned or spontaneous and flexible?
- Know thyself and honor your inborn personality type to help you find a career that matches your natural tendencies.

4. Scrutinize Your Skill Set
A skill is an ability, based on training or experience, to do something well. The goal is to discover what they are and market them with humble confidence to make you attractive to employers who value these skills in the workplace. Skills fall into three main categories:

- Transferable Skills - taken from job to job and important in many career sectors. Examples include: communication (verbal and written), critical thinking, analytical, leadership, project management.
- Specialized Knowledge - these are skills relevant to a particular job or career field. Examples include: operating laboratory equipment, computer program proficiency, and foreign language ability.
- Adaptive Skills - these are personal competencies you bring to the professional environment and often the most sought after by employers. Examples include: motivation, initiative, integrity, flexibility and resilience.
5. Develop Your Brand

You must showcase your strengths and define your “special sauce” in this competitive job arena. Market your unique combination of passions and talents and develop your story about why this is a valuable commodity. If you need a jump start, query people in your circle of trust and ask them what makes you special.

Ultimately you are in control of your personal brand but gathering input from others can be a great point of departure.

Take the time to get quiet with yourself and discover what you value, what interests you, how your personality plays a role in your career, and inventory your skills. You can’t plan your career road map until you know where you want to go and it begins with self reflection. Developing your brand will help you play to your strengths to identify opportunities where you will thrive.

Whether you are looking to reinvent yourself in the same industry, transition to a new career, or develop your own business, this is your opportunity to clean the slate and design a new professional you that plays to your strengths and feeds your soul so you can take control of your career and your life.

You will notice that the steps for career change and reinvention are exactly the same as for the entry-level job seeker crossing the threshold into the professional world-of-work. This should give you comfort that the process is precisely the same so you have the ability to reinvent as often as you like. Current research indicates that adults are changing career fields, not just jobs, an average of 6-9 times throughout their adult lives. Change is an opportunity for you to always pursue a career that gives you satisfaction.

How to Return to Work after Being a Stay at Home Mom video
Reigniting your passion at work when your career is in a rut.

Often people get bored in a job and seek change because they need more challenge or intellectual stimulation at work. Playing to your strengths and monetizing your passion is the ideal formula for happiness on the job. But in reality, often individuals must stay in a job to deal with the financial realities of life such as school loans, credit card debt, and mortgage payments until they find a career that speaks to their passion and provides an opportunity to pay the bills.

Don’t forget to honor your avocation – your hobbies and life activities that bring you joy and happiness while not at work. Often we focus so much on work satisfaction that we forget to enjoy life. If you are passionate and fulfilled by outside hobbies and activities then you just might find work more palatable until you are able to find a better career fit.

Playing to your passion pursuing an avocation can also lead to a career opportunity. Many people find volunteer opportunities in community and social service organizations that feed their soul. These volunteer positions can often lead to actual paid positions since organizations test drive individuals and seek out talent from people they know. The power of networking is alive and well and playing to your passion through volunteerism is a great opportunity to look for a career change.

Finding work you love is one of the best things you can ever do for yourself and your loved ones. Imagine someone who grinds through the day in a job that sucks the life out of him and someone who actually gets energy from the work she does. Which one would you want to be at the end of the day? Which one is going to be a better wife, husband, partner, parent, or friend? When you love what you’re doing for such a significant portion of your waking hours, the positive ripple effect on your family, your coworkers, and the everyday people you encounter will be substantial.
When you set things in motion in the direction of your passion, things have a way of happening. Doors open you would never have known were there. Opportunities come up you would never have imagined. But it’s not guaranteed. Just because you’re doing what you love doesn’t mean you can automatically turn the dream into reality. You have to get there the hard way, with intense work, patience, persistence, resilience and flexibility – there is no easy road to career satisfaction.

If you want to succeed in pursuing your passion, you have to be realistic and you have to work hard. You also have to question assumptions and be creative in figuring out ways to make it happen. You have to make hard choices. Making it happen is a very nitty-gritty process requiring you to develop a deep awareness of both yourself and the world around you.

Finding your career passion is possible and we wish you a successful journey as you travel your unique career path. The common thread in all of this is networking so you can learn from others, tap their resources, and pay-it-forward when you have opportunities to give back. The Colgate alumni population is a great place to start networking and you can grow your community from there.

This Alumni Toolkit is the first of many resources that will be available because Colgate really does have your back! Check the website regularly for new initiatives in the works including career coaching calls, special events, and programs designed with your career needs in mind. The Maroon Advantage is here to serve you on your ongoing career development journey [http://www.colgateconnect.org/s/801/template.aspx?sid=801&gid=1&pgid=311](http://www.colgateconnect.org/s/801/template.aspx?sid=801&gid=1&pgid=311)

Here are some of our favorite new career management and transition books that address strategies for navigating the new normal of this job economy.

- Knock ‘em Dead: Secrets and Strategies for an Uncertain World by Martin Yate
- Suddenly in Charge – Managing Up/Managing Down/Succeeding All Around by Roberta Chinsky Matuson
- Strengths Based Leadership, and Why People Follow by Tom Rath and Barry Conchie
- Coach Yourself to Win: 7 Steps to Breakthrough Performance on the Job and in Your Life by Howard M. Guttman
- This Is Not The Career I Ordered: Empowering Strategies From Women Who Recharged, Reignited and Reinvented Their Careers by Caroline Dowd-Higgins