



# CAREER GUIDE

2021-2022

**Krannert Professional  
Development Center**



**PURDUE  
UNIVERSITY®**

Krannert School of Management

CAREER GUIDE

2021

2022

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2021-2022

## CAREER GUIDE



**PURDUE**  
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Krannert School of Management

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# DIRECTOR'S MESSAGE

## *GET READY!*

All of us at the Krannert Professional Development Center (KPDC) look forward to getting to know you and supporting you in your next giant leap. Many opportunities await to enhance your professional growth, complemented by the learning that will take place in the classroom. Are you ready?

Club leadership, Experiential Learning Initiative (ELI) projects, the Export Fellowship Program, internships and study abroad trips are a few examples of professional development options that we hope you will include as part of your individual professional development plans. You will also spend time enhancing your knowledge of business and being exposed to a number of leaders and alumni willing to share their various professional insights. Expect to be challenged to think critically about solving the multitude of issues that confront organizations now and into the future. KPDC is excited to begin the process of supporting your professional development before you arrive on campus through a series of communications, tools, and webinars that will best position you to compete. Students experience the greatest post-graduation success by balancing their pursuit of academic excellence along with focusing on the career search process simultaneously.

It is very important to begin the process prior to the start of classes. To get things started, a description of activities to be addressed before you arrive on campus is provided along with this welcome letter. Our mission is to champion your professional development. It is a partnership that we want to form early with you and maintain throughout your time at Purdue.

Get ready to receive outstanding academic preparation and support from faculty, staff and alumni. Welcome! We look forward to a very worthwhile partnership.

### **BOILER UP!**




Noel S. Paul

*Executive Director*

*Krannert Professional Development Center*


# OUR MISSION

## Cultivating skills and strategies that support Krannert students' professional development

 6 staff members dedicated to supporting Krannert students

 3 advisors-in-residence

 100+ years of corporate and student engagement expertise

 Staff experienced in C-Suite, human resources, student career services, manufacturing, consumer products, health care, financial services, marketing, supply chain and operations experience

### TEAM

**Noel S. Paul,**  
*Executive Director*

**Sarah Ratekin,** *Director*

**Claudine Meilink,** *Associate Director*

**Gene Ivnik,** *Associate Director*

**Chris Luebbe,** *Associate Director*

**Erik Props,** *Associate Director*

**Jessica Chapman,** *Associate Director*

**Haley Baker,** *Assistant Director*

**Min Li,** *Assistant Director*

**Pris Gerde,** *Advisor-in-Residence*

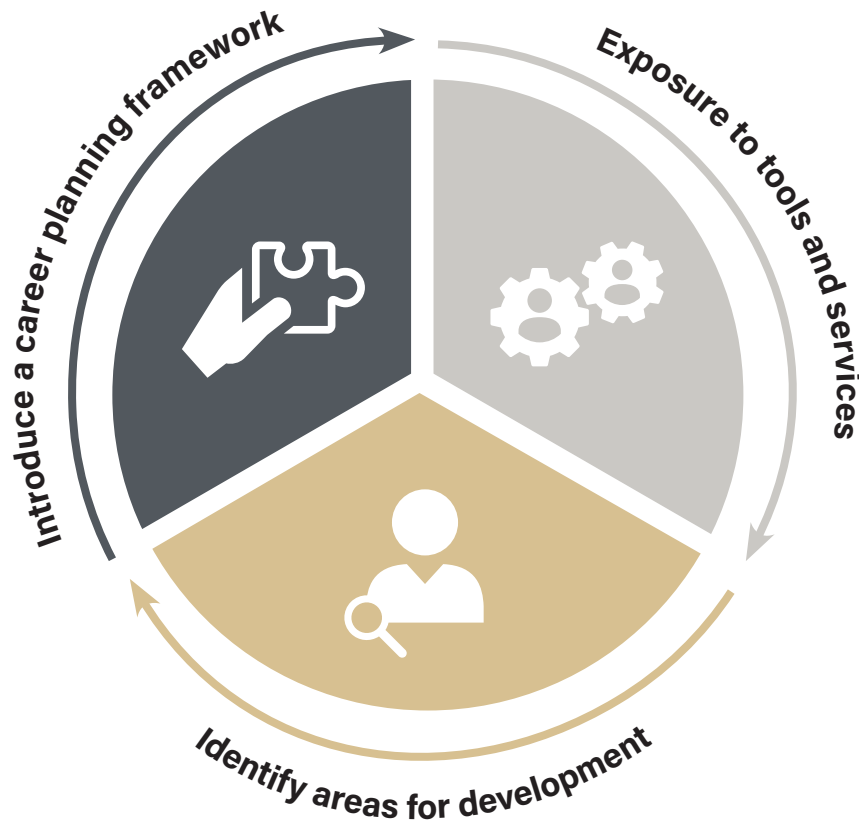
**Susan Niemczyk,** *Advisor-in-Residence*

**Alan Studzinski,** *Advisor-in-Residence*

**Jennifer Highland,** *Administrative Assistant*

**Apurva Lagwankar,** *Senior Professional  
Development Consultant*

# OUR PROCESS



## **Introduce a career planning framework**

- Pre-arrival sessions with assigned career coach
- Targeted workshops in Krannert Launch and throughout the school year
- Peer counseling in functional disciplines



## **Exposure to tools and services**

- Incorporate supplemental resources to target industry-specific skills
- Provide comprehensive systems to further student career search
- Examples of company research tools: Purdue Career Research Portal, Careernomics



## **Identify areas for development**

- Coaching and seminars to bolster student leadership competency areas
- Alumni mentoring and networking to build relationships
- Assessment of personal competencies and skill sets

## OUR PROCESS IN ACTION



“ I worked with my Krannert Professional Development Center coach to update my resume and I attended conferences. I gained experience and networked with recruiters. When I got an interview with JBS USA, I was prepared and landed an internship.”

**Guillermo Cerutti, MBA 2021**



“ I was applying to jobs without asking myself if this is where I would like to work. My KPDC coach helped me to decide what I wanted and to focus my efforts. Ultimately, I landed an offer that is an excellent fit.”

**Laura Rossi, MBA 2021**

# CAREER SEARCH ACTIVITIES TIMELINE

## Career Search Activities

	JULY	AUG.	SEP.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	MAY
Work with coach to create/update resume											
Create/update CCO account and LinkedIn profile											
Refine and practice elevator pitch with KPDC											
Conduct mock interviews with KPDC											
Create and refine list of target companies											
Create and refine list of alumni/ personal network and execute											
Attend Purdue career fairs and employer information sessions											
Apply to open positions through CCO, job-posting and company sites											
Attend national career fairs											
Attend KPDC specialty workshops											
Attend Krannert career fairs											

## Krannert Master's Programs

### MAJOR CAREER EVENTS

Fall Semester Classes Begin		August 23
Krannert Public Accounting Career Fair	Hybrid*	September 9-10
PESC Industrial Roundtable	Hybrid	September 14-16
National Black MBA Career Fair	Chicago, IL	September 14-18
HTM Career Day	Hybrid	September 21
SMEF Career Fair	Hybrid*	September 22-23
Prospanica Career Expo	Virtual/Orlando	September 22-October 1
Krannert Finance Days	Hybrid*	September 28-29
MBA Veterans Career Fair	Dallas, TX	September 30-October 1
Krannert Supply Chain & Operations Days	Hybrid*	October 5-6
ROMBA	Austin, TX	October 7-9
Krannert Marketing Days	Hybrid*	October 12-13
Krannert Business Analytics Days	Hybrid*	October 21-22
HR Executive Case Competition	In-Person	November 3-5



# RESUME RULES AND GUIDELINES

The Krannert School of Management enjoys an excellent reputation for the quality of its resumes, including the resume entries on our website. We spend a lot of time helping you to perfect your resume and maintain this reputation.

## One-Page Template

This is required for the KPDC and for most purposes in your job search. Two pages are acceptable for your self-directed search, but only if you have substantial work experience (such as more than 10 years or in multiple places) and the information is relevant to the positions for which you are applying. Most Krannert students use a one-page resume for all job search purposes. Follow the version of the KPDC resume template provided for you.

## Heading/Personal Contact Information

Please make it as easy as possible for employers to contact you. If your contact information changes (phone number, street address, email address), make sure you update the resume and resubmit to KPDC; employers will not take extra steps to track you down. You may opt to exclude home address and home phone. Only your name and Purdue email address is required for resumes submitted to KPDC, allowing employers to contact you directly via your Krannert email.

## Experience in Reverse Chronological Order

Full-time post-bachelor's degree work experience and meaningful internships/co-ops should be listed first under "Professional Experience" or a similar heading. Part-time work and assistantships should be captured under "Other Experience" or under the university where the work occurred. The goal is to emphasize your most relevant employment.

Include your title, company name, dates, and work location (city and state, but no zip). Dates belong near the center of the resume or at the right margin — not on the left. Either your company name or title can come first — whichever shows you in the best light. For reference-checking purposes, your professional titles should be identical to what your last employer's records will show.

Next, a BRIEF statement/phrase describing the company's business and size may be helpful, especially if you had a great experience at an unknown company. This can be combined with a statement about your general responsibilities so that the bullets that follow can focus on accomplishments. Avoid the phrase "responsible for..."



**Descriptions of accomplishments should be action-oriented, concise, easy to read, and quantified whenever possible.** Showing a quantified sales result, value of purchases, cost savings, and increase in productivity brings life to your accomplishments.

## Leadership, Activities, Honors, Interests, Personal

Organize and label these in one or more sections as your strengths dictate. You may want to put some of this information within the "Education" section. For example, if you have several leadership-oriented activities for a "Leadership" section, but only one honor, put the honor within "Education" instead of alone in "Honors." A section using a "Leadership" heading is effective if your entries are clearly of a leadership nature.

Be careful with personal information and interests. This may show breadth, but it may also draw out the reader's prejudices. Personal information and interests that support your career focus are the most effective.

## Reminders

- Strive for readability. Ask others to critique your resume and reword as needed to ensure clarity.
- Use adequate spacing and emphasis (bold and caps) to enhance readability. Do not cram too much onto the page!
- Emphasize accomplishments; quantify them when possible. Make sure you can defend what you write.
- Be picky about words. Use dynamic, active verbs, but do not be cutesy or repetitive.
- Use descriptions of your personal traits sparingly, if at all.
- Do not use a skill or functional format.

## VMOCK

Once you have reformatted your resume to match the KPDC template, upload a pdf of your draft for critique. Masters students: <https://www.vmock.com/krannert>. Undergraduate students: <https://www.vmock.com/purdue>

# POWER VERBS FOR YOUR RESUME

<i>achieved</i>	<i>detected</i>	<i>intervened</i>	<i>recorded</i>
<i>acted</i>	<i>developed</i>	<i>introduced</i>	<i>reduced</i>
<i>adjusted</i>	<i>devised</i>	<i>inventoried</i>	<i>reorganized</i>
<i>administered</i>	<i>diagnosed</i>	<i>invested</i>	<i>replicated</i>
<i>advised</i>	<i>documented</i>	<i>investigated</i>	<i>reported</i>
<i>advocated</i>	<i>downsized</i>	<i>launched</i>	<i>researched</i>
<i>aided</i>	<i>edited</i>	<i>lectured</i>	<i>retrieved</i>
<i>allocated</i>	<i>eliminated</i>	<i>led</i>	<i>reviewed</i>
<i>analyzed</i>	<i>encouraged</i>	<i>lessened</i>	<i>revised</i>
<i>applied</i>	<i>engineered</i>	<i>leveraged</i>	<i>scheduled</i>
<i>assembled</i>	<i>enhanced</i>	<i>located</i>	<i>searched</i>
<i>assigned</i>	<i>established</i>	<i>maintained</i>	<i>simplified</i>
<i>assisted</i>	<i>estimated</i>	<i>managed</i>	<i>solicited</i>
<i>attained</i>	<i>evaluated</i>	<i>maximized</i>	<i>solved</i>
<i>boosted</i>	<i>examined</i>	<i>measured</i>	<i>spoke</i>
<i>budgeted</i>	<i>executed</i>	<i>mediated</i>	<i>standardized</i>
<i>built</i>	<i>expanded</i>	<i>merged</i>	<i>stimulated</i>
<i>calculated</i>	<i>expedited</i>	<i>motivated</i>	<i>streamlined</i>
<i>centralized</i>	<i>facilitated</i>	<i>navigated</i>	<i>supervised</i>
<i>challenged</i>	<i>familiarized</i>	<i>negotiated</i>	<i>supported</i>
<i>clarified</i>	<i>forecast</i>	<i>operated</i>	<i>surveyed</i>
<i>collected</i>	<i>fostered</i>	<i>optimized</i>	<i>synthesized</i>
<i>communicated</i>	<i>founded</i>	<i>organized</i>	<i>systematized</i>
<i>compared</i>	<i>gathered</i>	<i>originated</i>	<i>taught</i>
<i>composed</i>	<i>guided</i>	<i>outlined</i>	<i>trained</i>
<i>computed</i>	<i>handled</i>	<i>outsourced</i>	<i>translated</i>
<i>conducted</i>	<i>headed</i>	<i>performed</i>	<i>transmitted</i>
<i>controlled</i>	<i>heightened</i>	<i>persuaded</i>	<i>united</i>
<i>coordinated</i>	<i>helped</i>	<i>planned</i>	<i>upgraded</i>
<i>corresponded</i>	<i>identified</i>	<i>predicted</i>	<i>upheld</i>
<i>created</i>	<i>implemented</i>	<i>presented</i>	<i>verified</i>
<i>decided</i>	<i>incorporated</i>	<i>prevented</i>	<i>volunteered</i>
<i>defined</i>	<i>informed</i>	<i>prioritized</i>	<i>worked</i>
<i>delegated</i>	<i>initiated</i>	<i>projected</i>	<i>wrote</i>
<i>demonstrated</i>	<i>instructed</i>	<i>publicized</i>	
<i>designed</i>	<i>interpreted</i>	<i>recommended</i>	

Courtesy of Purdue Online Writing Lab

# SAMPLE FUNCTIONAL SKILLS AND TRAITS SOUGHT BY RECRUITERS

## Finance Skills

Prioritizing work  
Dealing with ambiguity  
Listening  
Finding problems  
Research  
Time management  
Working with others  
Questioning  
Financial analysis  
Quantitative analysis  
Number manipulation  
Working independently  
Following through  
Finding opportunities  
Accounting

## Qualities

Dependable  
Analytical  
Quantitative  
Detail oriented  
Team player  
Articulate  
Responsible  
Self-confident  
Quick learner  
Cooperative  
Integrity  
Decisive

## Marketing Skills

Following through  
Time management  
Prioritizing work  
Listening  
Negotiating  
Explaining  
Problem-solving  
Initiating action  
Diplomacy  
Dealing with ambiguity  
Working with others  
Influencing others  
Developing ideas  
Working independently  
Questioning  
Motivating others  
Finding opportunities  
Market analysis  
Expediting  
Coordinating  
Evaluating risks  
Implementing solutions  
Selling

## Qualities

Persuasive  
Results-oriented  
Cooperative  
Articulate  
Self-Starter  
Organized  
Doer  
Conscientious  
Dependable  
Assertive

## Production Skills

Troubleshooting  
Listening  
Coordinating  
Time management  
Working independently  
Working with others  
Negotiating  
Problem-solving

## Qualities

Enthusiastic  
Trustworthy  
Organized  
Doer  
Dependable  
Calm under pressure  
Global view  
Flexible  
Conscientious  
Responsible  
Creative  
Cooperative  
Enterprising

## Human Resources Skills

Communication skills  
Influencing others  
Mentoring  
Motivating others  
Listening  
Negotiating  
Coordinating  
Time management  
Working with others

## Qualities

Team player  
Organized  
Persuasive  
Articulate  
Administrative  
Resourceful  
Cooperative  
Flexible

## Accounting Skills

Following through  
Number manipulation  
Financial analysis  
Collecting data  
Working with others  
Coordinating  
Problem-solving  
Explaining  
Accounting  
Prioritizing work  
Time management  
Listening  
Finding problems  
Questioning  
Budgeting  
Computer modeling

## Qualities

Team player  
Results-oriented  
Analytical  
Integrity  
Cooperative  
Responsible  
Doer  
Quantitative  
Dependable  
Administrative  
Detail-oriented  
Adaptable  
Organized  
Quick learner  
Conscientious  
Self-starter

## Consulting Skills

Collecting data  
Problem-solving  
Researching data  
Number manipulation  
Dealing with ambiguity  
Questioning  
Coordinating  
Market analysis  
Explaining  
Working with others  
Developing ideas  
Computer modeling  
Initiating action  
Working independently  
Prioritizing work  
Following through  
Influencing others  
Listening  
Creating concepts

## Qualities

Analytical  
Quick learner  
Articulate  
Quantitative  
Dependable  
Conceptualizer  
Responsible  
Team player  
Energetic  
Adaptable  
Resourceful  
Integrity  
Flexible  
Cooperative  
Calm under pressure  
Self-starter

## Management Skills

Coordinating  
Initiating action  
Working with others  
Following through  
Influencing others  
Expediting  
Prioritizing work  
Organizing people  
Managing people  
Explaining  
Delegating  
Time management  
Problem-solving  
Inspiring others  
Diplomacy  
Motivating others  
Dealing with ambiguity  
Supervising  
Managing projects  
Implementing solutions  
Negotiating

## Qualities

Doer  
Dependable  
Adaptable  
Responsible  
Decisive  
Conscientious  
Leadership  
Integrity  
Hands-on  
Self-starter  
Mature  
Organized  
Trustworthy  
Cooperative  
Results-oriented  
Flexible  
Self-confident

# RESUME TEMPLATE

## YOUR NAME

Your Address | Your Phone | Your Email

### PROFILE

---

- This section should address “what you want to do,” i.e. “MBA student seeking a position in corporate finance”
- You may also use this section to list your skill set and/or highlight your overall strengths and experience
- Tailor this section as appropriate for the position or company you are submitting your resume to

### EDUCATION

---

**Purdue University, Krannert School of Management**  
**Degree Granted**

**West Lafayette, IN**  
*Month Year*

Concentrations: List appropriate concentrations (no more than 2)

- Scholarships, fellowships and awards
- Note name of study abroad program (if applicable)

**Your Undergrad Institution Here**

**Degree Granted, Name of Major, GPA X.X/4.0**

**City, State**  
*Month Year*

- Note Dean’s list and Magna/Summa Cum Laude
- Scholarships, fellowships and awards
- Note name of study abroad program (if applicable)

### PROFESSIONAL EXPERIENCE

---

**Company Name 1**

**City, State**

**Job title #1**

*Month Year – Month Year*

- Start with action verb and include results or potential results if possible
- Start with action verb and quantify effort
- Use two to five bullets

**Job title #2**

**Company Name 2**

**City, State**

**Job title**

*Month Year – Month Year*

- Start with action verb and include results or potential results if possible
- Start with action verb and quantify effort
- Use two to five bullets

**Company Name 3**

**City, State**

**Job title**

*Month Year – Month Year*

- Start with action verb and include results or potential results if possible
- Start with action verb and quantify effort
- Use two to five bullets

### LEADERSHIP ACTIVITIES, AFFILIATIONS, HONORS

---

- List any memberships, activities, affiliations, honors and awards
- Showcase any volunteerism or individual accomplishments
- List additional skills, certifications and language fluency

# SAMPLE RESUME

## PURDUE PETE

Street Address, West Lafayette, IN 47906 | xxx-xxx-xxxx | purduepete@purdue.edu

### EDUCATION

**Purdue University, Krannert School of Management**  
**Bachelor of Science, Management**

**West Lafayette, IN**  
*May 2021*

Concentrations: List appropriate concentrations

- Honors College, The Cornell A. Bell Business Opportunity Program (BOP), etc.  
\*These are academically related programs. If you have additional involvement and/or leadership in these programs, you may choose to put it in a Leadership and Involvement section instead.
- Add GPA if desired

### PROFESSIONAL EXPERIENCE

**Company Name 1**

**City, State**

**Job Title #1**

*Month Year*

- Start with action verb and include results or potential results if possible
- Start with action verb and quantify effort
- Use two to five bullets

**Company Name 2**

**City, State**

**Job Title #2**

*Month Year*

- Start with action verb and include results or potential results if possible
- Start with action verb and quantify effort
- Use two to five bullets

**Company Name 3**

**City, State**

**Job Title #3**

*Month Year*

- Start with action verb and include results or potential results if possible
- Start with action verb and quantify effort
- Use two to five bullets

### LEADERSHIP AND INVOLVEMENT

- List any organizational memberships, activities, or affiliations
- Highlight leadership roles, examples of problem solving and teamwork
- Consider using the same format as in the 'Professional Experience' section so your activities are listed as entries

### COMMUNITY SERVICE/VOLUNTEERISM

- Showcase any volunteerism or individual accomplishments that are service oriented
- Highlight leadership roles, examples of problem solving and teamwork
- Consider using the same format as in the 'Professional Experience' section so your activities are listed as entries

### ADDITIONAL EMPLOYMENT

- List any positions/work experience you have held that are not directly related to your career pursuits
- Use two to five bullets to highlight transferrable skills you developed
- Use the same format you use in the 'Professional Experience' section

### RELEVANT SKILLS

- Highlight any additional skills that have not previously been mentioned (language, technical, etc.)

### LICENSURE AND CERTIFICATIONS

- Include unique certifications that make you different from other candidates

### OTHER SECTIONS YOU WANT TO INCLUDE THAT ARE UNIQUE OR DIFFERENT

- Include in a list or in bullet form

# ELEMENTS OF A COVER LETTER

## **First Paragraph or Introduction: Acts as Basis or Purpose of the Letter**

- Briefly introduce yourself ("I am a second-year graduate student with the Krannert School of Management at Purdue University interested in...")
- Do not include your name; it is obvious who you are because you will sign the letter
- State the position for which you are applying, including position number if available and exact title
- Indicate where you learned of the opportunity or what prompted you to write
- If you are trying to set up an informational meeting to learn about the organization or trends in the field, state that you would appreciate an opportunity to talk with an organization representative about these issues
- Transition to the second paragraph with a closing sentence that may reference what qualifies you for the position, what intrigues you about the company and/or how you fit with company goals

## **Second Paragraph or Body: Supports Your Claims for Being the Right Candidate for this Position/Organization**

- Make a concise and focused case for how your experience, interests and skills fit the employer's needs
- Thoroughly research the company or organization and position description
- Identify key words within the position description — skills and requirements — that will help you match the position and organization to your background and experiences
- Avoid merely reciting your resume but provide enough interest for the reader to want to examine your resume for detailed information on your experiences
- Emphasize contributions you can make to the position and why it is in the employer's interest to hire you
- Do not emphasize what you will get from the position or organization

## **Third Paragraph or Closing: Reiterates Your Interest in the Position/Organization**

- Thank the individual for considering you as an applicant
- Provide contact information (typically both email and cell phone) even if shown in the header or at the bottom
- Demonstrate initiative by stating that you will contact the individual within a specific time period ("I will contact you the week of ..... to discuss the potential opportunity to interview, answer any questions he/she might have, or discuss the position in greater depth")
- Include closing sentence to express enthusiasm for company/position and that you look forward to speaking with this individual

## **Key Resource to Assist With Your Writing**

<https://owl.english.purdue.edu/owl/>

The Online Writing Lab (OWL) at Purdue University houses writing resources and instructional material, and provides its services at no cost. Students, members of the community, and users worldwide will find information to assist with many writing projects. Teachers and trainers may use this material for in-class and out-of-class instruction.

## **Top 10 Blunders**

1. Shows no knowledge of company
2. Addressed to the wrong person or company
3. Spelling, grammar, punctuation errors
4. Passive voice and/or awkward language
5. Overly aggressive, boastful, presumptuous
6. Self-centered rather than employer-centered
7. Looks unprofessional and/or informal
8. Merely repeats content from resume
9. Too short — no value added
10. Too long — won't get read





# CAREER FAIR OVERVIEW



## Career Fair Benefits

- Multiple employers in one location
- Acquire market, company data
- Practice interviewing skills
- Network with recruiters and industry professionals
- Land interviews with key hiring managers

## Career Fair Planning Checklist

### PRE-FAIR PREP (30-90 DAYS PRIOR)

- Register early for national career fairs
- Upload resume and profile to national career fair designated job posting site
- Search for and apply to jobs (important to check job posting site every day leading up to fair)

### Company Targeting Strategies

- Identify job fair participants
- Prioritize your target companies
  - top 5 must see "A tier"
  - 5-10 nice to see "B tier"
  - 5-10 intellectually curious "C tier"
- Research companies

### Day of the Career Fair

- Have elevator speech ready to go
- Get a "lay of the land"
- Locate key employers
- Identify who has long lines
- Walk off some initial nerves
- Have a schedule going in and allow plenty of time to get to pre-scheduled interviews

### AFTER THE Career Fair

- Follow up with people you had meaningful conversations via email afterwards
- Be sure your voicemail is set up with a professional voice recording



“ I got an interview with Georgia-Pacific at the National Black MBA Career Fair. My preparation involved weeks of networking and writing my elevator pitch. It was the best interview that I’ve had in my life. I soon received an internship offer. ”

**Edgar Bitencourt, MBA 2020**



# COMPANY RESEARCH WORKSHEET

**Student Name:** \_\_\_\_\_

**Name of Company:** \_\_\_\_\_

1. Company web address \_\_\_\_\_
2. Company annual sales = \$ \_\_\_\_\_
3. Number of employees = \_\_\_\_\_
4. Chief Executive Officer (C.E.O.) name \_\_\_\_\_
5. Location of headquarters (city, state, country) \_\_\_\_\_
6. Document the name and contact information of the person to whom you would send your cover letter and resume if you were applying for an employment opportunity  
\_\_\_\_\_
7. Is the contact person a Krannert alum?  Yes  No
8. Is this company publicly traded and if so which exchange and how listed? \_\_\_\_\_
  - i. Most recent stock price closing = \$ \_\_\_\_\_/share (Date: \_\_\_\_\_)
  - ii. 52-Week High = \$ \_\_\_\_\_/share; Low = \$ \_\_\_\_\_/share
  - iii. P/E Ratio = \_\_\_\_\_
9. Recent headlines about this company and your source  
\_\_\_\_\_
10. List two questions you would ask this company based on what you saw in the news  
\_\_\_\_\_  
\_\_\_\_\_
11. List two products and/or services this company provides  
\_\_\_\_\_  
\_\_\_\_\_
12. List three top competitors of this company  
\_\_\_\_\_  
\_\_\_\_\_
13. Make a list of a few potential questions you would ask at these companies.  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
14. What is the company's ranking in the industry? \_\_\_\_\_

Sources: 10K, Google, Parrish Library, LinkedIn.

# NETWORKING AS A JOB SEARCH STRATEGY

*Claudine Meilink, associate director of corporate outreach*

When coaching students on their job search, they often tell me that they have applied for several positions but have not had any response. When I ask them what percent of their job search they have spent networking, many times the answer is very little or none. In some instances, students don't even understand what networking is.

Networking is likely the most successful yet least understood job search strategy. Experts say — and research supports — that 70%-80% of job opportunities are never posted. Therefore, 70%-80% of your job search should be spent networking.

First, let's discuss what networking is not.

Networking is not telling a few friends or family members that you are looking for a job.

Sending generic invitations such as, "I'd like to add you to my network," on LinkedIn is not networking.

Messaging someone on Facebook? Also not networking.

The definition of networking is to interact with other people to exchange information and develop contacts, especially to further one's career. There are natural ways we can network on a regular basis:

- Share your job search details with your circle. Your circle includes family, friends, classmates, even your hair stylist. (Hair stylists know the most people and make the best connections. Get your hair cut and make sure you let your stylist know you are looking for a job.)
- Talk to people when you are standing in line — at the bank, at the grocery store, wherever. (Ask them what they do. People love to talk about themselves.)
- Attend social events. (Don't overwhelm every stranger with your job search. Instead, ask people what they do. You can follow up with those who interest you later.)
- Use LinkedIn to effectively grow your network. Be sure you personalize requests to connect.

There are also some not-so-natural ways. Career fairs come to mind. Extroverts tolerate them. Introverts despise them. Whichever way you look at it, they are a great place to network. Industry conferences and professional events are also great opportunities to network.

As mentioned earlier, you can also network in an asynchronous and virtual environment through LinkedIn and other social media platforms, but always make an effort to take an online connection offline. It will be more valuable if you can connect via phone or in person.

## Networking Etiquette

- Always communicate professionally through a professional mode of communication. (This does not include Facebook — ever.)
- When meeting, by phone or in person, ask for a specific amount of time and stick to it.
- If you are meeting someone for lunch, offer to pay. If you can't afford their lunch, meet for coffee.
- Avoid putting people on the spot. Don't ask them to share your resume if they don't offer.
- Always thank your network.

## Networking can help you achieve many things, providing:

- Industry knowledge that prepares you more for interviews and career success.
- Insight into the culture of your target companies and if they are a good fit.
- Job leads, particularly for positions that have not been posted.
- Pertinent information for future interviews.
- Referrals from insiders!

If you haven't been building your network, start now and never stop. Moving forward, continue to build your network, even when you don't need it. This will help you in the long run. While you may enjoy your current position with your ideal company, you never know what the future holds. Continuing to build your network will always pay off in the future.

**Networking is likely the most successful yet least understood job search strategy.**

# SOCIAL MEDIA

## LinkedIn

- LinkedIn uses keyword search algorithms to match candidates with positions.
- Prioritize keywords in the sections.
- Use synonyms to increase the chance of being noticed by employers.
- Utilize the alumni tool and build a smart network. Don't connect with everyone.

## Twitter

- Many employers have specific twitter handles for their career opportunities.
- Be sure to share meaningful posts.
- Use Google URL Shortener (<http://goo.gl/>) to reduce your LinkedIn hyperlink.

## Facebook

- Let people know you are looking and available for new opportunities.
- Understand the privacy tools and settings. Only share what you need to.
- Understand that everything is an interview. Be careful what you post!

## Stay Connected with the KPDC & the CCO!

### KPDC

**Instagram:** @KrannertCareers

**LinkedIn:** Krannert Professional Network

### CCO

**Facebook:** PURDUE CCO

**Twitter:** @purduecco

**LinkedIn:** Purdue Center for Career Opportunities Network



“*My professional coach provided me a list of alumni, and I talked with more than 70. One of my conversations was with an alumnus at Cisco, and I received a summer internship there. The alumnus also agreed to mentor me.*”

**Andre Brandao, MBA 2020**

# GETTING STARTED WITH LINKEDIN

The following tips are intended to get you started with LinkedIn and prepared for the next step — networking on LinkedIn. During Krannert Launch, you will learn how to connect appropriately with Krannert alumni as well as people in your career field to effectively manage your job search.

- ✔ **Personalize your LinkedIn URL:** To increase the professional results that appear when people search for you online, set your LinkedIn profile to “public” and create a unique URL. Your URL can then easily be incorporated on your resume, business cards and other material used to market yourself.
- ✔ **Upload an appropriate photo:** LinkedIn isn’t Facebook. Upload a high-quality photo of you alone, professionally dressed. We recommend using the professional headshot that will be taken during Krannert Orientation. Your profile will be seven times more likely to be viewed with a photo!
- ✔ **Add an informative headline:** Use the headline to brand yourself and your ideal job. Go beyond your job title to add your core skills. The best student headlines promote who you are and what you want to do after graduation.
- ✔ **Include a summary:** Your summary statement should resemble your best-written cover letter. Keep it concise while highlighting your qualifications and career goals. Include keywords for your industry and special qualifications and achievements. Present your summary in short blocks of text or even bullet points for easy reading. Demonstrate your personality.
- ✔ **Share your education:** Include information about all of the institutions you have attended along with your major, minor(s) and coursework. Don’t forget to include study abroad experiences!
- ✔ **Expand your experience:** While KPDC may require you to keep your resume to one page, LinkedIn is your opportunity to include all of your work experience as well as volunteer experience, projects, honors, awards, certifications and involvement with organizations.
- ✔ **Insert key words:** Browse job descriptions similar to your desired position and pick out keywords to sprinkle throughout the summary and headline so recruiters can find you.
- ✔ **Include artifacts:** LinkedIn allows you to embed links as well as upload documents. Showcase your skills and abilities by connecting artifacts to your experience. Examples could include a portfolio, a white paper, projects, patents, case competitions and awards among other things.
- ✔ **Build your network:** Research and join groups that are relevant to your career field but don’t stop there. Contribute to the conversation by commenting on posts and sharing articles.
- ✔ **Be active:** Make a habit of sharing updates such as an interesting article in your field, a job opportunity, even a motivational quote. Doing this daily will keep you visible with your network as well as get you used to using LinkedIn on a regular basis.

# TOP 10 ETIQUETTE RULES FOR JOB INTERVIEWS

- 1 Be on time; a little early is fine. Too early shows bad time management skills and puts your hosts and interviewer at a disadvantage.
- 2 Be courteous to everyone, hold doors, check for those running for an elevator, give up your seat, let someone in an obvious hurry take your place in line ... you never know who they might turn out to be.
- 3 Take as little "baggage" with you as possible. The more you carry the more you'll have to juggle while shaking hands, touring the facility and store during lunch. Carry a few essentials and an easy-to-hold portfolio or briefcase (that can double as a smart executive purse).
- 4 Be open, friendly, and polite; use active listening and speaking techniques; have some good conversation starters; and smile!
- 5 When offered hospitality, accept a minimum and don't make heavy demands on support staff. When invited to stay longer, adding lunch or dinner to your day, for example, accept gracefully as long as it still works with your schedule. Be realistic if the timing doesn't work.
- 6 At a meal, choose wisely, pick easy-to-eat, familiar foods, nothing too pricey and something that will allow you to be poised, graceful and attentive to your hosts — not buried in your plate.
- 7 Err on the side of caution when it comes to alcohol. If your host offers a glass of wine with the meal and your comfort level is good, then by all means accept; but never feel pressured.
- 8 Watch your host for cues on when to begin eating, or if you're unsure of your silverware, etc. Remember: work from the outside in, and bread is on the left, beverage is on the right. Eat well and look good doing it.
- 9 Be gracious in your thanks for a meal, but be prepared to pay your way or offer to assist with the check. If you're inviting, then expect to pay!
- 10 Follow up promptly with the request for further information and so forth. Send a thank-you note (handwritten and timely generally trumps most other methods).

## Enjoy the experience, never stop learning and go Boilers!

### Talking while you eat:

- Modify your voice so you talk at "short range."
- Have some general conversation topics ready at all times.
- Excuse yourself to people on either side if you leave the table.
- Just say "no, thank you" if you don't like or want something.
- "Please pass the ..." or "May I have the ..." are the correct ways to ask for something you need.

### Mind your manners:

- Watch to see that everything has been passed to all guests.
- Make sure you do not make others wait for you to finish.
- Watch the host or hostess for beginnings and endings.
- Eat quietly.
- Always write a thank-you note whenever someone does something nice for you.
- Bon appetit!

Courtesy: Anthony P. Cawdron, Westwood Events Coordinator and Instructor in Hospitality and Tourism Management, Purdue University

# WHAT HAPPENS DURING THE INTERVIEW?

The interviewing process can be scary if you don't know what to expect. All interviews fit a general pattern. While each interview will differ, all will share three common characteristics: the beginning, middle and conclusion.

The typical interview will last 30 minutes, although some may be longer. A typical structure is as follows:

- Five minutes — small talk
- Fifteen minutes — a mutual discussion of your background and credentials as they relate to the needs of the employer
- Five minutes — asks you for questions
- Five minutes — conclusion of interview

As you can see, there is not a lot of time to state your case. The employer may try to do most of the talking. When you do respond to questions or ask your own, your statements should be concise and organized without being too brief.

## It Starts Before You Even Say Hello

The typical interview starts before you even get into the office. The recruiter begins to evaluate you the minute you are identified. You are expected to shake the recruiter's hand upon being introduced. Don't be afraid to extend your hand first. This shows assertiveness.

It's a good idea to arrive at least 15 minutes early. You can use the time to relax. It gets easier later. It may mean counting to 10 slowly or wiping your hands on a handkerchief to keep them dry.

## How's Your Small Talk Vocabulary?

Many recruiters will begin the interview with some small talk. Topics may range from the weather to sports and will rarely focus on anything that brings out your skills. Nonetheless, you are still being evaluated.

Recruiters are trained to evaluate candidates on many different points. They may be judging how well you communicate on an informal basis. This means you must do more than smile and nod.

## The Recruiter Has the Floor

The main part of the interview starts when the recruiter begins discussing the organization. If the recruiter uses vague generalities about the position and you want more specific information, ask questions. Be sure you have a clear understanding of the job and the company.

As the interview turns to talk about your qualifications, be prepared to deal with aspects of your background that could be construed as negative, i.e., low grade point average, no participation in outside activities, no related work experience. It is up to you to convince the recruiter that although these points appear negative, positive attributes can be found in them. A low GPA could stem from having to fully support yourself through college; you might have no related work experience, but plenty of experience that shows you to be a loyal and valued employee.

Many times recruiters will ask why you chose the major you did or what your career goals are. These questions are designed to determine your goal direction. Employers seek people who have direction and motivation. This can be demonstrated by your answers to these innocent-sounding questions.

## It's Your Turn to Ask Questions

When the recruiter asks, "Now, do you have any questions?" it's important to have a few ready. Dr. C. Randall Powell, author of *Career Planning Today*, suggests some excellent strategies for dealing with this issue. He says questions should elicit positive responses from the employer. Also, the questions should bring out your interest in and knowledge of the organization.

By asking intelligent, well-thought-out questions, you show the employer you are serious about the organization and need more information. It also indicates to the recruiter that you have done your homework.

## The Conclusion Counts, Too

The interview isn't over until you walk out the door. The conclusion of the interview usually lasts five minutes and is very important. During this time the recruiter is assessing your overall performance.

It is important to remain enthusiastic and courteous. Often the conclusion of the interview is indicated when the recruiter stands up. However, if you feel the interview has reached its conclusion, feel free to stand up first.

Shake the recruiter's hand and thank him or her for considering you. Being forthright is a quality that most employers will respect, indicating that you feel you have presented your case and the decision is now up to the employer.

## Expect the Unexpected

During the interview, you may be asked some unusual questions. Don't be too surprised. Many times questions are asked simply to see how you react.

For example, surprise questions could range from, "Tell me a joke" to "What time period would you like to have lived in?" These are not the kind of questions for which you can prepare in advance. Your reaction time and the response you give will be evaluated by the employer, but there's no way to anticipate questions like these. While these questions are not always used, they are intended to force you to react under some stress and pressure. The best advice is to think and give a natural response.

## Evaluations Made by Recruiters

The employer will be observing and evaluating you during the interview. Erwin S. Stanton, author of *Successful Personnel Recruiting and Selection*, indicates some evaluations made by the employer during the interview include:

1. How mentally alert and responsive is the job candidate?
2. Is the applicant able to draw proper inferences and conclusions during the course of the interview?
3. Does the applicant demonstrate a degree of intellectual depth when communicating, or is his/her thinking shallow and lacking depth?
4. Has the candidate used good judgment and common sense regarding life planning up to this point?
5. What is the applicant's capacity for problem-solving activities?
6. How well does the candidate respond to stress and pressure?

# PROFESSIONAL ATTIRE

**Have an interview or professional event coming up?  
Learn how to decode the dress code.**



## Business Casual

- Suit jacket, vest or cardigan can be added for a classier look
- Tie optional
- Collared or polo shirt
- More colors and patterns are acceptable
- Khaki pants, nice trousers or fingertip-length skirt
- Flats or heels are acceptable



## Professional

- Full suit (jacket and pants)
- Skirts and business dresses extend to knee
- Low heels or dress shoes
- Stick to more conservative colors:



## Dress for Success in Any Business Situation

- 1 When in doubt, dress conservatively.
- 2 A suit (suit and tie for males) will suffice in most situations.
- 3 Make sure your outfit is wrinkle-free.
- 4 Stick with solid colors and tighter-woven fabrics or simple patterns.
- 5 Keep accessories simple: basic pumps, modest jewelry, light make-up and light perfume.
- 6 Wear a belt and a watch.
- 7 Be sure your hair is neatly trimmed or groomed. Avoid the "messy" look.
- 8 Shirts with lettering or graphics should not be worn.
- 9 Check your outfit for missing buttons, lint, or a crooked tie.
- 10 A skirt should reach the tips of your middle fingers (or just above the knee to be safe.)



# SAMPLE INTERVIEW QUESTIONS

## Traditional Questions

- Tell me about yourself.
- Guide me through your resume.
- Why did you choose Krannert?
- What are your strengths/weaknesses?
- What would you like to be doing five years from now?
- Which of your classes at Krannert would be of most value to this position and why?

## Interpersonal

*(how you relate to others, ability to separate personalities from problems, conflict resolution)*

- Describe a time when you dealt with a difficult customer. Be specific.
- Tell me about a situation where you did not get along with your supervisor.
- Tell me about a time you had to work to get cooperation between several people. What steps did you take and what was the result?
- Tell me about a time you delegated a project effectively.

## Decision-Making

*(achieve a win-win outcome, make decisions under pressure or in ambiguous situations)*

- Have you ever recognized a problem before your boss or others in the organization? What did you do?
- Tell me about the time you missed an obvious solution to a problem.
- Tell me about a time you had to make a decision without much information at your disposal.
- Describe a situation where you had to think on your feet to get yourself out of a difficult situation.
- Give an example of a time when you had to deal with frequent organizational changes or unexpected events.

## A Model to Guide Your Answers

Describe specific situations in which you utilized requested skills and achieved desired results.

**S = Situation [give the context]**

**T = Task [tell what needed to be done]**

**A = Actions [tell what you did]**

**R = Result [share the impact]**

Share results/impact even if different than what you had hoped; tell what you learned and what you would do differently.

## Personal/Motivational

*(determine work style, productivity, resourcefulness, integrity, job satisfaction)*

- Describe the type of environment that motivates your productivity.
- Give me an example of a time when something you were working on "slipped through the cracks."
- If I called your former boss, how would he/she describe you?
- What job factors are important to you and why?
- Tell me about a time you were working on multiple projects that had conflicting deadlines.

## Personal Initiative

*(self-confidence, good judgment, ability to influence others, commitment, ethics)*

- Describe a situation where you had to take immediate action in a high-pressure situation.
- Tell me about the time you had to go above and beyond the call of duty to get the job done.
- Describe a project in your past position that failed.
- Tell me about a time when you had to influence or persuade someone to do something for you that might have been an inconvenience for him/her.
- Tell me about a time when you were most persuasive in overcoming resistance to your ideas or point of view.

## Teambuilding

*(employee involvement, team player, characteristics and creation of high-performance teams)*

- What did you do in your last position to contribute toward team success?
- Give me an example of your involvement in a team effort that was less than successful. What could you have done differently to make it more successful?
- Tell me about a time when you had to deal with an unproductive team member. How did you handle the situation and what was the outcome?
- Tell me about a difficult experience you have had while working in a group with diverse team members.

## Leadership

*(clearly communicating goals and objectives, empowering others, using others' expertise)*

- Define three qualities of a good leader. Which one do you need to work on most?
- Describe a time when you reprimanded an employee for poor performance.
- Describe your management style in dealing with staff and co-workers.
- Tell me about the leader you most admire and why.



# THE PSYCHOLOGY BEHIND INTERVIEW QUESTIONS

It is important to know that some employers ask questions that seem very simple; however, the hidden meaning behind the questions may not be simple at all. Adapted from the book, *Money Jobs*.

## When Interviewers Ask You

Describe yourself. How does your background qualify you for this job?	<b>Can you take an incredible amount of information, organize it quickly in your head, and present it in a concise and articulate fashion?</b>
What are your greatest strengths and weaknesses?	<b>Are my perceptions of your strengths and weaknesses the same as yours? How mature are you in dealing with your weaknesses? Can you identify methods for self-improvement?</b>
Where do you want to be in five years?	<b>What motivates you and what do you want out of life? Is this job merely a stepping stone to something better?</b>
Why this job? Why this organization?	<b>Have you done your homework? Are you analytical?</b>
How would your peers describe you?	<b>How do you see yourself? Are you a leader or a follower? (A quiet confidence is needed here — not arrogance or egotism).</b>
What makes you think you will succeed in this organization?	<b>Have you accurately identified the skills and expertise needed to succeed? Can you prove you have them?</b>
Why should we hire you? What do you bring to this job?	<b>How are your promotion and persuasion skills? Are you believable? If you can't sell yourself, how will you be able to sell our products/company/ideas?</b>

## Questions to Ask Employers

1. Please describe the duties of the job for me.
2. What kinds of assignments might I expect the first six months on the job?
3. Does your company encourage further education?
4. How often are performance reviews given?
5. What products (or services) are in the development stage now?
6. Do you have plans for expansion?
7. What are your growth projections for next year?
8. How do you feel about creativity and individuality?
9. Is your company environmentally conscious? In what ways?
10. In what ways is a career with your company better than one with your competitors?
11. What is the largest single problem facing your staff (department) now?
12. Has the person holding this position been promoted?
13. What is the usual promotional time frame?
14. Does your company offer either single or dual career-track programs?
15. What do you like best about your job/company?
16. Has there been much turnover in this job area?
17. What are the top qualities you are looking for in the candidate who fills this position?
18. What characteristics do the achievers in this company seem to share?
19. Is there a lot of team/project work?
20. Will I have the opportunity to work on special projects?
21. Where does this position fit into the organizational structure?
22. How much travel, if any, is involved in this position?
23. What is the next course of action? When should I expect to hear from you or should I contact you?
24. What is the organization's plan for the next five years, and how does this department or division fit in?
25. What are your major concerns that need to be immediately addressed in this job?
26. What goals or objectives need to be achieved in the next six months? Next year?
27. How does the company promote personal and professional growth?
28. What are the department's goals, and how do they fit into the company's mission?
29. What are the company's strengths and weaknesses compared to its competition?
30. What challenges might I encounter if I take on this position?
31. Could you explain the organizational structure to me?

# THE SITE VISIT/INTERVIEW: ONE STEP CLOSER

While on-campus screening interviews are important, on-site visits are where jobs are won or lost. After an on-campus interview, strong candidates are usually invited to visit the employer's facility. Work with the employer to schedule the on-site visit at a mutually convenient time. Sometimes employers will try to arrange site visits for several candidates to take place at the same time, so there may not be much flexibility...but you'll never know if the employer is flexible unless you ask.

1. An invitation to an on-site interview is NOT a guarantee of a job offer. It is a chance to examine whether or not you will be a good match for the job and for the organization.
2. If invited to an on-site interview, respond promptly if you are sincerely interested in this employer. Decline politely if you are not. Never go on an on-site interview for the sake of the trip. Document the name and phone number of the person coordinating your trip. Verify who will be handling trip expenses. Most medium- and large-size companies (as well as many smaller ones) will pay your expenses, but others will not. This is very important, because expenses are handled in various ways: 1) the employer may handle all expenses and travel arrangements; 2) you handle your expenses and arrangements (the employer may assist with this), and the employer will reimburse you later; 3) the employer may offer an on-site interview, but will not pay for your travel.
3. Know yourself and the type of job you are seeking with this employer. Don't say, "I am willing to consider anything you have."
4. Thoroughly research the potential employer. Read annual reports, newspaper articles, trade journals, etc. Many companies have websites where you can read their mission statements, find out about long-term goals, read recent press releases, and view corporate photos. Don't limit your research only to company-controlled information. The internet can be a valuable investigative tool. You may uncover key information that may influence — positively or negatively — your decision to pursue employment with a given organization.
5. Bring extra copies of your resume; copies of any paperwork you may have forwarded to the employer; names, addresses, phone numbers and email addresses of your references; an updated college transcript; a copy of your best paper as a writing sample; a notebook; a black and/or blue pen for filling out forms and applications; and names and addresses of past employers.
6. Bring extra money and a change of clothes. Also, have the names and phone numbers of those who may be meeting you in case your plans change unexpectedly. Anything can happen and you need to be ready for emergencies.
7. Your role at the interview is to respond to questions, to ask your own questions and to observe. Be ready to meet people who are not part of your formal agenda. Be courteous to everyone regardless of his or her position; you never know who might be watching you and your actions once you arrive in town.

## Take note of how the employees interact, and also assess the physical work environment.

8. Don't forget your table manners. Plant trips may include several meals or attendance at a reception the night before your "big day." When ordering food at a restaurant, follow the lead of the employer host. For example, don't order the three-pound lobster if everyone else is having a more moderately priced entree. If you have the "dining jitters," some authorities suggest ordering food that is easy to handle, such as a boneless fish fillet or chicken breast.
9. Many employers have a set salary range for entry-level positions, and others are more negotiable. Though salary should not be brought up until an offer is extended, it is wise to know your worth in advance. In as much as you are a potential employee, you also represent a valuable skills-set product. You should know what kind of product you have created, its value and what the company is willing to buy. Contact KPDC to further discuss salaries.
10. Soon after the site visit, record your impressions of your performance. Review the business cards of those you met or write the information in your notebook before leaving the facility. You should have the names, titles, addresses and phone numbers of everyone who was involved in your interview so you can determine which individuals you may want to contact with additional questions or follow-up information. A thank-you letter should be written to the person(s) who will be making the hiring decision. Stay in touch with the employer if you want to pursue a career with them.

A site visit is a two-way street. You are there to evaluate the employer and to determine if your expectations are met for job content, company culture and values, organizational structure, and lifestyles (both at work and leisure). Take note of how the employees interact, and also assess the physical work environment.

Just as any good salesperson would never leave a customer without attempting to close the sale, you should never leave an interview without some sort of closure. If you decide that the job is right for you, don't be afraid to tell the employer that you feel that there is a good fit and you are eager to join their team. The employer is interested in hiring people who want to be associated with them and they will never know of your interest if you don't voice your opinion. Keep in mind that although the employer has the final power to offer a job, your demeanor during the entire interviewing process — both on and off campus — also gives you a great deal of power.

# PREPARING FOR A VIRTUAL INTERVIEW

Companies are using technology to conduct interviews virtually. You might just have one in the near future. Here are a few things to consider before you conduct your virtual interview:

## 1 Dress appropriately, but be comfortable.

Conducting an interview virtually is not an invitation to wear a T-shirt. It is necessary to wear business professional attire, but if you are someone who is nervous during interviews or doesn't like the feeling of being fully dressed up, by all means, throw on your favorite pair of pants, sit down, and conduct the interview.

## 2 Triple-check your equipment.

Do your best to ensure that the virtual technology is not a distraction or impediment to your interview. Do the following to ensure everything runs smoothly:

- Do not rely on Wi-Fi. If possible, use a computer with an Ethernet cord.
- Ensure microphone and speaker volumes are set to an acceptable level.
- Talk into the microphone of your device to ensure you can be heard with minimal background noise.
- There's an expression, "Anything that can possibly go wrong, does." Be prepared and have a plan in case something doesn't go as planned.

## 3 Conduct a dress rehearsal interview.

The more you can familiarize yourself with the process, the more prepared you will be. If you are like most people, it will seem uncomfortable to talk to a stranger virtually or a recorded video of an interviewer. To help prepare, do the following:

- Practice with the software and make sure you are familiar with how to use it. Lots of companies use different software ranging from Skype to InterviewStream, and more. Whatever the platform, make sure you are comfortable using it.
- Pick a private space to do your rehearsal and practice talking into the microphone. If you're not used to hearing the sound of your voice in an empty room, the interview will not go well.
- Record yourself answering practice questions ahead of time and critique yourself. How's my tone? Do I sound passionate? Did I talk too loud? Were my answers too wordy and not specific? One of the hardest things to do is hear yourself talk, so the best thing you can do is become accustomed to it before the actual interview.

## 4 Select and prepare a proper environment.

Family, friends, roommates, and pets are all potential interruptions to your interview. Find a quiet, clean space that will keep the focus on you and project an organized, calm image. Have your notes ready and prepared in front of you as well as a pen to write down anything that you may need to remember or comes to mind.

## 5 Be relaxed.

More than anything, stay cool, calm and collected. Video shows every sign of nervousness, so remember, be yourself and stay relaxed!

*Written by Alex Williams, KPDC graduate assistant.*

# THE ART OF NEGOTIATING

An area of the job search that often receives little attention is the art of negotiating. Once you have been offered a job, you have the opportunity to discuss the terms of your employment. Negotiations may be uncomfortable or unsatisfying because we tend to approach them with a winner-take-all attitude that is counterproductive to the concept of negotiations.

Negotiating with your potential employer can make your job one that best meets your own needs as well as those of your employer. To ensure successful negotiations, it is important to understand the basic components. The definition of negotiation as it relates to employment is: a series of communications (either oral or in writing) that reach a satisfying conclusion for all concerned parties, most often between the new employee and the hiring organization.

Negotiation is a planned series of events that requires strategy, presentation and patience. Preparation is probably the single most important part of successful negotiations. Any good trial attorney will tell you the key to presenting a good case in the courtroom is the hours of preparation that happen beforehand. The same is true for negotiating. A good case will literally present itself. What follows are some suggestions that will help you prepare for successful negotiating.

## Research

Gather as much factual information as you can to back up the case you want to make. For example, if most entering employees cannot negotiate salary, you may be jeopardizing the offer by focusing on that aspect of the package. Turn your attention to other parts of the offer such as their health plan, dental plan, retirement package, the type of schedule you prefer, etc.

## Psychological Preparation

Chances are that you will not know the person with whom you will be negotiating. If you are lucky enough to be acquainted, spend some time reviewing what you know about this person's communication style and decision-making behavior.

In most cases, however, this person will be a stranger. Since most people find the unknown a bit scary, you'll want to ask yourself what approach to negotiating you find most comfortable. How will you psyche yourself up to feel confident enough to ask for what you want? How will you respond to counteroffers? What are your alternatives? What's your bottom line? In short, plan your strategy.

Be sure you know exactly what you want. This does not mean you will get exactly that, but having the information clear in your head will help you determine what you are willing to concede. Unless you know what you want, you won't be able to tell somebody else. Clarity improves communication, which is the conduit for effective negotiations.

## Practice

Rehearse the presentation in advance using another person as the employer. If you make mistakes in rehearsal, chances are that you will not repeat them during the actual negotiations. A friend can critique your reasoning and help you prepare for questions. If this all seems like a lot of work, remember that if something is worth negotiating for, it is worth preparing for.

## Dollars and Sense

Always begin by expressing genuine interest in the position and the organization, emphasizing the areas of agreement but allowing "wiggle room" to compromise on other areas. Be prepared to support your points of disagreement, outlining the parts you would like to alter, your suggestions on how this can be done and why it would serve the company's best interests to accommodate your request.

Be prepared to defend your proposal. Back up your reasons for wanting to change the offer with meaningful, work-related skills and positive benefits to the employer. Requesting a salary increase because you are a fast learner or have a high GPA are usually not justifiable reasons in the eyes of the employer. Meaningful work experience or internships that have demonstrated or tested your professional skills are things that will make an employer stop and take notice.

It is sometimes more comfortable for job-seekers to make this initial request in writing and plan to meet later to hash out the differences. You will need to be fairly direct and assertive at this point even though you may feel extremely vulnerable. Keep in mind that the employer has chosen you from a pool of qualified applicants, so you are not as powerless as you think.

Sometimes the employer will bristle at the suggestion that there is room to negotiate. Stand firm, but encourage the employer to think about it for a day or two, at which time you will discuss the details of your proposal with him/her. Do not rush the process because you are uncomfortable. The employer may be counting on this discomfort and use it to derail the negotiations. Remember, this is a series of volleys and lobs, trade-offs and compromises that occur over a period of time. It is a process — not a singular event!

Once you have reached a conclusion with which you are both relatively comfortable, present in writing your interpretation of the agreement so that if there is any question, it will be addressed immediately. Negotiation, by definition, implies that each side will give. Do not perceive it as an ultimatum.

If the employer chooses not to grant any of your requests — and realistically, he or she can do that — you will still have the option of accepting the original offer, provided you have maintained a positive, productive and friendly atmosphere during your exchanges. You can always re-enter negotiations after you have demonstrated your worth to the organization.

## Money Isn't Everything

There are many things you can negotiate besides salary. For example, benefits can add thousands of dollars to the compensation package. Benefits can range from paid personal leave to discounts on the company's products and services. They constitute more than just icing on the cake; they may be better than the cake itself. Traditional benefits packages include health insurance, paid vacation and personal/sick days. Companies may offer such benefits as child care, elder care or use of the company jet for family emergencies. Other lucrative benefits could include disability and life insurance and a variety of retirement plans. Some organizations offer investment and stock options as well as relocation reimbursement and tuition credits for continued education.

# CHOOSING BETWEEN JOB OFFERS

The first question many of your friends will ask when you receive a job offer is “What does it pay?” For many college graduates this consideration is near the top of the list, which is not surprising. Most students have invested thousands of dollars in their education, often racking up high student loan balances. Most graduates are looking forward to paying off that debt. Also, the value of a salary is easy to understand; the more zeroes after the first digit, the better.

In order to evaluate a salary offer, you need to know what the average pay scale is for your degree and industry. Find salary information and other helpful resources on the CCO website <http://career.lib.purdue.edu/landthejob.php>. Make sure you factor in cost-of-living differences when considering salary offers. For example, you may need an offer of \$76,000 in San Francisco to equal an offer of \$40,000 in Huntsville, Ala.

Bonuses and commissions are considered part of your salary, so take them into consideration when evaluating an offer. It's also important to have a good understanding of an employer's policies concerning raises. Be sure to never make your decision on salary alone. Students tend to overemphasize salary when considering job offers. Money is important, but it's more important that you like your job. If you like your job, chances are you'll be good at it. And if you're good at your job, eventually you will be financially rewarded.

## Factor in Benefits

Of course, salary is only one way in which employers financially compensate their employees. Ask anybody with a long work history and they'll tell you how important benefits are. When most people think of employer benefits, they think of things like health insurance, vacation time and retirement savings. But employers are continually coming up with more and more creative ways to compensate their workers, from health club memberships to flextime. The value of a benefits plan depends on your own plans and needs. A company gym or membership at a health club won't be of much value to you if you don't like to sweat.

## Who Do You Work For?

Who you work for can have as much bearing on your overall job satisfaction as how much you earn and what you do. First, analyze how stable the potential employer is. If the company is for-profit, what were its earnings last year? What are its projections for growth? If the job is with a government agency or a nonprofit, what type of funding does it have? How long has the employer been around? You could receive the best job offer in the world, but if the job is cut in six months, it won't do you much good.

## Corporate Culture

There are three aspects to a work environment: 1) the physical workspace, 2) the “corporate culture” of the employer, and 3) fellow co-workers. Don't underestimate the importance of a good workspace. If you are a private person, you probably will not be able to do your best work in a cluster of cubicles. If you are an extrovert, you won't be happy shut in an office for hours on end.

Corporate culture comprises the attitudes, experiences, beliefs and values of an organization. What's the hierarchy of the

organization? Is there a dress code? Is overtime expected? Do they value creativity or is it more important that you follow protocol? Whenever possible, you should talk to current or previous employees to get a sense of the corporate culture. You may also be able to get a sense of the environment during the interview or by meeting your potential boss and co-workers during the interview process. Ask yourself if the corporate culture is compatible with your own attitudes, beliefs and values.

Your boss and fellow co-workers make up the last part of the work environment. Hopefully, you will like the people you work with, but you must, at least, be able to work well with them professionally. You may not be able to get a good sense of your potential co-workers or boss during the interview process. But if you do develop strong feelings one way or the other, be sure to take them into consideration when making your final decision.

## Like What You Do

Recent college graduates are seldom able to land their dream jobs right out of school, but it's still important that you at least like what you do. Before accepting a job offer, make sure you have a very good sense of what your day-to-day duties will be. What are your responsibilities? Will you be primarily working in teams or alone? Will your job tasks be repetitive or varied? Will your work be challenging? What level of stress can you expect with the position?

## Location, Location, Location

Climate, proximity to friends and family, and local population (i.e., urban vs. rural) should all be evaluated against your desires and preferences. If you are considering a job far away from your current address, will the employer pay for part or all of your moving expenses? Even if you are looking at a local job, location can be important — especially as it relates to travel time. A long commute will cost you time, money and probably more than a little frustration. Make sure the tradeoff is worth it.

## Time is on Your Side

It's acceptable to request two or three days to consider a job offer. And depending on the employer and the position, even a week of consideration time can be acceptable. If you've already received another offer or expect to hear back from another employer soon, make sure you have time to consider both offers. But don't ask for too much time to consider. Like all of us, employers don't like uncertainty. Make sure you give them an answer one way or another as soon as you can.

## It's Your Call

Once you make a decision, act quickly. If you are accepting a position, notify the hiring manager by phone followed by a confirmation letter or an email. Keep the letter short and state the agreed upon salary and the start date. When rejecting an offer, make sure to thank the employer for their time and interest. It always pays to be polite in your correspondence. You never know where your career path will take you, and it might just take you back to an employer you initially rejected.



# THE COST OF LIVING INDEX

## SALARY COMPARISON EQUATION

$$\frac{\text{City \#1}}{\text{City \#2}} \times \text{Salary} = \$ \underline{\hspace{2cm}}$$

*What is the New York City equivalent of a \$70,000 salary in Chicago?*

$$\frac{\text{New York City } 168}{\text{Chicago } 103} \times \$70,000 = \$114,175$$

The following is a selection of cities where many graduating students accept offers. The cost of living index is based on the composite price of groceries, housing, utilities, transportation, health care, clothing and entertainment in each city listed. Use the calculation to compare salaries in different cities.

For further information about the data below, please refer to [www.bestplaces.net/cost-of-living](http://www.bestplaces.net/cost-of-living).

To compare information from other sources, refer to these websites:  
[www.salary.com](http://www.salary.com)

<b>Average City, USA</b>	100	<b>Idaho</b>		<b>Montana</b>		<b>Pennsylvania</b>	
<b>Alabama</b>		Boise	107	Billings	107	Philadelphia	96
Birmingham	78	<b>Illinois</b>		Missoula	110	Pittsburgh	84
Montgomery	89	Chicago	103	<b>Nebraska</b>		<b>South Carolina</b>	
<b>Alaska</b>		Springfield	87	Lincoln	91	Charleston	109
Anchorage	143	<b>Indiana</b>		Omaha	88	Columbia	99
<b>Arizona</b>		Bloomington	98	<b>Nevada</b>		<b>South Dakota</b>	
Flagstaff	119	Indianapolis	89	Las Vegas	99	Sioux Falls	95
Phoenix	99	South Bend	83	<b>New Jersey</b>		<b>Tennessee</b>	
Tucson	92	<b>Iowa</b>		Atlantic City	100	Chattanooga	88
<b>Arkansas</b>		Des Moines	82	Princeton	162	Memphis	73
Little Rock	88	Iowa City	105	Newark	122	Nashville	99
<b>California</b>		<b>Kansas</b>		<b>New Mexico</b>		<b>Texas</b>	
Fresno	105	Kansas City	85	Albuquerque	101	Austin	107
Irvine	215	<b>Kentucky</b>		Santa Fe	120	Dallas	106
Los Angeles	164	Lexington	95	<b>New York</b>		Houston	98
Sacramento	113	Louisville	87	Albany	102	San Antonio	92
San Diego	164	<b>Louisiana</b>		Buffalo	74	<b>Utah</b>	
San Francisco	243	Baton Rouge	90	New York City	168	Salt Lake City	115
San José	197	New Orleans	99	Syracuse	89	<b>Vermont</b>	
<b>Colorado</b>		<b>Maine</b>		<b>North Carolina</b>		Burlington	124
Boulder	155	Portland	118	Chapel Hill	128	<b>Virginia</b>	
Colorado Springs	101	<b>Maryland</b>		Charlotte	94	Richmond	95
Denver	115	Baltimore	88	Raleigh	101	Virginia Beach	110
<b>Connecticut</b>		<b>Massachusetts</b>		<b>North Dakota</b>		<b>Washington</b>	
Hartford	109	Boston	161	Fargo	98	Seattle	154
New Haven	113	<b>Michigan</b>		<b>Ohio</b>		<b>Washington, DC</b>	154
Stamford	167	Ann Arbor	111	Cincinnati	83	<b>West Virginia</b>	
<b>Delaware</b>		Detroit	73	Cleveland	79	Charleston	91
Wilmington	98	Lansing	82	Columbus	82	<b>Wisconsin</b>	
<b>Florida</b>		<b>Minnesota</b>		Dayton	76	Madison	116
Miami	119	Minneapolis	108	<b>Oklahoma</b>		Milwaukee	85
Orlando	92	St. Paul	102	Oklahoma City	89	<b>Wyoming</b>	
<b>Georgia</b>		<b>Missouri</b>		Tulsa	85	Cheyenne	103
Atlanta	97	Kansas City	94	<b>Oregon</b>			
<b>Hawaii</b>		St. Louis	84	Portland	126		
Honolulu	199						

# TURNING YOUR INTERNSHIP INTO A FULL-TIME POSITION

One of the best benefits of an internship or cooperative education experience is that it can serve as your passport to future employment opportunities. Getting your foot in the door by landing the internship or co-op is only half of the challenge in turning your career dreams into a reality. The more vital half is to build a reputation during this career experience that will culminate in receiving a full-time job offer.

A growing number of employers are using internships as a way to gain a first in-depth look at prospective employees. In this respect, both you and your employer have a common goal — namely, to determine if there is a good fit between you.

Here are 10 tips to becoming a savvy intern and making powerful career moves:

- 1. Exhibit a Can-Do Attitude**

Pass the attitude test and you will be well on your way to success. Attitude speaks loud and clear and makes a lasting impression, so make sure that yours is one of your greatest assets. Take on any task assigned — no matter how small — with enthusiasm. Take the initiative to acquire new skills. Accept criticism graciously and maintain a sense of humor.
- 2. Learn the Unwritten Rules**

Get to know your co-workers early in your internship. They will help you figure out quickly the culture in which you will be working. Being the “new kid” is like being a freshman all over again. You will need to adapt, observe, learn and process a large volume of information. Watch closely how things get done. Ask questions and pay attention to how people interact with each other.
- 3. Take Your Assignments Seriously**

Build a reputation for being dependable. Be diligent and accurate in your work. You may encounter a great deal of ambiguity in the work environment, so seek direction when in doubt and do whatever it takes to get the job done. As an intern, you will generally start out by performing small tasks, asking a lot of questions and learning the systems. Your internship supervisor knows that there will be an initial learning curve and will make allowances for mistakes. Learn from your errors and move on to your next task. From there, your responsibilities and the expectations of others are likely to grow.
- 4. Meet Deadlines**

Always assume the responsibility to ask when an assignment is due. This will help you to understand your supervisor’s priorities and to manage your time accordingly. Alert your boss in advance if you will be unable to meet expectations. This will show respect and professional maturity.
- 5. Set Realistic Goals and Expectations**

Invest actively in the most critical element of your internship — that is, the learning agenda that you set up with your supervisor at the beginning of the assignment. Your learning agenda should target specific skills and competencies that you wish to acquire and demonstrate. After all, the learning agenda is what distinguishes a short-term job from an internship. It is up to you to establish a correlation between your learning goals and the daily work you are asked to perform. Maintain a journal of your activities and accomplishments in order to monitor your progress. Seek regular reviews from your supervisor to assess your performance and reinforce the fact that you mean business.
- 6. Communicate Respectfully**

Assume that everyone else knows more than you do. However, don’t be afraid to present useful ideas that may save time or money or solve problems. Make sure, however, that your style does not come across as cocky. Employers value assertiveness but not aggressiveness. Find out the proper way to address individuals, including customers. Maintain a pleasant and respectful demeanor with every person, regardless of his or her rank.
- 7. Be Flexible**

Accept a wide variety of tasks, even those that may not relate directly to your assignments or those that may seem like grunt work. Your willingness to go the extra mile, especially during “crunch time,” will help you carve the way to assuming greater responsibilities.
- 8. Be a Team Player**

Learn how your assignment fits into the grand scheme of things and keep a keen eye on getting the job done. In today’s work environment, success is often defined along the lines of your ability to get along with and interact with others. You’re a winner only if your team wins.
- 9. Get a Mentor**

Identify at least one individual to serve as your mentor or professional guardian. It should be someone who is willing to take a personal interest in your career development and success. Once you know your way around, begin to network wisely and get “plugged in” by associating with seasoned employees who may share their knowledge, perspectives and insights. Get noticed, because many more people will have a role in determining your future than you might at first realize.
- 10. Have Fun!**

Last but not least, enjoy learning, sharpening your skills and developing professionally and personally. Participate in work-related social functions and become an active member in your work community.

Make your internship or co-op experience work for you. It can be the first link in the chain of your career.

# INTERNATIONAL STUDENTS AND THE JOB SEARCH

## Top Companies Hiring Purdue Masters Students 2014-19

Amazon	DISH Network	McKinsey & Company
Amazon Lab126	Dow AgroSciences	Meritor
Antra, Inc.	DuPont	Mu Sigma
Applied Materials Inc	eBay	Nationwide
Axtria	Elanco	Navistar
A.T. Kearney	Eli Lilly and Co.	Omnivision
BraunAbility	Enquero	PwC
Capgemini U.S.	Ericsson, Inc.	Republic Airways
Capital One	Ernst & Young	Sara Lee Corp.
ChainAnalytics	General Electric	Schlumberger
Cisco Systems	General Motors	Sears Holdings
Cloudflare	GEP	Sharpen
Cognizant Consulting	HSO	SunCoke Energy
Crane Co.	Humana, Inc.	Tesla, Inc.
Cummins Inc.	Infosys Consulting	US Airways
Dell Inc.	Inovalon	WeWork
Deloitte	JBS USA	Whirlpool Corp.
Discover Financial	Juniper Networks	Zimmer Biomet

## Top Companies Sponsoring H-1B Visas for MBA Students

Abbvie	EOS Accountants	Opera Solutions
Accenture	Exlservice.com	Panasonic Avionics
American Airlines	Facebook	Parbel of Florida
Amneal Pharmaceuticals	Federal Home Loan Mortgage	PayPal
Apple	Fractal Analytics	Penske Logistics
Applied Materials	Funaro	Philips Electronics North America
Argus Information & Advisory Services	Genentech	Photon Infotech
Ascension Health Alliance	Genpact	Populus Group
Asta CRS	Goldman Sachs	PwC
Audible	Google	Qualcomm Technologies
Bain & Company	Grainger Management	Regeneron Pharmaceuticals
Baker Hughes	Grant Thornton	Robert Walters Associates
Barclays Bank Delaware	Hewlett-Packard Company	Ryder System
Barclays Services	Hopkins County Coal	Samsung Telecommunications America
Bayer Healthcare	Hospira	SAP Labs
BDO USA	Hotta Liesenberg Saito	Sapient
Blackrock Investment Management	HSBC Bank USA	SCM Data
Bloom Energy	IBM	SG Americas Securities
Bluecrest Capital Management	Infosys	The Siegfried Group
The Boston Consulting Group	Jefferies	Skillscloud
Bradlee International	JPMorgan Chase	State Street Bank and Trust Company
CGN & Associates	Kforce	Superior Industries International
Cisco Systems	KPMG	Symantec
Citadel	Logical Paradigm	Syntel
Citco Fund Services (USA)	Malone Bailey	T-Mobile USA
Citibank	McGladrey	Tech Mahindra (Americas)
Compunnel Software Group	McKinsey & Company	UBS Securities
Credit Suisse Securities (USA)	Menlo Logistics	Unisource Worldwide
Crosscountry Consulting	Merrill Lynch	United Airlines
Deutsche Bank A. G.	Microsoft	Visa
The Dow Chemical Company	MMC Systems	VMware
Eastman Chemical Company	Moody's Analytics	W. R. Grace
eBay	Morgan Stanley	W. W. Grainger
Eclinicalworks	Motorola Mobility	Walmart Associates
Ecolab	Nokia Siemens Networks US	World Economic Forum USA
EMC	Oliver Wyman	ZS Associates



# AN INTERNATIONAL STUDENT'S JOB SEARCH



“*My KPDC career coach helped me focus and prepared me for career fairs and interviews. I worked on my resume and interview skills. It is a choice to focus on quantity of job applications or on resume quality. I chose quantity, and it worked for me.*”

**Shashi Shashi, MBA 2021**

## **So, what can international students do to improve their odds of finding work in the United States?**

1. Broaden your search to include global companies both in the U.S. and your home country. You could begin working for an international company at home, and transfer later to the U.S.
2. Leverage your knowledge of the culture and markets in your home country with employers in the U.S. That knowledge in addition to your education is a great combination of skills.
3. Be aware of cultural differences when you attend career fairs and networking functions with American recruiters.
4. Start the job search process early. It will probably take international students a little longer to find a good fit. Talk to recruiters at companies you are targeting. Talk to alumni and students.
5. It's going to take time. You need to be prepared for that. Don't get so frustrated with the job search process that it stifles the way you present yourself to employers.
6. Utilize all of your resources, including faculty, classmates, the career center, KPDC, info sessions, and alumni.
7. Just because certain companies say they are looking for U.S. citizens, don't be afraid to ask. A lot of companies may be interested if you show them you have something special. That something special could be your knowledge of your home country.
8. If English is your second language, do everything you can to continually improve your communication skills, both verbal and written. It may mean taking additional courses. I would highly recommend that.

*Advice from Randall Lewis, former Executive Director, Krannert Professional Development Center.*

## **Other Things to Do**

1. Be proactive in LinkedIn. Create a great profile. On LinkedIn you can contact people from your home country with full-time jobs in the U.S. Ask for their insight and suggestions. Also, contact recruiters to see if they sponsor. If the answer is a no, do not waste your time.
2. A good source to check to see whether a company is sponsoring or not: [www.myvisajobs.com](http://www.myvisajobs.com). Great resource! Check the website and you will understand what I mean.
3. Be patient and honest. Looking for a job can feel like riding a roller coaster: application, interview, rejection...again and again. But trust me, it is not because you are not awesome, it's just not the right job for you. Good luck, Boilermakers!

*Advice from Emma Lu, Krannert alum and Cummins employee.*

# DON'T FORGET THE SMALL COMPANIES

Most students concentrate their job search on Fortune 500 corporations or other large, well-known companies with defined and approachable personnel departments. And in an economic climate that has proved challenging for small business it would be easy to follow the path of "most students."

But don't count out the small companies just yet. Small businesses have been at the forefront of innovation, economic growth and job creation, and there's no reason to doubt they'll continue to find themselves in this position in the future.

Generally, any business with 200 or fewer employees is considered a small company. Whether the business has 20 employees or 20,000, the research you do in preparation for an interview opportunity will be the best gauge of the company's outlook. As we've seen, large companies can be just as shaky as small ones, so the questions really come down to: "Is a small company right for you?" and "Are you right for a small company?" There are several things to consider when deciding between working in a large versus a small company.

## Is a Small Company Right for You?

Small companies tend to offer an informal atmosphere, an all-for-one camaraderie, and require more versatility and dedication on the part of the company and workers. Small companies are usually growing, so they are constantly redefining themselves and the positions within them. Look at the following list of small company traits and consider which are advantages and which are disadvantages for you.

- You are given more responsibility and are not limited by job titles or descriptions.
- Your ideas and suggestions will be given more attention.
- Career advancement and salary increases may be rapid in a growing company.
- You have less job security due to the high rate of failure for a small business.
- You have the opportunity to be involved in the creation or growth of something great.
- You may be involved in the entire organization rather than in a narrow department.
- You may be eligible for stock options and profit sharing.
- The environment is less bureaucratic; there are fewer rules and regulations and thus fewer guidelines to help you determine what to do and whether you're succeeding or failing.
- Successes and faults are more visible.
- Starting salaries and benefits may be more variable.
- A dominant leader can control the entire organization. This can lead to more "political games" or a healthy, happy atmosphere.
- You must be able to work with everyone in the organization.

## Are You Right for a Small Company?

Because most small companies do not have extensive training programs, they look for certain traits in potential employees. You will do well in a small company if you are:

- Self-motivated
- A generalist with many complementary skills

- A good communicator, both oral and written
- Enthusiastic • A risk-taker • A quick learner
- Responsible enough to get things done on your own

There are fewer limitations, and it's up to you to make the best or worst of that freedom. A small business often has a strong company culture. Learn that company's culture; it will help you on your way up the corporate ladder.

## Finding a Job in a Small Company

One of the biggest hurdles to finding a job in a small business is contacting a hiring manager. Good timing is critical. The sporadic growth of many small companies can mean sporadic job openings, so you need to network. A small business tends to fill its labor needs informally through personal contacts and recommendations from employees. Job hunters must find their way into the organization and approach someone with hiring authority. This means you must take the initiative. Once you have someone's attention, you must convince him or her that you can do something for the company. How do you find information on small companies? Try these techniques:

- Contact the chamber of commerce in the area you would like to work. Get the names of growing companies in the industry of your choice. Peruse the membership directory.
- Participate in the local chapter of professional trade associations related to your career. Send prospective employers a cover letter and resume, then follow up with a phone call.
- Read trade publications, business journals and area newspapers for leads. Again, follow up.
- Speak with small business lenders such as bankers, venture capitalists and small business investment companies listed in directories at local libraries.

Keep the following differences between large and small companies in mind as you conduct your job search:

LARGE COMPANY	SMALL COMPANY
Centralized Human Resources	No HR
Formal recruiting program	No full-time recruiters
Standardized hiring procedures	No standard hiring procedures
Keep resumes on file	Usually won't keep resumes
Interview held with recruiters and managers	Interview often held with the founder or direct boss
Career section on website	Little/no career section on website
Hiring done months in advance of starting date	Hired to begin immediately
Formal training programs	On-the-job training
Predetermined job categories	Jobs emerge to fit needs

Always do your homework on the company and persuade them to hire you through your initiative and original thinking. If you haven't graduated yet, offer to work for them as an intern. This will give you experience, and if you do well, there's a good chance that a job will be waiting for you on graduation day.

# WORKING FOR A NONPROFIT ORGANIZATION

Are you looking for more from your future career than just a steady income? Do you find the traditional employment track unappealing? Do you want the chance to make a real impact in your community or even the world? Then a career in the nonprofit sector may be the answer.

## What is a Nonprofit?

Nonprofits (also known as not-for-profits) are organizations that promote a cause or provide a public service and are granted tax-exempt status by the Internal Revenue Service under section 501 of the Federal Tax Code. Nonprofits are often at the forefront of advocacy, social issues and scientific research. Some manage and promote the arts, culture or even history in communities across the nation. Political and labor groups are nonprofit organizations, as are professional and trade organizations. The broad category of nonprofits also includes non-governmental organizations (NGOs) that provide critical services to areas affected by war or natural disasters. Some promote environmental issues on an international scale.

With all these categories, it's no wonder that over 1.5 million nonprofit organizations in the United States employ 10.7 million people or 10.1% of the total workforce. Amy Butler from the Bureau of Labor Statistics reported that, "Health professionals, educators, other professionals, health technicians, administrative support workers, and service occupations account for the majority of paid workers in the nonprofit sector," in her 2009 "Wages in the Nonprofit Sector" article.

## Is a Nonprofit Right for You?

Most nonprofit employees are not motivated by money or a prestigious title. Instead, they find fulfillment in a career that contributes to the welfare of others or advances a particular cause. Depending on your interests and beliefs, working for a particular nonprofit can be both challenging and fulfilling. You often work with people who share your altruism and passion about an issue or cause. And unlike the private sector or government, there are usually endless opportunities in entry-level positions where related experience is not required.

But working for a nonprofit is not all bliss and passion, nor is it an escape from work-related stress. Nonprofit employees may not have to meet sales goals or make money for their owners or shareholders, but they are still held accountable for their decisions by their funding sources and constituents. Some organizations are highly politicized. Resources tend to be limited for staff development, bonuses or the latest equipment. Nonprofit workers must learn to work effectively with a broad range of people, including their clients, elected officials, volunteers, donors and local civic leaders.

Top management is usually held accountable to a board of advisors or board of directors. The latter group has governing power, including the power to terminate top management. Instability in funding is often a frustrating factor among nonprofits (especially among the smaller ones), as it must be sought each year from a variety of sources. Today, receiving

grants is becoming more difficult. Grantors are demanding increased accountability and results in exchange for their financial support.

## Opportunities

Take a look at the current job openings in the nonprofit sector and you will see a broad range of jobs. Positions with arts organizations can include curators, writers, performing artists and event planners. Health agencies often hire counselors, researchers and lobbyists. All nonprofit companies require the services of grant writers, fundraisers (also known as development officers), accountants, information technology workers and office managers. While idealism and passion may be the fuel to energize an organization, solid administrative skills including writing, strong interpersonal skills, multiple business and political contacts, and good business acumen are highly valued and required to ensure the stability and longevity of an organization.

## But Will I Earn Enough?

Because of the wide variety of agencies in staff size, organization budget and scope of activities, it is nearly impossible to provide a salary range based on position. For example, the salary of the executive director of the Red Cross would be six figures, while the executive director of a two-person organization whose services are narrow and local may be in the low 30s. The Chronicle of Philanthropy ([philanthropy.com](http://philanthropy.com)) periodically publishes the salaries of top executives in nonprofits. In general, the larger an organization and the wider its scope, the greater the salary — though it may still be below the national average. Career advancement is also more likely within a larger organization.

## How and Where to Find Nonprofit Positions

If you are interested in working for a nonprofit organization, talk to others in the field to help you decide if the nonprofit sector is right for you. Schedule an appointment with three or four directors and program administrators to find out the differences (and similarities) between various agencies. Ask about the types of people typically hired and the types of jobs available. Find out what makes the field satisfying — and frustrating. Ask about pay, advancement and the skills most highly sought. Read public literature about different agencies, and serve as a volunteer with an agency of interest to you to become acquainted with the staff and the agency's services. Volunteer positions sometimes become paid positions or provide you with solid leads and the "inside track" to paid positions.

When you are ready to apply for specific positions, use local resources such as the United Way, your local newspaper and the internet, using the key word nonprofit. Opportunity Knocks ([www.opportunityknocks.org](http://www.opportunityknocks.org)) provides a comprehensive print and online version of nonprofit job opportunities throughout the United States. Many organizations (especially larger ones like the Red Cross) have their own websites that list job openings.

Wherever you choose to look, a job with a nonprofit organization can be a great way to start your career — and do something good for your community.

# STUDENTS WITH DISABILITIES: ACING THE INTERVIEW

The traditional face-to-face interview can be particularly stressful when you have a disability — especially a visible disability. Hiring managers and employers may have had little prior experience with persons with disabilities and may react with discomfort or even shock to the appearance of a wheelchair, cane or an unusual physical trait. When this happens, the interviewer is often so uncomfortable that he or she just wants to “get it over with” and conducts the interview in a hurried manner. But this scenario robs you of the opportunity to present your credentials and could prevent the employer from identifying a suitable, qualified candidate for employment.

It is essential that you understand that interviewing is not a passive process where the interviewer asks all the questions and you simply provide the answers. You, even more than applicants without disabilities, must be skilled in handling each interview in order to put the employer representative at ease. You must also be able to demonstrate your ability to manage your disability and be prepared to provide relevant information about your skills, experiences and educational background. In addition, you may have to inform the employer of the equipment, tools and related resources that you will need to perform the job tasks.

## To Disclose or Not to Disclose

To disclose or not to disclose, and when and how to disclose, are decisions that persons with disabilities must make for themselves during the job search process.

Under the Americans with Disabilities Act (ADA), you are not legally obligated to disclose your disability unless it is likely to directly affect your job performance. On the other hand, if your disability is visible, it will be evident at the time of the interview, so it may be more prudent to acknowledge your disability during the application process to avoid catching the employer representative off guard.

## Reasons for Disclosing

You take a risk when you decide to disclose your disability. Some employers may reject your application based on negative, preconceived ideas about persons with disabilities. In addition, you may feel that the issue is too personal to be publicized among strangers. On the other hand, if you provide false answers about your health or disability on an application and the truth is uncovered later, you risk losing your job. You may even be held legally responsible if you failed to inform your employer and an accident occurs that is related to your disability.

## Timing the Disclosure

The employer’s first contact with you will typically be through your cover letter and resume, especially if you initially contacted the organization. There are many differing opinions on whether one should mention the disability on the resume or in the cover letter. If you are comfortable revealing your

disability early in the process, then give careful consideration to where the information is placed and how it is stated. The cover letter and resume should primarily outline relevant skills, experiences and education for the position for which you are applying. The reader should have a clear understanding of your suitability for the position. Therefore, if you choose to disclose your disability, the disclosure should be brief and placed near the end of the cover letter and resume. *It should never be the first piece of information that the employer sees about you.* The information should also reveal your ability to manage your disability while performing required job functions.

## Tips on Managing the Interview

### Prior to the Interview

1. Arrange for several taped, mock interview sessions to become more confident in discussing your work-related skills and in putting the employer representative at ease; rehearse ahead of time to prepare how you will handle inappropriate, personal or possibly illegal questions.
2. If your disability makes oral communication difficult, create a written narrative to supplement your resume that details your abilities.
3. Determine any technical support, resources and costs that might be necessary for your employment so that you can respond to questions related to this topic.
4. Be sure that your career center has information for employers on interviewing persons with disabilities.
5. Seek advice from other workers with disabilities who have been successful in finding employment.
6. Review the general advice about interviewing outlined in this career guide.

### During the Interview

1. Put the interviewer at ease before starting the interview by addressing any visible disability (if you have not done so already).
2. Plan to participate fully in the discussion (not just answer questions); maintain the appropriate control of the interview by tactfully keeping the interview focused on your abilities — not the disability.
3. Inform the employer of any accommodations needed and how they can be achieved, thereby demonstrating your ability to manage your disability.
4. Conclude the interview by reiterating your qualifications and giving the interviewer the opportunity to ask any further questions.

## When You Get the Interview

As stated earlier, it may not be wise to hide the disability (especially a visible disability) until the time of the interview. The employer representative may be surprised, uncomfortable or assume that you intentionally hid critical information. As a result, more time may be spent asking irrelevant and trivial questions because of nervousness, rather than focusing on your suitability for the position. Get assistance from contacts in human resources, your career center or workers with disabilities about the different ways to prepare the interviewer for your arrival. Take the time to rehearse what you will say before making initial contact. If oral communication is difficult for you, have a career services staff person (or another professional) place the call for you and explain how you plan to handle the interview. If you require support for your interview (such as a sign language interpreter), contact human resources in advance to arrange for this assistance. Advance preparation puts everyone at ease and shows that you can manage your affairs.

## Dealing With Rejection in the Job Search

After meticulously preparing your cover letters and resumes, you send them to carefully selected companies that you are sure would like to hire you. You even get a few job interviews. But all of your return correspondence is the same: "Thanks, but no thanks." Your self-confidence melts and you begin to question your value to an employer.

Sometimes, we begin to dread the BIG NO so much that we stop pursuing additional interviews, thereby shutting off our pipeline to the future. We confirm that we couldn't get a job because we stop looking. Remember, fear of rejection doesn't have to paralyze your job search efforts. Let that fear fuel your determination; make it your ally and you'll learn a lot.

### EIGHT GUIDELINES TO WARD OFF REJECTION

**1. Depersonalize the interview.**

Employers may get as many as 500 resumes for one job opening. How can you, I and the other 498 of us be no good?

**2. Don't make it all or nothing.**

Don't set yourself up for a letdown: "If I don't get this job, I'm a failure." Tell yourself, "It could be mine. It's a good possibility. It's certainly not an impossibility."

**3. Don't blame the interviewer.**

Realize interviewers aren't in a hurry to think and behave our way. Blame your turndown on a stone-hearted interviewer who didn't flatter you with beautiful compliments, and you will learn nothing.

**4. Don't live in the past.**

When you dredge up past failures, your nervous system kicks in and you experience all the feelings that go with failure. Unwittingly, you overestimate the dangers facing you and underestimate yourself.

**5. Don't get mad at the system.**

Does anything less pleasurable exist than hunting for a job? Still, you must adjust to the world rather than make the world adjust to you. The easiest thing is to conform, to do what 400,000 other people are doing. When you sit down to play bridge or poker or drive a car, do you complain about the rules?

**6. Take the spotlight off yourself.**

Sell your skills, not yourself. Concentrate on what you're there for: to find out the interviewer's problems and to show how you can work together to solve them.

**7. See yourself in the new role.**

Form a mental picture of the positive self you'd like to become in job interviews, rather than focusing on what scares you. All therapists agree on this: Before a person can effect changes, he must really "see" himself in the new role. Just for fun, play with the idea.

**8. Keep up your sense of humor.**

Nobody yet has contracted an incurable disease from a job interview.



# THE BENEFITS OF COMPANY BENEFITS

Though promises of high starting salaries or accelerated career growth may entice you as you search for your dream job, don't forget to check out the company's benefits package. These packages are generally designed to provide protection against financial hardship brought about by unforeseen circumstances, such as illness or injury. With the high cost of medical services, even a routine physical exam can set you back several hundred dollars if you don't have coverage. "Most employees today are looking for more than a paycheck," says Amy Roppe, former senior account manager at Benefit Source Inc., a Des Moines, Iowa-based company that designs and administers employee benefit packages. "Employees are looking for overall job satisfaction, and benefits are a key part of that."

What kinds of benefits can you expect at your first job out of college? That depends. Not all benefits programs are created equal, and most have certain rules, limitations and exclusions, particularly in regard to health plans. Though some employers still provide complete coverage with no out-of-pocket expense to workers, most company plans now require the employee to pay part of the benefits expense, often in the form of payroll deductions. However, the cost is usually reasonable in comparison to footing the entire bill by yourself. The benefits described below will give you a general overview of what many companies offer to their employees:

- **Medical insurance.** This is the most basic (and probably most important) benefit you can receive. Health coverage limits an employee's financial liability in the event of illness or injury.
- **Disability insurance.** Provides an income to the employee in the event of a long-term disability.
- **Life insurance.** Provides a benefit payment to family members in the event of the employee's death. The benefit of having life insurance changes throughout your life as you either gain more personal assets or gain more dependents. A good time for re-evaluation may be when you are going through a career change or at review time with your current employer.
- **Dental insurance.** Provides basic dental coverage. Though many people agree that dental insurance is overpriced (you'll seldom get more than your premiums back in the form of benefits), you'll be covered for cleanings, scalings and X-rays.
- **Prescription drug plan.** This can save you a bundle, particularly if you require medicine for an ongoing condition. Typically, the employee pays a fixed co-payment — for example, \$25 — for each prescription.
- **Vision.** Provides a benefit that helps defray the cost of eye exams and corrective lenses.
- **Retirement plans.** These used to be funded entirely by employers but have been largely replaced by 401(k) plans, which are funded by the employee, often with some degree of "matching" contribution from the employer. However,

these matching contributions have limits, and the plans vary from company to company. In many companies, there is a specified waiting period before new employees can participate.

- **Flexible spending accounts.** These plans allow you to set aside untaxed dollars to pay for dependent care and unreimbursed medical expenses.
- **Tuition reimbursement.** The employer reimburses the cost of continuing education as long as the classes pertain to your job and certain grade levels are achieved.
- **Vacation.** Most companies will offer paid vacation time to employees. The number of days off is usually determined by how long you've been with the company.
- **Sick time.** Paid leave in the event of illness.

You should also be aware that there is something called "soft benefits." These are usually very popular with employees and cost the company little or nothing. For example, many companies have gone to a business casual dress code, while others may offer what is called "dress-down Fridays." Flextime is another popular soft benefit that many employers offer. This simply means that you don't have to arrive at work at a specific time each day. If it's more convenient for you to start at 10 a.m. to avoid the morning rush hour, for example, you'll be able to do so. However, most companies require employees to be at the office during predetermined "core hours" — usually between 10 a.m. and 3 p.m.

Telecommuting from home is another "benefit" that employers like to tout. However, don't assume you'll be allowed to work from home whenever you want. You'll usually be offered this option when you're too sick to make it to the office, when you're on a tight deadline and your boss wants you to put in extra time, or when you're unable to come to work because of weather-related conditions.

Benefits packages are not standard from company to company. When you consider an offer, make sure you know the full offer — benefits included.

**Most employees today are looking for more than a paycheck. Employees are looking for overall job satisfaction, and benefits are a key part of that.**

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