

TIPPIE CAREER SERVICES GUIDE

A NOTE FROM YOUR TIPPIE CAREER SERVICES TEAM

Welcome to the Henry B. Tippie College of Business at The University of Iowa! We are excited to have you here and look forward to collaborating with you! We would like to share with you the support you can take advantage of as part of your professional development.

The Tippie Career Services team members focus on the fundamentals that support career success. We continue to be strong partners with the Pomerantz Career Center which offers a robust selection of career programs. We encourage you to engage early and explore all the services and tools available. One of those tools is this career guide. It contains detailed information, advice from alumni, and worksheets on a variety of topics for each step of your journey – from developing your elevator pitch and networking skills, to conducting the search, and navigating the offer.


Additionally, you can leverage these resources:

- Ability to schedule 1:1 coaching meeting. These meetings are opportunities for you to receive individualized support in defining career goals, how to approach the job/internship search, interview preparation, mock interviews, negotiations, etc.
- Programming that highlights topics such as “How to Use LinkedIn,” “Career Fair Preparation,” “Professional Documents,” and “How to Interview Using the STAR Format.” These programs are offered both in person and virtually.
- Tools and resources including this career guide, online platform (Handshake), Big Interview, and case materials.
- Resume reviews and mock interviews

Your call to action: challenge yourself to grow as a business professional, develop competitive application materials and interviewing skills, grow your professional network, and reach your ultimate potential! You can contact us at tippie-careerservice@uiowa.edu.

Welcome,

The Tippie Career Services Team



Tippie Career Services strives to ensure students have equitable access to the resources, programs, and coaching we offer. We prioritize understanding and discussing the needs, factors, and barriers that impact the student experience and their professional growth. We are committed to:

- Intentional programs and events with attention paid to cultural awareness
- Initiating dialogue on accessibility as it relates to technology, and resources, facilities, and opportunities
- Engaging in training seminars and workshops such SafeZone, UI BUILD Program, NCBI, etc. regularly
- Individual work in self-assessment and focusing on cross-cultural engagement and coalition building across campus, within the community, and globally

Individuals with disabilities are encouraged to attend all University of Iowa-sponsored events. If you are a person with a disability who requires a reasonable accommodation to participate in any career management programs and events, please contact us at **tippie-careerservice@uiowa.edu**.

The Tippie Career Services team prioritizes diversity, equity, & inclusion (DEI) at the forefront of what we do. We are here to serve you as intentional and engaged global citizens in an evolving and diverse business community.

Your Transformation

You are about to embark on a life adventure like none other. It will be fun, inspiring, challenging, sleep deprived, supportive, educational, draining, overwhelming, but above all...transformational. From this moment forward, you will feel stretched every day to be your best self. You will be surrounded by people who are here because they care about your success. The Tippie Career Services team will be with you every step of the way as you make this transformation but the ability to achieve career success must be driven by you.

Consider athletics teams. The coach provides a game strategy to increase the odds of capturing a win. However, this effort is only relevant if the athletes apply focus, consistency, and commitment in their training. The coach relies on their players to practice and achieve their highest potential. Whatever goals or expectations you have brought with you to Tippie will require that you be “in the game” and practicing the skills that are necessary to conduct a successful job search.

This transformation will involve a broad set of experiences, and there will be times when the value may seem unclear to you. A consistent theme that is echoed by each executive that visits campus to share insights on leadership is to find value in every opportunity. Choose to view every experience you will have during your time at Tippie (especially those that may not have clearly defined value in your mind) as a chance to learn and grow—and that is exactly what you will do.

The intent of this guide is to provide a framework for increasing your understanding of the job search and the steps and preparation associated with the process.

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PREPARING FOR THE SEARCH

Preparing for the Search

So where do you want to go...and how do you plan to get there?

You are pursuing this degree to switch or advance your career. In either scenario your primary goal for being here is to acquire the skills to transform your career path. At Tippie, you will learn the tools and gain the competencies necessary to excel in your chosen field. However, equally important to skill building in the classroom will be the time and effort needed to conduct a successful job search which includes:

- Crafting a purposeful resume that will capture the attention of recruiters.
- Building your personal brand and value proposition and learning how to articulate this brand through effective storytelling.
- Identifying target companies and understanding how your skills and experiences are a fit with these firms.
- Utilizing relationship management to broaden your business network—enabling opportunities to increase your knowledge of a function, industry, or company, and creating meaningful links to industry that you can leverage during your job search.

“Achieving an “A” in the classroom requires hard work, dedication, and commitment to applying a high level of effort towards the goal. The job search is no exception.”

Defining Your Personal Brand—and its relevance to the marketplace

Visualize the cereal aisle in a grocery store for a moment. Boxes stacked in neat rows of the same general size and shape. If blind-folded, you could pull from anywhere on the shelf and your result would be the same—cereal. But let us be honest. Do any of us want just any cereal? Hardly. We make our cereal selections based on a variety of factors. What does it cost? Is it healthy? Do I like the way it tastes? Was I aware of this brand before walking down that aisle? Some boxes boast flashy colors and graphics, others use gimmicks (can you think about Frosted Flakes without Tony the Tiger coming to mind?), others promote the health benefits (if you need to lower your cholesterol, Cheerios will make it happen)—and others have elected to skip the cardboard box entirely in favor of a more cost-efficient plastic sack.

Like searching for the brand that best suits our needs in the cereal aisle, hiring companies conduct a similar assessment when seeking out right fit candidates for their business. When there are a variety of brands to choose from—what is the unique value proposition that will make them select you?

The process of defining your personal brand is daunting and it will challenge you. Do not give up.

Defining and communicating your personal brand will enable you to differentiate yourself from other candidates, which can accelerate your job search. Your unique brand message articulates what you can offer, provides a good indicator of what it would be like to collaborate with you, and supports how you contribute to a team and make things happen.

You already have a brand. It is up to you to determine how you define and solidify your brand in a way that will resonate with your target audience.

The next two pages will take you through exercises to get you on your way to developing your personal brand and unique value proposition.

Clarifying Your Unique Value Proposition

Core Vision

The ability to see your life and work in a way that is personally meaningful, stimulating, inspiring, and fulfilling and in alignment with who you are.

Core Ideology

Values =

- Timeless, guiding principles that you care deeply about
- Not to be compromised

Purpose =

- Your enduring reason for being
- It can never be completely fulfilled
- Primary purpose is to guide and inspire

Passions =

- Things or ideas that excite you, energize you, and/or bring you joy
- Things that have deep meaning to you
- Can include people, places, causes, activities, skills, or knowledge

Envisioned Future

Stretch Goals (SG) =

- Clearly articulated, bold missions that require 10-30 years to achieve
- Not a sure bet, 50-70% probability of success
 - May require extraordinary effort beyond your current capabilities or environment
- Vibrant, engaging description of what the world looks like once a SG has been achieved
- Evocative, concrete, tangible, passion, emotion, conviction
- Translate words into a rich, personally inspiring picture that captures the imagination

Self-Assessment of Your Personal Brand

DEFINING WORDS

What 3 or 4 adjectives best describe the value you offer? What words do you use to define your personality? For more suggestions, please refer to the Power Verbs List later in this guide.

Collaborative	Diplomatic	Intentional	Connected	Resilient	Intuitive
Ethical	Precise	Genuine	Assessable	Risk-taking	Forward-thinking
Enterprising	Adaptable	Visionary	Entrepreneurial		

CORE STRENGTHS

In what functions and responsibilities do you excel?

When are you considered the "point of reference" – which qualities are included?

Identified Problems	Motivated	Communicated	Leveraged	Offered
Mentored	Designed	Anticipated Risk	Lead	Innovated
Built Consensus	Coached	Delegated	Listened	Implemented
Managed Conflict	Facilitated	Presented	Wrote	Analyzed

Next Steps

- Get feedback
- Define your target audience
- Identify your competitors in the marketplace & what differentiates you
- Check your personal brand for clarity, consistency, constancy
- Exercise to Clarify Your Unique Selling Proposition

Source: Jim Collins & Jerry I. Porras – *Built to Last: Successful Habits of Visionary Companies*

Communicating Your Brand

Once you have established your unique brand proposition, the only way to make it relevant to the marketplace is by promoting it. Communication of your brand can occur in multiple channels. It is important to be aware that your brand is being communicated every day, including spots that may be unintentional—such as your content on social media or an email or phone communication to a Tippie alum.

“It takes years to build a reputation and five minutes to ruin it. If you think about that, you will do things differently.”
-Warren Buffet

Resume

The most obvious communicator of your brand, but only impactful if you know your audience and make yourself relevant to their needs. Targeted resumes are necessary if you intend to pursue opportunities across more than one function or industry. This requires you to make modifications to your primary version to highlight the skills/experiences that are in closest alignment with the position to which you are applying. Do not attempt to make a “one size fits all” version, as this can cause your brand to be perceived as unfocused.

Targeted Cover Letter

Some companies value the introduction of a cover letter more than others. However, regardless of the emphasis placed on this communication tool by an organization, a poorly written or irrelevant letter will sharply decrease your opportunity for success.

TIP: Identify the 3-5 competency areas that are requested most frequently by the industries/functions you are interested in pursuing—craft 1-2 examples from your prior experience that demonstrate your skills in each of these areas [this guide has additional information on how to utilize the SMART framework to create your stories].

Email Communication with Recruiters / Thank You Follow Up(s) Post-Interview

Employers tend to communicate via email, so it is critical that you develop the skills to ensure that any promotion of your brand in this capacity is flawless. Avoid the tendency to favor a casual tone and be aware that non-verbal cues do not exist in this format, so it is easy for even the best intentions to get lost in translation.

TIP: If you are unsure, get a second opinion before hitting the send button! The Tippie Career Services team is here to provide feedback on any communication that involves the promotion of your brand. You only get one chance to make the RIGHT impression.

Networking Introduction to Alumni & Industry Contacts

Introductions can be intimidating and scary [this guide has additional information on how to make an introduction]. And to further the intimidation factor, the way you present yourself initially will set the stage for how the alum will perceive your brand.

TIP: Turn the tables. You are now the alum, and an email message has just popped up from an unfamiliar name. What would you want a message from a current Tippie student to say? This exercise will help you understand your audience, and then consider ways to make yourself relevant.

Pitch

A pitch is a summary of your background and experience. It allows you to introduce yourself quickly, make a memorable impression, and demonstrate your value, especially if you are job searching. [See later in this guide for additional information on Career Fairs & the Elevator Pitch].

Demeanor & Participation at Speakers and Networking Events

Remember, every touch point is another opportunity to communicate your brand. It is up to you to determine whether this activity will have a positive or negative impact.

Communicating Your Brand on Social Media - Facebook, Instagram, Twitter, LinkedIn

Your online presence is another piece of your brand. As social networking grows increasingly pervasive, more employers are utilizing these sites to screen potential employees.

CAREER & HIRING LANDSCAPE

Summer Experience Paths

An internship is defined as a professional learning experience that offers meaningful, practical work related to a student's field of study or career interest. An internship gives a student the opportunity for career exploration and development, and to learn new skills. The Tippie Career Services team will often refer to these opportunities as a "summer experience."

At the beginning of the search, Tippie students are often solely interested in pursuing traditional corporate internships with a brand name company for their summer experience. There are a handful of ways that students can gain valuable experience to add to their resumes outside of the typical corporate environment.

As you determine your plans for summer in terms of career exploration, development, and skill building, it is important to consider the following experiences:

Start-Up & Non-Profit Experiences

Start-ups offer the opportunity to "wear a variety of hats." You may be hired as a business analytics intern, but it is highly likely you will dabble in finance, strategic planning, and marketing work. You might find yourself writing a newsletter or updating a web page. You can expect the unexpected in a start-up organization and enjoy the uncertainty and challenge of this environment.

Non-profits can benefit from graduate-level talent. It is common for non-profits to have limited funds or not advertise for an intern at all. Is there an organization you care about and would like to share your value with this summer? Reach out and share what you can do. They may find funding, or you may be able to design your own internship with their leadership. Paid or unpaid, this can be an amazing and fulfilling experience that will also add to your credentials.

Research, Technical, and Service-Based Experiences

You may decide the best way to apply your graduate-level skills is through a research-based experience. Typically, this is defined by you, coordinated with a faculty member, and then executed over 10-12 weeks over the summer. We encourage students to share out the experience, results, and recommendations at the end of the summer to faculty and staff to formalize the experience.

There are students who focus their summer experience on getting certified for a specific software, database, or other tool to enhance their professional profile. This is often paired with a smaller project to leverage that new tool or volunteer experience. This is another tangible and shareable experience to consider for summer.

Students may also secure an opportunity centered around service and impact such as building a school in a faraway country. If you are building a school with a team of volunteers as in the given example, seek out a leadership role to elevate your experience. This role could include managing the project, leading the team, determining goals, next steps, and community partners. These experiences often allow for service, travel, and professional growth.

This information primarily applies to full-time, on campus students who are looking for ways to grow professionally while not taking classes in the summer.

If you are a working professional and your company is looking for summer interns, please email the Tippie Career Services team at tippie-careerservice@uiowa.edu to discuss ways to share your opportunities with current Tippie students.

Career Paths—Leadership Development Programs

Also commonly referred to as Rotational Programs or Management Associate Programs, Leadership Development Programs (LDPs) occupy another percentage of the overall structured hiring environment. LDPs require that students get hired into a specific function (such as Finance, Marketing, and/or Operations/Supply Chain), but candidates will then rotate across different functional areas of the business. This approach enables candidates to gain broad perspective of the functions within a large organization, how they intersect, and the impact each area has individually and collectively on the business and its consumers.

Timing

LDPs vary in length, but on average tend to be structured as one or two-year programs with a set number of rotations within that timeframe ranging from 6 months to 1 year]. Some programs will rotate you across functions within one office [typically headquarters], while others will require geographic mobility with rotations across the US. There are also LDPs that include international rotations.

Placement

LDPs are utilized as an intense training ground to develop leaders within an organization. As such, the intent following the successful completion of program rotations is placement [at manager level or higher] within a functional unit. This is not a guaranteed spot, however, and the placement process can be equally rigorous, requiring candidates to interview with units where an opening exists.

Ideal Profile

Although companies with LDPs will include emphasis on a specific functional area, overall, these programs are designed to identify and train future business leaders. This goal includes the expectation that selected candidates will bring expertise within a functional area, but also strategic perspective necessary to operate at an elevated level across the business. Key qualities sought by LDP hiring companies include:

- Strong leadership profile demonstrated through prior experience
- Exceptional communication & presentation skills
- Strategic, forward-thinking. "big picture" perspective

SAMPLE OF COMPANIES WITH LDPs

Abbott Labs	Cooper	Intel	NovoNordisk
Amazon	Diageo	John Deere	Owens Corning
Archer Daniels Midland	Discover	Johnson & Johnson	Paccar
Asbury Automotive Group	Dow Chemical	Johnson Controls	Pacific Gas & Electric
AstraZeneca	Duke Energy	JP Morgan Chase	PNC Financial
AT&T	DuPont	Kaplan	Pratt & Whitney
Bank of America	Eaton	Liberty Mutual	Procter & Gamble
BASF	Ecolab	Lockheed Martin	Prudential Financial
Baxter	Eli Lilly	L'Oreal	Putnam Investments
Belden	Emerson Electric	M&T Bank Corp.	Raytheon
Bertelsmann	Fidelity	Marriott International	Reckitt Benckiser
Blinds to Go	Ford	McGraw-Hill	Roche Group
BMW	Gavilon Group	Medtronic	SC Johnson
Bosch	Genentech	Merck	Sears
Bristol-Myers Squibb	General Electric	MetLife	SEI
Burke, Inc.	General Mills	Nationwide Insurance	Shell
Campbell Soup Co.	GlaxoSmithKline	Navistar	Standard Chartered Bank
Cargill	Hess Corp.	Nestle Purina	Stanley Black & Decker
Chevron	Hewlett-Packard	New York Life Insurance	SunTrust
Cigna	Humana	Nike	Syngenta
Citigroup	IBM	Nissan	T. Rowe Price
CocaCola	Intel	Norfolk Southern	Target
			Tenet
			Texas Instruments
			Thomson Reuters
			Toys "R" Us
			Tyco
			United Technologies
			Vanguard
			Volvo
			Wal-Mart
			Western Southern Fin.
			Whirlpool
			Zimmerman Biomet

ALUMNI INSIGHT

Kimberly S. ('16) Supply Chain Specialist

Success will always come to those who are hardworking, respectful, and humble. Though these qualities are not directly taught in the classroom, they are profoundly vital in the workplace. It is unfortunate that not everyone possesses these qualities, but if you are able to work on these characteristics during the master's program and demonstrate daily that you have them, then you will undoubtedly stand out from the crowd.

Kristopher K. ('13) Principal, Director of Global Partnerships

My advice to current and future graduate students is to seek as much information from as many people as possible during your times at Tippie. You are seated at a unique fork in the road where you can choose from an unlimited number of paths and the biggest thing that will facilitate your success is the knowledge you glean from those around you, including peers, professors, industry leaders, alumni, and future employers.

Career Paths—Master of Finance Roles

Investments

Depending on the investment organization, a firm can be involved in any one or more activities in an organization. Larger organizations are often involved in these practices. A key to employment on the investment management track, besides excellent analytical skills, is cultural fit. As you prepare to interview with a firm, it is important to understand their culture, how you fit in, and what they look for because these factors are critical to placement.

Investment Management

Investment management is the business of managing money for others. Management of assets can include stocks, bonds, or real estate. The management of assets can utilize domestic assets, international or global. The funds invested can be either for individuals or institutions, endowments, or combinations of these three. Positions in these firms would include analysts, trading, client servicing, or relationship managers. Most of these firms not only require strong analytical skills for analysts, but cultural fit is also key.

Hedge Funds

Hedge funds are a way to invest in assets. The private investment partnerships invest in a variety of assets. The biggest differences between investment managers and hedge fund managers are the ability to short investments, as well as leverage the portfolio. So, although they may invest in stocks and bonds, their ability to structure the portfolio differently creates a different class of investors. They typically have a much shorter holding period for their investments, so if you prefer a “faster pace,” a role in a hedge fund may be preferable.

Private Equity

Private equity is the business of providing equity capital to private companies or taking a public company private in their ownership structure. A private equity firm will analyze the businesses that they target, purchase, and restructure and/or reorganize the business and the balance sheet, then either sell the company to another private owner or take the company public.

Capital Markets/Investment Banking

Capital markets is the broad description of providing equity and debt capital to corporations. Many of the firms involved in this activity are investment banking firms, although the field is broader than this subset. Investment bankers underwrite debt and equity securities for corporations. They also work on purchase and sales deals for corporations by creating the actual deal and structuring the financing. Investment banking firms often prefer undergraduate students because of the tremendously long hours required of new associates, but a willingness to work long hours and the ability to manage analytical work completed in a focused manner will indeed help you in placement. Fit is important, but the desire to work long and hard is key.

Consultants

Consultants make recommendations to institutional and high net worth clients as to how to allocate assets as well as selecting individual managers for investment of those assets. Consulting positions are in two main categories: client-facing and investment due diligence. If you love to crunch numbers and analyze how a fund works, due diligence would be the preferred side. If you have strong communication skills, the client-facing consultant might be appealing; your role is to assist the client with putting the analysts’ output into a plan of action.

“Sell Side”

The sell side is often what we refer to when discussing the institutional brokerage business of the Wall Street firms. The three main types of positions at such a firm include research analysts, research sales, and sales trading. The analysts on the sell side are a bit different because communication of their research to clients is a critical element of the position. Research sales professionals work with investment management firms to be the liaison between their organization and the research they provide. The traders work with investment management firms to fulfill their trading needs.

Wealth Management

Private wealth management is the profession of providing investment advice to high-net-worth individuals. Typically, you assist the client in establishing goals, objectives, and risk tolerances, then create a financial plan respectful of his/her needs. Although there is a strong need for financial knowledge, particularly of asset classes and tax issues, there is a large component of client servicing and client development with these roles.

MASTER OF FINANCE JOB TITLES

Researcher
Analyst
Treasury Analyst
Business Unit Financial
Analyst Data Analyst
Financial Analyst
Corporate Financial Analyst
Credit Analyst
Market/Marketing Analyst
Investment Banking Analyst
Research Analyst
Capital Markets Analyst
Manager
Consultant
Internal Auditor
Associate Financial
Economist Financial Planner
Commercial Banking Training
Program Risk Management
FP & A Senior Associate
Portfolio Manager
Wealth/Investment
Advisor Credit Underwriter
Equities Trader

Corporate Finance

Corporate Finance roles are providing increasing opportunities for movement up the corporate ladder. Historically known as more of a non-operational role, the financing needs and financial decisions of companies have grown in importance such that successful professionals may be tapped for top corporate roles. Soft skills, ability to work in and lead teams, and communications skills are increasingly important to corporate finance professionals. Roles in corporate finance move across a spectrum from heavy accounting roles to a focus on investment issues, with a variety of opportunities throughout.

Internal Audit/Accounting/Tax

Although these roles can hire master's graduates, candidates typically need a strong accounting background.

Treasury/Cash Management

Managing the day-to-day financing needs of an organization. This includes everything from establishing credit lines with banks, managing short-term credit needs, and issues dealing with credit for clients. An accounting background is also helpful for these roles.

Risk Management

These roles are newer to the world of finance and may not be as developed and clearly defined as others. This role can include analyzing a variety of things, from business risks to financial risks within an organization. Strong analytical skills are necessary, along with the ability to communicate issues in a clear, effective way so that senior management will understand the critical issues.

Financial Analyst/Corporate Development

Financial Analysts and Corporate Development are the traditional roles when thinking of corporate finance. The broad array of functions includes analyzing capital budgeting projects, analyzing competition and the industry, developing, and implementing financial plans and budgets, long term financial planning, optimizing expenses, and analyzing all things relating to the bottom line. A strong analytical expertise is necessary but understanding the company from a marketing perspective is a plus. Again, communication and teamwork aptitudes are increasingly important for these roles.

Investor Relations

This role is the liaison between Wall Street and management of public companies. You work closely with senior management to create the proper messaging to be delivered to Wall Street, which means access to and travel with senior management is frequent. You also are in constant contact with analysts at investment firms and the Street, so relationship building with shareholders is a critical element of this role. A background in journalism or PR can be a plus, but strong communication skills are a necessity.

Benefits Manager

This role is an internal investment consultant, working with retirement plans for employees. Understanding investment options and structure as well as communicating with employees is important in this role.

Real Estate

Particularly with retail companies, real estate is a critical component of the business. These organizations have internal operations for acquisition and disposal of real estate properties.

Corporate Development

This role is an internal investment banking role, working with management to determine long-term capital structure, as well as acquisition and disposition strategies and implementations. Although this role is more aligned with the investment side, it can be housed in a Treasury or Financial Analysis role, so pay attention to the job descriptions.

INSIGHT FROM THE

DEPARTMENTS FINANCE

Finance professionals deal with constant change – daily movements in financial markets, new financial instruments, new regulations, and new ways of interacting with customers.

Finance is a career for professionals who are fascinated by global financial markets and global financial trends. They are analytical, enjoy working with numbers and are confident using spread sheets and other software applications. They are individuals with an elevated level of curiosity who like to ask questions such as "What If?" or "What is the impact?" They enjoy absorbing copious amounts of information, distilling it down into choices and evaluating the best options.

The field of finance offers a wide range of roles – financial planning, treasury, risk management, new product development, asset management, consumer banking and many others. These positions are found in a wide range of firms, including large global corporations, high growth companies, start-ups, asset managers, consulting firms and others.

BUSINESS ANALYTICS

Are you a problem solver, influencer, and a storyteller? Are you someone who wants to inform strategic and operational decisions, influence sales strategies and improve organizational efficiencies though the use of data? If you answered yes, then you should consider a career in business analytics. Being successful takes a clear understanding of the business environment you are operating in and knowledge of the company's competencies, vision, and strategy. Identifying valuable insights is only part of the solution. You must then be able to frame solutions and communicate to leadership and team members in a way that demonstrates your insights are valid and actionable.

The ideal candidate for these career paths is an individual who has a breadth of business acumen and interpersonal skills combined with a depth of analytical analysis. But do not forget, you cannot be afraid of change. Your job is change.

Career Paths—Analytics, Operations and Strategy Roles

The use of analytics supports an organization's journey from data to value through the connection of quantitative analysis tools to strategic goals and objectives. The roles require a focus on understanding and analyzing data with an eye on future opportunities that the data can reveal. These roles are found in every industry, including financial services, healthcare, consumer goods, hi-tech, insurance, and social media, and are applicable in every functional area (this could include marketing or finance roles listed previously.)

Management Consulting

Consultants, whether internal or external, manage projects and relationships that include business or functional experts and data specialists. Business requirements are translated into data analytics solutions. Insights are also packaged and communicated to leadership to support strategic initiatives or to help drive change in the organization.

Business Analytics Practitioner

Roles in data analytics are focused on harnessing the power of "big data." Data specialists develop analytical models by developing advanced statistical techniques. These models are used to analyze massive volumes and varieties of constantly changing data to help corporations uncover threats and opportunities, build efficiencies, and make more informed decisions.

Business Process Improvement

Planning and implementing systems that foster a culture of continuous process improvement. These roles deliver results through management of process improvement portfolios, utilizing methodologies such as Lean and Six Sigma.

Operations

An operations analyst is responsible for managing and planning the key business tasks in an organization. The role often involves the coordination of multiple processes as well as the optimization of current and long-term capacity needs. Operations analysts must often analyze data and identify opportunities for improvement.

Supply Chain

Like an operations analyst, supply chain analysts focus on the execution of the organization's business, but with a specific concentration on organization's interactions with suppliers and customers. Supply chain analysts are often required to have an elevated level of technical proficiency, as they must often engage in forecasting and inventory optimization. Yet it is just as important to demonstrate strong people skills as supplier and customer relations is also a key aspect of the role.

Business Analysis

Business analyst roles vary widely across different companies. In some cases, the business analyst is responsible for analyzing the external environment, evaluating the company's strengths and weaknesses, forecasting future business needs, and identifying opportunities for growth. In other cases, the business analyst is responsible for deriving greater customer value by understanding what the customer needs, identifying innovative solutions, and then seeing those solutions into implementation. In most cases, the role requires cross-functional perspective.

Project Management

Project managers are tasked with managing all phases of a project from inception to completion. In some cases, the manager will have a role in requirements capture and in determining what the project phases will be. Project managers will often manage multiple projects and must be able to clearly articulate project requirements and manage the timely completion of each aspect of the project.

ANALYTICS, OPERATIONS AND STRATEGY JOB TITLES

Analyst
IT Analyst
Financial Analyst
Research Analyst
Business Analyst
IT Business Analyst
Operations Support Analyst
Data Analyst
Process Improvement Analyst
Informatics Analyst
Sports Performance Analytics
Business Intelligence Analyst
Compliance Specialist
Consultant
Project Leader
Technical Leader
Enterprise Product Manager
Category Manager (Assistant, Coordinator)
IT Manager
Specialist, Analytics
Manager Reporting & Analytics
Leadership Development
Program Associate
Marketing Specialist
Database Manager
Business Systems Analyst
Analytics Manager

Career Paths—Marketing Roles

Business-to-Consumer (B2C)

- **Consumer Packaged Goods**, include major employers like Unilever, Nestle Purina, PepsiCo, and Hershey.
- **Durable Goods**, include employers like Ford Motor Company and Whirlpool.
- **Hi-Tech Durable Goods** include electronics (Apple iPhone), computers (Dell), and related electronic equipment.
- **Retail Services**, such as Target, Lowe's, Macy's, or Amazon.

B-to-C industries are characterized by the sale of goods to individual consumers. The sales cycle is typically shorter, and brand is king. Typically, a substantial proportion of marketing expenditures are on brand-building efforts with consumers. There is a tremendous amount of data available on consumers and their patterns of interaction with the brand, so decisions become very data driven.

Brand Management

The brand manager is the quarterback of the consumer goods world. They have the highest level of marketing responsibility for a specific brand (i.e., Healthy Choice), and are responsible for all matters relevant to their product(s): marketing strategy, product development, pricing, promotions, sales, quality control, and production. They must be able to influence people at important levels across the organization.

Product Management

Product Managers are the product champion within the consumer goods firm. They are responsible for the product's success through its entire lifecycle, measured overall by P&L and specifically by sales revenues, market share, and profit margins. The primary focus is on new product development and a great deal of time and effort is spent on bridging the engineering-oriented teams and the business-oriented teams to translate customer needs into engineering specifications and vice-versa. The best product managers can think strategically and anticipate future customer needs, possess a technical aptitude to effectively communicate and influence engineers, and project-manage multiple efforts in new product development, product maintenance, and marketing.

Merchandising Management

In the retail space, Merchandising Managers serve a similar role to the Brand Managers of the CPG world. They are responsible for the success (P&L) of a given category of product within the retail space. They develop and execute the right product, marketing, and vendor strategies to achieve the categories' growth objectives., while working with internal retail teams, internal and external marketing agencies, and vendor product/brand managers to achieve goals. The rise of e-commerce has created demand for this position in the online retail space.

Category Management

The Category Manager is responsible for managing multiple product categories as business units and customizing them, on a store-by-store basis, to satisfy shopper needs (Nielsen definition). The Category Manager will work collaboratively with the retail client for exchange of information and joint business building, recommend sales growth strategies that will include new product introductions, pricing, and promotional activities. It is a position that requires strong leadership, negotiation, and influence skills.

Marketing Analytics

The Marketing Analytics Manager is responsible for gathering all relevant information about the consumer: how they consume, how they make decisions, buying attributes, buying benefits (functional, social, emotional), unmet needs, and responses to marketing efforts. This is done through a combination of analytical data research and qualitative psychologically based research. The Consumer Insights Manager may also conduct the research and analysis. They work to both advise and provide services to the product, brand, and merchandising managers.

Pricing and Forecasting

Marketers responsible for pricing and/or forecasting are responsible for developing pricing strategies. They determine what pricing structure and level should be set, under what timeframe, and within what integrated promotional efforts to optimize profits. Forecasting specialists will predict future sales levels dependent on a given mix of marketing decisions. This is typically a highly analytical role, using data points to identify relationships between marketing variables, consumer insights, and product attributes.

Marketing Communications and Promotions – Digital and Traditional

Promotional marketing functions can support a variety of efforts to reach and persuade consumers, from traditional advertising and public relations to digital marketing, social marketing, relationship marketing, and causal marketing. This position recommends appropriate strategies to the Brand, Product, and Merchandising Managers, set objectives, and measure outcomes. They typically work with a wide variety of internal and external constituencies from engineers to advertising and promotional agencies.

Career Paths—Marketing Roles

Business-to-Business (B2B)

- **Durable Goods**, such as HP blade servers, HNI office furniture, John Deere planters, Siemens wastewater treatment products or Honeywell building automation solutions.
- **Energy and Utilities**, such as Chevron, MidAmerican Energy, and emerging companies in solar, wind, and biofuels.
- **Professional Services** include financial services, management consulting, and market research firms, such as American Express, Burke, Millward Brown, and Nielsen.

B-to-B industries typically have a fewer number of business customers, higher average sales per customer, and a lengthy, sophisticated selling process. Imagine providing 60,000 offices to Motorola around the world, for a contract in the multi-millions of dollars. Or change management software solutions to a global client around the world, over a ten-year contract. As a result, a larger portion of the marketing expenditure is in supporting a sophisticated sales force and process. Because of the smaller number of customers overall and the difficulty of tracking individual transactions, the industry typically has much less customer data with which to make decisions. Product marketing and sales reign supreme.

Product Management

Product Managers are the quarterback of B-to-B durable goods marketing. They develop the long-term strategy for the product line's growth and are responsible for P&L. They are responsible for all aspects of product development, marketing, and manufacturing quality. Think of them as the Brand Managers of the B-to-B world.

Corporate Brand Management

Unlike in B-to-C industries, in the B-to-B world a Brand Manager is responsible for building the corporate brand awareness and preference in the minds of customer decision makers and influencers. They are the brand champion (and police), making sure the brand positioning is appropriately presented and supported through the various product, marketing, and sales efforts. They do not have P&L responsibility and provide a governing structure that everyone throughout the company supports. They work closely with strategy and outside agencies to develop the brand strategy and execute it consistently.

Marketing Research

Because in the B-to-B world there are a fewer number of large customers who have multiple transactions within a complex selling and maintenance cycle, market research in the B-to-B world relies less heavily on a large set of customer data (simply harder to get) and more heavily on data that is collected through interviews, surveys, and field sales intelligence. It can be less quantitative and more qualitative, although it is equally important in developing sound brand and product strategy as it is in the consumer arena.

Promotional Marketing Services

The same promotional marketing functions that exist to reach and persuade customers—found in the consumer world—are found in the B-to-B world: advertising, public relations to web marketing, digital marketing, social marketing, content marketing, relationship marketing, and causal marketing. These functions recommend appropriate strategies to the Product Managers, support corporate branding objectives, and measure outcomes. Because there are fewer customers with an intricate selling cycle and a complex set of influencers and decision makers, these functions typically provide a deeper level of communication and relationship support with a fewer number of customers.

Marketing Consulting

If you choose to work in a consulting capacity in a professional services firm (either a consulting firm or a research agency provider, for example), you will be responsible for delivering client program objectives, whether behind the scenes or in a client-facing role. Project management skills and content knowledge are extremely important, as is the temperament to thrive in a flexible, changing client environment. If you are in an outward facing role, communications and sales skills are extremely important. “Behind the scenes” roles such as Research Analyst will typically pay less than client-facing roles, such as Consulting Associate.

Other Marketing Roles to Consider Include:

Shopper Marketing, Digital Marketing Management, Consumer Insights, Strategic Marketing, New Business Development or Sales

PhD Path—Programs & Timeline

"Where can I go for help?"

- Frank Business Communication Center (C436 PBB)
 - For personal statement drafting, review, and editing, and more
- Ph.D. Program Coordinators at Tippie
 - (319) 335-0858 – Business Analytics Program
 - (319) 335-0929 – Finance Program
- Curriculum Vitae Creation
 - The Pomerantz Career Center has a helpful overview of what to include on your Curriculum Vitae at <https://careers.uiowa.edu/cv-curriculum-vitae-basics>

"I am interested but don't know where to start."

Start of by doing the following:

- Identify institutions and programs with faculty researching your area of interest
- Read about financial aid and consider scholarships and fellowships available
- Contact your faculty and discuss with them your interest in a PhD
- Interview a current PhD student
- Email the Director of the PhD program you are interested in
- Attend a research seminar or discussion
- Create a CV and have it reviewed
- Schedule your GRE/GMAC Exam

"What Materials Do I Need?" **Typical PhD application materials include:**

- Curriculum Vitae (CV)
- Statement of Purpose
- Letters of Recommendation (3)
- Transcripts from ALL previous institutions (2-yr/4-yr. institutions)
- Sample Work/Material
- GRE/GMAT Scores

Timeline

(18-month program)

***Timeline varies for U2G & Joint Degree students**

First Semester (Fall – Year 1)

- Assess if a PhD is right for you
- Research different institutions, programs, and financial aid
- Interview a current PhD student/faculty in your program

Second Semester (Spring – Year 1)

- Create CV draft and review
- Apply for research opportunities Summer
- Reach out to recommenders, discuss need, and ask for letters
- Take your GRE/GMAT Exam
- Conduct research with a UI project/faculty member

Summer (Between Year 1 and 2)

- Conduct research with UI staff or academic program

Third Semester (Fall – Year 2)

- Submit application materials

Post-Graduation (Spring – Year 2)

- Prepare for interviews
- Receive admissions decision

CONDUCTING THE SEARCH

Let's start with what we already know:

Tippie Career Services is here to provide you with the knowledge and resources needed to complete a successful career search – BUT the onus is on you, the student and job seeker, to:

1. Define your plan & set goals
2. Execute the search
3. Close the deal and secure a role

A recent Tippie alum said, *"The job search is like another class – in order to be successful in it, you have to dedicate time, energy, and resources to it."*

As you look ahead to your end goal (i.e., why you came back to school and what you want to get out of your experience at Tippie), consider other experiences you have had up to this point that required you to invest something to achieve your desired result. Think about other people in your personal network that you have observed put forth significant effort in pursuit of a goal.

What qualities led to their success?

What got you to business school will not get you where you want to go next without personal and professional growth. This theory can be applied in broad terms to the entire job search experience, but it can also set the foundation for the way you view each step in the process.

Application Pipeline: "Growing the Top of the Funnel"

At this point, you have defined your brand via identification of your passions, values, interests, and strengths, you have begun to focus your career path and how your unique value proposition is relevant, and you are on your way to becoming a skilled interviewee. For Tippie students, existing connections within your personal networks will be enough to land a solid summer internship or full-time offer (assuming, of course, that you are actively leveraging these connections). But for others, promoting your brand through the application process will be critical to your success.

It takes a considerable number of applications to yield a handful of interviews—and of those interviews, significant preparation is required to convert these to offers. There are key factors to consider when you are applying for roles:

Career Status

ADVANCER

[Prior experience aligned with current functional career interest]

CHANGER

[Transitioning from one function to another]

STRAIGHT-THROUGH

[No pre-master's work experience—excluding internships]

Search Type

STRUCTURED

HIRING

[Seeking structured opportunities at companies]

JUST-IN-TIME HIRING

[Focused on functions/industries that do not typically have structured hiring programs]

OPEN

[No Geographic Limitations]

TARGETED

[Geographic Restrictions]

ALUMNI INSIGHT

Eric C. ('16)

**Associate Brand
Manager**

What are three things that you did during your first semester to help land your internship?

1. I kept working at interview tactics that felt uncomfortable until they felt comfortable. You will know your elevator pitch is in a good place when it stops feeling awkward.

2. I reached out to alumni to hear how they used their Tippie degree as a platform for change and to gauge my industry fit.

3. Thanks to the guidance of the Tippie Career staff, I attended a career fair. In just a few days, you learn an incredible amount about potential paths, employers, and how to make your story resonate.

Mark H. Sr. ('01)

Recruiter

As a business owner, I am interested in two things: what a person can do to either help me increase my revenue or what a person can do to lower my expenses. I want to work with that person if they help me do both.

Structured Vs. Just-In-Time Hiring

There are companies who utilize strict, **structured hiring** systems and timelines when looking for MBA and graduate student talent. Positions are posted a full year (or sometimes even longer) before the anticipated start date. Candidates progress through a standardized interview process and are often brought in as a cohort. Companies often send recruiters to campus to build their brand and generate interest in the position. The funnel is larger, and the company is filling more than one position.

Just-in-time hiring is a direct response to fill a vacant or recently created position. The period for this type of hiring is much shorter, with positions often filled 2-3 months after the original posting. Additionally, while networking is important to any job search, building relationships is critical to success here as these companies tend to involve a “who you know” factor, and internal referral is prevalent.

Structured hiring is more prevalent among full-time students looking for the first or next position upon completing their degree. Working professionals will pursue just-in-time roles and leverage their network to find great position opportunities at their current company or another employer.

The insight below comes from a Tippie alum who had a passion for bicycles, and a career goal to work in product management within the bike industry. The steps he outlines provide valuable perspective on what it takes to create success in a non-traditional career path.

ALUMNI PERSPECTIVE

John C. ('14)

Director of Enterprise Solutions

Achieving Your Life's Dream

I do not know that I can even imagine my “dream job” at this point. Coming back to graduate school was more about defining a new journey for my career vs being stuck in a job that had no room for personal growth. Persistence, positivity, and a willingness to always continue learning have served me well so far mobbing into a very technical industry. To me, the dream is to have a career that constantly challenges me and pushes on my limits. I do not imagine I will ever want to stop trying new things and learn more. To enable that, I positioned myself within an industry that is constantly redefining itself, so that I can work to tackle new and exciting projects in whatever form they may come.

That value of my degree was more about learning how to think and less about the facts that I learned. Do not let this process of critical thinking and continued education stop with school. The biggest thing that drives me crazy with new graduate interns is that so many focus on their jobs like an undergrad. They come in wanting to just do that “assignment.” The interns who thrive are those who go beyond what they are asked to do and apply their critical thinking skills to solve problems that are not even being asked.

The Hiring Process for International Students in the U.S.

International students bring tangible global experiences and diverse backgrounds working in a range of functions, from software development to banking, and more. The hiring process is much more complex for international students than domestic students in the United States and this document serves to provide a brief overview.

- Hiring for graduate student internships
 - International students at Iowa are typically on an F-1 student visa, this allows them to take on summer employment without hardly any paperwork on the employer's part. The internship is through what is called Curricular Practical Training (CPT). With CPT, the University of Iowa issues the work authorization.
- Hiring for full-time positions
 - Iowa's international specialized master's graduates can work in the United States longer because both of our specialized master's programs are STEM-designated. This allows international students to work under Optional Practical Training (OPT) for 36 months before employer sponsorship is required.
 - At the end of the OPT period, the employee will need their employer to sponsor a visa to continue to work in the United States. The most common type of work visa in these situations is an H-1B visa.

The most important things to remember about the H1-B program are the annual cap and the application timeline. Since the U.S. government allows a finite number of H1-B visas every year. In recent years they have been reaching that quota on the day the application opens.

QUESTIONS

Please connect with The University of Iowa Office of International Student and Scholar Services for further guidance on international graduate student hiring processes and policy at <https://international.uiowa.edu/iss>.

RESOURCES FOR STUDENTS

- **University of Iowa, Office of International Student and Scholar Services**
 - <https://international.uiowa.edu/iss>
- **International Students A to Z Resources**
 - <https://international.uiowa.edu/a-z>
- **Employment Visa Information**
 - <https://international.uiowa.edu/iss/departments/employment>
- **Maintaining International Student Status**
 - <https://international.uiowa.edu/iss/current/status>
- **U.S. Citizenship and Immigration Services H-1B Employer Data Hub**
 - <https://www.uscis.gov/h-1b-data-hub>
- **Interstride**
 - <https://student.interstride.com>
- **Beyond B-School**
 - <https://internationalstudentseminar.com/>
- **My Visa Jobs**
 - <https://uiowa.joinhandshake.com/articles/13226/edit>
- **STEM OPT Information**
 - <https://international.uiowa.edu/iss/current/employment/opt>
- **EVerify Participating Employers**
 - <https://www.e-verify.gov/about-e-verify/e-verify-data/how-to-find-participating-employers>

Tracking Your Progress

Ideal scenario: You submit a resume for an opportunity of interest and within a couple of days you receive a follow-up message specifying whether you have been selected for an interview.

Reality: You submit a resume for an opportunity of interest and receive an auto-generated email within 1-2 business days specifying that your resume has been received and you will be contacted if your skills and experience are aligned with the position requirements. You receive no additional communication from this employer and assume that you have not been selected. Three months go by and unexpectedly you receive a call from a recruiter at this company indicating that they would like to schedule a first-round interview.

Influence the factors that are within your control.

Unfortunately, none of us have the power to determine recruiting timelines—on the contrary, you will often be left questioning them. However, you do have the opportunity to influence how you manage this process from your side, including how you track your progress. Put yourself in the “reality” scenario for a moment with no tracking process in place. Will you feel prepared to respond to this recruiter with limited to no knowledge of the role, when you applied, alumni within the company, and other key company vitals? Remember, you will work hard to capture these opportunities to promote your brand—make sure you are prepared to represent your best self!

You will be encouraged to maintain a tracking mechanism for your application process, including key information and contacts associated with each company and role. The table below is a recommended framework.

SAMPLE TRACKING DOCUMENT

[The table below is just example content – the networking contacts listed are not real]

DATE	COMPANY	JOB TITLE	APPLICATION OUTCOME	NETWORKING ENGAGEMENTS	REFERRAL SOURCE
9/15/20	AEGON USA	LDP Internship	Invited to interview; No offer	John Smith (title, ph/em) Jane Doe (title, ph/em)	On Campus
9/18/20	Best Buy	SFA Intern	Applied; not invited	Kevin Jones (title, ph/em) Ashutosh Sethi (title, ph/em)	On Campus
9/20/20	St of Wisconsin Investment Board	Associate	Invited; 2 rounds; Offer	Deeksha Agrawal (title, ph/em)	Job Posting
9/26/20	Google	Summer Assoc	Applied; not invited	Paula Hill (title, ph/em) Sam Johnson (title, ph/em)	Career Website
10/5/20	Scotia Capital	Summer Assoc	Invited to interview. No offer	Bernardo Gauna (title, ph/em) Jason Klein (title, ph/em)	CS Referral
10/15/20	RW Baird	Investment Assoc	Applied, not invited	Ted Jackson (title, ph/em)	Job Posting
10/18/20	Vanguard	Finance Summer Intern	Invited to interview; No offer	Ziyi Gao (title, ph/em)	Career Fair
10/21/20	Amazon.com	Finance LDP	Applied; not invited	Jack Kelly (title, ph/em)	Job Posting
11/5/20	UBS	Summer Assoc	Applied, awaiting feedback	Personal contact: Jill Tam (title, ph/em)	Personal Networking
11/15/20	Citigroup	Consumer Banking Associate	Applied, awaiting feedback	Contact from career fair: Jim Bremmer (title, ph/em)	Job Posting & Career Fair
11/18/20	Allstate Investments	Summer Associate	Applied, awaiting feedback	Maria Guerrero, Tippiie Alum (ph/email) –encouraged me to apply	Alumni outreach

RECRUITER INSIGHT

Jana Klauke
VP of People and Culture

When I look at recruiting someone from a school like the University of Iowa, my expectation is that they are more polished than other candidates and that they can contribute immediately. I expect that they have not only thought out but rehearsed their value proposition and can clearly articulate how they can (specifically) add value. Working closely with the Career Services team is critical - as they can help you strengthen your pitch. When I bring a Tippiie candidate in for a final interview, senior management is looking for a candidate to have already explored the company, industry, and competitors in the space. They want to see that candidates are intellectually curious and that they ask great questions.

Always bring paper and pen to jot down notes in an interview. This is also helpful so that you can reference the questions that you thought up before the interview. Once in an internship or role, try to think through questions that you have and explore if you have the resources to produce an answer. It is always more impressive to show managers that you attempted to figure it out. Typically, they are more than happy to help, but I bet you will surprise yourself with what you are able to figure out using the content from all the amazing classes that you took at Tippiie!

Company Research

Imagine giving a presentation to a room full of people who share expertise in a specific subject matter. Assuming you are not also an expert in this area, would you ever consider stepping to the podium to present without conducting any research in advance? For most this would be a terrifying proposition. As you begin to prepare for the interview process, you will want to give the same care and consideration to educating yourself on the company, including key vitals on the organization, why you are interested and—most importantly—why you are a fit. The below worksheet will provide a framework for your company research action plan.

COMPANY/INDUST	KEY PLAYERS (Top management & Tippie alums (if applicable))
ABOUT THE ORGANIZATION	BRANDS/PRODUCTS/SERVICES
TRENDS AFFECTING THE FIRM	RECENT NEWS
WHY ARE YOU INTERESTED?	WHY ARE YOU A FIT?

LIST 3-5 KEY SKILLS/COMPETENCIES ABOUT YOUR PERSONAL BRAND THAT ALIGN WITH THIS ROLE/COMPANY.

HOW WILL YOU ARTICULATE THESE UNIQUE SKILLS/STRENGTHS TO THE COMPANY TO DEMONSTRATE YOU ARE THE BEST CANDIDATE?

CONSIDER 3-5 QUESTIONS FOR THE INTERVIEWER (OR ALUMNI WITHIN THE ORGANIZATION).

Search Strategies & Tips

Your Tippie Career Coach

Seeking a new job, a promotion, or planning a career pivot, Tippie Career Services can help. Contact us to get connected with your career coach who can guide you on the next steps to support your goal.

Tippie Faculty & Staff

Connect and update instructors and program staff of your current situation and your career goals. They are constantly building relationships with employers, organizations, and leaders within and beyond the borders of your community. Keep them informed.

Tippie Career Services Website

Comprehensive access to [Career Guide](#), online tools, events, and resources.

<https://tippie.uiowa.edu/current-students/mba-students/iowa-mba/career-services>

Assessment & Exploration

Career assessment is a way to learn more about how well a variety of careers might suit you. Several types of assessments focus on specific areas, such as skills, interests, or values. Typically, an assessment asks you to answer questions about what you like, do not like, and what is important to you. Talk to your Career Coach as you determine if an assessment can help you clarify professional goals.

UI Handshake

The University of Iowa online search system is an important part of your career toolkit. Use this comprehensive tool to research companies and browse job listings. <https://uiowa.joinhandshake.com/login>

Beyond B-school

Useful tutorials on LinkedIn profile writing, building your brand, and more. <http://tippiemba.beyondb-school.com/home.aspx?referer=2>

Additional Websites

Indeed.com, Vault.com, Careerbuilder.com, LinkedIn.com, Glassdoor.com, Google for Jobs, Idealist.com, USAJobs.gov and Ziprecruiter.com are other websites that also have job listings. These websites are what are often referred to as “spider search engines” meaning they pull from all websites that are not password protected. This can save you a great deal of time. It is recommended that you set up “saved searches” with keywords, set up job-alerts, and check these websites on a regular basis. It is not required to save your resume or create a profile to be able to utilize these websites as part of your job search.

Reverse-Search

This is the process of seeking out hiring organizations via a website such as indeed.com, hotjobs.com, and monster.com. You are simply seeking companies who are hiring in a specific area such as a state or city. For example, you might see that XYZ Company is hiring engineers in the Miami area. This is great, you want to move to Miami, but you are not an engineer. Now, you need to visit XYZ’s company website and see what other opportunities for which they are hiring. They simply have posted the engineering positions on a job board because they are having the most difficulty filling that/those positions, but that is your signal that this company is hiring, and you should explore the other opportunities.

Company List(s)

Sometimes it is about “keeping things simple” and going “grassroots.” If you are doing a search and locked into a geographic area this is a HIGHLY effective technique. It is time to build a list of potential employers from your area. How do you build this list? Get online, drive around your community, check out the Chamber of Commerce membership directory, and take inventory of where your friends and family work. Get creative! Communities have Top 50 lists for their businesses, what a great resource that could be! Then you need to get serious about this list and determine which employers (25-30) on this list may be a good fit for you. Your list will become smaller as you dig deeper into their culture, products/services, goals, and opportunities. You will need to create a timeline for yourself on how often you will visit the websites of these companies to review their listing of opportunities, but you will also want to begin creating a support network (see networking).

Recruiter(s)

Working with a recruiter offers benefits. Recruitment firms have well-developed relationships with employers in their areas, provide insights on targeted potential employers, place professionals in positions that fit their skills and their personalities, and can make the job search quicker and more efficient. In addition, they frequently know about jobs that have not yet been advertised.

When considering a recruiter, look for a firm specializing in your field. A specialist will have opportunities better targeted to your needs and can provide stronger market insights and career advice. Remember, while there are search firms that will charge a fee for assisting you in a job search there are many reputable staffing firm options who do not charge job seekers a fee.

Career Fairs

Participating and attending a career fair is a wonderful place to learn more about specific (hiring) companies, discover opportunities and get valuable face-to-face time with hiring managers and recruiters. Also because of the format of a Career Fair—there is time to prepare and research. Typically, the sponsoring organization publishes their company attendee list online or in a guide. This allows you to review the list of employers participating in the fair and identify companies you are interested in speaking with. You will be more productive if you identify in advance the employers you want to meet with. Then you can research the organizations that interest you. This will help you be more informed of their company or organization when you speak with and prepare questions. If you cannot attend you still can use this list of employees to identify hiring companies (to build “your list” and use that information when you reach out “though I wasn’t able to attend the Career Fair in August, I am interested in exploring opportunities with XYA company.”

Informational Interviewing

Learn more from other professionals through informational interviewing. It is a great way to expand your network, get your resume in front of professionals—in your field or company of interest, perhaps find a mentor, and learn about the job you want, the career path you wish to create, and the areas you may need to enhance to get where you want to go. There is no job at the end of these types of interviews so there is less pressure, but highly valuable as part of job seeking and professional development.

Sharing your Value with Your Network

A **summary of qualifications** (sample below) is a section that can be added to the top of your resume that describes your professional self in a “nutshell.” It is also a great piece of content to drop in an email with context about your job search, goals, and how your network can help spread the word and create opportunities for you—a new connection or your next job!

Summary of Qualification

- Results oriented professional with 10 years’ experience in management, sales, and marketing
- Client-centric with strong focus on forming and implementing new and sales strategies
- Proven ability to lead technical team and projects using Python, Tableau, and Excel
- Solid written, verbal and presentations skills utilized as part of strategic planning and sharing

It is an effortless way to spread the word about who you are and how others can help. If you feel comfortable you can encourage your network to share your information too. Need help crafting your value proposition, enlist the help of your Tippie Career Coach!

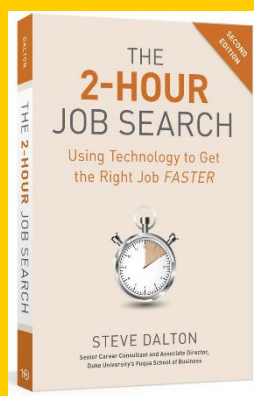
Events & Activities

Get out there. There are ways to “get out there”—Professional organizations and associations, volunteering, social events, receptions, and mixers. This is also a suitable time to focus on two things:

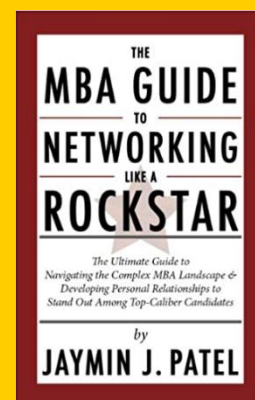
1. Getting informed about what is happening in business and industry/employers of interest. You want to be prepared to speak about and share.
2. What you want from your next job and what you have to offer—this is your pitch. So, when you are mingling at Chamber of Commerce open house and someone asks who you work for you can say “*I currently work in outside sales for manufacturing company, but I am looking to move into a marketing role in order to build on my finance and analytic skills*”

Other Search & Networking Resources

[The 2-Hour Job Search](#)



[MBA Guide to Networking Like a Rockstar](#)



LinkedIn & YOU

Along with serving as a virtual resume, LinkedIn is also a powerful networking tool. Your LinkedIn profile could be the first professional impression a potential employer has of you. It should be complete and up to date. Employers will also research an interviewee online before an interview to learn more about them. If your interviewer runs across outdated or inaccurate information, it could give them a bad impression of you.

Why LinkedIn matters: LinkedIn is the biggest (and most trusted) professional platform

- 610 million people
- Over 200 countries
- 97 million monthly unique visitors
- 97% of staffing agencies use LinkedIn as a recruiting tool
- 70% of people make hiring decisions based on that online presence
- 89% of recruiters report having hired someone through LinkedIn
- Job applicants with a LinkedIn Profile are 71% more likely to get a call for an interview

LinkedIn is a wonderful platform to create and enhance your professional brand, network to a wide and diverse audience of other professionals such as peers, industry leaders, recruiters, and hiring managers. LinkedIn has made it their mission to “connect the world’s professionals to make them more productive and successful.”

LinkedIn top 10 Profile Suggestions for Improving Brand Strength

1. Headline

The LinkedIn Headline appears just below your name on the profile page. You are limited to 120 characters so you should decide if you would like to use your job title, job status, or a string of key words that describe your talents, expertise, and goals.

2. Profile Picture/Banner

People remember what they see—and your network wants to see you! When it comes to your profile picture keep the following in mind:

- Professional (jpg, gif, png)
- Smile and look directly into the camera
- Photo can reflect industry (music vs. banking)
- Mistakes: unprofessional, distracting, or no photo

The banner reflects your expertise, interests, industry, and values. Tippie School of Business provides sample banners to students, staff, and alum at <https://tippie.uiowa.edu/alumni/linkedin-headers>

3. Industry:

When recruiters conduct advanced searches for candidates on LinkedIn, they often filter results by industry. When creating or updating your profile, make sure to add the industry that best applies to your current career or the field you are trying to move into.

4. Publish/Media:

You may not be a professional writer but writing on LinkedIn (even a short blog-type post) is a fantastic opportunity to be seen as a leader in your space. The Frank Writing Center is an outstanding resource for Tippie students. Another straightforward way to contribute to the platform is sharing articles and news of interest. It does not need to be original content to get attention.

Chances are no one’s really “reading” your profile—they are skimming it. Do you know what will make them more likely to stay on your page? Adding media—whether it is a link to a blog post you wrote, a PowerPoint presentation or a video of you speaking at an event. Plus, having real-life examples of your work will only boost your credibility.

5. Summary & Keywords

The LinkedIn Summary is a wonderful place to describe yourself professional. The summary is the digital equivalent to your elevator pitch—2,000 characters; readable in 10-15 seconds. It is completely appropriate to write in the first person, “I” statements are inviting and a little more casual. Also, remember that on a mobile device (phone or tablet) and on a computer (laptop or desktop), that the first two lines of text (or less) of your Summary Section is all that people will see when they first look at your LinkedIn Profile. For this reason, your first two lines are the most important for enticing readers into clicking 'Show more.' The summary is your opportunity to tell potential connections who you are and what you want to do. Tippie encourages you to speak to what you can do for a particular company, you will write about your passion for your chosen industry, talents, and key skills. It is your opportunity to share little personal history or context.

6. Details

- Customized URL:



- : icon (top right), view profile, edit public profile & URL
- Under EDIT your custom URL, click the pencil/Edit icon
- an address that looks like www.linkedin.com/in/yourname

Type additions to your custom URL and SAVE

7. Skills & Endorsements

You control this—you can pick the skills, delete, and rearrange this section. Your first step is to list 5-6 select skills that suit your career direction. I would suggest that you think about the classes, work and volunteer experiences, and skills you are enhancing as a University of Iowa student.

8. Relevant Groups

LinkedIn Groups are an incredible resource—and they can do wonders for your job search. By joining groups relevant to your profession or industry, you will show that you are engaged in your field. But more importantly, you will instantly be connected to people and part of relevant discussions in your field—like an ongoing, online networking event. Following people who are in roles or companies that you admire share professional advice regularly. Consider it a virtual mentor.

Similar interests or common ground:

- University of Iowa, Tippie College of Business
- Industry, Roles/Professions, Expertise
- Similar interests or common ground (i.e., sustainability)
- Join Tippie Career Services on LinkedIn: <https://www.linkedin.com/groups/13978827/>

9. Experiences—professional and volunteer

The trick is to break apart your responsibilities and accomplishments into bullet lists. For each position you have held, write one or two sentences about the position, and then think of four to five responsibilities and/or accomplishments and put them in list format. This will fill out your profile nicely and make it easy for potential employers to read. It can be shorter and more casual than your resume. Do not forget about your Volunteer Experience, Projects, and Certifications. If you have them, add them!

10. Education

Adding your programs of study, institutions, certifications, and licenses are important. But more important is tying these achievements to a date. This date indicates that the degree or certificate have been earned/completed—the most important detail of this section.

LinkedIn profile acts like a resume, you should keep it updated and accurate. It is estimated that more than 300 million people use LinkedIn worldwide. If you are looking for an internship, job, or simply want to network, LinkedIn is the place to be.

Relationship Management

Importance of Networking

The word “networking” elicits all types of responses, but the fact remains that it is the foundation of not only a successful job search but a life skill that directly correlates to an individual’s personal and professional success over their lifetime. The proof is in the numbers and the numbers suggest that almost 75% of all jobs are found through networking. So regardless of your current perception of “networking,” if you want to be successful in your career search you need to embrace its power put it into practice and continue to hone your skills. Here are a couple of tips to get you started.

Making the Introduction

Whether you realize it or not you currently have an active social and professional network, and you are building upon it daily. By making the choice to attend Tippie, not only did you open the door to a network of cohorts, but also the door to a network of faculty, staff, and alumni. Be advised that networking at its core is relationship development, and relationships take time, so be patient. That said, you need to be prepared to do the work. Technologies like email, LinkedIn, and Facebook have made it easier than ever to identify and reach out to alumni and professionals within your target organizations and industries. Make these technologies part of an integrated approach that utilizes the phone and face-to-face engagements, when possible, to further develop the relationship. There is no substitute for the value gained from personal interaction so take advantage of those opportunities when you have them.

Treat the initial engagement as you would any first interaction. Spend time getting to know the other person but be respectful of their time and only ask for a small amount early on. Ask open-ended questions, listen, and be interested and genuine. People love to give advice, share their experiences, and help others. As such, ask questions that will help you obtain the information you are seeking and be prepared, if asked, to share the same information with them. Including how they may be able to help you. Be careful though because the response to that question is NOT “get me a job.” Your goal should be to learn about and meet as new people as you can. One way they can help is to share or recommend other individuals from their own network that they feel may be able to provide additional value and insight in your quest to learn. If you are fortunate enough for them to pass along a referral, follow up immediately, and circle back to let them know you did and what came of it.

Maintaining Connections

As mentioned above, this process takes time, so do not expect immediate results, and in general, do not expect anything in return outside of the time and insight they are willing to provide. A core tenet of a good networker is the mindset that they give more than they will get. If you do not currently have that mindset, you need to develop it.

Stay in touch with the individuals in your network on a regular basis. It does not have to be daily or even weekly to be effective. It does have to be relevant though. If you come across an article that may be of interest to them, pass it along with a brief note. Set up a schedule to follow up monthly or quarterly with an update on what is going on in your world and inquire the same. Obviously, certain instances may require more frequent or less frequent interaction so gauge that accordingly and be respectful of their time. Keep an open mind and remember that everyone you meet regardless of the situation has the potential to become part of your network if you allow them to.

ALUMNI INSIGHT

Brady E. ('14)

Go-To-Global Director

From graduation to my career, it was a very smooth transition. Tippie prepared me for my job. The degree is as much about learning a new way of thinking, then learning technical skills. Worry about how it all links together in the bigger picture. After undergrad the first couple of years on a job, you can do terrible on a job, and they will tell you, “Better luck next time.” Once you graduate from a master’s program, they are paying you to get these projects right the first time. Make sure you can apply those skills that you learned. Also knowing how to work with a diverse population is particularly important, so getting to know your classmates early on is extremely helpful, for example on a company project you could be working with an engineer and an advertising individual. From a professional development perspective, Tippie has been a huge help.

Going into your first job I would say have realistic expectations on your first role, not much on the company name or title, but on the role that you are playing there.

Also make sure that you are networking from day one; that is important. Sometimes people are afraid, and are scared to network, reach out early before you need a resource, build those relationships, it is not about the number of people you can network with, it is about how many people remember you and establishing that relationship for when you do need them.

THE INTERVIEW PROCESS

The Interview Process

The road to career success would be far less winding and complex if we could just make the interview process standardized and predictable. Unfortunately, there is little consistency from one company to the next in terms of how they choose to approach the process. Consider these factors:

- Timing: Is it a one-hour interview, or an all-day series of six interviews?
- Players: Will you meet with a recruiter, a hiring manager, or the entire team?
- Content: What will they ask and how will they ask it to get what they want from you?
- Delivery: Will they be engaged and take a friendly tone or favor intimidation tactics?

While it is likely that you will have advanced notice regarding these factors (for example, an interview itinerary outlining who you will be meeting with is typical), you need to be ready to navigate through uncertainty. The best way to achieve success in this process is simple: Practice. Then practice some more.

Ways to Identify Opportunities

Job Postings

There are organizations that do not recruit on campus but have an active interest in sourcing talent from Tippie. Most often, these companies will post their opportunities in Handshake, the University of Iowa's job posting platform. Companies may also post positions on LinkedIn or Indeed and specifically notify the Tippie Career Services team so we can share the opportunity with our students.

Networking/Relationship Management

Utilizing your professional network and expanding your connections with presenters, alumni, and your classmates is an essential part of your journey.

Corporate Engagement Events

Companies will visit campus to present to students and share opportunities at their company. Other times, the Tippie Career Services team will host an alumni panel or industry-specific event where panelists share advice and best practices. These events are held in person and virtually and are an excellent way to learn valuable information and build your network.

Career Fairs

There are organizations not only attending Career Fairs, but they are also utilizing these venues as a primary recruiting source. Career Fairs can be local or national, in person or virtual. Career Fairs are industry specific while others focus specific identity groups (women in tech, veterans, etc.)

Professional Associations

Another terrific way to build your network is to join a professional society. You can take advantage of professional development opportunities, build your skills by taking on leadership roles, and build connections with people in your industry. Additionally, professional associations have job boards on their website where you can find job opportunities in your field.

Communications from Tippie

The Tippie Career Services team utilizes a variety of channels to let you know about job opportunities and relevant events. Be sure to watch your inbox for emails from us as well as join our LinkedIn group. And if you ever have specific questions, send us an email at tippie-careerservice@uiowa.edu

Staff/Faculty Connections

Do not forget that your Tippie partners extend to other staff and faculty. Be sure to make your career interests known so that you will be top of mind if an appropriate opportunity presents itself.

"Think a better you, not a brand new you. Much as you would on any intelligent new physical exercise or diet program, you do not build huge muscles in the first week; nor so do you drop thirty pounds in the first month. Instead, you slowly develop new habits, new strengths, and new actions."

-- Tim Sanders, Author, "The Likeability Factor—How to Boost Your L-Factor & Achieve Your Life's

Career Fairs

Each year, hundreds of the world's top employers gather to participate in national and regional career fairs to attract top graduate talent from around the country to fill internship and full-time opportunities. Career fairs are held both in person and virtually.

The employers look to these fairs as their opportunity to cast a wider net and screen talent from outside their core target programs. They traditionally have roles earmarked to be filled specifically from these events. This is a tremendous opportunity to meet, interact, and interview with these organizations. Our participation as a program has steadily increased over the past few years and we have seen offers from these events increase at a similar rate. Students from Tippie have secured roles with organizations like Ford, Ecolab, Darden Restaurants, Kraft, Johnson & Johnson, and ConAgra.

How to Maximize Your Experience

As mentioned above, this channel is where employers look to fill roles outside of their small set of target schools. That said, we strongly encourage you to capitalize on this opportunity. In doing so, please consider the following:

Register Early & Purchase a Membership

Visit the conference web site and register to attend—at a minimum—the career fair portion of the event. At the same time, secure a membership to the organization. This will lower your conference fee and give you access to additional career fair resources, such as the job board.

Post Your Resume and Apply to Jobs of Interest

One of the primary resources from these events is the job board, where employers post opportunities and review candidate resumes. If recruiters identify a potential fit between their hiring needs and your profile, they will reach out prior to the conference to schedule an interview in advance of the fair. The sooner you do this, the better. This activity alone can enhance your conference experience as well as your likelihood for success.

Be Prepared

Attitude and preparation are keys to success. You need to know your story, your skills, and what you want to do. Do your homework before the event and be prepared to do more at the event. Know the employers, alumni, and roles to the greatest extent possible. Have your suits pressed, extra shirts, ties, business cards, and twice the number of resumes than you plan to hand out. Have a plan of attack and be prepared to adapt to a changing environment and a certain degree of uncertainty.

Get Ready to Hustle

Get a good night's rest and be prepared for a long and fast-paced couple of days. Participate in networking sessions as much as possible. Be confident and outgoing. Ask for the interview. Your attitude is key. You need to exude confidence, positivity, and polish, as everyone you interact with has the potential to lead to an opportunity—if not immediately, somewhere in the future if done well.

Follow Up & Stay Connected

This can be the most crucial step in this entire process. You will meet tens, if not hundreds of individuals, over the course of these events. Ask for business cards and be prepared to follow up in a timely manner. Add these new connections to your LinkedIn network and stay connected, corresponding with them regularly and purposefully. They will officially become part of your expanding network, and it is on you to maintain and develop these relationships moving forward.

PROFESSIONAL INSIGHT

Kaplan Mobray
Personal Branding Expert &
Author The 10Ks of Personal
Branding

"Start thinking today about how you communicate your personal brand attributes. Do you have a ready-made statement of your value? Are you developing brand ambassadors? Are you effectively communicating your brand through others? Are you ready for that defining moment when opportunity and preparation meet head-to-head? What can you say about yourself in six seconds that can immediately change your life outcome?"

Having a focus on how you communicate your personal brand attributes is one of the most important lessons that I want you to take away from my book. The more effective you are in communicating the attributes that make you, a product, worth buying, the more value you will create for your brand, and the stronger impression you leave with others. Start to craft your elevator pitch today and begin taking inventory of your personal brand ambassadors. They will help you promote your brand so that you are not the only one working on your behalf and that your thirty-second commercial is worth watching.

The way you communicate your personal brand attributes has a direct effect on the perception that others create about your value."

Your Pitch (aka the “Elevator Pitch”)

You have just entered an elevator, tapped the button for your floor, and then stepped back to await arrival at your destination—30 floors up. You quickly realize the man standing to your right is CEO at an organization you admire. If you had only 30-60 seconds to impress this person, what would you want to say?

Wikipedia defines it as “an overview of a product, service, person, group or organization, or project and is often a part of a fundraising, marketing communications, brand, or public relations program. The name reflects the idea that it should be possible to deliver a pitch in the time span of an elevator ride, or approximately thirty seconds to two minutes.”

Who are you and what are your capabilities?

When you are finally given the chance to express what makes you unique, it is critical that you take advantage of the situation. This is not the time or place to “wing it.” Even the best communicators will struggle in this setting if not prepared, as typically time is short, and pressure is high. As we now live in a world where communication is immediate and coming at us from all angles, it is required that you be skilled at conveying key aspects of your personality quickly and concisely. Considering the following:

Know Your Audience

Doing your homework will not only enable you to customize your pitch to the audience, but it will elevate your confidence and prepare you to deliver results when you are given the opportunity to share.

Emphasize Personal Brand

You know your strengths, and odds are you have several. However, it is important to emphasize those that will be most appealing to your audience. Be relevant.

Write It Down

Commit to your pitch by getting it down on paper. Consider the following:

- What are your key strengths or positive qualities?
- What do you have to offer? What unique contributions will you make?
- Why are you interested in this company or, more generally, this industry?
- How do you work efficiently to solve problems?
- Where can you draw parallels between your strengths and their needs?

Perfect It & Practice It

Your highest probability for success when put on the spot to articulate your unique brand proposition is being prepared. Once you have it written down, share it with others to get feedback. Involve your career coach in this process—they are here to help.

Do not miss any opportunity to practice your elevator pitch. Be prepared to stumble the first few times and go easy on yourself! The more you practice, the better you will get at articulating who you are and what you have to offer.

Dissecting the Pitch [Kaplan Mobray Approach]

Awareness	Notice who is in the room, elevator, or confined space and establish eye contact right away.
Attention-Getting	Say hi or smile to get their attention and introduce yourself. This lets them know who you are and gives you permission to share more in the interaction.
Confidence-Capability	Share a quick tidbit or data point that highlights something you have done successfully.
Desire-Stimulating	Indicate how this success is helping (or helped) your company or creating impact.
Urgency-Stressing	Ask for the opportunity to share more at a later time.
Response-Seeking	Bring the conversation to a close and set up a next time to build on this short interaction.

Pitch Worksheet

Use this worksheet with support from your Career Coach to organize your stories and create a pitch that highlights your value, talents, expertise, and career direction.

First, identify three experiences that you would like to highlight related to work—internships or full-time, leadership and teaming, extracurricular activities, academics, and projects, and/or technical skills that will allow you to stand out. These experiences are typically accomplishments you are particularly proud of, made a significant impact doing, and are unique within industry or among your peers. They should highlight your specific skills and expertise.

Next, list two details related to that experience that are important to share when you speak to others—hiring managers, recruiters, alumni, and faculty. Details might include (but are not limited to): tools used, dedicated time and length of project, solution identified, dashboard created, recommendations given, cross-functional teaming and leadership, revenue generation, or savings of time, money, or equipment.

I. _____

A.

B.

II. _____

A.

B.

III. _____

A.

B.

Behavior-Based Interviewing

The most prevalent interviewing style, behavior-based, requires candidates to draw upon past experiences to demonstrate knowledge or skill in a specific area. Potential employers will pre-determine the primary skills needed to successfully perform in a role, and then ask pointed questions to determine if a candidate has the necessary skills. The logic behind this technique is that past behaviors are the best indicators of your future performance. Behavioral questions begin with “Tell me about a time when...” and focus on assessing business competencies such as (but not limited to) leadership, strategic thinking, analytical skills, and creativity.

Although candidates elect to improvise these stories during an interview, we would caution against this approach as unplanned examples tend to lack structure and focus. The ability to develop powerful and concise stories that will highlight your capabilities takes time and practice. To achieve optimal results, we recommend that you utilize the following technique to assist in structuring your examples.

The SMART Framework Begins with the RESULT

Your preparation for this type of interview should include identifying examples of situations from past experiences that address the needs of the employer. This will include examples from your resume, as well as experiences that you were unable to include. Storytelling is an art, and it requires that you share details in a clear and focused manner. Avoid sharing your experience in generalizations as that gives the employer a shallow perspective on who you are, how you possess a needed skill, and why you are the right person for their team. The SMART Framework, which begins with the RESULT, will enable you to define examples and then ensure you are targeting the most relevant and key details from that specific experience.

Remember: examples from your professional experience should be priority, but you should also consider stories from classes, extracurricular or leadership activities, team involvements, community service, study abroad experiences, and/or past consulting projects or internships.

Result Summarized

Briefly state the result attained to capture and focus the attention of the interviewer.

Situation and Metric

This step should be brief. Identify the situation, task, or challenge that you faced. Use metrics where possible.

Action(s)

Describe the steps involved with this situation or challenge. This is the “meat” of your story. Take the interviewer(s) through the actions YOU took in this situation or challenge. Again, avoid generalizations and be clear on the role you played. Interview stories should take no more than two minutes to complete, and this time should be spent on describing your actions.

Results

Share the results of your actions and quantify them. Numbers support your achievements and demonstrate your level of responsibility. Without knowing outcomes associated with your actions the interviewer will question the type of results you delivered. While it is more enjoyable to share success stories, employers will also ask to hear about situations that challenged you. When were you NOT successful in achieving a goal? It is critical that your results include what you learned from these situations, and an example (or two) of personal growth that was achieved through this experience.

Tie It Back

State how this example demonstrates the way you can add value to the role you are interviewing for. Anticipate that follow-up questions by the interviewer are possible. When your story relates to a skill or experience that the employer wants to explore further, they may dig deeper with open-ended questions such as:

- What were you thinking at that point?
- Tell me more about your interactions with that person.
- Take me through your decision process.

EXAMPLE: Tell me about a time when you used a new way of addressing a problem.

Result Summarized: One way of thinking creatively is to engage other constituents in gleaming the best solution to a situation. An example of this was...

Situation and Metric: During my internship last summer, I was managing three large simultaneous projects. One of these projects tasked me with managing an event, and I observed that attendance had been steadily dropping over the past two years by close to 30%. I decided to do something to improve these numbers.

Action(s): I designed a new promotional packet to go out to local community businesses ahead of our first event. In it I included a rating sheet to collect feedback on our previous events. I further organized internal round table discussions to raise awareness of the issue with our team.

Results: Upon analysis of the data, we utilized quality ideas we received from the community, made our internal systems more efficient and visible, and raised attendance at the event by 18%.

Tie it back: This example demonstrates my ability to be creative in generating options to solving problems, which would prove beneficial in this role as I would be working with implementing new projects for various constituents.

The Star Method

The STAR method is a structured manner of responding to a behavioral-based interview question by discussing the specific situation, task, action, and result of the situation you are describing.

Situation: Describe the situation that you were in or the task that you needed to accomplish. You must describe a specific event or situation, not a generalized description of what you have done in the past. Be sure to give enough detail for the interviewer to understand. This situation can be from a previous job, from a volunteer experience, or any relevant event.

Task: What goal were you working toward?

Action: Describe the actions you took to address the situation with an appropriate amount of detail and keep the focus on YOU. What specific steps did you take and what was your contribution? Be careful that you don't describe what the team or group did when talking about a project, but what you actually did. Use the word "I," not "we" when describing actions.

Result: Describe the outcome of your actions and don't be shy about taking credit for your behavior. What happened? How did the event end? What did you accomplish? What did you learn?

Make sure your answer contains multiple positive results. Make sure that you follow all parts of the STAR method. Be always as specific as possible, without rambling or including too much information. Oftentimes students must be prompted to include their results, so try to include that without being asked. Also, eliminate any examples that do not paint you in a positive light. However, keep in mind that some examples that have a negative result (such as "lost the game") can highlight your strengths in the face of adversity.

SAMPLE STAR RESPONSE:

Situation (S): Advertising revenue was falling off for my college newspaper, The Review, and large numbers of long-term advertisers were not renewing contracts.

Task (T): My goal was to generate new ideas, materials and incentives that would result in at least a 15% increase in advertisers from the year before.

Action (A): I designed a new promotional packet to go with the rate sheet and compared the benefits of The Review circulation with other ad media in the area. I also set-up a special training session for the account executives with a School of Business Administration professor who discussed competitive selling strategies.

Result (R): We signed contracts with 15 former advertisers for daily ads and five for special supplements. We increased our new advertisers by 20 percent over the same period last year.

HOW TO PREPARE FOR A BEHAVIORAL INTERVIEW

- Recall recent situations that show favorable behaviors or actions, especially involving course work, work experience, leadership, teamwork, initiative, planning, and customer service.
- Prepare short descriptions of each situation; be ready to give details if asked.
- Be sure each story has a beginning, middle, and an end, i.e., be ready to describe the situation, including the task at hand, your action, and the outcome or result.
- Be sure the outcome or result reflects positively on you (even if the result itself was not favorable).
- Be honest. Don't embellish or omit any part of the story. The interviewer will find out if your story is built on a weak foundation.
- Be specific. Don't generalize about several events; give a detailed accounting of one event.
- Vary your examples; don't take them all from just one area of your life.

*Source: <https://www.vawizard.org/wizard/home>

Going Face-to-Face

A successful interview starts before you step foot in the office. Here are tips on how to prepare and present yourself as a strong candidate.

Do Your Research

Finding out more about the company and position helps you know if the job is a good fit for you. It also helps you discover what the company is looking for in employees, and it will help you create informed questions.

Research Sources

- The company's website
- Newspaper and magazine articles
- Someone who works at the company
- Job descriptions
- Company information sessions and career fairs
- For undergraduates: The campus career center, counselors, and professors

Build Your Resume and Power Stories

Just as your resume shares your skills and abilities, “power stories” are 60-second examples you can share with an interviewer that demonstrate your strengths. To develop your resume and your power stories, consider your experience that shows:

- Motivation and passion
- Initiative
- Persuasiveness
- Good judgment
- Analytical skills
- Organizational skills
- Strong communication skills
- Leadership
- Responsibility

Develop four or five of your best power stories. Each story should first explain the situation or task with which you were faced. Then explain the action you took and what the result was. Practice telling these stories, so you will be ready to use them in an interview.

Create Your Pitch

Your pitch is a summary to share with your interviewer about why you are excited for the interview by:

- Thanking them for the interview.
- Telling them why you are excited about the position and the company.
- Listing three or four things that make you ideal for the position.
- Telling them that you look forward to being able to share more during the interview.

Prepare Questions

Create your list of questions to ask during the interview. These questions might include:

- What are the duties and responsibilities of the position?
- What does a typical day look like in this position?
- What do you like best about the position? Least? What do you like best/least about the company itself?
- How would you describe the culture at your company?
- What kind of training might I get for this position?

The Interview

Arrive 15 minutes early. Smile and make eye contact throughout the interview. Your appearance is important, and your wardrobe should align with the company's culture. During the interview, make sure to listen carefully. When you share your power stories, do it with enthusiasm. Ask your questions after the interviewer has finished asking theirs.

BEFORE YOU LEAVE:

- Thank the interviewer
- Tell them you have enjoyed meeting them and learning more about the company
- Ask about decision timing
- Get their business card
- Shake hands

Review the Interview

First, send a thank-you note to the interviewer within 48 hours. By evaluating the interview, you can reflect on how to improve your interviewing skills. It will also help you decide whether you think the position is a good fit for you. Ask yourself:

- Who interviewed me? What was their role? What reaction did they seem to have to me?
- What was my overall impression of the interview?
- What would I do differently? What would I do the same?
- What things did I do or say that seemed to impress the interviewer?
- What is my impression of the job? Can I see myself doing it?
- What is my impression of the company? Can I see myself there? What are the duties of the job

Interview Stories

Crafting Your Interview Stories for Optimal Results

The below competency areas represent those you can expect to encounter most frequently during the interview process.

Analytical Skills

Ex: Tell me about a time when you had to work with a large amount of data.

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Leadership

Ex: Tell me about your most significant leadership experience.

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Creativity

Ex: Tell me about a time when you utilized a completely new/different approach to a situation.

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Communication Skills

Ex: How would your former co-workers describe your communication style?

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Goal Orientation

Ex: Tell me about two goals you have set for yourself in the last year. Did you achieve them?

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Project Management Skills

Ex: Describe a failed project you have been involved with at work and explain why it was not successful.

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Team Skills

Ex: Give an example of your involvement in a team that was less than successful. What could you have done differently to make it more successful?

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Conflict Management

Ex: Tell me about a situation at work in which you experienced conflict and how you resolved it.

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Ethics & Integrity

Ex: Describe a situation in which you faced an ethical challenge in the workplace and how you resolved it.

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Strategic Thinking Skills

Ex: What are the three most common reasons why change in management fails in most organizations?

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Technical Ability and Savvy

Ex: Tell me about a time when you utilized a new tool or software platform, what were the results and what would you do differently?

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

Passion

Ex: What are you enthusiastic about outside of work? What motivates you?

RESULT SUMMARIZED:

SITUATION AND METRIC:

ACTION(S):

RESULTS:

TIE IT BACK:

The Interview Process—Behavioral

Practice Interview Questions

General

- Tell me about yourself.
- If I were to speak with your former supervisor, what would they say are your greatest strengths, and what are areas of needed improvement? What would your classmates tell me about you?
- What is the biggest risk you have ever taken?
- What is unique about you? What can you bring to our company that other candidates cannot?
- Tell me something about you that I would not learn by reading your resume.

Analytical Skills

- Tell me about a time when you discovered a more efficient way to complete a task. Tell me about a task that tested your analytical abilities. Tell me about a tricky situation for which you found a simple solution.
- Have you ever been in a real dilemma at work? What did you do to get out of it?
- Tell me about an assignment you worked on in which you had to amass a huge amount of data and then analyze it.
- Can you tell me about a situation where your analysis of a problem was deemed to be incorrect? What would you have done differently?

Leadership

- Describe a time when you reprimanded an employee for poor performance. What was the outcome? How do you motivate subordinates?
- Tell me about a situation at work in which you led a team well. Tell me about a time when you mentored someone. What leader do you most admire and why?
- What was your most significant leadership experience? What five qualities do you feel define great leadership? Tell me about your most significant leadership experience. Describe one experience when you had to lead a team.
- How do you keep each member of the team involved and motivated while keeping morale high? Describe the steps you take to achieve this. In what situations do you prefer to use your leadership skills? Can you give me examples?

Creativity

- How often do you discuss and work with colleagues to think up new systems and styles of working?
- Imagine you could trade places with anyone for just a week. The person could be famous or not famous, living or from history, real or fictional. With whom would you trade places?
- If someone wrote a biography about you, what do you think the title should be?
- If you had to be shipwrecked on a deserted island, but all your human needs - such as food and water - were taken care of, what two items would you want to have with you?
- If you could have dinner with anyone from history, who would it be and why?

Communication Skills

- How would your co-workers describe your communication style? Give me an example of a time when you had to sell an idea.
- Tell me about a time when your opinion was challenged. How did you manage it?
- Describe a time when you had to convince a person or group to re-evaluate their decision. Describe your presentation skills and experience.
- Describe five things about the communication within an organization that must be present for you to work most effectively.
- When you have entered a new workplace in the past, describe how you have gone about meeting and developing relationships with your new coworkers, supervisors, and reporting staff.

Diversity, Equity, and Inclusion

- Please share what diversity, equity, and inclusion mean to you and why they are important.
- What is your approach to understanding the perspectives of colleagues from diverse backgrounds?
- Tell me about a time when you advocated for diversity and inclusion in the workplace.
- Tell me about a time you adapted your style to work effectively with those who were different from you.

The Interview Process—Technical

Getting Technical: Functionally Specific Interviews

At this point, you have started to generate stories from your prior experience that address the various competency/skill areas that are most widely sought by graduate hiring companies. Continue this effort, as it will build your confidence, make you better prepared to navigate the uncertainty that is tied to any interview, and increase your odds of success when opportunity knocks. As you progress through an interview process with a company you should be prepared for the interviews to get more challenging—with far greater emphasis placed on assessing your technical skills and functional expertise. The “technical interview” as it is often referenced, seeks to understand if you have the technical capacity to operate at an elevated level within a specific career path. This can include questions to assess overall knowledge of a function, as well as questions designed to dig deeper into your problem solving, critical and creative thinking skills, and your passion for the field.

Sample Knowledge Questions

FINANCE

- Why might a company choose debt over equity financing, or vice versa?
- How will a decrease in financial leverage affect a company's cost of equity capital, if at all? How will it affect a company's equity beta?
- What are the different ways to value a company?
- What is the difference between a DCF and comps?
- What is the difference between enterprise value and equity value?
- Which of the three financial reporting statements (balance sheet, income statement, statement of cash flows) is most important and why do you believe this is so?
- How does depreciation affect each of the three financial statements?
- What is your best investment idea right now?
- If I gave you a million dollars, how would you invest the proceeds?
- What is your investment style?
- What sources of information would you use to analyze a company?
- What is the difference between IRR, NPV, and Payback?
- What is the difference between I-banking and Private Equity?

ANALYTICS, OPERATIONS AND STRATEGY

Strategy

- How would you describe the term ‘strategic thinking’?
- Outline in broad terms how you would create a strategy for instance, a public campaign. As part of this strategic campaign, why should you conduct a SWOT analysis?
- How should you go about identifying partners as part of any good business or organization strategy plan?
- As you develop a strategic vision for your organization, what are the five key criteria on which you should focus?
- Discuss the importance of establishing an appropriate basis for comparison in assessing strategic capability.
- What are the three most common reasons why change in management fails in most organizations?

Operations and Supply Chain

- What factors would you consider in determining the location of a distribution center?
- How would you improve the utilization of a process?
- You must process 50 units and have two options. In the first, you can start two lines with 1% defect rate and a capacity of seven units an hour. In the second option, you can start three lines with fewer people but a higher defect rate and a higher capacity. Looking at overall picture, which process is more efficient and why?
- It costs \$200 to train a new person, and a training session has an overhead cost of \$2000. You have 220 people to process in the coming months. Given the normal attrition rate, you expect to lose 40 of the trained employees. Does it make sense to call for overtime or add new folks?
- You have a fixed budget, and heat in the building is causing increased attrition. Also, as your productivity targets are revised upwards each year, you want to buy a couple of machines, which

would dramatically improve productivity. In particular, the machines would improve the productivity of the best associates by at least 20%, but these are the same folks who are threatening to walk out if something is not done about temperature. What would you do?

Continuous Improvement Leadership

- Have you ever had to balance multiple priorities? How did you manage this?
- If you were placed in a situation where you had to lead a team in an area that you were very unfamiliar, how would you approach solving their problem?
- If you are working on a project where leadership is not engaged, what would you do to make sure the project was successful?
- Please describe to me the DMAIC process and the tools used at each step.
- How would you determine what samples should be used in a Gage R&R study, and how do you interpret the results?
- Can you describe when you have taught classes with leadership and the difficulties you encountered?
- If you were working on a transactional project with little data, how would you determine the root causes of the problem?
- Can you describe your past experiences with leading process improvement teams?
- Could you describe your most successful project? Why do you define this as your most successful?
- Tell me about a time when you had a coworker come to you with a problem that you thought was trivial. What did you do?
- What are acceptable reasons for missing a deadline?
- Describe your experience in solving a particularly difficult problem. Why was it difficult?
- Have you ever deviated from expected policy or procedure? If so, what happened?
- Give me an example of when you found a way to make your job easier or more rewarding.
- Tell me what each S stands for in 5S and how you have addressed each one.
- What tools/software do you feel comfortable working with daily? i.e., MS Office, MS Project, Minitab, etc.

Consulting

- What are the three most common reasons why change in management fails in most organizations?
- What background do you have that would be helpful in consulting?
- Why consulting?
- How do you think the consulting industry is structured?
- What are the differences among the consulting firms that are important to you?
- What were the sales of your last employer? What was its profitability?
- Are you a generalist or specialist? Where do you see yourself specializing?
- Are you competitive?
- How are you going to make your decision if you get more than one offer?

Case Interviewing Technique: Assessing Your Critical Thinking Skills

Case interviewing can be more broadly defined as problem solving. This technique is used to assess your skills in fields requiring strong analytical and quantitative skills, the ability to demonstrate structured problem solving skills, as well as other less obvious but equally important competencies such as active listening, interpersonal and communication skills, business acumen, performance under pressure, creativity, ability to navigate change, address problems in a logical way, synthesize the findings, and articulate these results in a concise manner to the interviewers. Case interviewing has historically been reserved for large consulting firms. However, in recent years companies have started to adopt this style of questioning to gain a deeper understanding of your ability to assess a problem (typically a specific issue facing a particular company), analyze the situation, identify key issues, and articulate how you would address the problem.

Your Goal:

- Identify a problem
- Recommend a solution
- Not necessarily a “right” answer

Company is Assessing:

- Ability to determine what information is needed [needs assessment]
- Ability to problem solve within defined timeframe
- Quantitative skills
- Thought process
- Ability to function under pressure
- Self confidence
- Creativity
- Fit for the company
- Interest in problem solving
- Ability to navigate ambiguous situations
- Strong communication

Structure:

- Sent in advance [Written Case]
- On the spot [Verbal Case]

Recommendations:

- Practice
- Take it seriously
- Restate
- Ask questions
- Take your time
- Think out loud
- Determine assumptions
- Check calculations
- Consider alternatives
- Take a deep breath and relax

Sample Questions

Consulting firm websites give sample cases as well as practical advice on surviving their interview process. Included in this section are additional case question examples to get you moving in the right direction.

BRAIN TEASERS

- How would you move Mount Fuji? [Creative]
- Estimate the market for light bulbs in Australia. [Market Sizing/Estimating]
- You have a 3-liter bucket and a 5-liter bucket. How will you measure out exactly four liters of water? Assume you have an endless supply of water and no markings on the bucket. [Logic Problem]
- How many barber shops are there in Seattle? [Logic Problem]

BUSINESS PROBLEMS & STRATEGY

Your client is a company who makes specialist batteries for mobile homes [motor homes] in the United States. The battery is powerful, long-lasting, and of high quality. New industry conditions are occurring, and motor home dealers are starting to use a cheaper battery as the ‘factory standard’ to lower the overall price of motor homes. Your client’s product is now only offered as an added feature for which the customer must pay an extra \$500 to get. How should your client go about maintaining profits given these new market conditions

PROFESSIONAL INSIGHT

David Ohrvall
Author, Crack the
Case System&
Founder of
MBACASE

“What is the point of the case interview? Why do I have to spend so much time mastering these random skills for some interviewer?” I hear these questions all the time. It is easy to miss the benefits when you are stressed out and buried in case interview books, but there are three key reasons to master these skills: Knowledge Integration

- Case interviews are the ultimate chance to pull together your work experience and academic training. You will evaluate, reinforce, and build your business knowledge; Senior Management Presence – solving problems quickly with crisp logic and practical analytics is what business leaders do all the time; Holistic Thinking – case interview prep teaches you to think about how to solve problems in a broad way, pulling in strategic, operational, organizational, and financial elements. Invest time in cases and you will accelerate your holistic understanding of how a business works and ultimately, you will be prepared for a variety of roles.”

Resources for Case Interviewing

[MBACase.com](https://mbacase.com)

MBACase.com has a variety of resources related to case interviewing. All materials are free, but you will need to create an account.

Books:

[*Crack the Case System: How to Conquer Your Case Interviews* by David Ohrvall](#)

[*Case in Point: Complete Case Interview Preparation* by Marc P. Cosentino](#)

[*Case in Point: Graph Analysis for Consulting and Case Interviews* by Marc P. Cosentino](#)

[*Case in Point: Government and Nonprofit* by Marc P. Cosentino](#)

[*Case Interview Secrets: A Former McKinsey Interviewer Reveals How to Get Multiple Job Offers in Consulting* by Victor Cheng](#)

[*The Ultimate Case Interview Workbook: Exclusive Cases and Problems for Interviews at Top Consulting Firms* by Taylor Warfield](#)

Programming Interviews

Programming interviews are commonly used in the field of business analytics and data processing. Programming and programming interviews are always evolving and changing as the world becomes more technologically integrated. We have seen a significant increase in companies using these. Common reasons why programming interviews are used:

- Recruiting is expensive therefore, find ways to streamline
- Talking about technical skills is different than demonstrating skills
- Filter potential candidates
- Ability to highlight programming thought process
- Reduce bias

The usage of programming interviews helps assess a candidate in neutral skill-based manner and alleviates the financial pressure that comes with attempting to recruit candidates.

Programming Highlights on Resumes are important to mark on your resume and add a boost to your technical and programming skillset. This is specific to individuals seeking employment in business analytics, risk analytics and finance analytics. If you have experience, list that first and then any project work after. If you do not have experience and are in the master's program, place significant focus on a large, detailed project or two. If you do not have project experience, list any teaching assistant work to highlight your ability to demonstrate programming work to others. Employers highlight that they would expect master's students to have something more than just school experience.

Programming Questions to focus on are SQL, R, Python and potentially Tableau, PowerBI, or Excel (Tableau, PowerBI, and Excel are not addressed in the coding resources provided). Programming questions could involve selecting data from a source, writing a program, calculating, and sorting data, or providing statistics. Explore coursework and programming questions focusing on the above-mentioned programs and skills.

Programming Practice Resources (These resources are Java-based)

HackerRank

- <https://www.hackerrank.com/>

Coderbyte

- <https://www.coderbyte.com/>

Leetcode

- <https://leetcode.com/>

Virtual Interviewing: Preparation

1. **Application:** Identify and download current and compatible platforms.
2. **Camera:** Use a model that is easy to use and offers good picture quality. Clean the camera lens.
3. **Tripods:** allow for best angle and optimal lighting. Focus on the top portion of your body and have the camera at eye level (actual eye level, not the top of your computer screen).
4. **Audio:** Test this prior and be sure that your microphone is working.
5. **Lighting:** Overhead lighting creates shadows. Three lighting sources are recommended lighting from the right, the left, and from behind you. The lighting creates a triangle that enhances features.
6. **Background:** Ensure it is professional and neutral.
7. **Professional username and profile picture.**
8. **Wire Up:** Are connections secure and in place? Loose wires cause problems.
9. **“On-Air” Sign:** Be sure to post that an interview is in progress to avoid embarrassing interruptions.
10. **Location:** You want to be viewed as a professional. Sitting at a desk allows you to sit straight, utilize desk space for writing, and have your resume handy.
11. **Assemble a crew:** Not really, but it can be handy to have a trusted friend available to check shadows and lighting, trouble-shoot, or assist. In any case, make sure you will not be interrupted.
12. **Portrait:** It goes from shoulder to shoulder to the top of your head, with a few inches of clearance all the way around. Think high-school-yearbook or passport.
13. **Practice:** Record a mock-interview (i.e., Big Interview) view and critique. Repeat.
14. **Practice your stories:** Determine key talking points or language you want to use. You can even have a list of topics, words, data points, or cues posted near the camera for prompts. Think “teleprompter.”
15. **Appearance matters:** Be sure that the clothes you have picked fit appropriately, are clean, and in good condition. This also includes hair, makeup, and jewelry.
16. **The interview is about you, but it is about “them” too.** Be sure you are connecting your answers to the role, the future employer, and their products, mission, and services.
17. **Time Zone:** If the interview is live, be sure you are on time. Verify what time zone you are calling.

Virtual Interviewing: Conducting the Interview

18. **Be ready:** You need to be physically and mentally ready, sitting in your “action” position, even if the employer has yet to log on. Remember—you never know when someone else has logged on to a virtual interview/meeting or who has not logged off.
 - a. You are qualified, that is why you got the interview. Now, it is time to share how you will fit into the job. You need to explain how you will take action to make the organization better, more profitable, and more successful.
 - b. Talk to them, not at them. It is a challenge when video interviewing, you must breathe, blink, and wait (at times). Silence is okay.
 - c. Ask a question after completing your answer/reply. This gives you time, but also creates a conversation. “I’ve enjoyed working with Excel and Python, what platforms are you currently using?” You can create these cues.
19. **Support the interviewer:** Yes, you want this to be a valuable experience for them too. Ask them if your volume is okay, and if you cannot hear them—tell them.
20. **Eye direction:** Do not look at yourself on your monitor, look at them/the camera.
21. **Pay attention to time:** Time is on your side—either it is a specific interview time slot, or the answers are timed. Have visible access to a clock. Do not look down at your watch.
22. **Consider your body movement** - no rocking or shifting. Lock your chair in place if possible. Hands should be still in front of you.
23. **Q & A:** typically occurs at the end of an interview; have at least two questions, but no more than four.
24. **Conclude:** with thanks and appreciation, next steps/timeline, tell them you want the job and why.
25. **Let the hiring manager sign off first:** Then, spend 5 minutes, post-interview, to debrief—notes, thoughts, and things you might adjust next time.
26. **Thank you** and follow up post-interview should be sent via email. Share a takeaway from the interview.

Other Considerations

27. **The Group Shot:** Group video conference calls are a challenge. It is impossible to give everyone the same amount of attention, but there are aspects you can control.
 - a. Make the most eye contact with whomever asked the question.
 - b. Identify the top 2-3 people on the call in terms of influence and importance. They should get most of your attention (eye contact).
 - c. Ask prior to the call who will be included. Research these individuals if time permits and use first names when possible. If you are not sure about names, do not risk the error and avoid using names.
 - d. Do not become distracted by their non-verbal behavior, interruptions, poor etiquette (i.e., phone use), or disruptions.
28. **You make a mistake or a serious gaffe:** It is okay to acknowledge or chuckle—you are human. Do not let that issue dictate your performance in the interview. Move forward and consider it a learning experience.

Closing the Interview

"So, what questions do you have for us?"

This statement—or something similar—heard from the interviewer(s) typically signifies that you are nearing the end of the interview. Although it is natural at this point to feel relieved, do not lose your momentum just yet! Equally important to a strong first impression and well-crafted interview stories is your ability to provide a strong closing. Before you jump from your seat and head to the door, be sure to address the following:

Questions for the Interviewer(s)

- These should be thoughtful and demonstrate your interest and fit for the organization. This should not include a regurgitation of information you have gleaned from their website. Review your company info worksheet and identify questions that address current issues facing the business.
- Do not over think it. If you are considering working for this organization, what is it that you would like to learn about the company and role?
- Consider your audience. If you are meeting with HR, they are not as likely to know specifics about the role for which you are interviewing, but they would be well positioned to answer questions about corporate culture and other "big picture" company issues. If you are meeting with the hiring manager, this is your opportunity to dive deeper into the specifics of the role, the team, how they measure success, for example.
- Utilize their responses as an opportunity to reiterate your passion and fit for the business. This is your last chance to make a positive impression!
- DO NOT use this time to ask questions about benefits, salary, or other HR-related questions. At this point you are still a prospect—these questions are appropriate once you have an offer in hand.
 - Demonstrate passion. Without question, ending an interview with low energy, irrelevant questions or—the worst-case scenario—responding that you "have no questions at this time" can be deal breakers. So be sure you have done your research in advance of the interview to avoid this scenario.

Reiterate Your Personal Brand Statement

- It will feel natural after the Q&A portion of the interview to head for the door. Not just yet! Do not miss the opportunity to reiterate your personal brand statement (what makes you unique?), your passion for the role, and why you are the right person for the job. People want to hire people they like AND people that share their passion for the company. If you do not reiterate your interest and fit, rest assured that the interviewee before or after you will.

Ask for Business Cards, Shake Hands, Smile

- Following up after the interview (see below) is also critical, so if you do not already have contact details for those you met, be sure to ask for business cards at this time.
- Do not underestimate the power of a smile. Thank them for their time, be genuine, and end with a confident handshake. A small and obvious detail, but you would be surprised how people will miss this step. Do not be one of those people.

Pick a Talking Point & Make Yourself Relevant

- If pressed for time, ANY thank you is better than none. The most impactful follow ups emphasize a specific talking point from the interview. Reiterate a topic from your conversation that will be a positive reminder of your time together.
- Handwritten thank you notes offer an individualized touch that is rarely seen anymore, so it can set you apart. Email is also appropriate and provides more immediacy. Whichever you choose, just be sure to send it within 1-2 days following the interview. Also, be sure to have someone else [e.g., Tippie Career Services] review it before sending for accuracy and tone.

EMPLOYER INSIGHT

Allison S. ('15)

Associate Principal

Ask thoughtful, genuine questions. It will help you stand out in interviews, efficiently complete projects in the workplace, and cultivate relationships with colleagues and mentors. Smart questions demonstrate engagement, openness to change, and willingness to learn, which are all crucial for career success.

Offers & Compensation

There is a great deal to understand and consider as you begin to receive and compare offers for employment. This is the ideal time to have regular conversations with your Tippie Career Coach. Your circumstances, goals, and offer-terms will be unique to you and your Career Coach can better support your decision with information and details.

Offers

There are all types of offers, below are types you might encounter while in the program and during your career:

Internship—an offer presented to job candidates, often students, who are interested in gaining work experience in specific industries. These are most often completed during the summer months.

Full-time—also known as full-time employment (FTE) or permanent fixed-term offer, the position requires that the employee works a minimum number of hours (32-40 hours/weekly) defined as such by their employer. Full-time employment often comes with benefits that are not typically offered to part-time or temporary employees. These positions can be both hourly and salaried.

Conditional—the offer includes conditions that must be met before you will be able to secure the position. These conditions could be related to reference checks, background check, certification, or licensure, and/or proof of eligibility to work in a particular country. These conditions are typically tied to a specific period.

Unconditional—there are no conditions tied to your employment offer and no probationary period exists.

Contract—the offer outlines that the employee is paid through the company payroll and eligible for benefits such as sick leave and medical leave. These contracts are often for a specific number of months or years.

Temporary—the offer outlines that the employee is paid hourly through a recruiter or recruiting firm and is not eligible for any company sick pay or benefits. These opportunities can be short-term (days, weeks, months) and often are terminated with little to no notice.

Verbal—an informal employment offer that occurs when hiring managers tell candidates in person or over the phone that they wish to hire them for a specific job position.

Written—an offer presented as a formal document sent to candidates selected for employment. It is imperative to have a written confirmation of an offer so that both the employee and the employer are clear on the conditions of the job

The better you understand the type of offer you have received and the details that surround the offer – in terms of your career growth, timing, and compensation—the better. You will then be prepared to consider and negotiate the terms.

Base Salary

It is important to understand that negotiating your salary is a perfectly normal part of the employment process. There are various components of an offer—base salary, additional compensation, total compensation, benefits, and perks. Each component should be considered and valued as part of your employment offer.

Importance of base-salary on earnings:

Your starting salary can have a significant impact on your career earnings. This is because any raises you receive will be in relation to your starting salary. Compounding returns happen in investments, but also with base-salary. The higher the starting point in salary, the more benefit from compounding over your working life. In most cases, your base salary is more important to negotiate than other types of compensation in terms of long-term importance and value. If in doubt, always negotiate for an increase in base salary more than anything else. Consider the compounding of earnings of the two (sample) base salaries, given a 5% increase each year, over 3 years in the below:

<u>Base</u>	<u>\$47,000</u>	<u>\$52,000</u>
<i>Year 1</i>	+ \$2,350.00 = \$49,350.00	+ \$2,600.00 = \$54,600.00
<i>Year 2</i>	+ \$2,482.50 = \$51,832.50	+ \$2,730.00 = \$57,330.00
<i>Year 3</i>	<u>+ \$2,606.00</u> = \$54,438.50	<u>+ \$2,866.00</u> = \$60,196.00

Additional Types of Compensation

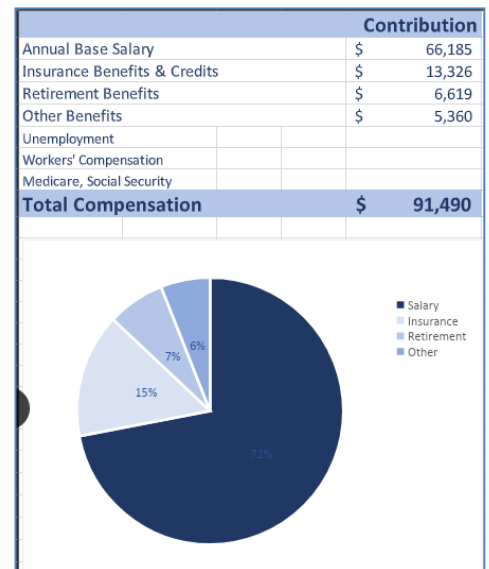
Beyond base-salary, there are other variations of compensation that add value and can be negotiated as part of your offer. This includes those listed in the table below:

One-time signing	Additional vacation time
Relocation bonus	Flexible work schedule
Guaranteed first-year bonus	The ability to work from home
Bonus percentage(s)	Tuition reimbursement
Bonus structure/timeline	Professional dues
Stock options—ownership	Dates—acceptance or start

Employee Benefits

Benefits offered to employees are an important part of total compensation and have significant. Benefits may include:

Health insurance	401K/Retirement accounts and company match
Disability/Life insurance	Tuition reimbursement and professional dues
Transportation reimbursement or discounts	Vision coverage
Stock options/ownership	Dental coverage
Pre-tax flexible spending accounts (daycare or medical costs)	Flexible work arrangements or remote options



Company "Perks"

Employers offer additional value to employees with services and discounts often called perks. These perks increase job satisfaction, retention, and impact company culture.

Dry cleaning service or discounts	Wellness stipend/coaches/time
One-site mail service	Volunteer hour-time-off
On-site gym or membership reimbursement	On-site childcare
Company product discounts	Relaxed dress code
Complementary food or beverages	Professional development dollars

Receiving an offer, or multiple offers can be extremely exciting, but it can also be stressful. Tippie Career Services Team looks forward to working with you as you evaluate internship and full-time offers. It is important to weigh a range of factors, determine how they align with your goals, and evaluate how they can set you up for professional success. Please set up an appointment with your Career Coach to discuss further.

Closing the Loop on Your Internship or Job Search

Congratulations, you have accepted a role! Now it is time to tie up loose ends, update other company contacts, your network, and the Tippie Career Services team. It is also time to think about what is next. There are people who have helped you on this journey.

Be sure to connect with any recruiters you are currently working or engaged with—both actively as part of the hiring process or prior in terms of information gathering. Additionally, references used for the position, your career coach and professional director, your professional and personal network. Update your network via phone, email, mail (letter or thank you card), and LinkedIn.

Sample message

Dear Mr. Smart,

Thank you for the opportunity to interview with ABC Company. I appreciate the support you provided during the interview process.

I am happy to tell you that I have accepted a position with DREAM COMPANY in Chicago, starting in May.

My contact information will stay the same (see below). Please feel free to contact me if I can be of any help to you. I am also sending you an invitation to connect on LinkedIn.

Update your professional documents and LinkedIn

- Resume—use the job description you applied to and highlight key points and responsibilities
- LinkedIn—Update the employment information section and even post about your new role. This is a wonderful way to promote your new organization, update your network, and get some congratulations.

Turn Your Attention to Onboarding

The following are tips on how to support your professional growth.

- Share a Bio—there is no better way to introduce yourself to a new team or group than by sharing a snapshot of who you are. It can speak to your undergraduate and graduate work, internships and passion projects, volunteer, and leadership, but also your hometown and other interesting facts (ex. your passion for rescue animals). This can be easily shared with your future supervisor, team members, or project lead.
- Take note of the names of peers and supervisors in (Zoom or in person) meetings. Then, use LinkedIn to connect with them after the meeting. Add your classmates, teammates, and supervisors to your network.
- As an intern—think about projects, technical skills, networking, or company research that can be leveraged immediately, but also in your full-time search. For those who have secured a full-time role—goals for your first 90 days and 1st year.
- Consider how you want to network inside and outside of the company, this may include professional groups or leadership opportunities and development of additional skills you might need to hone.
- Socialize. Invite peers to virtual and in person meet-ups—set up group chats, hangouts, or lunch groups. These prove so important by providing professional support in addition to laughs.
- Check out the book [The First 90 Days, by Michael D. Watkins](#) with “proven strategies for getting up to speed faster and smarter” and other suggested reading material (page 50) of this guide. Also, ask your future supervisor if there are materials that will be helpful on day one.

Completing your coursework, graduating with a master's degree, and accepting a full-time role is an amazing milestone. Celebrate the win! The Tippie Career Services Team is proud of your dedication to learning, professional growth, and personal development. We wish you the absolute best on the next chapter. Congratulations! On Iowa! Go Hawks!

PROFESSIONAL DOCUMENTS

Need help with writing, speaking, or visual design?
Frank Business Communication Center (C436 PBB)

Resumes: Basic Structure and Content

A resume can have various sections and headers to highlight your background skills and expertise. The Tippie Career Services team recommends no more than five sections in your **one-page** resume.

Sections within a one-page resume (5 maximum)

Education (required)
Experience (required)

OPTIONS/OPTIONAL:

Technical Skills
Relevant Experience
Consulting Experience
Project Experience
Internship Experience
Activities

Leadership
Volunteer/Service
Additional Information
Language Proficiencies
Certifications
Honors & Awards

Interests
Highlight/Summary of Qualifications*
Objective*
Coursework*
Work Experience (separate of Professional Experience)

***Sections explained in detail below**

YOUR NAME HERE

Telephone • E-mail • LinkedIn Profile

EDUCATION

THE UNIVERSITY OF IOWA

Master of Science Business Analytics

- Honors, GMAT, GPA, Certifications
- STEM-Designated (recommended language for international applicants/candidates)

Iowa City, IA
Month / Year

UNDERGRADUATE INSTITUTION

Degree, Major

- Honors, GPA

City, ST (or Country)
Month / Year

TECHNICAL SKILLS

Tools: R, Python, SAS, ETC

- Methodologies: skilled in artificial intelligence, regression, timeseries...
- Projects: opportunity highlight applied

EXPERIENCE

COMPANY NAME

Internship

- Achievements; 2-4 points. Be sure to avoid providing a list of JOB TASKS, but rather try to focus on results/outcomes
- You will be encouraged to utilize the STAR format both as it relates to refining the content on your resume, and when you begin to start preparing your stories for the interview process
- Situation/Task; define a specific project, task or issue. ACTION(S): What were YOUR contributions, accountabilities, and deliverables? RESULTS: What were the outcomes? Achievements of this effort

City, ST (or Country)
Month Year – Month Year

COMPANY NAME

Retail Associate

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort
- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort
- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

City, ST (or Country)
07/2005 – 09/2009

COMPANY NAME

Job Title

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

City, ST (or Country)
07/2005 – 09/2009

ACTIVITIES & LEADERSHIP

UI DANCE MARATHON

Fundraiser/Dancer

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

City, ST (or Country)
07/2005 – 09/2009

TIPPIE INTERNATIONAL BUDDIES PROGRAM

Mentor/Member

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

City, ST (or Country)
07/2005 – 09/2009

ADDITIONAL INFORMATION

- Certification
- Honors/Awards/Recognition
- Language Proficiencies

Use of an Objective Statement: Rarely used but could support an internship application when experience is lean

YOUR NAME HERE Telephone • E-mail • LinkedIn Profile	
<hr/>	
OBJECTIVE Efficient and reliable Masters candidate with proven leadership, analytical, and financial modeling skills; seeking to apply my abilities to the position of analyst for ABC Investment Firm to drive decision and strategy within Retail Products Teams	
EDUCATION	
THE UNIVERSITY OF IOWA <u>Master of Science, Finance/Business Analytics</u> • Honors, GMAT, GPA, Certifications • STEM-Designated (<i>recommended language for international applicants/candidates</i>)	Iowa City, IA Month/Year

Highlighting Coursework Be sure to highlight courses most relevant to your professional goals and no more than six courses. Class must be completed prior to being included on the resume. Can be especially effective if pivoting and technical skills are required.

YOUR NAME HERE Telephone • E-mail • LinkedIn Profile	
<hr/>	
HIGHLIGHT OF QUALIFICATION	
<ul style="list-style-type: none">• Opportunity to provide overview of your strengths/characteristics that make you uniquely qualified. Be specific!• Product management experience spanning different stages of product lifecycle including idea generation and market definition, opportunity assessment, competitive analysis and creating go-to-market strategies• International experience managing client relationships in the United States, Europe, and Asia	
EDUCATION	
THE UNIVERSITY OF IOWA <u>Master of Science, Finance/Business Analytics</u> • Honors, GMAT, GPA, Certifications • STEM-Designated (<i>recommended language for international applicants/candidates</i>)	Iowa City, IA Month/Year

Highlight/Summary of Qualifications: Can range from 2-4 bullet points, and Career Services advises highlighting 3 or 4 following areas: teaming, communication, leadership, and technical ability/experience. One line bullet points are encouraged, no more than 2-lines per bullet.

YOUR NAME HERE

Telephone • E-mail • LinkedIn Profile

EDUCATION

THE UNIVERSITY OF IOWA

Master of Finance

Iowa City, IA

Month / Year

- Honors, GMAT, GPA, Certifications
- STEM-Designated (*recommended language for international applicants/candidates*)

UNDERGRADUATE INSTITUTION

Degree, Major

City, ST (or Country)

Month / Year

- Honors, GPA

EXPERIENCE

THE UNIVERSITY OF IOWA, HENRY FUND

Student Portfolio Manager, Name Sector

City, ST (or Country)

07/2005 – 09/2009

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort
- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

COMPANY NAME

Internship

City, ST (or Country)

Month Year – Month Year

- Achievements; 2-4 points. Be sure to avoid providing a list of JOB TASKS, but try to focus on results/outcomes
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COMPANY NAME

Retail Associate

City, ST (or Country)

07/2005 – 09/2009

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COMPANY NAME

Job Title

City, ST (or Country)

07/2005 – 09/2009

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

ADDITIONAL INFORMATION

UI DANCE MARATHON

Fundraiser/Dancer

City, ST (or Country)

07/2005 – 09/2009

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

TIPPIE INTERNATIONAL BUDDIES PROGRAM

Mentor/Member

City, ST (or Country)

07/2005 – 09/2009

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

CERTIFICATION/DESIGNATIONS: Chartered Financial Analyst Exam (CFA) Level I (2018)

TECHNICAL SKILLS: R, Microsoft Office Suite, Tableau and/or software programs as appropriate listed here

YOUR NAME HERE

Telephone • E-mail • LinkedIn Profile

EDUCATION

THE UNIVERSITY OF IOWA

Master of Science, Business Analytics

- Honors, GMAT, GPA, Certifications
- STEM-Designated (*recommended language for international applicants/candidates*)

Iowa City, IA

Month / Year

UNDERGRADUATE INSTITUTION

Degree, Major

- Honors, GPA

City, ST (or Country)

Month / Year

TECHNICAL SKILLS

Tools: R, Python, SASS, etc.

- Methodologies: skilled in artificial intelligence, regression, timeseries...
- Projects: opportunity highlight applied

EXPERIENCE

COMPANY NAME

Internship

- Achievements; 2-4 points. Be sure to avoid providing a list of JOB TASKS, but try to focus on results/outcomes
- You will be encouraged to utilize the STAR format both as it relates to refining the content on your resume, and when you begin to start preparing your stories for the interview process
- Situation/Task; define a specific project, task, or issue. ACTION(S): What were YOUR contributions, accountabilities, and deliverables? RESULTS: What were the outcomes? Achievements of this effort

City, ST (or Country)

09/2009 - Present

COMPANY NAME

Retail Associate

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort
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City, ST (or Country)

07/2005 - 09/2009

COMPANY NAME

Job Title

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

City, ST (or Country)

07/2005 - 09/2009

ACTIVITIES & LEADERSHIP

UI DANCE MARATHON

Fundraiser/Dancer

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

City, ST (or Country)

07/2005 - 09/2009

TIPPIE INTERNATIONAL BUDDIES PROGRAM

Mentor/Member

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

City, ST (or Country)

07/2005 - 09/2009

ADDITIONAL INFORMATION

- Certification
- Honors/Awards/Recognition
- Language Proficiencies

YOUR NAME HERE

319-555-1224 • your-name@uiowa.edu

[linkedin.com/in/yourname/](https://www.linkedin.com/in/yourname/) • github.com/yourname

EDUCATION

UNIVERSITY OF IOWA
M.S., Business Analytics

Iowa City, IA
05/2021

- Honors, GPA, Certifications

UNIVERSITY OF IOWA
B.B.A. Finance

Iowa City, IA
05/2021

- Honors, GPA, Certifications

TECHNICAL SKILLS

R
Regression

Python
Forecasting

SQL
Data Visualization

Tableau
Time-Series

Excel
Market Research

PROJECTS

Gun Deaths in the United States, 2012-2014

- Utilized R to restructure and clean over 100,000 rows of data for a multivariate regression model
- Analyzed factors contributing to gun violence in the United States using regression with 6 variables

Major IPOs Since 2010

- Cleaned and restructured data regarding over 500 major IPOs in the United States since 2010 to construct an Entity Relationship model for use in an Oracle SQL database
- Utilized SQL to perform queries to extract data for analysis and report building

EXPERIENCE

COMPANY NAME

City, ST (or Country)

Internship

06/2019 – 08/2019

- Achievements; 2-4 points. Avoid providing a list of JOB TASKS, but rather try to focus on results/outcomes
- Utilize the STAR format both as it relates to refining the content on your resume
- SITUATION/TASK; define a specific project, task, or issue. ACTION(S): What were YOUR contributions, accountabilities, and deliverables? RESULTS: What were the outcomes? Achievements of this effort

COMPANY NAME

City, ST (or Country)

Retail Associate

07/2016 – 09/2017

- What were YOUR contributions and deliverables? RESULTS: Outcomes? Achievements of this effort

ACTIVITIES AND LEADERSHIP

UI DANCE MARATHON

City, ST (or Country)

Fundraiser/Dancer

07/2015 – Present

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements?

TIPPIE INTERNATIONAL BUDDIES PROGRAM

City, ST (or Country)

Mentor/Member

07/2015 – 01/2019

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements?
- Certifications/Honors/Awards/Recognition

FirstName Last Name

TEL: (###) 123-4347

emailaddress@gmail.com

PROFESSIONAL HIGHLIGHTS

- Results oriented professional with 10 years' experience in management, sales, and client services
- Client focused with strong capabilities in forming and implementing new and creative sales strategies
- Proven ability to lead employees and work across all levels of management to increase rate of return
- Delivered strong and sustainable results through success in team building and demonstrated leadership
- Tech savvy professional with ability to synthesize large data sets using tools such as Tableau and Excel

EXPERIENCE

Jones & Smith, Inc.

CITY, ST

Vice President Manager, Specialty Services

DATE

- Responsible for customer service, client management, and claims processing for two employee benefit programs—each servicing over 18,000 participants
- Established and maintained budgets and sales forecasting and led a staff of 33 in 2 departments
- Restructured three teams to ensure adequate separation of duties and effective utilization of resources
- Developed and built teams to shift web-based business approach to support national sales team
- Designed and developed project calendar to support 5-district sales and insurance carrier initiatives
- Implemented internal quality control processes, consulted with Quality Assurance to ensure practices were fully vetted and secure. Resulted in adequate segregation of duties and strengthened controls
- Additional duties, results, and expertise
- Additional duties, results, and expertise

EMPLOYER

CITY, ST

Job Title Here

DATE

- Served as a lead CFR development officer and identified, cultivated, solicited, and stewarded lead and major corporate and foundation gift donors, as well as served as the CFR budget officer
- Managed fundraising for the University of Iowa's (UI) top 25 corporate and foundation gift donors, as well as a portfolio of CFR prospects, creating mutually beneficial partnerships between corporations and foundations
- Expanded the number of qualified formal proposals submitted by 500 percent over the past four years through collaborative partnerships between the CFR staff and UINM Foundation development officers
- Marketed CFR fundraising services to increase collaborative interactions among CFR staff, UIF development officers, and UINM collegiate deans, department heads, and faculty to increase solicitations for UI funding

Job Title Here

DATE

- Developed and executed strategic fundraising plans to cultivate individual, corporate, and foundation gifts exceeding \$1.2 million dollars annual as part of global campaign
- Collaborated with University leaders to plan and implement the CFR component of 10 special purpose and University-wide fundraising campaigns and events over a 12-month period
- Collaborated with eight non-profit partners to write and refine gift and/or grant proposals for submission

XYZ Federal Bank,

CITY, ST

Vice President, Branch Manager

DATE

- Managed all aspects of sales and service for a \$38 million, ten employee branch. Specific areas of responsibility included sales management, client services, and branch operations and outreach
- Led 267 branches in production and increased deposit base by 46% from \$25.3 million to \$36.8 million
- Successfully coached staff to consistently achieve sales and service goals

****Experience may continue onto the second page, being mindful of appropriate page break***

Marketing Coordinator, New Account Representative

DATE

- Designed and produced nine marketing pieces, developed customized sale letters and three direct mail projects
- Coordinated annual art exhibit in partnership with four area colleges, as well as four bank sponsored events
- Implemented bank wide incentive program to promote online presence and accessibility

EDUCATION

The University of Iowa

IOWA CITY, IA

Master of Business Administration

DATE

Undergraduate Institution

CITY, ST

Bachelor of Science, Chemistry

DATE

Minor, Finance & Spanish

LEADERSHIP & ACTIVITIES

Association of Human Resource Professionals

DATE

Society for Human Resources Management, Vice President

DATE

International Business Student Association

DATE

Habitat for Humanity, Volunteer Coordinator

DATE

ADDITIONAL INFORMATION

Language Proficiency

Other important skills here, details that make you unique—certifications, licensure, etc.

Listing of technical skills

Honors and recognition or achievements

****Resumes that extend to a second page, should minimally use 1/3 of that second page***

Functional resume – Organized around professional skills rather than a chronological overview of previous positions. This format can be especially valuable for career pivots, job seekers with employment gaps, or people with highly specialized skills

First Name Last Name

PH: ###. ###.###

EMAIL ADDRESS HERE

LINKEDINCOM PROFILE

HIGHLIGHTS OF QUALIFICATIONS

- Over 20 years combined experience in office and store management, nonprofit and corporate environments focused on achieving and exceeding goals and expectations, and maintaining strong relationships
- Experience in P & L, daily accounting, budgeting, forecasting, and payroll functions with a successful history of meeting and beating established budgets and goals through strong fiscal responsibility
- Designated point of contact for local and national vendors, patent and corporate attorneys, financial institutions, employees, and management. Other areas to highlight—teaming, leadership technical

PROJECT MANAGEMENT

- Centralized and administered confidential corporate legal and investor documentation
- Developed and implemented administrative policies and procedures for office staff, co-workers, and senior management to ensure an efficient, effective, and productive office
- Oversaw and performed office management related to answering phones and handling customer concerns
- Handled shipping and receiving, vendor management and follow up through systematic communication
- Developed, executed, and communicated employment policies and procedures to ensure legal and ethical compliance, employee satisfaction and management compliance

LEADERSHIP/MANAGEMENT

- Recruited, interviewed, and assisted in the selection of professionals essential to company success by working with national recruiting companies and management to develop job descriptions and criteria
- Responsible for organization and maintenance of employee files to ensure legal compliance, confidentiality, and efficient processing of past, current and future employees
- Supervised group of five employees who performed alarming/dispatching, inventory control, budget analysis, process development and office administration duties for local cable system
- Performed annual review and selection of employee health, dental and disability insurance; completed and conducted employee reviews quarterly and annually for 5 – 15 employees

OPERATIONS & BUDGET

- Supervised team responsible for cable system building monitoring by responding to system alarms
- Established and managed lawn care/snow removal, cleaning/security contracts for office/system buildings
- Responsible for receiving, reviewing, logging in, tagging, and storage of merchandise and equipment
- Responsible for the repair or return and refund of damaged or incorrect merchandise and equipment by leading appropriate vendors and representatives through established procedures
- Aided in development and population of web-based database to track inventory in two locations

EMPLOYMENT

Employer Here, City, ST	<u>Job Title</u>	DATE
Employer Here, City, ST	<u>Job Title</u>	DATE
Employer Here, City, ST	<u>Job Title</u>	DATE

EDUCATION

<u>The University of Iowa, Iowa City, IA</u>	
Master of Business Administration	DATE
<u>Undergraduate Institution Here, City ST</u>	
Bachelor of Arts: Psychology	DATE

ADDITIONAL INFORMATION

List technical, language proficiencies, leadership, personal achievement, technical, or other specific skills here

Resume Action Verbs

PLANNING

Example: Developed & implemented a training program that resulted in a 45% increase in employee satisfaction

Administered	Developed	Formulated	Prepared
Revised	Anticipated	Devised	Identified
Prioritized	Strategized	Commissioned	Evaluated
Observed	Researched	Studied	Determined
Forecasted	Planned	Reserved	Tailored

ORGANIZING

Example: Coordinated weekly office schedules for eight employees

Acquired	Cataloged	Designated	Logged
Routed	Activated	Centralized	Designed
Mapped out	Scheduled	Adjusted	Charted
Dispatched	Neatened	Selected	Allocated
Classified	Established	Obtained	Secured
Altered	Collected	Facilitated	Ordered
Simplified	Appointed	Committed	Housed
Sought	Arranged	Confirmed	Retrieved
Implemented	Procured	Straightened	Assembled
Contracted	Incorporated	Programmed	Suggested
Assessed	Coordinated	Instituted	Recruited
Tracked	Assigned	Customized	Issued
Rectified	Tracked	Authorized	Delegated

EXECUTING

Example: Handled 20-35+ customer calls per shift regarding coverage changes, renewal rates and billing procedures

Acted	Displayed	Processed	Sold
Administered	Distributed	Installed	Produced
Stocked	Carried out	Entered	Labored
Proofed	Transacted	Collected	Exercised
Merchandised	Prospected	Forwarded	Operated
Proved	Conducted	Performed	Shipped

SUPERVISING

Example: Supervised the implementation of new computer filing system that reduced paper use by 35%

Adjusted	Correlated	Indexed	Overhauled
Screened	Analyzed	Developed	Judged
Oversaw	Apportioned	Discovered	Licensed
Inspected	Scrutinized	Assessed	Established
Maintained	Prohibited	Supervised	Certified
Examined	Measured	Refined	Supplied
Compared	Explored	Modified	Regulated
Tightened	Controlled	Graded	Monitored
Reviewed	Traced	Corrected	Officiated
Revised	Administered	Conducted	Governed

LEADING

Example: Trained 20+ new employees in customer service policies over a 2-year period

Accelerated	Elected	Guided	Mentored
Spearheaded	Assumed	Employed	Hired
Motivated	Caused	Empowered	Influenced
Originated	Strengthened	Chaired	Encouraged
Initiated	Pioneered	Supervised	Changed
Enlisted	Inspired	Promoted	Trained
Conducted	Envisioned	Involved	Raised
Transformed	Directed	Fostered	Recognized

GETTING RESULTS

Example: Increased student participation by 25% over a 6-month period

Accomplished	Constructed	Ensured	Minimized
Reduced (losses)	Achieved	Contributed	Excelled
Heightened	Modernized	Rejuvenated	Added
Delivered	Expanded	Executed	Improved
Obtained	Renovated	Advanced	Demonstrated
Expedited	Increased	Opened	Restored
Attained	Diminished	Extended	Innovated
Orchestrated	Targeted	Augmented	Earned
Finalized	Integrated	Overcame	Uncovered
Boosted	Eclipsed	Fulfilled	Introduced
Prevailed	Built	Eliminated	Gained
Invented	Produced	Combined	Enlarged
Generated	Joined	Qualified	Completed
Grew	Launched	Realized	Consolidated
Enlisted	Guaranteed	Lightened	Received

PROBLEM SOLVING

Example: Streamlined ordering using computer technology, decreasing wait time from 6-2 days

Alleviated	Conceptualized	Detected	Found
Repaired	Solved	Analyzed	Created
Diagnosed	Investigated	Revamped	Synthesized
Brainstormed	Debugged	Engineered	Recommended
Revitalized	Theorized	Collaborated	Decided
Foresaw	Remedied	Revived	Conceived
Deciphered	Formulated	Remodeled	Satisfied

QUANTITATIVE

Example: converted files from COBAL to JAVA to increase compatibility with current systems

Accounted for	Checked	Dispensed	Grossed
Projected	Tabulated	Appraised	Compiled
Dispersed	Increased	Purchased	Totaled
Approximated	Compounded	Earned	Inventoried
Quantified	Audited	Computed	Enumerated
Maximized	Balanced	Conserved	Estimated
Multiplied	Reconciled	Budgeted	Converted
Figured	Netted	Recorded	Calculated
Counted	Financed	Profited	Reduced

COMMUNICATING

Example: Presented to groups of 30+ transfer students on a weekly basis concerning university policies.

Acted	Composed	Elicited	Justified
Rendered	Summarized	Adapted	Consented
Explained	Lectured	Reported	Supplemented
Admitted	Concluded	Extracted	Marketed
Represented	Supported	Addressed	Convinced
Fabricated	Mediated	Revealed	Surveyed
Allowed	Consulted	Fashioned	Moderated
Sanctioned	Synthesized	Amended	Corresponded
Greeted	Negotiated	Settled	Systematized
Arbitrated	Critiqued	Highlighted	Perceived
Shaped	Tested	Argued	Dedicated
Illustrated	Persuaded	Smoothed	Taught
Ascertained	Defined	Improvised	Presented
Specified	Translated	Attested	Deliberated

Creating Detailed and Focused Bullet Points

When writing bullet points it is important to go beyond just your “duties” at a job. One way to do this is to think of the “5 W’s and an H” rule you learned in school.

WHO – Who did your job help? The company? Clients? Customers?

WHAT – What happened with the results of the job? If you did research, was that information published? If you had to do a report what was done with that information?

WHEN – When did this happen? Daily? Weekly, Monthly? Talking about how often you did something is a straightforward way to show productivity in your job.

WHERE – Where did your duties occur? Did you have to travel for a job? Were you responsible for interacting with people outside of your organization?

WHY & HOW – Why did you do this? How did your job duties help or add to the organizations ability to function?

Here is a sample of how to add content and valuable details to your resume. The “details” will set you apart from other candidates and highlight your skills and expertise appropriately.

BEFORE

American Marketing Association (AMA)

Fall 2009-present

Member

- Created personal brand
- Attended weekly meetings
- Volunteered at service activities and fundraising events

AFTER

American Marketing Association (AMA)

Fall 2009-present

Member

- Enhanced skills for future success and created own personal brand shared with 12 area employers
- Participated in bi-weekly meetings to expand knowledge of marketing concepts
- Attended and participated in four service activities and three fundraisers to apply learned theory

BEFORE

Sal’s T-shirt Depot, Any Town, IL

June 2009-present

Sales Associate

- Assisted with inventory
- Provided quality customer service
- Built displays for featured products

AFTER

Sal’s T-shirt Depot, Any Town, IL

June 2009-present

Sales Associate

- Assisted with daily and monthly inventory of over 1200 domestic and foreign products
- Provided quality customer service by handling customer questions, complaints, and problem solving
- Managed 200+ cash and credit transactions, balanced drawer, and ATM accurately as part of each shift

Another important thing to remember is to **QUANTIFY**. Adding numbers – whether it be money, number of times you did something, or how much of something you accomplished – shows productivity. **PRODUCTIVITY IS ALWAYS TRANSFERRABLE**

Bullet Point Examples

Tippie Buddies

- Bridged culture gaps between international and domestic undergraduate students through regular interactions in support of social, academic, and professional growth
- Selected through application process for a semester long fellowship to support global engagement through coordinated activities within the college of business

Teaching Assistant

- Assisted 100+ undergraduate students with completion of projects and assignments, led small group discussions to review material and enhance test prep
- Held weekly office hours to support homework and answer questions related to class lectures
- Collaborated with other TAs to complete weekly tasks and materials in preparation for class/lecture and support grading of assignments, projects, and exams

Courtesy Associate/Retail Associate

- Provide prompt, efficient, and accurate service in all customer interactions; handling inquiries related to service and products, pricing, and inventory
- Assist customers by identifying the appropriate products, securing products that are out of reach and loading or unloading heavy items
- Perform and manage special projects and requests, across departments, to maximize product displays, accurate pricing, and up-keep and safety of facilities to enhance customer experience

Henry Fund

- Selected through a competitive application process to manage \$11.5M endowed equity portfolio
- Analyzed equity valuation using discounted cash flows, economic profit, and relative valuation models
- Presented buy/sell recommendations to Advisory board and collaborated with team to determine final portfolio selections

Consulting & Projects

Students have the option of presenting their project experience under Education or Experience section of the resume. **It is critical and mandatory we comply with the signed Non-Disclosure Agreements in place for each project.** It is your responsibility to avoid disclosing any information that could be viewed as conflicting with both the spirit and letter of the Non-Disclosure Agreement you signed one as a member of the project team.

RESUME RECOMMENDATIONS – under EDUCATION:

Graduate Student Consultant, Iowa MBA Consulting, Client: TIAA-CREF

January – May 2020

- Define project scope, objectives, and goals. Keep this concise. One- or two-lines max.

RESUME RECOMMENDATIONS – under EXPERIENCE:

IOWA MBA Consulting Client: AEGON – USA Investment Management, LLC

DATES

Graduate Student Consultant

- Define project scope, objectives, and goals. Keep this concise.
- Mid-Final Stage: Specific actions, desired outcomes/results
- Mid-Final Stage: Can you demonstrate teaming or leadership skills gained? If so, add a third bullet.

Resume Checklist

As you attack the resume, layer by layer, here are general tips and advice to guide your work. Editing a resume can be tough. People tend to be quite attached to the things they have done or accomplished professionally, and enthusiastic about their outside interests. But the bottom line is this: You need to have everything working for you on your resume; every section of your resume needs to be thoughtfully constructed, formatted and every word carefully placed. Be brutally objective and use the following checklist.

- ✓ Tailor your resume. Think about your career goals and dream job and does your resume speak to that. It can be difficult to tailor a resume until a specific company or role has been identified, but you will want to as you conduct your search and apply for positions. Use the highlights/summary section for easy customizing
- ✓ Summary or Highlight of Qualification section, 2-3 bullet points that highlight your expertise and experience. Additionally, highlighting your uniqueness and other abilities related to technical skills, leadership, and group work/collaboration
- ✓ Objective Statement can be removed from your MBA/master-level resume
- ✓ Bolding and underling. Be mindful of what you bold and underline, it should be used to highlight key words, but too much diminishes the intent
- ✓ Italics should be used minimally—use for publications, titles, and research materials only
- ✓ Punctuation—specifically at the end of your bullet points, be sure that every bullet has a period, or every bullet does not have a period. Recommendation NO PUNCTUATION, bullets are not sentences
- ✓ Bullet alignment. To keep your document straight-forward avoid too many tabs and indents. Align bullets on the left side of the page and take full advantage of the page space and provide a “clean” overall appearance.
- ✓ Bullet points should be no longer than two lines; content of three lines should be shortened or broken into two separate bullet points (or they will go unread by employers)
- ✓ White space. The white space/page space is valuable real estate take advantage of it by lining content up on the left, using full lines and if you go onto a second line using all that line
- ✓ Margin recommendations: Top - .50 Bottom - .50 Side(s) - .75
- ✓ Having trouble get your resume to fit on one page? See a Career Coach! There is “flex” to this rule
- ✓ Font Size Pay attention to the font size and how often you change font size.
 - Seaford font-style is recommended
 - No smaller than 10; no larger than 12 (the exception, is your Name), best for section headers
 - Your name will be the largest, 16 recommended
- ✓ Use past-tense verb (“ed”) to begin each bullet point even in your current work, role, experiences
- ✓ Quantify your skills and responsibilities—how often, how many, what value, revenue, percentage
- ✓ Include dates—degrees, employment, awards to reinforce that each was earned and awarded
- ✓ Date alignment—all dates should line up on the right side of the page pulling the employers eye across the page
- ✓ Error free—spell check! Also, be sure that you are using the right word (i.e., choose/chose or your/you are). Microsoft Word has been known to not spell-check things that are all-caps. Check EVERYTHING (repeatedly)
- ✓ Accurate and truthful; your resume should be 100% accurate and truthful regarding your experience, duties, and dates

Your resume should make you feel confident in your skills and abilities, help you articulate your value proposition, and effectively apply for competitive positions.

Sample Cover Letter

When applying for jobs, you will need to write a cover letter at a certain point. Unlike resumes, cover letter content can vary from position to position and should be personalized to illustrate your unique abilities, experiences, and qualifications.

As a rule of thumb, if a job asks for a cover letter, it is in your best interest to write one. Whether it is required or preferred, it is a good document to indicate your writing skills, address your interest, and any other areas that you may see fit. The cover letter is your opportunity to further outline experiences listed in your resume or others that are relevant to the position you are applying for.

You might choose to create a solid “base” cover letter and then tailor it to the position you are applying for, so you do not have to start from scratch with every application. If you decide to go this route, be sure you are adapting names, companies, roles, skills, and experiences accordingly. It is critical to review the job description and to pinpoint the key skills, qualifications, and language that are stated to address in your cover letter.

Example:

FNam LName	
PH: ###. ###.###	
EMAIL ADDRESS HERE <u>PROFILE</u>	<u>LINKEDINCOM</u>

Date

Dear Hiring Manager (Name if possible),

I am seeking employment with [COMPANY Name] because reason one and a reason two—both reasons should be why it matters to them—the employer. Approximately two lines that show case details about the position, how you know about it or why you are applying. This should be unique and special to you. Even a little bit clever. I know that [XYZ COMPANY] has a great deal to offer, and I would like the opportunity to gain experience with your office as your [JOB TITLE/Full-time capacity/as in Intern].

A few key qualifications and strengths I offer include the following:

- Trait & Ability HERE: two lines which share a situation and result of your abilities of that trait.
- Trait & Ability HERE: two lines which share a situation and result of your abilities of that trait.
- SAMPLE Successful Project Experience: As an intern, I worked on projects aimed at providing supervisors with the necessary resources, such as production reports and data analysis, to effectively manage employees. I improved departmental productivity 34%.

A short paragraph that highlights your areas of interest and an additional sentence or two that highlights key abilities you have and how you have applied them in past experiences or projects. Finally, a statement about what you are in terms of an employee, leader, and team member. What can they expect from you? I am seeking employment with [COMPANY Name] because reason one and a reason two -both reasons should be why it matters to them—the employer. I would like the opportunity to gain experience with your office as your [JOB TITLE/Full-time capacity/as in Intern].

I would like the opportunity to talk to you about the position, my background, as well as goals and expectations we both have for candidate [POSITION]. I am committed to the success, and I appreciate your consideration. Thank you.

Sincerely, [Your Name]

Professional Email Communications

Business communications go beyond cover letters. Your goal is to create succinct and effective content where your communication skills are proven by example.

The networking 'ask' is an important communication tool throughout your career. Keep these points in mind when reaching out for a new connection:

- 1) Ask for advice or insight, not 'help.' Do not assume that a cold contact, or even one where you have a mutual contact in common, will want to drop what they are doing to help, especially if the 'ask' is for a job or referral. Relationship building is critical. Think in terms of seeking advice and building trust.
- 2) Use the first part of the email to share **who** you are and **why** they might want to connect. Do your homework on the receiver. Include something specific about the receiver and avoid generic messages.
- 3) If you have questions that can alert your reader to what you are interested in learning, you may find that potential contacts are more open to meeting. How might their career path influence your career choice? Perhaps you want to pivot to a different industry. What market trends will be important in the next two years? Could they share any advice on courses or experiences you should seek out while you are finishing your degree?
- 4) Close with an 'ask' that is respectful of their time. Some will acknowledge they are busy, or it may be a challenging time to schedule due to deadlines or travel. Stay flexible and appreciative. Use virtual meetings to your advantage. Twenty to thirty minutes is a common ask.

It is **critical** to adapt any version of a communication template to your own POV while keeping it professional. Please note that if you have a mutual connection or were referred by someone else, with their permission, include that name in your email request to meet. It turns a cold lead into a warmer one. Using a compelling subject line is advised.

EXAMPLE:

Dear (name) *(Use titles if appropriate)*

My name is *Pat Smith*, and I am currently a graduate student in the *(fill in degree program)* at the Tippie College of Business. *(You may choose to use University of Iowa)* My current experience in in (xx) and I am reaching out to gain additional insight on (xx). A classmate of mine in Managerial Finance, Kelly Jones, shared your name with me.

Your Linked In profile mentioned that you have recently *(note something in their content that connects with what you would like to learn. Be specific. For example, if they were referenced in an article in a local business journal, note something from the article and not just that they were in it.)* Would you be available to meeting (zoom or in person) for a brief meeting to discuss (xx)? I am open to a time that works best in your busy schedule.

Thank you for your consideration.

Final note: After you list your name, include email, phone and your Linked In profile. Do not attach a resume at this initial stage.

Thank You Note

Whether you were speaking with an alum, professional contact or an interviewer, a follow up thank you note is imperative to closing out the communication. A thank you can be a well-crafted email or a handwritten note.

Three main points to a post-interview/meeting thank you note:

- Thank the person for meeting with you
- Mention something you liked or found interesting about the interview
- Repeat your interest in the job & mention next steps

EXAMPLE:

Good afternoon [interviewer name],

Thank you for taking the time to speak with me yesterday about the [insert position] with [insert the company].

It was a pleasure meeting with you, and I genuinely enjoyed learning more about the role and the company. [Add something specific about your conversation – i.e. I found it very intriguing that the business analysts have a weekly meeting to discuss strategy.] After our conversation, I am confident that my skills and experiences are a great match for this opportunity.

I am very enthusiastic about the possibility of joining your team and would appreciate a follow-up as you move forward with the hiring process. If you need any further information, please do not hesitate to contact me by email or phone. Thanks again, and I hope to hear from you soon.

Regards, [Your Name]



Campus Resources & Services

The Judith R. Frank Business Communication Center

<https://tippie.mywconline.com/>

Academic Support and Retention

<https://uc.uiowa.edu/retention>

International Students and Scholar Services

<https://international.uiowa.edu/iss>

Women's Resource & Action Center*

<https://wrac.uiowa.edu/>

Student Disability Services

<https://sds.studentlife.uiowa.edu/>

Office of Equal Opportunity and Diversity

<https://diversity.uiowa.edu/eod>

University Counseling Service*

<https://counseling.uiowa.edu/>

Sexual Misconduct Response Coordinator

<https://osmrc.uiowa.edu/>

Student Care & Assistance

<https://dos.uiowa.edu/assistance/>

Student Health*

<https://studenthealth.uiowa.edu/>

*Confidential resources

