A Note from Your 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 working with you! We would like to take the opportunity to share with you some of the support you can take advantage of as part of your professional development.

The Career Services team members focus on the fundamentals that support career success. 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 pitch and networking skills, to conducting the search, and navigating the offer.

Additionally, you can leverage these resources:

- Ability to schedule 1:1 coaching meetings. 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 showcases 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 to Tippie,

The Career Services Team
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 as 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 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 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 business school will require that you are “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’ll 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.
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 in some way. 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 results-driven 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.

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’s 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.

Much like we search 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 lot 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. Don’t 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 work 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 a few 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

Vision Statement =
- 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 Accessible Risk-taking Forward-thinking
Enterprising Adaptable Visionary Entrepreneurial

CORE STRENGTHS
In what functions and responsibilities do you excel?
When you’re considered the “go-to person” – which qualities are generally 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
Exercise to Clarify Your 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
What we stand for and why we exist

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

TEST CRITERIA:
1. Fewer than 4 or 5.
2. Examples of you living the values & suffering costs for doing so?
3. If penalized for holding this value, would you keep it?
4. Will they stand the test of time?

PURPOSE
Your enduring reason for being. Primary purpose is to guide and inspire. Ex: “To make people happy” - Disney

TEST CRITERIA
1. Not “what” but “why.” Ask “why do I do this?” [3-4 times]
2. Does it guide, inspire, and excite you?
3. It’s not something that you will ever fully achieve.
4. Will it stand the test of time?

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

TEST CRITERIA:
1. Do these things resonate deeply in your heart?
2. If you could do anything, would you do these things?

Envisioned Future
What We Aspire to Create, Achieve, Become

STRETCH GOALS (SG)
Clearly articulated, bold missions; require 10-30 years to achieve. Not a sure bet. 50-70% probability of success. May require extraordinary effort beyond your current capabilities.

TEST CRITERIA:
1. Is each SG tangible, clear, and compelling to you?
2. Is each SG energizing and inspiring to you?
3. Are there specific metrics so you can track achievement?

VISION STATEMENT
Engaging description of what the world looks like once SG is achieved. Evocative, concrete, tangible, passion, emotion, conviction. Translate words into a rich, personally inspiring mental picture.

TEST CRITERIA:
1. Is it energizing, stimulating, and inspiring to you?
2. Does it paint a rich picture of what the world will look like once you have achieved your primary goals?

VALUES:
1.
2.
3.
4.
5.

PASSIONS:
1.
2.
3.

VISION STATEMENT:

STRETCH GOALS:
1.
2.
3.

PURPOSE:

SAMPLE VISION STATEMENT
“Our vision is to be the most customer centric company; to build a place where people can come to find and discover anything they might want to buy online.” – Amazon
Communicating Your Brand

Once you’ve 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 the content on your Facebook profile or an email or phone communication to a Tippie alumnus.

Unfortunately, for every positive step you take to promote your personal brand and increase your relevancy to the market, one negative action will set you back five paces. So, as you look ahead to promoting and protecting your brand image, be sure to consider the following:

**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’re 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**
Many employers 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 don’t 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 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 alumnus will perceive your brand.

**TIP:** Turn the tables. You are now the alumnus 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.

**Elevator Pitch**
An elevator pitch is a brief summary of your background and experience. It allows you to introduce yourself quickly, make a memorable impression, and demonstrate your value, especially if you’re 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 in Social Media - Facebook, 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.
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 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. These include places like EY, State Farm, Wellmark, and BMO. There are a number 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 greatly from graduate-level talent. It is not uncommon 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 some 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 exercise 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.

Some students 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 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 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 many 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 a high 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 | Delphi Automotive |
| Amazon | Diageo | Discover |
| Aramark | Dow Chemical | Duke Energy |
| Archer Daniels Midland | Asbury Automotive Group | AstraZeneca |
| Belden | AT&T | DuPont |
| Blinds to Go | BMW | Eaton |
| Bosch | BASF | Ecolab |
| Bristol-Myers Squibb | Baxter | Eli Lilly |
| Burke, Inc. | BB&T Corp. | Emerson Electric |
| Campbell Soup Co. | Belden | Fidelity |
| Cargill | Bertelsmann | Ford |
| Chevron | Blinds to Go | Gavilon Group |
| Cigna | BMW | Genentech |
| Citigroup | Bosch | General Electric |
| Coca-Cola | Bristol-Myers Squibb | General Mills |
| Colgate-Palmolive | Burke, Inc. | GlaxoSmithKline |
| Cooper | Campbell Soup Co. | Goodrich |
| Delphi Automotive | Cargill | Hess Corp. |
| Diageo | Chevron | Hewlett-Packard |
| Discover | Cigna | Hill’s Pet Nutrition |
| Dow Chemical | Citigroup | Humana |
| Duke Energy | Coca-Cola | IBM |
| DuPont | Colgate-Palmolive | Intel |
| Eaton | Cooper | Johnson & Johnson |
| Ecolab | Amazon | Johnson Controls |
| Eli Lilly | Aramark | JP Morgan Chase |
| Emerson Electric | Archer Daniels Midland | Kaplan |
| Fidelity | Asbury Automotive Group | Liberty Mutual |
| Ford | AstraZeneca | Lockheed Martin |
| Gavilon Group | AT&T | L’Oreal |
| Genentech | Bank of America | M&T Bank Corp. |
| General Electric | BASF | Marriott International |
| General Mills | Baxter | Mars |
| GlaxoSmithKline | BB&T Corp. | McGraw-Hill |
| Goodrich | Belden | Medtronic |
| Hess Corp. | Blinds to Go | Merck |
| Hewlett-Packard | BMW | MetLife |
| Hill’s Pet Nutrition | Bosch | Nationwide Insurance |
| Humana | Bristol-Myers Squibb | Navistar |
| IBM | Burke, Inc. | Nestle Purina |
| Intel | Campbell Soup Co. | New York Life Insurance |
| Johnson & Johnson | Cargill | Newell Rubbermaid |
| Johnson Controls | Chevron | Nike |
| JP Morgan Chase | Citigroup | Nissan |
| Kaplan | Coca-Cola | Norfolk Southern |
| Liberty Mutual | Colgate-Palmolive | NovoNordisk |
| Lockheed Martin | Cooper | Otis Elevator |
| L’Oreal | Delphi Automotive | Owens Corning |
| M&T Bank Corp. | AstraZeneca | Paccar |
| Marriott International | AT&T | Pacific Gas & Electric |
| Mars | Bank of America | Philip Morris |
| McGraw-Hill | BASF | PNC Financial |
| Medtronic | Baxter | Pratt & Whitney |
| Merck | BB&T Corp. | Procter & Gamble |
| MetLife | Belden | Prudential Financial |
| Nationwide Insurance | Blinds to Go | Putnam Investments |
| Navistar | BMW | Raytheon |
| Nestle Purina | Bosch | Reckitt Benckiser |
| New York Life Insurance | Bristol-Myers Squibb | Reebok |
| Newell Rubbermaid | Burke, Inc. | Roche Group |
| Nike | Campbell Soup Co. | SC Johnson |
| Nissan | Cargill | Sears |
| Norfolk Southern | Chevron | SEI |
| NovoNordisk | Citigroup | Shell |
| Otis Elevator | Coca-Cola | Sherwin-Williams |
| Owens Corning | Colgate-Palmolive | Standard Chartered Bank |
| Paccar | Cooper | Stanley Black & Decker |
| Pacific Gas & Electric | Delphi Automotive | Starwood Hotels & Resorts |
| Philip Morris | AstraZeneca | Syngenta |
| PNC Financial | Amazon | T. Rowe Price |
| Pratt & Whitney | Aramark | Target |
| Procter & Gamble | Amazon | Tenet |
| Prudential Financial | Abbott Labs | Texas Instruments |
| Putnam Investments | Apple | Thermo Fisher Scientific |
| Raytheon | Bank of America | Thomson Reuters |
| Reckitt Benckiser | BASF | Tishman Speyer |
| Reebok | Baxter | Properties |
| Roche Group | BB&T Corp. | Toys “R” Us |
| SC Johnson | Belden | Tyco |
| Sears | Blinds to Go | United Technologies |
| SEI | BMW | UnitedHealth Group |
| Shell | Bosch | Vanguard |
| Sherwin-Williams | Bristol-Myers Squibb | Volvo |
| Standard Chartered Bank | Burke, Inc. | Wal-Mart |
| Stanley Black & Decker | Campbell Soup Co. | Western Southern Fin. |
| Starwood Hotels & Resorts | Cargill | Whirlpool |
| Syngenta | Chevron | Zimmermann Biomet |
| T. Rowe Price | Citigroup |
Career Paths—Master of Finance Roles

Investments

Depending on the investment organization, a firm can be involved in any one or several activities in an organization. Larger organizations are often involved in several of 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 very strong analytical skills for analysts, cultural fit is 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. This is not flashy trading, but really understanding the nuts and bolts of the business and how to structure it financially.

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 times prefer undergraduate students because of the tremendously long hours required of new associates, but a willingness to work very long hours and the ability to get a lot of analytical work done 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 your skills include strong communication abilities, the client-facing consultant might be appealing; your role is to work with the client to put 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. Also, as you reach out to clients around the world, travel becomes a larger part of the job. 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 work with a client to establish 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.
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. This means the stereotype of the “numbers geek” is not enough in this changing world. 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. Again, being able to work and communicate throughout an organization is as important as your ability to analyze the data.

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 a must, 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. Many of 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 of Financial Analysis role, so pay attention to the job descriptions.
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 a high level of technical proficiency, as they must often engage in forecasting and inventory optimization. Yet it is just as important to demonstrate strong interpersonal 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 almost all 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.
Career Paths—Marketing Roles

Business-to-Consumer (B2C)

Business-to-Consumer Industries include:

- **Consumer Packaged Goods**, such as toothpaste and cereal, include major employers like Unilever, Land O'Lakes, Nestle Purina, Pepsi-Co and Hershey.
- **Durable Goods**, such as cars and household appliances, 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 a large number of goods to a large number of individual consumers. The sales cycle is typically shorter, and brand is king. Typically a large 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 high 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. Their primary focus is on new product development and therefore they spend a lot of time and effort bridging the engineering-oriented teams and the business-oriented teams to translate customer needs into engineering specifications and vice-versa. The best product managers have the ability to 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. Merchandising Managers are responsible for the success (P&L) of a given category of product within the retail space (for example, all storage products at Lowe’s). They are responsible for developing and executing the right product, marketing, and vendor strategies to achieve the categories’ growth objectives. They will work with internal retail teams, internal and external marketing agencies, and vendor product/brand managers to achieve objectives. Additionally, the rise of ecommerce has created demand for merchandise management in the online retail space.

**Category Management**
The Category Manager is responsible for managing multiple product categories (such as toothpaste) 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’s a tricky 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 analysis and qualitative psychologically based research. The Consumer Insights Manager may conduct the primary research and analysis or manage an outside agency. They work to both advice 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 a large number of data points to identify relationships between marketing variables, consumer insights, and product attributes. They influence and support the brand, product, and merchandising strategies.

**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 web marketing, digital marketing, social marketing, relationship marketing, and causal marketing. These functions recommend 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.
**Business-to-Business (B2B)**

B-to-B Industries include:
- **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 largely 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](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

**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

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

- Statement of Purpose
- Letters of Recommendation (3)
- Transcripts from ALL previous institutions (2-yr/4-yr institutions)
- Sample Work/Material
- GRE/GMAT Scores
Let’s start with what we already know:

Career Services is here to provide you with the knowledge and resources needed in order 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 alumnus 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’ve 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’ve observed put forth significant effort in pursuit of a goal. What qualities led to their success?

What got you to business school won’t 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’ve defined your brand via identification of your passions, values, interests and strengths, you’ve 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 some 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 many others, promoting your brand through the application process will be critical to your success.

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

<table>
<thead>
<tr>
<th>Career Status</th>
<th>Candidate Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHANGER [Transitioning from one function to another]</td>
<td>INTERNATIONAL [Sponsorship Required]</td>
</tr>
<tr>
<td>STRAIGHT-THROUGH [No pre-master’s work experience—excluding internships]</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Search Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>STRUCTURED HIRING [Seeking structured opportunities at companies]</td>
</tr>
<tr>
<td>JUST-IN-TIME HIRING [Focused on functions/industries that don’t generally have structured hiring programs]</td>
</tr>
<tr>
<td>OPEN [No Geographic Limitations]</td>
</tr>
<tr>
<td>TARGETED [Geographic Restrictions]</td>
</tr>
</tbody>
</table>
Structured Vs. Just-In-Time Hiring

Some companies 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 time frame 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 likely pursue just-in-time roles and leverage their network to find a great job at their current company or another employer.

The insight below comes from a Tippie alumnus 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 don’t 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 don’t 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 actual facts that I learned. Don’t 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 aren’t even being asked.
The Hiring Process for International Graduate 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 to Iowa, campus and community. The hiring process for international students 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's 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 are able to 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 in order to continue to work in the United States. The most common type of work visa in these situations is an H-1B visa.

**H1-B visa program in a nutshell**

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/isss](https://international.uiowa.edu/isss).

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**Resources for Students**

- University of Iowa, Office of International Student and Scholar Services
  - [https://international.uiowa.edu/isss](https://international.uiowa.edu/isss)
- International Students A to Z Resources
  - [https://international.uiowa.edu/a-z](https://international.uiowa.edu/a-z)
- Employment Visa Information
  - [https://international.uiowa.edu/isss/departments/employment](https://international.uiowa.edu/isss/departments/employment)
- Maintaining International Student Status
  - [https://international.uiowa.edu/isss/current/status](https://international.uiowa.edu/isss/current/status)
- U.S. Citizenship and Immigration Services H-1B Employer Data Hub
  - [https://www.uscis.gov/h-1b-data-hub](https://www.uscis.gov/h-1b-data-hub)
- Interstride
  - [https://student.interstride.com](https://student.interstride.com)
- Beyond B-School
  - [https://internationalstudentseminar.com/](https://internationalstudentseminar.com/)
- My Visa Jobs
  - [https://uiowa.joinhandshake.com/articles/13226/edit](https://uiowa.joinhandshake.com/articles/13226/edit)
- STEM OPT Information
  - [https://international.uiowa.edu/isss/current/employment/opt](https://international.uiowa.edu/isss/current/employment/opt)
- EVerify Participating Employers
Tracking Your Progress

Ideal scenario: You submit a resume for an opportunity of interest and within a few days you receive a follow-up message specifying whether you’ve 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 make the assumption that you haven’t been selected. Three months go by and—out of the blue—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

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

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 Tippie 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 come up with an answer. It's 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 Tippie!
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’re interested and—most importantly—why you’re a fit. The below worksheet will provide a framework for your company research action plan.

<table>
<thead>
<tr>
<th>COMPANY/INDUSTRY</th>
<th>KEY PLAYERS (Top management &amp; Tippie alums if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td>ABOUT THE ORGANIZATION</td>
<td>BRANDS/PRODUCTS/SERVICES</td>
</tr>
<tr>
<td>TRENDS AFFECTING THE FIRM</td>
<td>RECENT NEWS</td>
</tr>
<tr>
<td>WHY ARE YOU INTERESTED?</td>
<td>WHY ARE YOU A FIT?</td>
</tr>
</tbody>
</table>

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).
<table>
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**HOW WILL YOU ARTICULATE THESE UNIQUE SKILLS/STRENGTHS TO THE COMPANY TO DEMONSTRATE YOU ARE THE BEST CANDIDATE?**
Relationship Management

Importance of Networking

The word “networking” elicits many responses, many of which are negative, 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 nearly 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 few 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. This is a tremendous opportunity and a great place to start. 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 some 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 for the most part 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 here though because the response to that question is NOT “get me a job.” Your goal should be to learn about and meet as many 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 network that they feel may be able to provide additional value and insight in your quest to

Maintaining Connections

As mentioned above, this process takes time, so don’t expect immediate results, and in general, don’t 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 don’t currently have that mindset, you need to develop it.

Stay in touch with the individuals in your network on a regular basis. It doesn’t 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 short note. Set up a couple of years on a job, couple back to let them know you did and what, if anything, came of it.

ALUMNI INSIGHT

Brady E. ('14)
Go-To-Global Director

From graduation to my career it was a very smooth transition. Tippie definitely prepared me for my job. The degree is as much about learning a new way of thinking, than 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’ll tell you, “better luck next time”. Once you graduate from a master’s program, they’re paying you to get these projects right the first time. Make sure you’re able to apply those skills that you learned. Also knowing how to work with a diverse population is very important, so getting to know your classmates early on is very 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’re playing there.

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

One approach that can be useful in both making the initial connection and the subsequent follow-up is to take the time to look at it from the other person’s view. Before you reach out, take the time to ask yourself, “If I received this communication, how would I respond?” Demonstrating empathy through this process will enable you to consider this question and adjust accordingly. Networking is very much about the golden rule: treat others as you would like to be treated. Networking takes time, it takes work, and it takes persistence and patience. If you embrace it with a positive attitude and an open mind you will find it to be a rewarding process.
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’s likely that you’ll have advanced notice regarding at least a few of 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

The Career Services team uses multiple channels to help Tippie students discover job opportunities and build their network. The primary methods that you should familiarize yourself with include:

**Job Postings**

There are many organizations that don’t 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 Career Services team so we can share the opportunity with our students.

**Corporate Engagement Events**

Some companies will visit campus to present to students and share opportunities at their company. Other times, the 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**

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

**Professional Associations**

Another great 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, some professional associations have job boards on their website where you can find job opportunities in your field.

**Communications from Tippie**

The 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**

Don’t 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.

**Networking/Relationship Management**

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

“Think a better you, not a brand new you. Much as you would on any intelligent new physical exercise or diet program, you don’t 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 Dreams”
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. These 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 several 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, just to name a few.

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 greatly 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, what you bring to the table, 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 as many 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 as many networking sessions 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 arguably be the most important 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.

Appreciate the Process
This is a great opportunity for you regardless of your comfort level in these types of environments, and with the right preparation and follow through, it can pay huge dividends, both short- and long-term.

ALUMNI INSIGHT
Tara F. (’11)
Director, Customer Lifecycle & Loyalty Analytics
Interview preparation is critical to your success.
Practice was key for me. The STAR format got me ready for all behavioral interviews, and all of my interviews were behavioral with the exception of one case interview. I wrote out about a dozen stories in STAR format and practiced them—there I did mock interviews with career services and alumni. I can’t stress the importance of practice enough, and I think mock interviews are the best format for that. I also think it’s important to have some confidence that just being yourself goes a long way: there isn’t some secret society of people who are much better at interviews than you are. Now that I’ve been on the other side of the table, I wish that I had entered my interviews with ease and confidence knowing that it’s a two-way street.
Your Pitch (aka the elevator pitch)

You’ve 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

Find out who they are and how you are relevant. 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’re given the opportunity to share.

Emphasize Personal Brand

You know your strengths, and odds are there are many. 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.

Don’t miss any opportunity to test drive your elevator pitch. Be prepared to stumble the first few times and go easy on yourself! The more you practice, the better you’ll get at articulating who you are and what you have to offer.

Dissecting the Pitch [Kaplan Mobray Approach]

<table>
<thead>
<tr>
<th>Awareness</th>
<th>Notice who is in the room, elevator, or confined space and establish eye contact right away.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attention-Getting</td>
<td>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.</td>
</tr>
<tr>
<td>Confidence-Capability</td>
<td>Share a quick tidbit or data point that highlights something you have done successfully.</td>
</tr>
<tr>
<td>Desire-Stimulating</td>
<td>Indicate how this success is helping (or helped) your company or creating impact.</td>
</tr>
<tr>
<td>Urgency-Stressing</td>
<td>Ask for the opportunity to share more at a later time.</td>
</tr>
<tr>
<td>Response-Seeking</td>
<td>Bring the conversation to a close and set up a next time to build on this short interaction.</td>
</tr>
</tbody>
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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.”
Pitch Worksheet:

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

First, identify 3 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 standout. 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 showcase your specific skills and expertise.

Next, list 2 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 predetermine the primary skills needed to successfully perform in a role, and then probe with 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. Generally, 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 some 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 showcase 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 (due to space limitations, etc.). Storytelling is an art and, as such, it requires that you share details in a clear and focused manner. Avoid painting your experience in broad strokes—generalizations give the employer a shallow perspective on who you are, how you possess a needed skill, and why you’re 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 important details from that specific experience. Remember: examples from your professional experience should be first 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 particular 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. Remember: interview stories should take no more than two minutes to complete, and the majority of this time should be spent on describing your actions.

**Results**

Share the results of your actions and, whenever possible, quantify them. Numbers support your achievements and demonstrate your level of responsibility. Without taking the employer through the outcomes associated with your actions, it leaves them questioning the type of results you delivered. Remember: 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? In these cases, 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.
Going Face-to-Face

A successful interview starts before you step foot in the office. Here are some 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 undergrads: 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 you were faced with. Then explain the action you took and what the result was. Practice telling these stories, so you'll be ready to use them in an interview.

Create Your Pitch
Your pitch is a short summary to share with your interviewer about why you're excited for the interview by:
- Thanking them for the interview.
- Telling them why you're 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 in the course of 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've 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 lot 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’ve 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 passionate 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.
Walk me through your resume.
If I were to speak with your former supervisor, what would they say are your greatest strengths, and what are a few areas of needed improvement? What would your classmates tell me about you?
What is the biggest risk you've ever taken?
What is unique about you? What can you bring to our company that other candidates can't?
Tell me something about you that I wouldn't 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 some examples?

Creativity
How often do you discuss and work with colleagues to think up new systems and styles of working?
Tell me about one case when you tried to solve a problem with a totally different approach than is normally used. What was the result? Tell me about a situation when you tried to solve a problem with ideas and methods that had not been tried before.
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?
Bowling has been banned and all bowling alleys have been shut down. Tell me five interesting new uses for bowling balls.

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 handle it?
Describe a time when you had to convince a person or group to re-evaluate their decision. Describe your presentation skills and experience.
Please describe any experience you have with negotiation or financial transactions or with negotiation in general.
Rate your communication skills on a scale of 1 to 10 with 10 representing excellent communication skills. Give me three examples from your past work experiences that demonstrate the selected number is accurate.
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.
What processes do you use to clarify your written work and verify its accuracy?

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 different backgrounds?
Tell me about a time you advocated for diversity and inclusion in the workplace.
Tell me about a time you adapted your style in order to work effectively with those who were different from you.
The Interview Process—Technical

Getting Technical: Functionally Specific Interviews
At this point, you’ve 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 a high 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’s the difference between IRR, NPV, and Payback?
• What’s the difference between I-banking and Private Equity?
• More questions can be found on the Finance Academy ICONsite.

ANALYTICS, OPERATIONS AND STRATEGY

Strategy

• How would you describe the term ‘strategic thinking’?
• Outline in broad terms how you would create a strategy for say, a public campaign. As part of this strategic campaign, why should you carry out 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 that you should focus on?
• 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 have to process 50 units and have two options. In the first, you can start 2 lines with 1% defect rate and a capacity of 7 units an hour. In the second option, you can start 3 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 handle 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 very 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 SS and how you have addressed each one.
• What tools/software do you feel comfortable working with on a daily basis? 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 some 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 Problem-Solving 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 many companies have started to adopt this style of questioning in an effort 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 skills

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
Many consulting firm websites give sample cases as well as practical advice on surviving their interview process. Included in this section are a few 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 4 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 very 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’ in an attempt 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?
RESOURCES FOR CASE INTERVIEWING

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 showcase 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/](https://www.hackerrank.com/)
- Coderbyte: [https://www.coderbyte.com/](https://www.coderbyte.com/)
- Leetcode: [https://leetcode.com/](https://leetcode.com/)
Virtual Interviewing: Preparation

1. **Software.** 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’ve picked fit appropriately, are clean, and in good condition. This also includes hair, makeup, and jewelry for some.

16. **The interview is about you, but it is about “them” too.** Be sure you’re 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.

---

Paul Bailo CEO, MBA

“50% of getting any job is getting the chance to sit across the desk from a hiring manager”

This means that being prepared for a virtual interview is important!
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 hasn’t logged off.
   a. You’re qualified, that’s why you got the interview. Now, it’s 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’s 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 some 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 good experience for them too. Ask them if your volume is okay, and if you cannot hear them—tell them.

20. **Eye direction.** Don’t look at yourself on your monitor, look at them/the camera.

21. **Pay attention to time.** Time is on your side—either it’s 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 2 questions, but no more than 4.

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 some 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 the 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, don’t risk the error and avoid using names.
   d. Don’t 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’s 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’re nearing the end of the interview. Although it’s natural at this point to breathe a sigh of relief, don’t 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:

3-5 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’ve gleaned from their website. Review your company info worksheet and identify a few questions that address current issues facing the business.

- Don’t over think it. If you’re considering working for this organization, what is it that you’d 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’re interviewing, but they would be well positioned to answer questions about corporate culture and other “big picture” company issues. If you’re meeting with the hiring manager, this is your opportunity to dive deeper into the specifics of the role, the team, how they measure success, etc.

- 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’ve 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 don’t 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.

- Don’t underestimate the power of a smile. Thank them for their time, be genuine, and end with a confident handshake. Seemingly a small and obvious detail, but you’d be surprised how many people will miss this step. Don’t be one of those people.

Pick a Talking Point & Make Yourself Relevant

- If pressed for time, ANY thank you is better than none at all. 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 a personal 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. 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 lot 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 different types of offers, here are some of the 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 time frame.

**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 very 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’s 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 huge 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 almost all 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 above all else. Consider the compounding of earnings of the two (sample) base salaries, given a 5% increase each year, over 3 years in the below:

<table>
<thead>
<tr>
<th></th>
<th>Base $47,000</th>
<th>Base $52,000</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Year 1</strong></td>
<td>+ $2,350.00</td>
<td>+ $2,600.00</td>
</tr>
<tr>
<td></td>
<td>$49,350.00</td>
<td>$54,600.00</td>
</tr>
<tr>
<td><strong>Year 2</strong></td>
<td>+ $2,482.50</td>
<td>+ $2,730.00</td>
</tr>
<tr>
<td></td>
<td>$51,832.50</td>
<td>$57,330.00</td>
</tr>
<tr>
<td><strong>Year 3</strong></td>
<td>+ $2,606.00</td>
<td>+ $2,866.00</td>
</tr>
<tr>
<td></td>
<td>$54,438.50</td>
<td>$60,196.00</td>
</tr>
</tbody>
</table>

**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:

<table>
<thead>
<tr>
<th>One-time signing</th>
<th>Additional vacation time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relocation bonus</td>
<td>Flexible work schedule</td>
</tr>
<tr>
<td>Guaranteed first-year bonus</td>
<td>The ability to work from home</td>
</tr>
<tr>
<td>Bonus percentage(s)</td>
<td>Tuition reimbursement</td>
</tr>
<tr>
<td>Bonus structure/timeline</td>
<td>Professional dues</td>
</tr>
<tr>
<td>Stock options—ownership</td>
<td>Dates—acceptance or start</td>
</tr>
</tbody>
</table>
Employee Benefits

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

<table>
<thead>
<tr>
<th>Benefits Offered</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health insurance</td>
<td>401K/Retirement accounts and company match</td>
</tr>
<tr>
<td>Disability/Life insurance</td>
<td>Tuition reimbursement and professional dues</td>
</tr>
<tr>
<td>Transportation reimbursement or</td>
<td>Vision coverage</td>
</tr>
<tr>
<td>discounts</td>
<td></td>
</tr>
<tr>
<td>Stock options/ownership</td>
<td>Dental coverage</td>
</tr>
<tr>
<td>Pre-taxed flexible spending accounts</td>
<td>Flexible work arrangements or remote options</td>
</tr>
<tr>
<td>(daycare or medical costs)</td>
<td></td>
</tr>
</tbody>
</table>

Company “Perks”

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

<table>
<thead>
<tr>
<th>Benefits Offered</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dry cleaning service or discounts</td>
<td>Wellness stipend/coaches/time</td>
</tr>
<tr>
<td>One-site mail service</td>
<td>Volunteer hour-time-off</td>
</tr>
<tr>
<td>On-site gym or membership reimbursement</td>
<td>On-site childcare</td>
</tr>
<tr>
<td>Company product discounts</td>
<td>Relaxed dress code</td>
</tr>
<tr>
<td>Complementary food or beverages</td>
<td>Professional development dollars</td>
</tr>
</tbody>
</table>

Receiving an offer, or multiple offers can be very exciting, but it can also be stressful. The Career Management 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’s time to tie up loose ends, update other company contacts, your network, and career management team. It is also time to think about what’s 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’ve 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.

Signature (minimally your name, phone, email)

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 great 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 some 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 1.

Completing your coursework, graduating with a master’s degree, and accepting a full-time role is an amazing milestone. Celebrate the win! The Career Management Team is very proud of your dedication to learning, professional growth, and personal development. We wish you the very 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 showcase your background skills and expertise. The Career Services team recommends no more than 5 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

### Leaderships
- 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

<table>
<thead>
<tr>
<th>Telephone</th>
<th>E-mail</th>
<th>LinkedIn Profile</th>
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</table>

### EDUCATION

- **THE UNIVERSITY OF IOWA**
  - Master of Science Business Analytics
  - Honors, GMAT, GPA, Certifications
  - STEM/Designated (recommended language for international applicants/candidates)

<table>
<thead>
<tr>
<th>INSTITUTION</th>
<th>CITY</th>
<th>STATE/COUNTRY</th>
<th>MONTH/Year</th>
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<tbody>
<tr>
<td>UNDERGRADUATE</td>
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<td>Major</td>
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<tr>
<td>Honors, GPA</td>
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</table>

### TECHNICAL SKILLS

- Tools: R, Python, SAS, etc
- Methodologies: skilled in artificial intelligence, regression, time series...
- Projects: opportunity highlight applied

### EXPERIENCE

#### COMPANY NAME
- Retail Associate
- Job Title

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<th>CITY</th>
<th>STATE/COUNTRY</th>
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<td>07/2005 - 08/2005</td>
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</table>

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcome(s) Achievements of this effort

#### COMPANY NAME
- Job Title

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<td>07/2005 - 09/2005</td>
</tr>
</tbody>
</table>

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcome(s) Achievements of this effort

### ACTIVITIES & LEADERSHIP

- **DANCE MARATHON**
  - Fundraising/Donates
  - City, ST (or Country)

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<th>CITY</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>07/2005 - 08/2005</td>
</tr>
</tbody>
</table>

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcome(s) Achievements of this effort

- **INTERNATIONAL BUDDIES PROGRAM**
  - Mentor/Member
  - City, ST (or Country)

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<th>DATE</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>07/2005 - 09/2005</td>
</tr>
</tbody>
</table>

- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcome(s) Achievements of this effort

### ADDITIONAL INFORMATION

- Certification
- Honors/Awards/Recognition
- Language Proficiencies
Use of an Objective Statement: *Rarely used but could support an internship application when experience in lean*

---

**YOUR NAME HERE**

**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  
Master of Science, Finance/Business Analytics  
- Honors, GMAT, GPA, Certifications  
- STEM-Designated (recommended language for international applicants/candidates)

---

Highlighting Coursework: *Be sure to highlight courses most relevant to your professional goals and no more than 6 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**

**EDUCATION**  
THE UNIVERSITY OF IOWA  
Master of Science, Finance/Business Analytics  
- Honors, GMAT, GPA, Certifications  
- STEM-Designated (recommended language for international applicants/candidates)

---

Highlight/Summary of Qualifications: *Can range from 2-4 bullet points, and Career Services advises showcasing 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**

**HIGHLIGHT OF QUALIFICATION**  
- 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 ideation 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  
Master of Science, Finance/Business Analytics  
- Honors, GMAT, GPA, Certifications  
- STEM-Designated (recommended language for international applicants/candidates)
Resume Samples

In the following pages, you’ll find a variety of resumes samples, including:

**Master of Finance Resume (1 page)**
*Suggested format for our on-campus Master of Finance students.*

**Master of Business Analytics Resume (1 page)**
*Suggested format for our on-campus Master of Business Analytics students.*

**Two-page resume**
*For students with more work experience. If using a second page, be sure to fill at least 1/3 of it with valuable content.*

**Functional resume**
*A resume that format that is organized around professional skills rather than a chronological overview of previous positions. This format can be especially valuable for career changers, job seekers with employment gaps, or people with highly specialized skills.*

**Design Resume**
*A design resume utilizes images, colors, and a creative layout to catch the reader’s attention. This style might be especially effective for applicants seeking more creative roles in marketing, design, etc. Be careful that design elements don’t distract from the content of your resume.*
YOUR NAME HERE

Telephone • E-mail • LinkedIn Profile

EDUCATION
THE UNIVERSITY OF IOWA
Master of Finance
• Honors, GMAT, GPA, Certifications
• STEM-Designated (recommended language for international applicants/candidates)

Iowa City, IA
Month / Year

UNDERGRADUATE INSTITUTION
City, ST (or Country)

Degree, Major
Month / Year

• Honors, GPA

EXPERIENCE
THE UNIVERSITY OF IOWA, HENRY FUND
Student Portfolio Manager, Name Sector

• 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
City, ST (or Country)

Internship
Month Year – Month Year

• 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

COMPANY NAME
City, ST (or Country)

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

COMPANY NAME
City, ST (or Country)

Job Title

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

ADDITIONAL INFORMATION
UI DANCE MARATHON
Fundraiser/Dancer

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

TIPPIE INTERNATIONAL BUDDIES PROGRAM
Mentor/Member

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

TECHNICAL SKILLS: R, Microsoft Office Suite, Tableau and/or software programs as appropriate listed here
EDUCATION
THE UNIVERSITY OF IOWA
Master of Science, Business Analytics
- Honors, GMAT, GPA, Certifications
- STEM-Designated (recommended language for international applicants/candidates)

UNDERGRADUATE INSTITUTION
Degree, Major
- Honors, GPA

TECHNICAL SKILLS
Tools: R, Python, SASS, ETC
- Methodologies: skilled in artificial intelligence, regression, time series...
- 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

COMPANY NAME
Retail Associate 07/2005 – 09/2009
- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

COMPANY NAME
Job Title 07/2005 – 09/2009
- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

ACTIVITIES & LEADERSHIP
UI DANCE MARATHON
- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

TIPPIE INTERNATIONAL BUDDIES PROGRAM
Mentor/Member 07/2005 – 09/2009
- What were YOUR contributions, accountabilities, and deliverables? RESULTS: Outcomes? Achievements of this effort

ADDITIONAL INFORMATION
- Certification
- Honors/Awards/Recognition
- Language Proficiencies
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 DATE
Vice President Manager, Specialty Services
• 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 3 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

EMPLOYER, CITY, ST DATE
Job Title Here
• 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 8 non-profit partners to write and refine gift and/or grant proposals for submission

XYZ Federal Bank, CITY ST DATE
Vice President, Branch Manager
• 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

Marketing Coordinator, New Account Representative DATE
• Designed and produced 9 marketing pieces, developed customized sale letters and 3 direct mail projects
• Coordinated annual art exhibit in partnership with 4 area colleges, as well as 4 bank sponsored events
• Implemented bank wide incentive program to promote online presence and accessibility
**First Name Last Name**

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

**EDUCATION**

The University of Iowa  
Master of Business Administration  
IOWA CITY, IA  
DATE

Undergraduate Institution  
Bachelor of Science, Chemistry  
CITY, ST  
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  
DATE

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

Listing of technical skills  
DATE

Honors and recognition or achievements  
DATE

*resumes that extend to a second page, should minimally use 1/3 of that second page*
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 5 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 working with appropriate vendors and representatives through established procedures
- Aided in development and population of web-based database to track inventory in two locations

EMPLOYMENT

<table>
<thead>
<tr>
<th>Employer Here, City, ST</th>
<th>Job Title</th>
<th>DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer Here, City, ST</td>
<td>Job Title</td>
<td>DATE</td>
</tr>
<tr>
<td>Employer Here, City, ST</td>
<td>Job Title</td>
<td>DATE</td>
</tr>
</tbody>
</table>

EDUCATION

- The University of Iowa, Iowa City, IA
  Master of Business Administration
  DATE
- **Undergraduate Institution Here, City ST**
  Bachelor of Arts: Psychology
  DATE

ADDITIONAL INFORMATION

List technical, language proficiencies, leadership, personal achievement, technical, or other special skills here
SUMMARY
• 3+ years of project management and business management experience in medium to large-scale programs/projects
• Highly independent with a focus on customers and processes to improve quality measures and metrics and mitigate risk
• Successfully implemented projects, workflows, and process changes in HR, Supply Chain, and Accounting projects making recommendations using the Agile method

SKILLS
• MS Project, MS Word, MS Excel, MS SharePoint, MS Visio, MS PowerPoint, VBA, R, Python, SQL, Tableau
• Text Analytics, Social Analytics, Data cleaning, Data Analysis, Diagnosis, and Info Visualization
• Certified Tableau Specialist

HONORS
• Dean’s List Honors (8 semesters) 2015-2019
• THETA OMEGA Honors Student 2017-2019
• Outstanding Student Award 2017

EXPERIENCE
Teaching Assistant UNIVERSITY OF IOWA | Iowa City, IA
August 2019 - December 2020
• Increased scoring average on student evaluations by 20%
• Developed and redesigned course with head TA and Professor

Marketing Analyst, ABC Corporation | Iowa City, IA
May 2020 - August 2020
• Created dashboards providing outcomes and accurate live insights into metrics
• Analyzed employee data identifying company segments using clustering to customize incentive and resource allocation.
• Provided ideas for data improvements based on the project scale to the leadership team
• Optimized a data quality control process from manual bi-weekly 5-hour process down to 15-minute process in Excel by programming a VBA application

Project Intern, Distribution Partners | Any-Town, MD
October 2017 - September 2019
• Established and spearheaded project implementation of large-scale project deliverables; Applicant Tracking System, Onboarding, Learning Management System and Performance Management
• Trained 32 cross-functional managers on new system processes
• Simplified analysis tracking for all compliance data and quality training, which was utilized company-wide across all 10 locations
• Project managed the implementation of the HRIS system using Agile which reduced hiring process average day-to-hire by ≈ 70% for all stakeholders
• Created, deployed, & analyzed company-wide satisfaction survey data using Excel, surpassing a response rate of 85%

EDUCATION
Master of Science | Business Analytics (2021)
UNIVERSITY OF IOWA, Iowa City, IA

Bachelor of Business Human Resource | Management (2020)
UNIVERSITY OF IOWA, Iowa City, IA
Teaching Assistant for “Intermediate Business Analytics”
Graduated Summa Cum Laude

Bachelor of Business Administration | Business Management (2019)
CITY UNIVERSITY, Any Town, IA

ADDITIONAL INFORMATION
• PMP Certification 2020
• Language Proficient: English, Portuguese, French
• Student Ambassador 2020
• ENACTUS Cedar Rapids, IA President of Board 2019
• GO Green sustainability project volunteer
• Global ABC Case Competition 2018 winner
SUMMARY
• Advanced education in social work, management, and leadership
• Experience utilizing research and data analysis to inspire community change
• Demonstrated success in developing and implementing strategic approaches to drive market growth and bottom-line profitability
• Resourceful leader focused on exceeding benchmarks, improving market share and growing engagement across diverse groups

EXPERIENCE
Iowa Community Association - Director of Marketing  08/2013 - Current
• Designed strategies for network to raise support for poverty alleviation
• Researched and disseminated evidence-based practices to address causes and conditions of poverty
• Analyzed data to inform marketing and research needs
• Trained successful business development personnel to optimize marketing performance and learn industry

ABC Non-Profit Organization - Intern  01/2013 - 05/2013
• Performed psychosocial assessments to identify barriers in patient ability to obtain or use medications
• Presented case history material for review and discussion with staff members
• Provided IT and software trouble-shooting support to rest of the organization
• Adhered to strict security protocols to protect confidentiality of all data

State University of Wisconsin - Campus Ambassador  08/2011 - 07/2012
• Developed state-wide model for leadership development in rural areas
• Created innovative solutions to address sustainability challenges
• Supervised staff to implement program with consistent excellence
• Implemented successful strategies for employee management, occupancy and revenue growth, expense control and quality of services

CONTACT
fname.2021@uiowa.edu
231-231-2345
Midwest City, IA 51234

SKILLS
• Critical thinking
• Grants writing
• Marketing strategies
• Marketing and research
• Assessment
• Recruitment & HR
• Research

EDUCATION
Master of Business Administration:
University of Iowa
Iowa City, IA  2013
• GPA: 3.88, Project: “Evidence-based Marketing Strategies to Increase First-Year-Student Engagement” Advisor: Dr. David Johnson

Bachelor of Science: Psychology
University College
Anywhere, IA  2009
• GPA: 3.85, In Assistance with Dr. Jonathan Page
• Cognitive Psychology “Assessment of Public Speaking Skills in College Students”
Resume Action Verbs

Planning

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

<table>
<thead>
<tr>
<th>Administered</th>
<th>Developed</th>
<th>Formulated</th>
<th>Prepared</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revised</td>
<td>Anticipated</td>
<td>Devised</td>
<td>Identified</td>
</tr>
<tr>
<td>Prioritized</td>
<td>Strategized</td>
<td>Commissioned</td>
<td>Evaluated</td>
</tr>
<tr>
<td>Observed</td>
<td>Researched</td>
<td>Studied</td>
<td>Determined</td>
</tr>
<tr>
<td>Forecasted</td>
<td>Planned</td>
<td>Reserved</td>
<td>Tailored</td>
</tr>
</tbody>
</table>

Organizing

Example: Coordinated weekly office schedules for 8 employees

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

Executing

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

<table>
<thead>
<tr>
<th>Acted</th>
<th>Displayed</th>
<th>Processed</th>
<th>Sold</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administered</td>
<td>Distributed</td>
<td>Installed</td>
<td>Produced</td>
</tr>
<tr>
<td>Stocked</td>
<td>Carried out</td>
<td>Entered</td>
<td>Laboried</td>
</tr>
<tr>
<td>Proofed</td>
<td>Transacted</td>
<td>Collected</td>
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<tr>
<td>Merchandised</td>
<td>Prospected</td>
<td>Forwarded</td>
<td>Operated</td>
</tr>
<tr>
<td>Proved</td>
<td>Conducted</td>
<td>Performed</td>
<td>Shipped</td>
</tr>
</tbody>
</table>

Supervising

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

<table>
<thead>
<tr>
<th>Adjusted</th>
<th>Correlated</th>
<th>Indexed</th>
<th>Overhauled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Screened</td>
<td>Analyzed</td>
<td>Developed</td>
<td>Judged</td>
</tr>
<tr>
<td>Oversaw</td>
<td>Apportioned</td>
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<td>Licensed</td>
</tr>
<tr>
<td>Inspected</td>
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<td>Assessed</td>
<td>Established</td>
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<tr>
<td>Maintained</td>
<td>Prohibited</td>
<td>Supervised</td>
<td>Certified</td>
</tr>
<tr>
<td>Examined</td>
<td>Measured</td>
<td>Refined</td>
<td>Supplied</td>
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<tr>
<td>Compared</td>
<td>Explored</td>
<td>Modified</td>
<td>Regulated</td>
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<tr>
<td>Tightened</td>
<td>Controlled</td>
<td>Graded</td>
<td>Monitored</td>
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<tr>
<td>Reviewed</td>
<td>Traced</td>
<td>Corrected</td>
<td>Officiated</td>
</tr>
<tr>
<td>Revised</td>
<td>Administered</td>
<td>Conducted</td>
<td>Governed</td>
</tr>
</tbody>
</table>

Leading

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

<table>
<thead>
<tr>
<th>Accelerated</th>
<th>Elected</th>
<th>Guided</th>
<th>Mentored</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spearheaded</td>
<td>Assumed</td>
<td>Employed</td>
<td>Hired</td>
</tr>
<tr>
<td>Motivated</td>
<td>Caused</td>
<td>Empowered</td>
<td>Influenced</td>
</tr>
<tr>
<td>Originated</td>
<td>Strengthened</td>
<td>Chaired</td>
<td>Encouraged</td>
</tr>
<tr>
<td>Initiated</td>
<td>Pioneered</td>
<td>Supervised</td>
<td>Changed</td>
</tr>
<tr>
<td>Enlisted</td>
<td>Inspired</td>
<td>Promoted</td>
<td>Trained</td>
</tr>
<tr>
<td>Conducted</td>
<td>Envisioned</td>
<td>Involved</td>
<td>Raised</td>
</tr>
<tr>
<td>Transformed</td>
<td>Directed</td>
<td>Fostered</td>
<td>Recognized</td>
</tr>
</tbody>
</table>
### Getting Results

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

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

### Problem Solving

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

| Alleviated | Conceptualized | Detected | Found |
| Repair | 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 in order to increase compatibility with current systems

| Accounted for | Checked | Dispensed | Grossed |
| Projected | Tabulated | Appraised | Compiled |
| Dispersed | Increased | Purchased | Totaled |
| Approximated | Compound | 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 |
Resume Checklist

As you attack the resume, layer by layer, here are some general tips and advice to guide your work. Editing a resume can be tough. People tend to be quite attached to the things they’ve done or accomplished professionally, and passionate 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.

- Summary or Highlight of Qualification section, 2-3 bullet points that showcase 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 underlining. 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 bullet point. 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 2 lines; content of 3 lines should be shortened or likely broken into two separate bullet points (or they will go unread by employers).

- White space. The white space/page space if valuable real estate take advantage of it by lining content upon the left, using full lines and if you go onto a second line using most of that line.

- Margin recommendations: Top .50 Bottom .50 Side(s) .75

- 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.

- Verb use. You 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’re). Microsoft Word has been known to not spell-check things that are all-caps. Check EVERYTHING (again and again).

- Accurate and truthful; your resume should be 100% accurate and truthful in regards to your experience, duties, and dates.

- 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.

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 likely need to write a cover letter at some point. Unlike resumes, cover letter content can vary greatly from position to position and should be personalized to illustrate your unique abilities, experiences, and qualifications.

As a general rule of thumb, if a job asks for a cover letter, it’s in your best interest to write one. Whether it’s required or preferred, it’s 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’re applying for.

You might choose to create a solid “base” cover letter and then tailor it to the particular position you’re applying for so you don’t have to start from scratch with every application. If you decide to do this route, be sure you’re 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:

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 2 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 grow 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:** 2 lines which share a situation and result of your abilities of that trait.
- **Trait & Ability HERE:** 2 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 showcases key abilities you have and how you’ve 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 grow 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. I can be contacted at [Phone number]. Thank you.

Sincerely,

[Your Name]
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 truly 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 greatly 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 in the near future.

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