



# Career Management

## An Insider's Perspective

AAUW-PA Annual Convention

April 14, 2018

Just graduated --  
How do I start my  
career?

Are job fairs  
beneficial?

How do you  
work your way  
up to your  
DREAM job?

Networking best  
practices

Resume style—  
modern or  
traditional?

Learn  
interview  
skills.

Salary  
negotiation!

How to  
create an  
entry level  
resume.

## Managing Your Career

Just graduated --  
How so I start my  
career?

How do you work  
your way up to  
your DREAM job?

## The Fundamentals

Resume style—  
modern or  
traditional?

How to create an  
entry level  
resume.

## Search Process

Are job fairs  
beneficial?

Networking best  
practices

## Interviewing

Learn interview  
skills.

Salary  
negotiation!

# MANAGING YOUR CAREER

# You Design and Build It – One Block at a Time

- Journey of purposeful moves selected to necessary/required
  - Gain experience, knowledge, skills, expertise
- Know your dream job?
  - Research the experience, knowledge, skills, expertise required
    - Search posted positions ([www.indeed.com](http://www.indeed.com))
    - Read bios of persons in the role (company websites; industry publications)
  - Select positions that add a building block for that dream job
- Have no idea?
  - Research what others have done with your major
  - Evaluate industry, geography, company, role
  - When you know your dream job – begin building toward it
- Remember
  - No wrong first job
    - Jump in and keep evaluating
  - Expect you will change industries, roles, even career
  - Keep current; learning; adding
- Create a Career Board of Directors

**THE FUNDAMENTALS**  
**DISCOVERING AND MARKETING YOU**

# You Are Unique

No one has the same combination of education, experiences, work history, knowledge, skills, career interests, accomplishments, recognitions, attributes. . . . .

**MAKE A LIST**

# Your Accomplishments – The WHAT

Evaluating your accomplishments and achievements will help identify your skills; create statements for your resume; and prepare you for interviews.

<b>Achievement</b>	<b>Situation</b> Describe the situation	<b>Obstacles</b> Describe the obstacles you faced	<b>Actions</b> List the actions you took	<b>Results</b> Describe the results you helped obtain and the benefits to your employer

Update and refresh OFTEN

# Attributes – The HOW

- How you do the what
  - Traits; Characteristics; Reputation; “Fit”
- Need help identifying?
  - Survey those who know you
    - What do colleagues (peers, bosses, customers, clients) value in you? View as your assets?
    - What words do colleagues use to describe you?
    - Are there any formative moments in your career that contributed to who you are today?
    - What is distinctive about the way you approach your work and the results that you achieve?
    - Which areas are you most successful in at your job/classwork?
  - CliftonStrengths online assessment <https://www.gallupstrengthscenter.com/>
    - Discover what you naturally do best
    - Improved self-awareness
    - A new way to explain who you are to others

# Understand “The Make or Buy Decision”

- There are some aspects of a job that can be taught
  - Tasks, processes, tools, etc.
- What can't be (easily) taught are attributes
- When evaluating candidates, managers have a make/buy decision.
  - Some requirements of the job can be made—taught on the job
  - Others, can't. Those need to be bought—hired

**Know what makes you unique!**

# Write Your Brand Statement

- You are your own brand—and you should feel comfortable talking about your accomplishments—what and how
- Common for people to feel like bragging or blowing own horn
  - If you don't speak about you positively, who will?
- Common for people to undervalue their accomplishments and skills.
  - If I do/know this, than everyone must. That is not true.
- You are unique because your combination of knowledge, experiences, attributes, expertise, skills are unique

# Personal Brand Statement

A personal brand statement should be concise, easily understood, and can be recited from memory.

Career Distinction: Standing Out by Building Your Brand by William Arruda and Kirsten Dixon

*“Sitting at the intersection of technology and business, I use my passion for communication to help IT professionals in Fortune 100 companies express themselves in ways that are understood by business people.”*

*“I inspire and activate high-achieving salespeople in healthcare organizations through my focus on motivation, positivity, empathy, and competition.”*

*“I’m an insightful sales rep who easily builds trust with my retailers. Simply by really knowing what their business needs are and being their go-to resource, I’m able to quadruple sales and dramatically expand territories.”*

# Resume

**Only share a pdf version to prevent alterations and preserve formatting.**

- Chronological resume – for your reference only
  - For completing applications and provide when requested
  - Start now and add to it through out your career journey
- Marketing resume – what you send
  - Matches your brand to their position
    - Sharing only what is relevant in a way easy for reader to make the connection to their position
  - Functional (my favorite) or chronological
- First resume
  - Jobs—at school; summer
  - Senior thesis; major research project; relevant coursework
  - Volunteer; interest groups
    - Leadership positions
- Style
  - Don't use a cookie cutter template
  - Select style for best reflection of you and appropriate for industry/position

# Functional Resume

- Identify themes that your accomplishments and attributes fit into
- Bundle accomplishments into those themes—instead of by job
- This is your story
  - Illuminates patterns of success
- Easier for the reader to know what makes you unique

## Communication

- Led Web Content team for the Boston Region's intranet website. Updated content weekly for 20+ pages of Regional site. Ensured team of three contributors maintained fresh content that adhered to corporate policies.
- Compiled and published weekly newsletter targeted to restaurant managers.
- Drafted promotional materials to provide information and create excitement for regional incentive programs. Published weekly results and winners.
- Coordinated and produced monthly communication flyers on key initiative topics for restaurants.
- Generated monthly "Welcome" message presentations for plasma display in lobby. Updated continually with guest visitors, meetings, company events and restaurant promotions.

## Business Reporting

- Delivered timely and accurate reporting of monthly restaurant sales and guest count information for more than 600 restaurants.
- Compiled new product equipment orders for Deployment Manager.
- Tracked and reported new restaurant technology implementation status, sent communications on behalf of Technology manager for training, and deployment of the new systems.
- Generated and tracked contracts for two major initiatives where company offered monetary incentives to encourage franchisees to accelerate the implementation of the initiatives in their organization.

## Process Improvement and Customer Service

- Managed Regional Awards Program for Owner Operators and Restaurants. Procured over 200 awards annually. Transitioned nomination process from paper to electronic survey.
- Supported the group providing direct business consulting to over 100 McDonald's Franchisees and 500 restaurants in New England and the capital area of New York. Group comprised of one director, four managers and 30 consultants.
- Processed all correspondence with owner operator organizations and functional department.
- Maintained files on all owner operator organizations and restaurants.
- Coordinated with IT department to secure email accounts for all new owner operators and ensured they were added to all pertinent distribution lists.

## Project Management

- Provided administrative services required to deliver training and recognition events to restaurant managers and manager trainees.
- Registered and confirmed course participants, for over 40 events annually. Maintained accurate records for all participants.
- Ensured instructors, facilities and materials for all scheduled events.
- Billed, received and processed to Accounts Payable fees for all remote offerings.
- Provided participation reports and student histories.
- Researched and approved/denied ACE (American Council on Education) credit requests.
- Coordinated annual service project for the Boston Ronald McDonald House, a 5000 piece mailing, saving over \$1,000.

# Cover Letter

**Electronic application trick –  
save cover letter and resume  
into single pdf document**

- Provide insight into who you are and why want job
  - Answer that which will disqualify you
    - Your address and job are not commutable
      - Why; who pay for relocation
    - Changing careers
    - Supervisory experience to individual contributor
  - Three paragraphs
    - Reference position and answer the disqualifiers
    - Why should they talk to you – pick one or two items from job posting and relate to your experience
    - Close with call to action – I will contact you to arrange an interview time

# Linked In – The Place to Market You

- Marketing tool – not resume
  - Where you are going – not where you’ve been
- Complete all sections
  - Update and refresh often
    - Calendar task to review every quarter
- Get and provide recommendations
  - Only show those that speak to the aspects of your brand you are marketing
- Manage your Connections
  - Would you be able and willing to introduce to another connection?
- Follow businesses
- Join groups

# Create Your Yardstick

- Develop tool to compare positions

My Yardstick							
© Collaborative Career Coaching Inc. 2012							
1		Importance	Position Title and Company Name				
2	<b>Life Purpose Statement</b> Paste your Life Purpose statement directly into the formula bar for cell A4 (prevents the multiple lines of text from spilling over into other cells).	For each highlighted blue cell in column B, select the importance from the dropdown list. 9 is most important.	For each highlighted orange cell in this column, select the number from the dropdown list that indicates how closely this position meets the item. 9 is most closely.	For each highlighted orange cell in this column, select the number from the dropdown list that indicates how closely this position meets the item. 9 is most closely.	For each highlighted orange cell in this column, select the number from the dropdown list that indicates how closely this position meets the item. 9 is most closely.	For each highlighted orange cell in this column, select the number from the dropdown list that indicates how closely this position meets the item. 9 is most closely.	For each highlighted orange cell in this column, select the number from the dropdown list that indicates how closely this position meets the item. 9 is most closely.
3							
4	<b>Subtotal for this section</b>		0	0	0	0	0
5	<b>Values at Work</b> List the values marked "3" for "very important" from the list of common values and the 5 most important values. Insert more rows as needed.						
6							
7	<b>Value</b>						
8	<b>Value</b>						

- Email [apehle@outlook.com](mailto:apehle@outlook.com) if want a copy

# SEARCH PROCESS

# Where Jobs are Listed

- [www.indeed.com](http://www.indeed.com)
  - Create searches to receive alerts for new listings
  - Post your resume
- Follow companies you identified as target employers
  - Linked In
  - Facebook
  - Company websites
- Professional organizations
- Social media
  - <https://www.thebalance.com/best-social-media-sites-for-job-searching-2062617>
  - <https://mashable.com/2009/02/24/top-10-social-sites-for-finding-a-job/#3kYI1i2pAEqB>
- Job Fairs
  - On campus – absolutely
  - General public – only if in your industry/profession or you know target companies are attending

# Networking – General Rules

- Tell everyone you know
  - I am looking for. . . .
  - Send email with resume
- Ask for information meetings (phone or in person)
  - Seeking information; never ask for a job
    - Tell me about the company
    - Learn more about your career path
    - Do I have the right skills/experiences
  - Conclude – who else should I speak with?
  - Dress as if an interview—because it is
  - Send thank you note or email
- Keep track of networking chain
  - Inform chain when connection made
  - Share news of your new job

**Always assume your email  
will be forwarded.**

# Networking with LinkedIn

- Find connections who work or recently worked at target companies
- First connection work/ed at company
  - Ask for information meeting
- Second connection work/ed at company
  - Have conversation with first connection—what I am looking for
    - Ask for introduction to second connection—because she/he works or recently worked at company in an interested in learning more about
  - Send thank you email to first connection, worded in way she/he can forward, with resume attached
  - Contact second connection and follow general rules
- Third connection working at company
  - Have conversation with first connection—what I am looking for
    - Ask for introduction to second connection—because they have a connection who works at company I am interested in learning more about
    - Send thank you email to first connection, worded in way she/he can forward, with resume attached
  - Contact second connection—please introduce me to third connection because she/he works at a company I am interested in learning more about
    - Send thank you email to first connection, worded in way she/he can forward, with resume attached
  - Contact third connection and follow general rules

# Position Analysis – for every job

- If you have 51% of what is asked – APPLY
  - Job descriptions are often not current; know they won't find candidate with everything; you don't know what is most important requirement
- Review the position description for the job you are seeking
  - Underline what matches your qualifications
  - Circle what doesn't
- Use analysis to
  - Emphasize something in your resume or cover letter
  - Anticipate interviewer questions
    - Pick out which Accomplishment stories
    - Prepare answers for the gaps
  - Prepare for salary negotiation
- You have to make the connection between the job description and your unique qualifications
  - Don't assume person reading resume will

# Ask Yourself

- What do you want a prospective employer to know about you?
- How are you different/better than other candidates?
  - Remember the make/buy decision
  - Highlight that which is hard to make/train
- Where do you lack skills or attributes and how will you manage employers' perceptions regarding these areas?

# INTERVIEWING

# The Secrets -- Revealed

- Interviews aren't natural and not frequent, so feel uncomfortable
  - No one likes interviews – not even the interviewer
- Very few interviewers are skilled at interviewing
  - Your job is to be better prepared
  - Don't assume the interviewer will connect the dots between their job and your experience
  - First indication of an unskilled interviewer is when she/he does all the talking
    - You will have to interrupt to make sure you connect the dots
- Interviews are conversions where information is exchanged
  - Know what you want them to remember about you
    - Find a way to make the point
  - Know what you want to know about them

# More Secrets

- Purpose of phone interview is to screen out
  - Answer with more than yes/no
- Purpose of F2F interview is to screen in
  - Distinguish yourself from the competition
- Bring printed resume for every interviewer
- Never underestimate the importance of thank you note/email
  - Send one to everyone you interview with
- Remember, both parties are making decisions
  - Make sure you ask open ended questions to uncover aspects that are important to you
- Trust your intuition—even if you don't know root cause—because it is signaling something important to you

# Interview Toolkit – Create Once; Use Often

- Answer for “tell me about yourself”
- Story for each of your accomplishments on the resume
- Reasons for job transitions
  - Thoughtful; show purposeful intent; always going toward, not away from
- Statement about the future you see for yourself
- Prepare for behavioral based interview questions
  - <https://www.themuse.com/advice/30-behavioral-interview-questions-you-should-be-ready-to-answer>
  - <https://www.thebalance.com/behavioral-job-interview-questions-2059620>
  - <https://theinterviewguys.com/behavioral-interview-questions-and-answers-101/>
- Understand what is important to you about company, position, etc
  - Create questions to solicit information you need to evaluate

# Interview Toolkit – Prepare for Each Interview

- Select accomplishment stories to match job description requirements
- Prepare answers for experience/skill gaps
- Prepare the two or three questions you will ask
  - Because the answer is critical to your evaluation of the position/company
- Ask interview schedule and who you will be speaking with
- Develop your strategy based on type of interview
  - Series of one-on-one interviews
  - Panel interview
- Ask closer what are the next steps—so you know what to expect

# Salary Negotiation



- Designed for college women who are approaching the job market and focuses on helping you negotiate for a new job.
- College/University purchases license
  - Per session or three year unlimited
- Gain confidence in your negotiation style through facilitated discussion and role-play and learn
  - How to identify and articulate your personal value
  - How to develop an arsenal of persuasive responses and other strategies to use when negotiating
  - How to conduct objective market research to benchmark a target salary and benefits
  - About the pay gap, including its long-term consequences

<https://salary.aauw.org/start-smart/>

# Obtain Salary Information

- Salary.com
  - Employer reported data instead of individual reported
  - Input a job title or keyword and location
  - Will never find exact match, however you will be able to get close
- Because you aren't going to find the exact job on Salary.com, do analysis to calibrate the job/position requirements and your qualifications to the Salary.com description
  - Compare Salary.com description to the job/position description
    - Is the new position asking for more or less requirements than the Salary.com description?
  - Compare your experience to the position description of the job you seek
    - Do you have more or less experience than being asked for?



- Position description has fewer requirements than Salary.com job information
  - Between \$49,383 and \$54,248
- You have more qualifications than requirements
  - Target salary can be closer to \$54,248
- When your target salary is grounded by analysis your salary negotiation is based on data

# Your Budget & Take Home Pay

- Know your personal budget
- Understand take home pay
  - Free website called PaycheckCity.com
    - Provides an estimate of take home pay
    - Very useful for relocations
- Also figure in deductions for health insurance, retirement, and Social Security

# Budget & Target Salary

- Your personal budget is NOT your target salary
  - Your target salary considers your skills and experience and is market-based
- If your budget is greater than the target salary
  - Reexamine your budget to reduce expenses
  - Or assess whether the job is a realistic fit for your needs
  - Your budget should NOT be a reason **to increase** your target salary outside of a range that you can justify through your analysis
- If your budget is lower than the target salary
  - This is NOT a reason **to decrease** what you're willing to accept
  - The target salary is based on objective data, not your spending habits

# Salary Range

- In a negotiation, do not share a single dollar amount
  - Studies suggest that you will be more successful if you put your target salary at the bottom of a range
  - Giving a range can also suggest that you're more cooperative and flexible
- Use your target salary as the anchor and stretch upwards to create the range
  - Never more than 20%
  - If early or mid-career, a smaller range may be appropriate
- Determine the lowest salary you are willing to accept—not based on your budget but your value
  - Helps you know when to push back in negotiations
  - Prevents you from making a big mistake
- Consider value of intangibles
  - Available benefits
  - Other job offers that you have received
  - How long you've been looking for a job
  - The experience you will get
  - Your promotion potential
  - Opportunities to go back to school
  - Networking opportunities
  - Your devotion to the mission of the organization

# Don't Answer -- Deflect

- Make it clear
  - You want to learn more about the job before you share your salary expectations
  - Your requirements are negotiable and depend on the offered salary and benefits package
- Possible replies to the “tell me your salary” question
  - “I’d rather talk about that after I’ve received a job offer.”
  - “I’d like to see if I’m a good fit first before we discuss salary.”
  - “Since I am still learning about this role, I haven’t set my salary expectations yet. As we move forward in the interview process, I would hope and expect that my salary would line up with market rates for similar positions in this area.”
  - “I’d appreciate it if you could make me an offer based on whatever you have budgeted for this position, and we can go from there.”
  - “What is the salary range for this position or similar positions with this workload at this organization?”

# FINAL THOUGHTS

# Job Search Self-Care

- Looking for a job is a job
  - But not full time
    - Don't spend more than 4 hours a day
    - Give yourself a day or two off each week
- Keep a schedule
- Keep busy with pursuits that add to your qualifications
  - Unpaid internship
  - Volunteer
  - Online course
- Never answer the phone unprepared
  - OK to let a call go to voicemail
- Every interaction during the search process is creating an impression
  - Network contact
  - Every person at prospective employer

# Resources

- [www.thebalance.com](http://www.thebalance.com)
- [www.themuse.com](http://www.themuse.com)
- [www.Lynda.com](http://www.Lynda.com)
- <https://www.linkedin.com/learning/>
- [www.salary.com](http://www.salary.com)
- [www.paycheckcity.com](http://www.paycheckcity.com)