Welcome

INTRODUCTION

Start Here, Start Now.
Greetings from Undergraduate Career Services!

The Undergraduate Career Services Office (UCSO) offers individualized services and a wide range of resources to help you find your career focus and begin taking action towards your career goals. You’ll develop necessary skills and discover proven job search approaches with the help of our staff. The UCSO offers one-on-one coaching, customized workshops, guest speakers, career fairs, job shadows, and more.

The UCSO team will guide you through a comprehensive process designed to help you develop a focused career plan. We are your partners every step of the way, from exploring careers to preparing to stand out at a career fair to acing the interview. Our goal is simple: to provide you with the resources and opportunities to develop the lifelong skills you need to be successful in your career.

We encourage you to start here and start now. The sooner you engage with our office, the better. We can help you create and implement an action plan to be used throughout your time at Kelley and beyond. Everyone has a unique timetable and we can help you work toward your career goals and make adjustments along the way. There are no short cuts to this process. It requires discipline and hard work and we are here to support you. Our expectation of you is that you take full ownership of your career. We will help steer you in the right direction, so you stay the course toward achieving your goals.

The Kelley brand speaks for itself. We continue to enhance and expand our strong relationships with exceptional companies and are committed to working closely with our global network of alumni, employers, faculty, and industry leaders to understand the job market. These relationships are integral as you expand your personal brand and network at Kelley and throughout your professional career.

We are ready to help. Come visit our office, meet a career coach, and let us help you with your first step towards your career goals.

Good luck,
The UCSO Team

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Visit Us

Student Help Desk
1309 East Tenth Street, P100
(812) 855-2482
Fall/Spring Hours
Monday-Thursday 8a.m.-8p.m.
Friday 8a.m.-5p.m.

Stay Connected

facebook.com/kelleyucso
twitter.com/kelleyucso
kelleyucso.blogspot.com
Coaching and Career Education

Our career coaches have a broad range of experience in areas such as accounting, consulting, entrepreneurship, finance, health care, marketing, nonprofit, operations, and retail management. You can meet with them for individualized mentoring and guidance on career goals. Our staff are seasoned industry professionals who provide coaching to target your job search strategy for specific positions or companies.

In addition to expert coaching, we offer skill-building workshops, mock interviews, and networking activities to provide you with life-long career management skills.

Kelley Compass

Kelley Compass is designed for personal and professional development throughout the college experience facilitated by Kelley School of Business faculty. You will develop a deeper awareness of self, others, and the world while learning to make effective decisions about your education, career, and life. Compass I focuses on self-assessment and helps answer questions like: Who am I? What do I want to do? How am I going to get there? Compass II focuses on team skills, career exploration, and clarification of career goals while continuing job search strategies and skill development in resume writing, networking, and interview preparation. Compass III emphasizes the Business Professional and develops leadership, job success skills, and career management.

Workshops

Designed to give you an advantage in the marketplace, workshops on various topics are presented by staff, outside experts, and corporate partners.

LGBTQ Resources

The UCSO was awarded the Gold certification by the national OUT for Work Career Center Certification Program.

Employer Relations

Working closely with our network of alumni, employers, and faculty, our employer relations team explores domestic and global markets for hiring trends and employment opportunities. We're continually cultivating our partnerships with exceptional companies to build a reputation for interns and graduates who are ready for business, with tools and talent to create value for their organizations. Throughout the year, hundreds of companies recruit Kelley students through on-campus, phone, and Skype interviews. Students apply for positions and sign up for interviews through the UCSO website. The UCSO features computers fully equipped with Skype services and webcams available for student use.

Networking Events

The UCSO sponsors several events to provide networking opportunities. These include job shadow programs, industry days, and career fairs.

Information Sessions

Information sessions are company events designed to give students an overview of the organizations and discuss the reasons these potential employers are attractive to prospective employees. Companies host them to enhance visibility on campus and preview the quality of Kelley’s talent in advance of their on-campus recruiting visits. Don’t miss the chance to meet recruiters and learn more about their companies, industries, and career opportunities. Check the UCSO website for upcoming information sessions.

Salary Information and Employment Statistics

The UCSO compiles student internship and job offer data to provide employment information for students, employers, and national organizations. Information reported is confidential and statistics are aggregated. To report an offer or to access the most recent employment statistics, visit the UCSO website. Whether you received your offer through the UCSO or on your own, please let us know.
Online Resources

You’ll find online career resources related to all aspects of your career development – self assessment, professional communication, interview preparation, international employment, company and industry research, and other topics.

**Kelley inCircle**
InCircle is the Kelley School’s private communication and connection channel that includes all Kelley students and alumni. By completing your profile and actively using it, InCircle is a great resource to connect with Kelley’s alumni network.

**IU Alumni Directory**
The Alumni Directory makes networking and reconnecting easy. IUAA members and current students receive access to search a database of more than 537,000 alumni and friends. The directory is a great tool to help you make connections with alumni living in your city or working in your field. It is also the place to update your information.

**Vault Career Guides**
This comprehensive online resource provides information to help you research employers, industries, and a variety of career subjects.

**InterviewStream**
This tool provides you with an innovative way to practice your interview skills and evaluate how you present yourself to employers. Practice your responses to a variety of interview questions using a webcam to record yourself. Interview Stream gives you the opportunity to further discuss and analyze your performance with a career coach, peer, or anyone else you choose.

**GoingGlobal**
These country-specific career guides are packed with information and contain suggestions for finding international employment at home and abroad. Each country segment has been developed by a local career specialist from the GoingGlobal team and contains recommended websites, detailed resource descriptions, insider tips, and professional advice on a number of employment topics.

Career Research Resources

The UCSO and IU Libraries offer a wide variety of career resources to Kelley students, including access to the following premium sites:

- Bloomberg
- CQ Global Researcher
- Dun & Bradstreet
- Factiva
- Global Insight
- GoingGlobal
- Hoover's
- LexisNexis
- Marketline
- OUT for Work
- Standard & Poor's
- Thomson Research
- Value Line
- Vault Career Insider
- Wetfeet
First Year
This is a time of exploration and information gathering. Start the process now to make informed choices about possible careers.

Career Education
- Enroll in Compass T-175
  Discover who you are and what you have to offer

Industry/Company Research
- Research information about majors and careers

Professional Development
- Join clubs, associations, and activities for leadership development
- Apply for summer work or volunteer positions
- Start building your network of contacts
- Learn good study and time-management skills

Networking Events
- Attend career fairs and panels
- Create profile in Kelley inCircle
- Conduct informational interviews

Recruiting
- Browse through UCSO website to become familiar with company profiles and job descriptions

Career Coaching
- Identify options for a major
- Consider a variety of career interests
- Discuss interests, skills, values, and personality in terms of career aspirations
- Start the resume

Sophomore Year
Pursue activities, interests, and related classes that add to your resume and overall experiences. Prepare yourself to make decisions about your major and develop internship strategies.

Career Coaching
- Learn about career development skills by working with a career coach
- Discuss internship interests
- Revise and update the resume
- Practice interviewing skills

Industry/Company Research
- Conduct industry and company research
- Conduct informational interviews
- Connect with Kelley inCircle members to conduct research

Networking Events
- Check UCSO website for career events
- Attend career fairs, workshops, career panels, and company information sessions
- Apply for job shadow opportunities

Recruiting
- Update profile and upload reviewed resume to UCSO website
- Apply for internships

Professional Development
- Develop your network of contacts
- Apply for leadership roles in clubs
- Join professional organizations
- Invest in professional attire

Career Education
- Enroll in Compass T-275
  Build your career foundation techniques and strategies

Junior Year
Gain solid experience in your field through internships, volunteerism, class projects, practicums, and clubs. Work with a career coach to implement your internship search strategy.

Career Coaching
- Meet with a career coach to develop action plan
- Develop a list of target positions and companies
- Update resume and cover letters
- Practice interviewing skills
- Discuss how to negotiate offers

Industry/Company Research
- Conduct industry, company, and internship research
- Conduct informational interviews
- Connect with Kelley inCircle

Networking Events
- Check UCSO website for career events
- Attend career fairs, information sessions, and workshops

Recruiting
- Update profile and resumes on UCSO website
- Check deadlines and apply for positions
- Don’t miss fall interviews if studying abroad in the spring

Professional Development
- Continue to build your network
- Pursue leadership roles in clubs and team projects
- Pursue study abroad/international internships
- Invest in professional attire

Career Education
- Enroll in Compass T-375
  Emphasizes the Business Professional

Senior Year
This is the home stretch. Meet with a career coach to refine your job or graduate school search strategies—and apply! Don’t delay—application deadlines and on-campus recruiting start early in the academic year.

Career Coaching
- Meet with a career coach
- Prioritize your target list of positions and companies
- Refine your job search strategy
- Update resume and cover letters
- Discuss how to negotiate job offers

Industry/Company Research
- Research top companies using the decision matrix (see page 46)

Networking Events
- Check UCSO website for career events
- Attend career fairs and company information sessions

Recruiting
- Update your student profile and resumes on UCSO website
- Check deadlines and apply for positions

Professional Development
- Continue to invest in professional attire
- Learn how to evaluate offers
- Enhance your network of contacts
- Plan for your transition to the workplace

Career Education
- Enroll in Compass T-375
Exploring Majors at Kelley

A remarkable education at Kelley is a given with the exceptional course offerings and faculty provided by the School. With so many options available, choosing a major may prove to be difficult. Here we provide some insight into questions you may have and resources to assist you as you explore and assess your choices.

Steps to Choosing a Major
If you are unsure how to begin the process of choosing a major, the following steps provide a guideline of questions and activities that will help you identify and evaluate your options.

Self Assessment
- What do you like doing? Why do you enjoy these activities?
- What is really important to you? What do you consider valuable?
- What extracurricular activities do you enjoy?
- What do you excel at? Identify your key abilities.

Collecting Information
- Review and research all business majors offered at Kelley. Visit the web pages of each academic department.
- Conduct informational interviews with faculty, academic advisors, career coaches, peers, and alumni regarding majors and possible career paths.

Consider options and decide
- Weigh the pros and cons of each option and narrow your choices to two or three.
- If you are having difficulty making a decision, consult with your academic advisor or career coach to help you evaluate the information you've collected.

Things to Consider
It is important that you take courses that interest you and become involved with on and off campus activities and projects that enhance and develop those interests. Your extracurricular choices should develop your critical thinking skills, increase your research and communication skills, and strengthen your ability to lead and be a part of a productive team. All of these experiences will further develop the skills that employers value.

Resources to Explore
IU Faculty, academic advisors, career coaches, upperclassmen, and alumni
Explore Majors at IU - http:// exploremajors.indiana.edu/
Quintcareers.com - “Choosing a College Major; How to Chart Your Ideal Path” (http://www.quintcareers.com/choosing_major.html)
Students who spend time creating a job search plan with concrete steps and who work closely with the UCSO are more successful in the search process. Looking for a job or internship can be overwhelming so use the steps below like a roadmap to help guide you. As you work through your plan, you will re-visit the plan and make any necessary adjustments during the process.

**Step 1: Know Yourself**

It is likely no single job will utilize all of your skills, allow you to develop all of your interests, and incorporate a value system 100% compatible with yours. As a starting point; however, it is helpful to identify the type of opportunities that best match your interests.

**What type of position are you seeking?** If you are unsure, begin reaching out to individuals who are in careers you are considering or whose work sounds interesting to you. Learn what they do on a daily basis and what job characteristics satisfy them. Talk to company representatives during recruiting events and learn the types of projects individuals in these roles participate in or undertake. This is a starting point to identify what types of career opportunities you might pursue.

**What is important to you?** In addition to the type of work you want to do, it is beneficial to consider what you are looking for in a workplace and what kind of work environment will allow you to do your best work. For example, will you thrive at a large company with structure and established processes or in a small, start-up environment?

**What are your skills, experiences, and accomplishments and how do they align with the type of opportunity you might seek?**

The Kelley Compass classes will help you with self-assessment to narrow your career concentration. A UCSO career coach is also a useful resource in this process.

**Step 2: Sell Yourself**

“Regardless of age, regardless of position, regardless of the business we happen to be in, all of us need to understand the importance of branding. We are CEOs of our own companies: Me, Inc. To be in business today, our most important job is to be head marketer for the brand called You.”

-Tom Peters from “The Brand Called You”

This is especially true when you conduct an internship or full-time job search. No one knows about your skills, experience, and accomplishments if you don’t tell them. When hiring, companies look for the value candidates are able to add to their organizations and in the positions they need to fill. Because of this, you need to effectively relate your skills and experiences to the specific job requirements.

According to the National Association of Colleges and Employers (NACE) Job Outlook 2012 survey, the top 5 personal qualities/skills employers look for in college graduates are:

1. Ability to work in a team
2. Verbal communication skills
3. Ability to make decisions and problem solve
4. Ability to obtain and process information
5. Ability to plan, organize, and prioritize work

Every time you interact with someone, especially a potential employer, it is an opportunity to represent your personal brand. Therefore, your elevator pitch - having a basic introduction of who you are and what you are looking for – is important to practice and perfect.

“Hi, my name is John Smith and I am a junior majoring in finance and accounting. I spoke to an alum, Brian Smith, who interned and now works for your company and I’m really excited about the types of projects you offer to the finance interns. He mentioned that candidates with strong analytical skills and leadership experience tend to do well at your company and I think my role as a peer tutor for K201, the Computers in Business class, has allowed me to develop some of the skills you are looking for.”

This is just one example. Keep in mind that your pitch will change along the way. Always consider the context in which you are meeting new people and adjust it accordingly.
Step 3: Research Target Companies

Once you have an idea of the type of opportunity you are interested in, the next step is to identify some companies where you would like to work. This might be based on location if you are targeting a specific geography or might be based on particular industries of interest. This list should include companies that recruit on campus as well as companies that do not. We suggest you have at least 10 companies you actively pursue at any given time. If you hit a dead end or run out of leads with one of your Top 10 companies, replace it with the next company on your list.

Step 4: Identify Your Network

Anywhere from 60-90% of jobs are found informally through friends, relatives, and direct contacts.

One of the best ways to promote a product or service is through word-of-mouth. If you think of yourself as a brand, promoting your brand in the marketplace includes reaching out to close contacts first. Close contacts are individuals you know and those who know you, such as family members, friends, roommates, and faculty. As a job seeker, don’t hesitate to let them know what companies, industries, and geographic locations you are targeting and the kind of opportunity you are seeking.

Individuals in your network may include:
- Classmates
- Friends
- Neighbors
- Athletic Teammates
- Social Contacts
- Religious Contacts
- IU Professors
- IU Staff
- Kelley/IU Alumni
- Roommates
- Family
- Club Contacts
- Former Customers
- Supervisors
- Colleagues
- Doctors/Dentists
- Fraternity/Sorority
- High School Contacts
- Classroom Speakers
- Employer contacts

Step 5: Build Your Network

When it comes to networking and the job search, you often have to reach out to a large number of people before you make a connection or find an actual internship or job lead.

Leverage your family and close friends to build and expand your network. By communicating the specifics about what you are looking for, they can help connect you to people who work in companies or have the type of job that interests you. In some cases, they may even hear about possible job leads they can pass on to you. Ask them to make an introduction to some of these individuals.

Effectively manage your contacts by developing a systematic approach to keeping your contact information. An Excel spreadsheet works well to track communications and follow-up actions.
Step 6: Activate Your Network

The way to develop your network is by reaching out and talking to people. Begin by engaging in conversations focusing on the other person. It will take time to build the relationship and develop trust, but eventually this process allows you to tell people about yourself, enlist their support, and helps you gather information about available opportunities.

Informational interviews provide you with a specific mechanism to initiate career-related conversations with people. If done authentically, it is an excellent opportunity to activate your network, expand your circle of contacts, and gather career information. Initiating these types of conversations and gathering this kind of information can help you decide if a particular career is right for you, and if it is, how you can prepare yourself to get a job in that field.

Informational Interview Request
Make your request clear and concise – state who you are, why you are writing, who referred you or how you found their name/contact information, and what you are seeking. Asking for information, insight, and advice are good starting points for the conversation, typically asking for 15-30 minutes maximum.

How to Conduct Informational Interviews
When you’re conducting informational interviews, be clear about your motives. Scheduling an interview for information when you really want a job interview can sabotage the contact’s trust in you.

Research the field, the person you interview, and the organization for which the person works. Prepare relevant questions about his/her career path, industry, functional area, and the work he/she does. An informational interview is one of the few interviews in which you are in control of the questions asked.

At the beginning of the meeting, confirm how much time that person can spend with you. Respect that person’s time by sticking to the schedule and ending on time - they will appreciate the courtesy.

During the course of your discussion, be conversational. Use your list of questions as an aid to help you keep the meeting focused.

At the end of your conversation, if all went well, ask if the person knows of other contacts who might be able to share their perspectives. Express your appreciation, and then follow up with a thank-you note within 24 hours of your meeting. Don’t forget to keep a record of your discussions.

Informational Interview Request
Dear Mr. Simms,
My name is Megan Johnson and I am a sophomore majoring in finance at the Indiana University Kelley School of Business. A family friend, Derek Simmons, recommended I contact you. I have been interested in investments since I started managing my own portfolio in high school. I would love to learn more about your experience as an Equity Research Analyst at JP Morgan and any insight and advice you can share with someone interested in entering that field. I would welcome the opportunity to meet and talk with you.

Would you have 15 minutes over the next week or two for a brief visit to your office or a phone call? You can reach me at (812)555-5555. If I don’t hear back from you, I will follow up next Wednesday to schedule an appointment. Thank you for your time! I look forward to hearing from you.

Best regards,
Megan Johnson
7 Steps to Success cont’d

Step 7: Manage Your Plan & Follow Up

The keys to an effective job search plan are to set goals, hold yourself accountable, be organized, and stay on track. Individuals tend to struggle with the internship/job search when they are not doing these key tasks consistently.

Many unemployed job seekers spend 40 or more hours each week pursuing employment. They view it as a full-time job. Even though you are a college student, you must pursue employment, academics, extracurricular activities, AND earn a good GPA. Keep in mind that many companies expect you to be proactive in pursuing their firm if you’re interested in a job with them.

TIPS TO MANAGE YOUR PLAN

1. Start with the end result you’re seeking - an internship or job offer. Set a goal date by which you want to secure a position.

2. Set key dates and major milestones to measure your performance (at least every two weeks). Set goals that are ‘SMART’ (Specific, Measurable, Attainable, Realistic, Timely).

3. What activities will it take to secure an offer? How much effort should you invest in each timeframe? Is there seasonality to when it will be easy/hard to do these things given your other time commitments?

4. BLOCK OUT time in your schedule/calendar just as you would for a class or a part-time job!

5. Some benchmark goals to consider:
   • 10-15: The MINIMUM number of companies you have on your target list at any given time. If one company seems to be going nowhere, put it on the back burner and replace it with a new prospect. Companies at the top of this list get EXTRA effort.
   • 10-15: The number of calls and/or outreach e-mails you should be sending each week. Come to the UCSO for help if you are having difficulties meeting your goals.
In today's highly competitive world, being a confident and effective networker sets you apart from the crowd. Most people dread this activity – they find it a chore and a challenge. However, networking is one of the most important skills you can utilize. In any job market, having relationships and using contacts is the most effective way to get an internship or job. It is important to practice and hone your networking skills.

Positive Self-Talk

*When you walk into a room it’s time to think:*

- “I’m a nice person who is going to be accepted into this room.”
- “I’m as good as anyone else here.”
- “Yes, I am a little nervous, but so are most other people.”
- “I’m going to be friendly, courteous, and polite; that way people will like me quickly.”
- “I’m going to smile, give good eye contact, shake hands, and aim to remember people’s names. This will help me create a good first impression.”
- “When I pretend to act like a host, my confidence is going to build. For example, I’m going to talk to people who I see standing on their own and introduce them to others when it’s time to move on.”
- “It’s a business event so everyone is here to meet new contacts – including me.”
- “I’m going to spend more time being interested by asking questions rather than talking too much about myself.”
- “I’m going to look positively for potential opportunities and follow-up on them.”
- “I’m going to have a good time!”

Seven Essential Skills and Traits of Effective Networkers

**Traits:**
1. Be friendly, personable, courteous, flexible, and open.
2. Have good self-esteem; you’re as good as everyone else in that room.
3. Be brave; you need to be when you walk into a room full of strangers.
4. Be generous; networking is about giving first and receiving second.
5. Be persistent and resilient. Why bother networking if you don’t follow up?

**Skills:**
6. Ask the right questions in an open and interesting manner.
7. Listen actively.
Networking

BECOME A SUCCESSFUL NETWORKER

Working the Room

Surveying the room
1. Individuals – they don’t know anyone and don’t know how to break the ice. They are praying for someone to talk to them!
2. Open couples and trios – feel free to go over and join them – they want to meet you just like you want to meet them.
3. Closed couples and trios – their body language is saying they’re comfortable as they are for the moment, but come back later.
4. Bigger groups – only enter when you know someone.
5. Rude people – don’t give them a second thought, just move on.

Move on (with respect and courtesy)
» Don’t just walk off.
» Hunt in pairs as a last resort.
» They want to move on as much as you do.

Introductions
» Say nice things about each person to start their conversation.

In summary
» Observe the groups before entering the room.
» Most people are nervous.
» Most people are polite and courteous.
» Like everyone else, you have an important role to play.

Following Up After the Event

Business card etiquette
» Ask for a card.
» Comment on the card.
» Ask to call and the best number to use.
» Offer them an escape.
» Write on the card.
» Plan when to follow up.

Remember when to follow up
» They are expecting your call.
» They agreed to take the call.
» Your reputation will be damaged if you don’t call.
» You’re simply following up on the conversation at the event.

Plan for the call
» Recap the original conversation.
» Plan a voice mail message.
» Do research on the company.
» Set time aside to make the call.
» Have planner available to arrange a meeting.
» Involve others in your team.
» Be prepared for someone else to answer the call.
» Make the reason for the call clear.

Only 6 possible responses for the request to meet
1. Yes, let’s get our calendars out.
2. It’s not me that deals with that, it’s Mary.
3. Let’s talk about it now.
4. Please send more information.
5. Not at the moment.
6. We’ll call you if we’re interested (the worst that is ever going to happen).
» Remember if they say no, they’re not rejecting you; just your services.
» Never hear “no,” only hear “not yet.”

Source: “I Hate Networking” by Will Kintish, author, professional speaker, and trainer
A career fair is an event in which recruiters from many organizations come together in one large room to meet potential interview candidates. Recruiters typically set up tables or booths that display their company information. They stand and speak to interested people throughout the length of the event with the goal of attracting students to their companies and, often, to find new employees.

Navigating Career Fairs

Career fairs are great opportunities to meet employers from a wide range of industries and potentially to obtain interviews with them. If you make a favorable impression, you have the best chance of being invited to interview. Time spent at career fairs can pay off – it’s your chance to see many career opportunities that are open to you and you may connect with potential employers who can offer you a job. They also provide an opportunity to practice your interview skills in a less formal environment.

Career fairs are usually large events and can be overwhelming if you are not properly prepared. To be successful at a career fair, it’s important to prepare ahead of the event.

Find out what companies will be there by checking the hosting organization’s website or looking for printed publications a few days before the fair. Usually a list of companies and a map of their booth locations will be provided at each fair.

If possible, find someone you know who works at a company you’re interested in; alumni are good resources. At the fair, you can mention the name of your contact to the recruiter, which can help separate you from the rest of the students.

Employers expect you to know something about their companies before you talk to them. In addition to visiting company websites, you can use annual reports, press releases, and newspaper coverage.

Maximize the brief time you have with recruiters, by knowing and articulating how your skills and interests match their needs.

Become familiar with the types of career opportunities available at the companies of greatest interest to you (most company websites have this information) and prepare to sell yourself accordingly. You are the product and employers are the customer.

Prepare a 30-second self introduction that includes your name, education, and career interests as they relate to the company.

Schedule an appointment with a career coach to practice your introduction and to discuss your marketing strategy. Practicing will make you more relaxed and confident during the fair.

Always come prepared with an example of your skills and experiences.

If you’re nervous when you get there, consider approaching a recruiter with a company that is not one of your top choices as practice.

It is important to plan which company booths you want to target and focus on no more than three to five that are of special interest to you. You can visit more companies if you like, but make sure that your efforts are focused on your top companies first.

It is a good idea to have more than one targeted resume if you are looking at several career options.

Sometimes recruiters won’t accept a paper resume; this doesn’t mean they aren’t interested in you but are instead adhering to recruiting procedures. Ask for a business card and follow up with recruiters after the fair to let them know that you have applied or plan to apply, online.
Networking

Think of talking to the recruiter as an audition – What can you say and do in the first minute of conversation that will make them want to grant you an interview? Make sure to smile, have a firm handshake, and look recruiters in the eye.

Keep your energy high, be assertive, and ask engaging questions; especially ones that demonstrate your knowledge of the company.

Do not ask what the company does, what kinds of jobs they have or what they can do for you. The recruiter will expect you to have done your research and to know these basic facts. This is one of the most common mistakes made by students at career fairs.

You should be dressed as if you were going to an interview. A common mistake at career fairs is to dress too casually. Both men and women should wear a suit. If you have questions about professional attire, speak with a UCSO career coach.

Don’t eat, chew gum, use heavy fragrance, or smoke during a career fair.

Collect business cards from recruiters and take notes about them and the company on the back of the card. Use these cards to send a thank-you note (see page 35).

Write a thank-you note to the recruiters whose companies you are interested in pursuing a position and save contact information for future networking opportunities to develop a target list of employers.

Career fairs are valuable even for students who are not pursuing full-time jobs or internships. They’re a good way to meet recruiters and make early networking contacts. Students who start early to build networks and identify potential employers are the most successful at getting internship and job offers later.
Social Media

LinkedIn, Twitter, and Facebook have redefined how people interact and network. Your online profiles, posts, and tweets are now part of your personal brand. You can effectively utilize these social media outlets as part of your career networking strategy by setting a consistent image throughout all of your online platforms.

LinkedIn

- Create an error-free, articulate profile with key words for search engine optimization.
- Use the summary box in your profile to promote your elevator pitch targeted towards recruiters.
- Update your status regularly with work experiences, volunteer time, and achievements.
- Insure your content is consistent, reliable, and reflects integrity.

Twitter

- Use a professional avatar and put your elevator pitch in your bio.
- Customize your background to give more detail about your qualifications.
- Include a link to your online resume and make sure it is updated often.
- Follow industry experts in your field of interest and get targeted job tweets sent to your Twitter feed or mobile phone.
- Use your status updates to tweet about industry topics, tips, and advice so you are viewed as someone “in the know.”

Facebook

- Take a close look at your profile and decide what you want business contacts or potential recruiters to see- and what you don’t.
- Limit the photos you post and create content relevant to your job search.
- Search for pages of your target companies and “Like” them. Interact on the page’s wall.
- Post links in your profile that will appear in your friend’s news feeds that position you as knowledgeable in your field of interest.
- Set privacy settings to determine what potential recruiters and business contacts should see.

“More than 90% of recruiters and hiring managers have visited a potential candidate’s profile on a social network as part of the screening process and 69% of recruiters have rejected a candidate based on content found on his or her social networking profiles.”
- Reppler Study 2011

Protect Your Reputation Online

Don’t let social networking jeopardize your career opportunities. Protect your reputation by following these simple tips:

Be discreet. Don’t post anything that you wouldn’t want a prospective employer to see. Derogatory comments, revealing or risqué photos, foul language, and lewd jokes all will be viewed as a reflection of your character. Carefully select your privacy settings. And since you can’t control what others post, you may want to block or hide comments from friends who don’t practice the same level of discretion.

Be prepared. Check your profile regularly to see what comments have been posted. Remember that other people can tag you; so check regularly, and if a post is not appropriate – un-tag yourself. Use a search engine to look for online records of yourself to see what is out there about you. If you find information you feel could be detrimental to your candidacy or career, remove it – and make sure you have an answer ready to counter or explain “digital dirt.”
Resume Guidelines

A resume is a written document listing your work experience, skills, and educational background. It is a marketing tool for job seekers. The following pages provide information on developing an effective resume as well as guidelines and resume samples.

Your resume should be:
• One page only
• Accurate, concise, and professional
• Action and results oriented
• Customized to the specific position
• Proofed multiple times for grammar and spelling conformance

Your resume should NOT:
• Include a references section
• Include personal information (e.g., age, height, weight, race, marital status)
• Include a generic objective statement
• Include negative details or false exaggeration of information

STAR Method
Use the STAR method for developing strong statements describing your past and present experiences. Avoid listing only job duties. Instead, describe accomplishments and outcomes. Recruiters and hiring managers prefer to read success stories, not a list of tasks.

The weak resume statement:
“Worked with resident assistant to manage funds”

Converses into a STAR statement as…
“Collaborated with the resident assistant to manage a budget of more than $1,000 for a dormitory of 300 residents.”

STAR Example:
Situation: Working with resident assistant in dormitory of 300
Task: Manage funds of residence dormitory
Action: Collaborated with resident assistant to manage budget
Result: Effectively managed budget of $1,000

What if the resume won’t fit on one page?
» Remove phrases listed under experiences unrelated to the jobs you are seeking
» Remove activities or honors older than four years or unrelated skills or interests
» Remove activity details, listing only your role followed by a hyphen and organization name
» Minimize top and bottom margins to 0.5”. Continue to use a single blank line between sections

What if I don’t have enough information to fill one page?
» Include positions or experiences demonstrating leadership, teamwork, and other skills useful in future positions
» If necessary, and appropriate, include high school information such as honors, awards, activities relevant to future career goals. Use only the most relevant data; high school should not overshadow recent college accomplishments
» Maximize top and bottom margins to 1.0” and use a maximum of three blank lines between sections

Where do I show Study Abroad and International experience on my resume?
» List Study Abroad under Education below Kelley School of Business
» Evaluate the international internship experience for relevance in comparison to other experiences, place under Education or Experience depending on the relevance to the job being sought

STAR stands for:
Situation- The situation or setting; the background for context
Task- Tasks or tactics used to approach or assess the challenge
Action- Activities or actions used to effect the change
Result- The outcome, a sense of scale, the quantifiable benefit
Use a “Resume Inventory” and resume templates from the UCSO website to easily develop your resume. Below are key tips to assist you in developing a properly formatted and professional looking resume.

**Contact Information**
- Formal name, at the top of the resume using bold, 14 point font
- Professional email address, preferably your Indiana University account
- Current mailing address
- Permanent mailing address
- Phone number with a professional message

**Education**
- Start with Indiana University Kelley School of Business and expected graduation date (month and year)
- Formal degree title on the next line-Bachelor of Science in Business (not BSB); explain international degrees unfamiliar to U.S. recruiters
- Majors and Minors
- GPA (3.XX/4.00) Do not round and list two decimal places. Public accounting majors also include accounting coursework GPA and statement of 150 hours completed upon graduation
- Honors
- Awards
- Study Abroad (include general description of the program and any specific focus of study)

**Experience**
- Begin with the company name and job title followed by bullet point descriptions of your accomplishments and results
- Quantify your results where possible such as the percentage of improved sales during your employment
- Use an action verb to begin each bullet point. Verb tense should agree with the dates of your experience

**Activities**
- Include athletics, professional societies, Greek organizations, student organizations, and off-campus organizations
- Highlight all leadership positions/roles
- Structure the Activities section in the same format as experience

**Skills**
- Specialized computer skills
- Language skills and fluency level (conversational or fluent)
- Specify permanent work authorization in U.S., if applicable

**Resume Style Guide**
- Use a consistent, traditional font type and style throughout the resume

**Resume Progression**
Your resume is a dynamic document which will grow and change as you gain knowledge and experience. Revising your resume at key stages during your undergraduate career is crucial.

**Level One-Creating and Developing Content**
- Conduct an inventory of your past experiences and develop into resume format
- Get involved in activities and seek job and internship opportunities

**Level Two-Refining and Quantifying Content**
- Check bullet points for clarity, balance between brevity and detail, and quantify results
- Identify ways to measure success at your work

**Level Three-Tailoring Content**
- Utilize targeted job descriptions to identify key skills and use similar words to describe your experiences
- Develop different resume versions for the different fields/positions you are pursuing
- Remove outdated or irrelevant experiences and activities
Before

This is a sample resume in need of improvement. Evaluate these critiques when drafting your resume.

1. Label the address types, and include a professional email address.

2. Leave a space after each heading.

3. Spell out the degree title: Bachelor of Science in Business.

4. Include only your graduation month and year. Spell out the month. GPA is carried two places after the decimal.

5. Use bullet points to describe your experience. Do not write in first person. Be consistent in formatting.

6. Describe the situation, action, and result in your bullet points. Focus on the why, who, and how. The bullet points in this example are too vague and lack detail.

7. Avoid any misspellings or grammatical errors.

8. Include quantifiers to add scope and detail to bullet points.

9. Avoid unclear abbreviations and order your activities by relevance.

10. Include only specialized computer skills beyond the basics. Language skills should include a fluency level. Include just one or two unique interests or in some cases do not include interests at all.
After

This sample successfully meets Kelley School of Business standards. It also positions experience and skills for maximum impact.

Marianne Johnson

Current Address: 55 University Drive
Bloomington, IN 47408
mj123@indiana.edu
(812) 555-1655

Permanent Address: 5454 Tulip Lane
Lakeside, IL 60000

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN
Bachelor of Science in Business
Majors: Finance, Business Economics and Public Policy
• Direct Admit to Kelley School of Business

EXPERIENCE

Citibank, Chicago, IL
Business Analyst Intern
May 2012-August 2012
• Developed Excel-based analysis models to study effective revenue strategies together with cross-functional team members and presented findings to mentor team
• Analyzed written and verbal customer feedback on credit product terms and provided recommendations regarding terms to supervisor G
• Gained an understanding of Citibank’s products and the credit industry through independent and group projects, seminars, personal mentor and other development opportunities.

Howard Leadership Center, St. Louis, MO
Client Development Summer Intern
June 2011 – August 2011
• Researched potential customers and arranged initial meetings between staff and possible clients, resulting in $5,000 in new client fees
• Updated social media sites, including Facebook, Twitter, and company blog with latest media news
• Networked in informational seminars on entrepreneurship and with area entrepreneurs to improve understanding of starting a business

Heartland Dental Group, Ft. Wayne, IN
Finance Department Intern
June 2010 – August 2010
• Filed papers in an organized manner and maintained detailed client contact information
• Answered patient’s questions and took messages for other staff in office

ACTIVITIES

Kelley Teaching Assistant – X201 Business Technology Honors
• Provided in-class assistance for more than 60 students, held weekly office hours, and worked directly with professor to supply meaningful Excel analysis to students

International Business Association–Vice President of Logistics
• Collaborated with three other executive board members to plan upcoming year with educational speakers, events, and case competitions with the purpose of generating greater student interest

Habitat for Humanity of Monroe County–Volunteer
• Participated in 2010 student build and personally raised $1000 in donations

SKILLS AND INTERESTS
• Language Skills: Fluent in Spanish
• Microsoft Certified Specialist

Keywords for Resumes

Use action words to describe your experience and accomplishments and to effectively demonstrate your level of responsibility. Here are some action words to use:

» achieved  » founded
» acquired  » generated
» adapted  » guided
» addressed  » hired
» administered  » identified
» analyzed  » implemented
» assembled  » improved
» assisted  » informed
» audited  » interpreted
» budgeted  » interviewed
» calculated  » launched
» centralized  » led
» changed  » maintained
» collaborated  » managed
» composed  » marketed
» condensed  » minimized
» conducted  » motivated
» constructed  » negotiated
» converted  » obtained
» coordinated  » operated
» created  » organized
» cultivated  » originated
» demonstrated  » oversaw
» designed  » performed
» developed  » planned
» devised  » prevented
» discovered  » produced
» doubled  » programmed
» drafted  » provided
» edited  » publicized
» eliminated  » published
» ensured  » reorganized
» established  » reported
» evaluated  » researched
» expanded  » selected
» explained  » simplified
» forecasted  » supervised
» formed  » trained
Alex Johnson

Current Address: 851 N. Woodlawn
Bloomington, IN 47408

Permanent Address: alejohn@umail.iu.edu
(555) 123-7788

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN  May 2016
Bachelor of Science in Business, GPA 3.40/4.00
Major: Finance
Minor: Psychology
• Direct Admit into the Kelley School of Business
• IU Distinction Scholarship

Black River Public School, Holland, MI  May 2012
• GPA 3.88/4.00
• National Honor Society
• Eagle Scout

ACTIVITIES

Investment Banking Club  January 2013 - Present
Member
• Introduced to the common forms of valuation needed for mergers and acquisitions.
• Produced a pitch book utilizing a comparable companies analysis.

Kelley Portfolio Management Club  November 2012 - Present
Member
• Inducted into selective club based on investing knowledge.
• Trained in basic financial valuation to judge the long-term investment prospects of a company.

EXPERIENCE

Kelley School of Business – Bloomington, IN  March 2013 - Present
Introduction to Accounting Peer Tutor
• Faculty-selected as peer tutor for Introduction to Accounting based on academic achievement.
• Assists fellow students who need help in Introduction to Accounting.
• Reinforce basic accounting principles by aiding peers in study.

Gennen & Kolean CPA – Holland, MI  March 2013
Valuation Assistant
• Worked alongside accountants to perform due diligence on a company’s income statement.
• Edited a pitch memorandum for accuracy of assumptions.

SKILLS/INTERESTS

Analytical * Researcher * Fast Worker * Political Theory * Investing
Alexis S. Fuson

Current Address: 1414 North Jordan Ave, Bloomington, IN 47406
Permanent Address: 1410 Waterloo Belgium

E-mail: fusonas@indiana.edu
Phone: 989-274-8048

EDUCATION
Indiana University, Kelley School of Business, Bloomington, IN
Bachelor of Science in Business, GPA 3.40/4.00
- Major: Marketing
- Minor: Psychology
Study Abroad, Peking University, Beijing, China
- Studied marketing and business strategy in China while gaining valuable multicultural experience

WORK EXPERIENCE
Arthur J. Gallagher & Co., Itasca, IL
Summer Intern
- Developed marketing campaigns, including brochures and handouts, to influence prospective transportation clients to purchase services
- Participated successfully in sales challenge with a partner, demonstrating knowledge of company products and the sales process in a presentation to 7 senior managers
- Researched 100 prospective clients and developed sales leads for department producers
- Delivered weekly presentations to 15 people on various business topics, improving speech capabilities
- Managed 10 client account information in Customer Relationship Management (CRM) data base, resulting in a 25% increase in the internal audit

Men’s Warehouse, Midland, MI
Sales Associate
- Advised and influenced customers in the selection of tuxedos and aided them from their fitting to their pickup while communicating with a team of 5 to ensure consistency

ACTIVITIES
Supreme Court Chief Justice, Alpha Kappa Psi Business Fraternity
- Elected member of Executive Committee and Board of Governors to manage disciplinary actions for 100 members, creating expectations for the business fraternity
- Sole administrator of final member selection process, requiring in-depth review of potential members overall contribution
- Oversees 2 officers on the Executive Committee, ensuring their performance is meeting expectations outlined in the bylaws

Advertising Committee, Chi Omega Fraternity
- Designed shirts to sell throughout campus that helped raise $8,000 for Make-A-Wish Foundation
- Prepare presentations and delivered speeches to different fraternities and sororities promoting ticket sales for the Make-A-Wish Foundation fundraiser, resulting in 150 tickets sold

Associate Sales Representative, Global Sales Leadership Society
- Admitted to selective professional sales organization that provides leading edge training as well as practical experience to help prepare members for successful career in sales
- Advertise the society by creating posters and delivering presentations for the marketing committee

Dancer Group Representative, Indiana University Dance Marathon
- Developed strategies to raise a minimum of $500 for 40 dancers for the marathon
- Stood among 1,000 peers for 36 hours in order to raise money for Riley Children’s Hospital and personally contributed to overall fundraising of $1.5 million

Peer Tutor, Business Technology (X201)
- Advanced in Microsoft Excel including pivot tables, data cleansing and @Risk simulations
- Tutored 20 students on Microsoft Excel while aiding the teacher in class instruction
Callinda S. Seeman

**Current Address:**
414 East 7th Street
Bloomington, IN 47404
callinsman@indiana.edu
(812) 972-1277

**Permanent Address:**
4272 Meghan Lane
Vernon Hills, IL 60061

**EDUCATION**

Indiana University, Kelley School of Business, Bloomington, IN
Bachelor of Science in Business (150 credit-hours completed upon graduation)
 Majors: Finance, Accounting, and International Business
Minor: Spanish

Academic Honors:
- Kelley School of Business Honors Program – faculty-selected as one of 150 students from the class of 2013 based on academic excellence and community involvement
- Direct Admit to the Kelley School of Business – in top 10% of high school class and had ACT score of 33
- Hutton Honors College – exhibited high standardized test scores and exceptional academic performance
- Graco Foundation Scholarship, Hutton Honors Scholarship, Faculty Award Scholarship, 2011 Delta Sigma Pi Non-Member Scholarship

**WORK EXPERIENCE**

**B-Town Tutors, LLC,** Bloomington, IN 2011-Present

**Tutor**
- Tutored students in introductory accounting and technology classes and helped them create study strategies to achieve their goals
- Communicated effectively with clients and colleagues to organize sessions and maintain good relationships

**Land O’Lakes, Inc.,** Shoreview, MN Summer 2011

**Accounting Intern**
- Assessed compliance to Sarbanes-Oxley by testing internal controls for 130 branch locations and at the corporate level to determine where remediation was necessary
- Utilized Microsoft Excel and JD Edwards system to make daily, month-end, and quarter-end journal entries totaling over $30 million
- Compiled daily transactions from a six month period to reconcile the obsolete inventory reserve account
- Created standard operating procedures for processes to ensure consistency and accuracy in the future

**Taher, Inc.,** Minnetonka, MN Summers 2008-2010

**Office Assistant**
- Multi-tasked efficiently by answering and directing numerous phone calls to assist clients and supervisors by demonstrating superior communication, decision making and ability to prioritize
- Organized and performed inventories of the company’s merchandise and office supplies to increase the accuracy and speed of intercompany orders
- Applied knowledge of Microsoft Access to ensure accuracy in the company’s asset database

**ACTIVITIES**

**Second Place Finisher,** 2011 Deloitte Consulting Case Competition, Indiana University
- Developed a solution within 48 hours to a proposed problem with a team of three others and presented to a panel of judges

**Member,** Beta Alpha Psi Accounting Fraternity
- Attended weekly professional presentations regarding accounting careers and topics

**Mentor,** Hutton Honors College, Indiana University
- Advised an incoming freshman honors student on school subjects and answered questions to ease the transition to college

**Tour Guide,** Indiana University Visitor Information Center
- Conducted tours of campus for prospective students and their families in groups of 20
- Answered questions that prospective students and families have about Indiana University and life on campus

**Peer Tutor,** Kelley School of Business, Indiana University
- Volunteered in the classroom as a tutor for the Computers in Business course at the Kelley School of Business
- Assisted students with Microsoft Access and Excel skills to improve in the course

**Governor/Floor Historian,** Briscoe Government, Indiana University
- Co-represented a floor of 50 college freshmen in a dorm-wide government of 20 students and collaborated to plan events and manage a budget of $20,000 to provide residents with the best first-year experience
- Co-designed documentation of floor events to distribute to floor residents as a parting gift at the end of the year

**ADDITIONAL SKILLS**

Conversant and literate in Spanish
Hongjing Zhou

Current Address: 800 N. Union Street, #503
Bloomington, IN 47408

Permanent Address: 812-369-8796
zhou4@indiana.edu

EDUCATION

Indiana University, Kelley School of Business, Bloomington, IN
Bachelor of Science in Business
Majors: Finance and Accounting

East China Normal University, Shanghai, China
Bachelor of Law
Major: Sociology

EXPERIENCE

PostGrad Apartments Company, New York, NY
Research Intern
- Initiated a Public Relations Campaign targeting key campuses, identifying the goals and objectives of the project, proposing the action strategy, and performing SWOT analysis, which contributed to a better approach to promote PostGrad among students
- Managed data collection of 75 target schools’ contact information using Excel and performed data cleansing on the spreadsheet
- Researched competitors’ marketing strategy, value chain structure, financial figures, and social media strategy to generate two reports about their business models

Shanghai Stock Exchange, Offering & Listing Department, Shanghai, China
Analyst Intern
- Researched and analyzed the difference between Shanghai stock exchange and NYSE, NASDAQ, LSE, SGX, TSE in the field of listing prices, requiring standards and annual audit procedures
- Created a report of the advantages of Shanghai Stock Exchange over other competitors for Director, contributing to a highly effective marketing strategy that resulted in more customers considering the Shanghai Stock Exchange for listing

Applied Materials Company, Finance Department, Shanghai, China
Accounting Intern
- Revised the processing flow chart for the Account Receivable with Senior Accountants, resulting in a 10% efficiency improvement on cash collection process for the Finance Department
- Performed the application for tenders with the controller and the chief lawyer for a project supported by the Shanghai government

ACTIVITIES

Co-President and Co-Founder, Chinese Business Association, Kelley School of Business
- Pitched to Kelley Undergraduate Chair along with three Kelley School professors the idea of Chinese Business Association and obtained human and financial resources
- Set-up the reporting structure, drafted the constitution, created short and long term goals and delegated responsibilities to VPs
- Built network with other cultural student organizations and collaborated efforts and resources from school departments and outside businesses to provide members with more services
- Led and planned social, academic and professional events to help members to improve their academic performance and accelerate their career development, attracting in excess of 300 students to become members

VP of Membership Communication, Golden Key Honor Society, Indiana University
- Cooperated with other executives to support various programs in community service, scholarship, internships and academics
- Promoted the organization among members and invited them to participate in events and utilize Golden Key’s resources

VP of Finance, Survey and Analysis Association
- Managed and allocated a budget of $1,000 and took charge of daily book keeping, maintaining a great financial status
- Collaborated with the President in the management of two research projects and conducted data analysis using SPSS
- Held an annual social science summit of 200 students and 40 scholars

Peer Tutor, Computer Technology in Business, Kelley School of Business
- Coached 90 students on MS Excel Solver, @Risk, data cleansing techniques and pivot tables, enhancing their knowledge toward sophisticated data analysis and modeling tools and assisted professors with teaching

Tax Consultant Volunteer, Internal Revenue Service
- Tutored international community with basic knowledge of tax and assisted 20 people with filing tax returns on CINTAX system

CERTIFICATES

Microsoft Certified Specialist in Excel, PowerPoint, Access and Word, Microsoft Recognized Office Specialist Master
IU IT Certifications of Web Markup & Style Coding, Website Development Fundamentals and Desktop Publishing Fundamentals
ECNU Excellent Student Scholarship of 2010, East China Normal University
Shanghai English Interpreter Position Certificate (Advanced Level)
Jim Thompson  
213 South Orangeburg Drive, Bloomington, IN 47404 ♦ (721) 809-3000 ♦ jthomspon75@indiana.edu

EDUCATION
Kelley School of Business, Indiana University, Bloomington, IN May 2013  
Master of Science in Information Systems; GPA: 4.00
Kelley School of Business, Indiana University, Bloomington, IN May 2012  
Bachelor of Science in Business; GPA: 3.80  
• Business Honors Program  
• IU Overseas Study: Florence, Italy (Summer 2011)  
• Consulting Workshop: One of thirty students in rigorous program to develop and strengthen skills in analysis, presentation, and teamwork.

EXPERIENCE
Diamond Management & Technology Consultants, Chicago, IL June – August 2012  
Summer Consultant  
• Developed a comprehensive understanding of an agile execution project and executed responsibilities around project management, business analysis, and architecture design.  
• Designed an execution strategy for managing offshore development work and resources in an architecture-driven agile environment by conducting team interviews and understanding offshore development challenges.  
• Created multiple Microsoft Excel models around dynamic travel and invoice management, team action item management, and stakeholder survey aggregation—a tool that emailed and consolidated thirty plus files in less than one minute.
Deloitte Consulting, Chicago, IL June – August 2011  
Systems Integration Summer Scholar  
• Assisted with the development of business and technical requirements for two new application initiatives for a midwestern state government.  
• Developed and managed design of logical database and standardized business process flows for an IT prioritization application.  
• Created and delivered a comprehensive testing strategy for the client by defining critical testing areas, conducting current state analyses, and exploring testing best practices.
CIGNA Corporation, Windsor, CT June – August 2010  
IT Operations/Web Administration Intern  
• Managed and maintained internet/intranet applications on Wintel/Unix platforms.  
• Supported development, staging, and production environments with IBM Websphere.  
• Created and supervised a team of four employees to create an internal web application that featured an event calendar, an individual project database, and date selection reporting.

ADDITIONAL
Co-Founder, Project Integration Partner, The Office for Technical Consulting Resources at IU  
• Responsible for researching and integrating good practice facilitation techniques to promote meaningful client interaction and project management tools to effectively manage a project.
Mentor, Honors Leadership Team  
• Developed personalized mentorship program for five honors sophomores that focused on education, career, and leadership development.
Teaching Assistant, X201 & X202 Technology (Honors) Courses  
• Provided in-class assistance for more than sixty honors students, held office hours once a week, and worked directly with the professor to supply meaningful Excel analysis to students.  
• Managed seven peer tutors across two courses by establishing working relationships, encouraging attainable, motivating goals, and providing extensive feedback to improve and maintain individual effectiveness.
Effective Interviewing

Set Yourself Up for Success

Congratulations! You got the interview and that means the company is interested in you. You meet the basic qualifications; now they want to get to know you. Companies and job candidates have the same goal: to get the right person in the right job. That’s why an interview is a two-way conversation. The company tries to find out if you can do the job and if you’ll fit into their culture. You, on the other hand, discover if this job and company is a good match for your personality and ambitions.

Before you interview, put the time in to set yourself up for success. The Empowered Interviewing approach breaks down interviewing prep into 4 effective steps to get you ready to talk about yourself, address what matters to the employer, and discover if this is the right job for you.

Step 1 - Know Yourself

If you don’t know what you want it’s tough to get what you want. Employers prefer candidates who know what they want. Therefore, it’s worth your while to figure this out, even at the broadest level. “I need a job” and “I need the money” don’t qualify. The employer assumes that already. They want to know specifics - like what motivates you, what your goals are, what you like doing –they want to know what matters to you.

Step 2 - Sell Yourself

In an interview the employer is seeking reassurance that (1) you’ll fit into their environment; (2) you’ll be able to do the job when you get there; and (3) you are trustworthy. All they know about you at this point is what you’ve put on your resume. The interview is your opportunity to tell them what matters to you, what makes you successful and ultimately to build trust.

What to Talk About

Keep in mind that an interview is a professional conversation. Therefore, when you’re talking about yourself, it makes sense to stick to what’s relevant to the position. You might be asked about your hobbies and interests; feel free to answer, but don’t make it a focal point of your preparation.

Step 2 - Sell Yourself

In an interview the employer is seeking reassurance that (1) you’ll fit into their environment; (2) you’ll be able to do the job when you get there; and (3) you are trustworthy. All they know about you at this point is what you’ve put on your resume. The interview is your opportunity to tell them what matters to you, what makes you successful and ultimately to build trust.

There are many angles you can take to present yourself professionally, as shown in this diagram. Choose the categories that are appropriate for you and that best illustrate your suitability for the position.

How to Talk About Yourself

Employers like to know what you’re good at. Specifically they are most interested in your skills and strengths that are relevant to their job and their environment as described in the job description. Furthermore, almost every entry level job requires you to be adaptable, collaborative (easy to get along with), and have good communication skills (able to express yourself well verbally and in writing).

Prioritize your Relevant Skills and Strengths

Candidates who articulate their top 2-3 skills and strengths that are relevant to the job gain a significant advantage over those who don’t. To make yourself even more memorable, provide examples of when you used those skills. Prioritizing your top skills and strengths will help you talk about your value to the job.

Connect the Dots

Once you know what you want to say about yourself, make it easy for the interviewer to envision how you’ll fit into their environment. Drawing parallels between their requirements and your experiences is a powerful technique that gets the employer’s favorable attention and will help you stand out from other candidates.

Author: Laura Maitl, a Kelley School of Business alum and creator of Empowered Interviewing, www.interviewing.biz
Example: Why are you interested in this job?

What they need ➔ Your past experiences

“You’re looking for someone with a passion for marketing and strong written communication skills.”

My strong suit is written communications. I’ve always enjoyed writing and did well in these courses. I majored in Marketing because I’m intrigued by the intersection of psychology, strategy, creativity, and analysis in marketing. I think few other disciplines can offer that kind of reach.

As Chairman of the Philanthropy Committee of my fraternity I wrote the marketing copy for our outreach efforts. Last summer I interned at XYZ Corp in the MarCom Dept where I worked on branding projects.

Their culture ➔ What you like about it

“I read on your website that you pursue an innovative marketing approach. That’s attractive to me because I do my best writing when I’m finding creative ways to promote ideas. I’m looking for an opportunity to put my creative writing skills into practice for a consumer product company with a passion for innovation, like yours.”

Show your Enthusiasm

Employers routinely say they want to see that you’re excited about what you can do for them. This diagram illustrates how you can show your enthusiasm.

Putting it all Together

There’s no way to predict everything that will transpire in a job interview, but you can count on being asked, “Tell me about yourself.” Employers aren’t looking for a play-by-play of your resume or your life story. Rather they want to know the things about you that are relevant to them.

In your response incorporate your relevant skills and strengths, connect the dots between what they want and what you have to offer, explain why you’re interested in the job, and convey your enthusiasm. You’ll set the tone for a more empowering conversation where the interviewer takes a genuine interest in you.

Your response should be long enough to get your important messages out and short enough to inspire the interviewer to want to know more. A good guideline is 2-3 minutes.

*Tip: Beware of rambling and using up valuable time in an interview on unimportant details.

Interviewing is a two-way conversation. The employer will ask you appropriate questions to uncover what’s important to them. Your task is to evaluate them as a suitable employer for you.

Step 3 - What You Need to Know

Interviewing is a two-way conversation. The employer will ask you appropriate questions to uncover what’s important to them. Your task is to evaluate them as a suitable employer for you.

Research the Company

There’s no better way to get an employer’s attention than by showing up for the interview knowing something about the company. Look at their mission, values, organizational structure, and stock history. Read the About Us page on their site and the bios of the top directors. Become familiar with their products and services at a high level. Find out who their competitors are. Check out recent news articles about them.

Your best resource, however, is the people who work there. Reach out to alumni, parents of friends, prior employers, and ask for introductions to their friends or colleagues who work at the company. Ask them what it’s like to work for the company - the good and the not so good - and about their career at the firm. Ask questions about the department you’ll be hiring into.

*Tip: As your knowledge of the company builds, start asking yourself what you like or possibly don’t like about it and why. Write it down.

Due Diligence

Employers are drawn to candidates who evaluate them during the interview. They know these candidates have initiative and want to excel. Ask questions that determine whether you’ll be able to do your best work and to thrive in their environment. You’ll gain the respect of the interviewer and set yourself up for success!

• Company: Find out how this company measures up to your Ideal Company. Asking a question about the company is a good way to show that you’ve done your homework. Ask ones that you really want answers to, such as questions about the culture, the management, or the impact of recent changes (mergers/acquisitions).

• Opportunity: Find out how this position measures up to your Ideal Job.

Will you be able to do this job and do it well? Are the expectations reasonable? Will you fit in on the team? Will you be able to help your manager with their challenges? Will you be excited going to work there every day? Is it a good fit for your short and long-term goals?

• Manager: Find out if you’ll be able to thrive under this manager’s leadership.

What is this manager’s management style? Will they inspire you to do your best work? Will they be invested in your success? Do you admire them? Would you be willing to go the extra mile for this person?
Step 4 - Bring the Authentic You to the Interview

What does this mean? It means you don’t have to say ‘yes’ to everything. Be honest about your abilities. There’s no perfect candidate who meets all the stated requirements and has the right personality fit. Personality traits like adaptability, flexibility, effective communicator, collaborative, can-do, level headed etc. are often more important to employers than meeting all the qualifications.

When necessary admit what you don’t know, without apology. Explain that you’re eager to learn and, if possible, move the conversation to what you CAN do for them.

Employers want to know the real you. Being authentic means being genuine about what matters to you and letting your best shine through!
Types and Tips

Companies use several types of interviews to get a holistic sense of who you are as a potential employee. Ultimately, both parties are looking for the best fit, and the hiring process should be a two-way street. Learning about the company and its culture prior to the interview and preparing for the various types of interviews and questions will allow you to stand out.

Behavioral Interviews
This type of interview, the most common, is based on the premise that an individual’s past performance is the best predictor of future behavior.

A behavioral interview assesses your job-related technical skills, past performance compared to future needs of the company, and work habits or personal characteristics.

One of the easiest ways to prepare for a behavioral interview is to review the job description and think about your past experiences. Think of specific examples where you have demonstrated the skills identified in the job description. Then schedule time at the UCSO for a customized practice interview.

STAR Method
During a behavioral interview, always listen carefully to the question and make sure you answer it completely. Prepare for your interview by identifying situations from your resume where you have demonstrated the behaviors a given company seeks. Use examples from past internships, classes, activities, team involvements, community service, and work experience that prove your ability with the desired behaviors.

When answering behavioral questions use the STAR Method and convey specific situations, actions, and outcomes/results. The STAR answer validates what you are saying about yourself.

Situation: Assigned to a dissatisfied customer
Task: To solve a technical issue (program) and a client issue
Action: Pulled together a good team to solve the technical issue
Result: Achieved customer satisfaction and got a contract extension

Before the interview process, identify two or three of your top selling points and determine how you will convey these points (with demonstrated STAR stories) during the interview.

Whenever you can, quantify your results. Numbers illustrate your level of authority and responsibility. For example: “I was a shift supervisor” could be “As shift supervisor, I trained and evaluated four employees.”

Case Interviews
Case interviews focus on your ability to solve a business problem, which might even be a problem that the company has faced before. Your job is to identify the important issues, develop a logical approach to the problem, and offer a solution.

Case interviews are not just limited to consulting interviews. Other career fields, such as finance and retail, also use them. Everyone should be prepared to be effective at case problems.

Prepare for a case interview by working with the UCSO for a practice case interview.

The best advice is to practice, practice, practice.

Recommended Resources
Vault Guide to Case Interviews
This guide provides sample cases, insights, and answers to commonly asked questions.

Crack the Case book by David Ohrvall
This resource provides multiple cases with tools and details to support tackling and working through each of the business cases.

Case in Point book(s) by Marc Cosentino
This resource provides confidence-building insights and valuable preparation material to succeed through a variety of business problems and build critical skills.
Technical Interviews

Technical interviews are an assessment of your specialized knowledge. Finance firms often use technical questions to determine your ability to read financial statements and apply formulas to value companies and predict industry growth. Read the job description to discern the skills required to do the job successfully. In preparing for the interview, focus your study on questions related to those skills. Problem-solving is more important than memorizing information, and your ability to explain your thought process is just as important as arriving at the correct answer.

Phone Interviews

The UCSO has dedicated interview rooms available for students conducting phone interviews. Contact the UCSO to reserve a room.

Phone interviews are often used to screen potential candidates, making the phone interview an important aspect of the process.

If you arrange your own phone interview, choose at a time when you can be focused and free from distractions.

» Eliminate noise: no televisions, music or noise from family, friends, pets, and roommates.
» Use a landline phone instead of a cell phone whenever possible – the quality of the connection is stronger with a landline.
» Turn off call-waiting to avoid interruption.

Prepare, dress and behave as if you are in a face-to-face interview.

» Wear professional attire.
» Sit up straight at a desk or table to remain alert and focused.
» Don’t chew gum or eat during the call.

Have ready for reference your resume, research notes, selling points, and questions.

» Avoid rattling paper or making noises that indicate you are flipping through data to search for answers.
» Plan to take notes with paper and pen. If you are being interviewed by a team, write down names as people introduce themselves.
» Know your schedule, in case you are offered an in-person interview.

Compensate for the lack of visual cues by observing these conversational tips:

» Smile in order to maintain a pleasant tone of voice.
» Speak slowly and with enthusiasm. Enunciate.

» Repeat names when people introduce themselves. “Mr. Jones, good to hear from you.” “Ms. Smith, thank you for talking with me today.”
» Switch to first names only when you are invited to do so or when you are sure first names are appropriate.
» Avoid interrupting. Listen and rephrase information you hear to demonstrate that you are listening.
» Give verbal cues when you need time to think. “I’m going to take a moment to reflect on that question...”
» Keep your answers concise and to the point. As a rule, answers should be shorter than what you’d typically deliver during a face-to-face interview.

Thank the interviewer and follow up.

» Thank the interviewer, restate your interest in the company, and request the opportunity for a face-to-face interview. “Thanks for talking with me. I’m intrigued by what you’ve shared and would like to meet with you and others in the company.”
» Follow-up with personalized thank-you note.
Types and Tips

Video Conference Skype Interviews
» The UCSO has video conference and Skype capabilities if an employer seeks to interview you using that technology. Contact the UCSO well in advance to make arrangements.
» Respect these interviews just as you would a formal, in-person interview.
» Avoid wearing busy patterns that may be distracting on camera.
» Begin setting up the technology well before your interview to avoid delays or frustrations.
» If you experience difficulty with the technology, stay calm. If you have sound, make small talk. If you have video, let them see you stay professional through it all.
» Allow a second or two before speaking as often there is a slight sound delay.
» Maintain eye contact with the camera and speak clearly, just as if the interviewer were sitting in the room with you.

On-site Interviews
If your second-round interview is an on-site interview, you have the opportunity for a firsthand look at the culture of a company.

» The Human Resources Department typically makes the arrangements for you and appoints a liaison to be your primary point of contact. This person can answer your general questions.
» You will typically have several interviews.
» Be prepared for a long interview process. Be sure to stay strong until the end. Your liaison may meet with you at the end of the day to gather your impressions.
» You are sure to incur expenses during your trip so ask up front about expense reimbursement to avoid confusion later.

Second-Round Interviews
» An invitation to a second-round interview means the company is interested in you and sees potential in you joining the organization; it is also an opportunity for both you and the company to get to know each other better and directly evaluate each other’s fit.
» If you receive an invitation for a second-round interview, respond immediately by either accepting or declining if you have already decided not to proceed.
» The second-round interview is different from the first-round in that the interview usually takes place at the company workplace and may include a meal. This interview may be more technically or functionally focused, and you may interview with people from the team you may be joining.

Mind Your Manners
First impressions are critical in networking and landing the right job. It is important to always present your best manners in every situation, and follow best practices set by fellow students and potential colleagues.

» Interviews – Be sure to arrive at least 15 minutes early to all interviews and company functions. Make sure you have all of the necessary documents needed for the interview (e.g., copies of your resume and application materials).
» Eye contact – Make sure you look people in the eye and maintain eye contact consistently. It lets them know you are interested in what they have to say.
» Bad habits – Don’t chew gum or mints while interviewing or during any conversation with a potential employer. Sit up straight instead of slouching or leaning. Smile frequently and express interest by maintaining eye contact, asking questions, and using voice inflection.
» Dress for success – Dress for the job you want or aspire to have.
» Company relationships – If the company is hosting a pre-night or information session, make it a priority to attend – they will be looking for your participation.
» Thank-you letters – Send a thank-you letter after each company meeting and stay in touch (see page 35.)
Sample Interview Questions

The following is a list of questions that are commonly asked during the interview process. Practice answering these questions to help you prepare for upcoming interviews.

» Tell me about yourself.
» Why did you select the college or university you attended?
» What led you to choose your major or field of study?
» What academic subjects did you like best? Least?
» How has your education prepared you for a career?
» Why did you decide to seek a position with our company?
» What do you know about our company?
» Do you feel that your grades are an accurate reflection of your academic achievement?
» Tell me about a time that you learned something from participation in extracurricular activities.
» In what kind of work environment are you most comfortable?
» Give me an example of how well you work under pressure.
» In what part-time or summer jobs have you been most interested? Why?
» How would you describe your ideal job following graduation?
» Why did you choose the career for which you are preparing?
» What are the two or three most important things to you in your job?
» What are the most important rewards you expect in your career?
» What are your salary expectations upon graduation?
» What are your long- and short-range goals and objectives?
» When and why did you establish these goals and how are you preparing to achieve them?
» What specific goals, other than those related to your occupation, have you established for yourself in the next 10 years?
» Tell me about a time when you had to persuade a group of people to follow your idea.
» How do you think a friend or professor who knows you well would describe you? Would they differ in their responses?
» Describe the relationship that should exist between a supervisor and staff members.
» What do you consider to be your greatest strengths and weaknesses? Give an example of an incident when you demonstrated that strength/weakness.
» What two or three accomplishments have given you the most satisfaction and why?
» Tell me about a time that you were motivated to put forth a great effort.
» Tell me about a mistake you made on a job and what you learned from it.
» How do you determine or evaluate success?
» What do you think it takes to be successful in a company like ours?

InterviewStream

InterviewStream is an innovative way to practice your interview technique and evaluate the way you present yourself to employers. The InterviewStream experience enhances your interviewing skills and helps you develop a competitive edge.

Using a real-time video interface, an immediate view of your session gives you an opportunity to further discuss and analyze your performance with a career coach, professor, advisor, parents, or anyone else you choose.

Key Features
• The ability to watch and critique the interview from any computer with an internet connection
• Provides an opportunity to practice your interviewing skills in a non-threatening environment
• Your interview is available shortly after recording and stored for up to 60 days

To utilize InterviewStream log-in to the UCSO website for access.

The UCSO has interview rooms available equipped with webcams to record your mock interview.
Closing the Interview

The final stage of the job interview is critical. The goal is to leave the interviewer with the impression that you are the right candidate for the job.

There are a number of ways to conduct your closing. How you choose to close will depend on your personal style and that of the interviewer.

The best ways to end the interview all follow these basic closing guidelines.

Ask your Questions
Make sure you have gone through all your questions to ask the interviewer about the job, company, and management. Ask any questions resulting from the information exchanged during the interview. This is the last opportunity to get answers. It is recommended you ask something along the lines of, “Can I ask you a couple more questions before we close the interview?”

Address all the Interviewer’s Concerns
You want to be sure that all the issues have been addressed. Try an approach such as, “As you can see, I believe I have the qualities you are looking for in this position. What additional information or examples can I provide that will help you make a decision?”

Ask if there is anything else you should provide to support your application, such as references, work samples, etc. Make time to deliver these personally if required.

Reinforce the Positive
Once you have an opportunity to ask your final questions, the interviewer likely will say, “If you have nothing else, that will be all. Thank you for your time.” This is the time to make a positive closing statement by highlighting why you are the best candidate. Refer to your strengths and how they make you a good fit for the position. Restate the skills and experience you bring to the position. Use your knowledge about the company to offer up insightful reasons for your suitability.

When preparing this statement, think of several reasons why you should get the job. An example is:

“This certainly is an exciting opportunity and I believe I am the right candidate for this position. My experience as a team member will add value to the creation of this new sales team, my knowledge of the customer base and the area will help grow your business, and my academic and internship performance shows my commitment to achieving targets. I have also implemented a number of strategies from my internship experience that could be successfully used in this position.”

Express your Enthusiasm for the Position
End your job interview on an enthusiastic but not aggressive note. Emphasize your interest in the position and company but avoid sounding desperate or over the top. State how exciting and challenging the position sounds. You can use your background research and the information you collected during the interview to prepare a few flattering comments about the company.

Next Steps
Unless it is clearly stated, you need to understand what happens next in the hiring process—second interview, assessments, etc. Try to establish the time frame for when a hiring decision will be made and who you should get in touch with to follow up on the status of your application. Should you phone or email? We suggest this approach, “I would like to know what the next step is and when you will be making a final decision so I can follow up.”

Clarifying this information not only lets you know what is happening but also shows the interviewer you are professional and organized.

Thank the Interviewer
Thank the interviewer graciously and sincerely for the time spent with you. Give a firm handshake and make confident eye contact.

The best advice is to practice your closing. Rehearsing your closing statements helps you leave the impression of a confident, organized candidate.

Dealing with Job Rejection

“A rejection is nothing more than a necessary step in the pursuit of success.”
- Bo Bennett

• Don’t take it personally. Even great candidates get rejected. There are a limited number of openings but many qualified candidates.

• Keep it in perspective. The rejection does not define your worth as an individual.

• The recruiter may be right. Consider that you and the job position were just not the right fit. If the opportunity exists, ask the recruiter for feedback.

• Build a support network. Career coaches at the UCSo, family, friends, and mentors are all people who can give insight, support, and suggestions for the next opportunity.

• Continue the job search. Though discouraging, a rejection is a step in the process. Take action to strengthen your skills for the next interview by meeting with a UCSo career coach.

Adapted from the best-job-interview.com
Demonstration of strong communication skills is essential in the job search. Your letters and email messages create the first impression of your skills and knowledge as a future business professional. Showing in your communication that you understand the connection between your skills and the employers’ requirements will make your messages stand out. Targeted, clear communication is the key to getting responses from the employers and helping to land that interview.

Cover Letters

A well-written, organized cover letter helps to introduce your resume and directs the reader to key areas of your experience and background that specifically pertain to the open position.

Frequently Asked Questions

To whom should I address my cover letter if I don’t have a contact?
- Address your letter to a specific individual within the organization who is responsible for the hiring decision. Check the organization’s website for the appropriate person or call directly and ask a receptionist for the appropriate contact. If your research does not produce a specific name, then address the letter to the company’s “Recruiting Coordinator.”

How long should my cover letter be?
- Just like the resume, your cover letters should be one page in length.

When should I send my cover letter?
- Always send a cover letter with your resume even if not specifically requested by the employer. It is another opportunity to market your experiences and fit as well as show your attention to detail and differentiate yourself from other candidates.

Email Etiquette

There may be other times when you need to communicate with an employer through email. Perhaps they requested additional information, or you have further inquiries about the position or interview process. When professionally communicating through email keep these tips in mind:

LinkedIn Email

LinkedIn contacts are a resourceful way to connect professionally with alumni and other business-related acquaintances. Follow these guidelines for effective use of the LinkedIn email feature, and remember the email is about asking for advice, not a job.

I’m submitting an application via email, how should I attach my cover letter and resume?
- If not specified by the employer, use the body of your cover letter as the body of your email and include your resume as an attachment.

Points to Remember
- Target your letter to match each employer or position.
- Match your skills with the skills of the position and give specific examples.
- Mention any referrals (family friend, alumni, co-worker) to the position or the company at the beginning of the letter.
- Have more than one person proofread and review your letter.

- Include an appropriate subject line and greeting. Use titles for customers, clients, and prospective employers whom you do not know well. Reserve informal greetings, such as “Hi” for people you know well.
- Identify who you are and why you are contacting them.
- Keep your email concise, using correct grammar, spelling, and punctuation
- Include your contact information in your signature

LinkedIn Email

LinkedIn contacts are a resourceful way to connect professionally with alumni and other business-related acquaintances. Follow these guidelines for effective use of the LinkedIn email feature, and remember the email is about asking for advice, not a job.

- Keep your LinkedIn email brief (one paragraph or less).
- Identify who you are- I am an Indiana University Kelley School of Business student.
- Explain what you want to accomplish and why you are contacting them.
- Ask if they are willing to set up a phone call to talk or a possible meeting.
- Show appreciation for their help.
LinkedIn Example

Hello Mr. Smith,

My name is Robert and I am a junior at the Indiana University Kelley School of Business. I found your profile through our alumni group on LinkedIn. I am interested in building a career in the finance industry and admire your career path and company. Perhaps we could exchange emails or a telephone call to discuss my career goals.

I would be honored to be a part of your LinkedIn network.

Sincerely,
Robert Mathis

Letter Request for Informational Interview

Dear Mr. Leonard,

I am currently an undergraduate student at the Indiana University Kelley School of Business majoring in Supply Chain and Operations Management. A professor of mine, Charles Carter, who previously worked for your manufacturing company as Materials Management Director, suggested I contact you to conduct an informational interview.

My passion and desire is to become a part of a growing manufacturing firm such as River Bend. Mr. Carter mentioned that you are an excellent operations manager who could provide me with insight about the field. Currently, I am in the process of exploring different careers in manufacturing. Your background and experience in operations and supply chain will be invaluable to me as I pursue my career. At your convenience, I would like to schedule a 20-25 minute informational meeting with you. The purpose of the meeting is to gather information that will better assist me with my career decisions.

I will contact you by telephone on April 26th to see if we can schedule a meeting. Thank you for considering my request, and I hope we can spend some productive time together in the near future.

Sincerely,
(Signature)
John B. Student

2828 N. State Street
Bloomington, IN 47411
Dear Mr. Hagan:

I am a junior graduating in May 2013 from the Indiana University Kelley School of Business in Bloomington, Indiana. I am majoring in Marketing and Corporate Innovation and would like to apply this technical knowledge as a Buying Intern for Able Apparel. I learned of this internship from your posting at the Kelley School Undergraduate Career Services Office.

Understanding people’s perspectives and motivations has always been a passion of mine and as a result I am also minoring in psychology. My interest in consumer behavior has fueled a desire to begin my career in the retail world. From my previous retail work experience, I learned that rapid changes in the fashion industry, including proactive identification of trends, positively impact Able’s ability to maintain its dominance in the sector. I would like to apply my knowledge and enthusiasm for effective marketing to help grow Able’s competitive advantage and build future success.

To be a successful Buyer it requires strong analytical skills, effective communication in understanding customer needs, and outstanding interpersonal skills. My experiences and education have well equipped me with those skills.

- My course work in marketing, psychology, and accounting, particularly the course work in market research has strengthened my ability to analyze data and offer meaningful recommendations.
- My work as an Assistant Manager at Taylor’s Fashions has helped me hone my interpersonal skills by addressing customer concerns and questions as well as understanding their needs while promoting a high level of customer satisfaction resulting in being awarded top employee of the month five times.
- As a Promotions Committee Chair for the Women in Business organization at Kelley, I surveyed the student body and members to better understand their needs and utilized this information to plan meaningful activities such as a peer resume review booth which attracted more than 250 students.

Thank you for your time and consideration. I feel excited to have an opportunity to apply my skills at Able Apparel and look forward to further discussing how my experiences can add value to Able’s future success. Please feel free to contact me at (812) 555-1212 or betharms@indiana.edu if you have any further questions. I will follow up with you in two weeks.

Sincerely,

Beth Armstrong

Enclosure: Resume
Thank-you letters are a must. Why? In addition to being a polite way to acknowledge the time spent with you, thank-you letters are another opportunity to sell yourself. By writing a thank-you note, you not only have the opportunity to stay at the top of the interviewer’s mind, but it allows you to continue marketing yourself favorably. Further, it’s a differentiator from other candidates.

Thank-you Letters

Thank-you notes can be in the form of formal letters or thank-you cards sent through the mail or via email. Each type of thank-you acknowledgement sets a specific tone, so evaluate your situation carefully before opting to use a specific type of thank you. The rule of thumb: If you and the employer have communicated by email as part of your interview process, an email thank-you note is preferred.

**Thank-you Letter Guidelines**

- Start by reminding the individual of when the interview took place and for what position you interviewed.
- Remember to thank the employer for his/her time in meeting with you.
- Reiterate your interest in the position and specific details about the job that may have been mentioned by the employer. Tie your qualifications to that particular position and mention anything you feel sets you apart from the next candidate.
- Reiterate your interest in future communication or follow-up. Express confidence by using, for example, the phrase — “I look forward to hearing from you soon” rather than “I hope to hear from you soon.”

**Thank-you Letter Tips**

- Timeliness is everything. Strive to send thank-you letters within 24 hours of the interview.
- Always send a thank-you letter to individuals with whom you have interviewed. Also send to individuals who provided you with information about careers, referrals, or other assistance in your career search. Acknowledge your appreciation and gratitude for their efforts – it leaves a favorable impression in their minds and facilitates continued growth and development of those relationships.
- If more than one person interviewed you, send an individual thank-you letter to all individuals with whom you interviewed. All letters may be added to your candidate file, so ensure you personalize each letter.
- Personalize your letters by drawing on highlights of points discussed with that individual. Not only does it refresh the interviewer’s memory of you and the interview, but it also demonstrates your listening skills.
- Keep it brief – no more than one page and two to three paragraphs.
- If you handwrite your thank-you letter, use appropriate professional stationery.

**Thank-you Letter Examples**

**Example**

Dear Mr. Flanton,

I want to thank you for the time you spent with me this past Thursday discussing the Investment Banking position. My interest in the position has grown after our in-depth conversation regarding the structure of the Public Finance team and the continued professional development employees receive. I am confident that my internship experiences with Holbrook and Company and Citigroup prepared me well for a full-time position with Wells Fargo.

I look forward to the next steps in the interview process and hearing from you in the near future.

Sincerely,

Jerome Janson

**Example**

Subject: Follow Up to Interview

My name is Mark Goldstein and I interviewed with you for the Internal Audit position two weeks ago. Per our conversation at the end of the interview, I was expecting to hear about employment decisions last Friday and wanted to follow up with you to learn if there were any updates on the timeframe. I am very excited about this opportunity and feel my accounting coursework and experience as an Audit Intern with KPMG and as Treasurer of the Accounting Association will allow me to be an asset to Motorola. Thank you again for your time and consideration and I look forward to hearing from you soon!

Sincerely,

Mark Goldstein
The Business Meal

There will be times when interviews occur over a meal. The following tips will help you avoid uncomfortable situations that can detract from your interview appearance and performance. Do not underestimate the importance of good manners at a business meal; they truly can be a deciding factor in a hiring situation.

» Don’t order the most expensive item on the menu.

» It is not recommended to order alcohol unless the host orders; then in moderation.

» Avoid ordering foods that are difficult to eat (spaghetti, nachos, noodle soup, etc.).

» Turn off your cell phone.

» Put your napkin in your lap while eating and leave it on the table (not your chair) if you need to leave the table momentarily. When you’re finished with your meal, place your napkin to the right or left side of your plate on the table.

» Wait for your interviewer/host to begin eating before you start eating.

» Wait for everyone to arrive before beginning any portion of the meal.

» Rest your forearms and elbow on the table only in between courses.

» When everyone is seated, unfold your napkin and place it on your lap. The napkin should be folded in half with the fold toward your waist.

» Pass both the salt and pepper shaker when someone asks for just one.

» Bread is to the left of the plate, drinks are to the right. You can remember this by forming the letter “b” for bread with your thumb and forefinger on your left hand and a “d” for drinks on your right hand.

» When eating bread, break off a small piece over the bread plate. Butter the broken portion and eat just that much at a time. For the butter, take an amount as it’s passed around the table and put it on your plate to use.

» Don’t discuss diets or the healthiness/unhealthiness of your or other people’s food; it can make someone angry or uncomfortable.

» Don’t place bags, purses, phones, sunglasses, or keys on the table.

» Do not apply makeup or brush your hair at the table.

» Don’t order a to-go container for leftover food.

» Typically, the host will pay the bill.

Some of the following tips are from the book *Panache That Pays* written by Maria Everding, President and Founder of the Etiquette Institute, St. Louis, MO, www.TheEtiquetteInstitute.com.
Dress for Success

“Each interview offers you only one chance to make an impression. Good advice for interview dress is to take it to the next level, even in business casual environments. The key is to look polished and professional.”

~Anne Voller, Macy’s

In less than 15 seconds, a first impression will be made of you based on instinct, emotion, and biases; stereotypes lie at the foundation of first impressions.

Make your first impression positive.

First impressions are made with the emotional side of our brain, not the rational, and experience has taught us that our first impressions are usually correct. The process of labeling others helps the world make sense to us and, once we apply a stereotype to someone, our rational brain then seeks to validate it. Because we don’t want to admit we made a mistake, we cling to our opinions rather than revise them, which means it’s critical that the first impression you make upon someone is positive.

Within four minutes, people have made decisions about your trustworthiness, compassion, reliability, intelligence, capability, humility, friendliness, and confidence. Like it or not, it is often that first impression that determines your future more than your professional achievements or educational credentials. Why take any chances with your physical appearance when so much is riding on those first few minutes of the interview?

How can you make a positive first impression? Determine your audience, identify their expectations and dress in a way that reflects those expectations.

Two Levels of Dress

Every company varies in its interpretation of workplace dress. A simple rule: It is better to be overdressed than underdressed for an event, if dress is not specified. Always dress professionally for an interview unless specified.

Business Professional Attire for Interviews

Women
- Solid color, conservative suit with coordinated blouse, closed toe shoes, and limited jewelry
- Neat, professional hairstyle, manicured nails, light make-up, little or no perfume
- Portfolio or briefcase

Men
- Solid color, conservative suit, long sleeve shirt, conservative tie, dark socks, professional shoes
- Neat hairstyle, trimmed nails, little or no cologne or after shave
- Portfolio or briefcase

Business Casual Professional
Dress for Success

Business Casual Attire

Women
• Khaki, corduroy, twill or cotton pants or skirts, neatly pressed
• Sweaters, twinsets, cardigans, polo/knit shirts
• Solid colors work better than bright patterns

Men
• Khaki, gabardine, or cotton pants, neatly pressed
• Cotton long-sleeved, button down shirts, pressed, polo shirts or knits with a collar
• Conservative sweaters
• Leather shoes and belts
• Tie optional

Grooming Tips

Hair — Hairstyles should be neat and appropriate; nothing extreme or overdone.

Hands/Nails — Well-groomed hands and nails are an important part of your professional image. Nail polish shades should be soft and polish should never be chipped.

Fragrance — The safest advice for fragrance is not to wear any at all for business. If you do, go very light.

Body — Make sure to be freshly showered/bathed. Wear clothing that covers tattoos.

Breath — Brush your teeth before the interview. If you use mints or chew gum, make sure they are out of your mouth before you interact with the interviewer.

Additional Tips

Shoes — Closed-toe shoes are the most appropriate to wear on an interview and when meeting with clients. Shoes should be clean and shined.

Skirts — Should be knee length and cover your thighs when you are seated.

Socks — Wear and make sure they are in good shape and dark in color.

Shirt — White or light colors are the most appropriate choices.

Blouse — Should be of moderate cut and professional style.

Tie — Your tie should contrast appropriately with your shirt.

Jewelry — Wear minimal jewelry. Avoid noisy bracelets that can distract the interviewer or client. Be cognizant of body piercings at all professional interactions.
Ethics in Recruiting

The UCSO seeks to maintain and enhance the reputation of the Kelley School, our corporate and prospective partners, and the community at large. Students are expected to conduct themselves with professionalism, honesty, and decorum and to conduct their job search in an ethical fashion at all times.

A student will be well-prepared and appropriately dressed for every contact with an employer. This includes company information sessions, informational interviews, job interviews, and follow-up activities.

Scheduling an interview is a formal commitment between the student and the employer. Nothing damages a reputation with employers more than failing to show up for a scheduled interview. A student will be considered a “no show” if he/she does not appear for their interview and risk suspension from further interviewing.

A student will give at least two business days’ notice before canceling or changing an interview. In the event of a “no show” for an interview, a student must respond within 72 hours of the missed interview, with a written explanation to the UCSO, and a draft letter of apology to the recruiter (for UCSO review before sending). On-Campus recruiting privileges will be revoked until appropriate follow-up actions have occurred.

Academics come first. Do not miss classes to interview, attend company information sessions or participate in any event sponsored by the UCSO and should coordinate with his/her professor(s) if any absences are unavoidable.

A student will always represent himself/herself accurately to employers in regard to factual data about GPA, academic achievements, skills, and all other information.

The student is responsible for keeping such information current in all systems.

A student will promptly report all offers and status (i.e., holding, rejected or accepted) in a timely manner and update their offer status appropriately.

A student is expected to make an earnest effort to learn about the company prior to an interview.

A student will always represent himself/herself accurately to employers: In the case where the intent of a question is not relevant to the applicant’s ability to do the job, that question may be unlawful; it’s important to know your rights.

Professional interviewers are often trained to ask questions that only relate to the applicant’s ability to do the job. If the intention of a question is not relevant to the applicant’s ability to do the job, that question may be unlawful; it’s important to know your rights.

Refer to the UCSO website for a complete list of policies and procedures.

## Acceptable and Unacceptable Interview Questions

<table>
<thead>
<tr>
<th>Subject</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disability</td>
<td>Are you able to perform the tasks and duties of the job with or without accommodation? How will you perform the task and with what accommodation(s)?</td>
<td>Do you have any disabilities? Have you had any recent or past illnesses or operations? How is your health?</td>
</tr>
<tr>
<td>Citizenship</td>
<td>Are you authorized to work in the United States? In which languages are you fluent? (If relevant to the job)</td>
<td>Are you a U.S. citizen? Where were you born? What is your native language?</td>
</tr>
<tr>
<td>Age</td>
<td>Are you over the age of 18?</td>
<td>How old are you? What is your date of birth?</td>
</tr>
<tr>
<td>Military Experience</td>
<td>In what branch of the armed forces did you serve? What training or education did you receive in the military?</td>
<td>Were you honorably discharged from the military?</td>
</tr>
<tr>
<td>Religion or Creed</td>
<td>None</td>
<td>It’s not acceptable to ask about religion.</td>
</tr>
<tr>
<td>Arrest Record</td>
<td>Have you ever been convicted of a crime that is reasonably related to the job in question?</td>
<td>Have you ever been arrested?</td>
</tr>
<tr>
<td>Marital and Family</td>
<td>Would you be willing to travel as necessary?</td>
<td>Are you married? Do you have any children? Would you be willing to relocate? Have you made child care arrangements?</td>
</tr>
</tbody>
</table>
A successful job search for international students entails long-term planning and preparation, effective job search strategies, awareness of culture differences, and being proactive in the process of pursuing employment. Here we outline seven actions of the job search for international students.

**Plan ahead**

- Consider your career preparation as a project that continues throughout all four years of your time at IU.
- Take time during your first year to explore majors and identify potential career paths or graduate school.
- Refer to the Four-Year Action Plan on Page 4 of this guide to help identify the steps you need to take each year.
- Work with a UCSO career coach to develop, track, and refine your career plan.

**Be informed**

- Know about career events and recruitment deadlines to help keep you on track.
- Understand immigration regulations and be able to explain work authorization guidelines to companies.
- Use the Office of International Services (OIS) and UCSO career coaches to help keep you informed.

**Understand the culture of the job market**

- Be proactive - success or failure is up to you.
- Get involved in clubs and the Bloomington community to become comfortable and confident in American culture.
- “Soft” skills, such as interpersonal communication, are as important as “hard” academic skills to your success.

**Know your value to employers**

- Magnify and integrate your cultural and language advantages into your resume and elevator pitch:
  - entrepreneurial spirit
  - understanding of the global economy
  - unique talents and perspectives
- Target companies that need your skills and background.

**Strengthen your communication skills**

- Develop your interpersonal interaction and communication skills - these are the top challenges for international students and are critical for career success.
- Refine your written communication skills for resume, cover letter, and personal statement development.
- Practice your verbal communication skills for interview and networking with companies and alumni.

**Network, network, network**

- Work hard to establish a network here and at home - most students find jobs through their network.
- Start with the Big Three - family, friends, and faculty.

**Diversify your search**

- Extend your job search to include employment in your home country as well as other countries globally.
- Research the career paths of contacts working in your target country and company.

- Make use of social media such as LinkedIn and Kelley InCircle, career fairs, and professional associations.
- Continue to grow and expand your network globally.

Adapted from: Simona Tripodi, Manager WCC Global Outreach and Business Development
Work Authorization and Visa Information for International Students

If you are an international student pursuing a degree at Kelley and are in F-1 or J-1 status, it may be possible for you to be employed in the U.S. in an area related to your field of study. However, to obtain authorization to be employed, you must contact Indiana University’s Office of International Services (OIS) before starting work.

Internships and Part-time Employment Before Graduation

The United States Citizenship and Immigration Services (USCIS) allows students in F-1 status to be employed by U.S. employers through the “Practical Training” program after you complete two semesters as a full-time student. You must obtain authorization for Curricular Practical Training (CPT) through OIS.

J-1 visa holders can also usually work in their field of study through the Academic Training (AT) program. Applications are made through the OIS.

Both CTP and AT require two weeks to process and you will need to provide an offer letter and enroll in an internship course. Neither CTP or AT are available in your final semester.

Full-time Employment After Graduation

In most cases, if you are an international student at Kelley with an F-1 visa, and you are completing your degree, you will be eligible to work in your field for up to 12 months after graduation – without having to change your visa status. You must secure Optional Practical Training (OPT) authorization from the USCIS, through the OIS. You should request this 3 months before you complete your degree.

J-1 students can usually obtain approval for up to 18 months of training in their field of study.

Continuing Employment After Your Practical Training Expires

The H1B Specialty Worker Visa

If you are in F status now, after your practical training expires, it is usually possible to obtain a temporary specialty worker (H1B) visa. An H1B visa is intended for professional employment for three to six more years in your field of study. Your employer must be willing to apply for the H1B visa, a process involving a commitment of time and money on their part. The employer applies through the Department of Labor and the USCIS. A limited number of H1B visas are issued every year, so the application should be made as soon as possible, preferably on April 1. Employers may wish to seek expert advice to complete the process. Once the H1B visa has expired, there are several options available for continuing employment; expert advice should also be obtained to explore these possibilities.

Documenting Employment Authorization

Engaging in employment before receiving the appropriate proof of work permission is a violation of status and could constitute irreparable damage to your immigration record. To avoid working illegally, be certain that you hold one of the following documents by the time you commence with your practical/academic training experience:

- (F-1) Curricular Practical Training (CPT): A new I-20, issued by OIS, bearing the employer name and address as well as the employment authorization start/end dates.
- (J-1) Academic Training (AT): A letter, issued by OIS, bearing the employer name and address as well as the employment authorization start/end dates.
- (F-1) Optional Practical Training (OPT): An Employment Authorization Card/Document (EAC or EAD), a driver-license-sized card issued by USCIS bearing your photo, name and employment authorization start/end dates.

If you plan to work in the U.S., you need to learn the system and know what to expect. Be prepared to comfortably and positively explain the process of hiring international workers to a prospective employer.

Visit http://ois.indiana.edu for more information.

Note: This information was prepared for the use of Kelley School of Business students and does not constitute legal advice. For legal advice on immigration matters, consult an attorney familiar with specifics of your circumstances.
An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. The educational relevance of an internship is very important.

**Internship Criteria**
To ensure that an experience is educational, and thus eligible to be considered a “legitimate” internship by the NACE definition, all of the following criteria must be met:

1. The experience must be an extension of the classroom: a learning experience that provides for applying the knowledge gained in the classroom. It must not be simply to advance the operations of the employer or be the work that a regular employee would routinely perform.
2. The skills or knowledge learned must be transferable to other employment settings.
3. The experience has a defined beginning and end, and a job description with desired qualifications.
4. There are clearly defined learning objectives/goals related to the professional goals of the student’s academic coursework.
5. There is supervision by a professional with expertise and educational and/or professional background in the field of the experience.
6. There is routine feedback by the experienced supervisor.
7. There are on-site resources, equipment, and facilities provided by the host employer that support learning objectives/goals.

**Paid vs. Unpaid Internships**
The majority of internships secured by Kelley students are paid. Those internships secured by students which are unpaid typically fall into one of three general categories: freshmen/sophomore level, less formal or structured experiences, or industries which have high levels of unpaid internships (entertainment, sports, advertising, private wealth management).

Unpaid internships can be a great way to gain real world skills and make professional connections, but students should be cautious as most unpaid internships require academic credit from a university to coincide with the internship.

**Predatory Company Internships**
Please contact the UCSO immediately if you are concerned regarding the validity of an internship experience! Be suspicious of experiences which require you to pay money for the internship.

**Credit Internship: X498 (2 credits) and W499 (non credit)**
Depending on the internship experience, you may be able to earn credit for your internship. Some employers require one of these courses to accompany your internship. International students will at least be required to register for W499 as part of a U.S. internship. Not all internships meet the requirements for X498 and will be approved by the UCSO. For more details, visit the UCSO website.

Employers that maintain a not-for-profit tax status are far more likely to offer unpaid and unstructured internships. These internships can be more difficult to gain approval for credit as they more closely resemble unstructured volunteering versus a professional internship. For-profit employers are subject to Department of Labor standards for employment, and thus commonly require X498 or W499 to legally employ unpaid interns.
**Types of Internships**

**Summer vs. Spring Internships**
The majority of internships are available during the summer. A growing number of internships (especially public accounting) are available during the spring. Freshmen or sophomores considering a career in public accounting are strongly encouraged to explore academic plans which may allow them to perform a spring semester internship with an accounting firm. While some Kelley students find fall internships, they are limited. Students are encouraged to consider academic, study abroad, and financial considerations when exploring internship options.

**Kelley Institute for Social Impact (KISI)**
Students interested in internships or long-term career opportunities in social entrepreneurship or microfinance are encouraged to explore the KISI website for additional opportunities: [http://kelley.iu.edu/isi/](http://kelley.iu.edu/isi/)

**How to Make the Most Out of Your Internship**

» **Schedule meetings with your manager as a way to maintain positive progress,** develop a relationship, better understand expectations, and make sure that the manager is aware of your progress.

» **Company/coworker happy hours, breakfasts, lunches** – Take advantage of these experiences to get to know the leadership and culture of your organization.

» **Take initiative.** Develop goals for things you would like to accomplish over the summer and skills you would like to learn and grow. Volunteer for projects. Shape your internship experience. Hold yourself responsible and accountable for your projects and quality of work.

» **Ask for feedback.** An internship is a learning process; use feedback to better evaluate and address your strengths and areas of opportunity.

» **Ask a lot of questions!** Get to know as much about the organization as possible. Internships are your chance to develop an accurate assessment of a particular job, so gather as much data as you need to truly understand the role and responsibilities.

» **Don't forget to evaluate the company; the internship is a two-way assessment.** Think about whether or not it’s a good fit for you.
Offers and Acceptances

Congratulations! You just received an internship or job offer. Now ask yourself, “Did I do the right things when talking to the recruiter?”

Getting a phone call – especially one you have been eagerly awaiting – from a recruiter is exciting and gratifying. However, it must be handled properly, with careful thought and consideration. Here are some pointers to follow:

**Look before you leap**

There are many factors to consider, such as location, salary, and benefits. Avoid making a hasty decision. Research and evaluate these factors to determine whether or not the job possibility is a good match for your career goals. Respond to your offer professionally and with enthusiasm, and arrange the next steps with the person making the offer.

Most companies will give you a deadline and time to allow you to consider the offer. Regarding salary, some employers expect you to negotiate and may not make their best offer first. A majority of on-campus recruiting employers have rigid pay systems with little flexibility. Determine beforehand the type of organization with which you are dealing. Once a company makes an offer, the ball is in your court. Ask for the offer in writing in order to have solid information on which to make your decisions.

**Determine Important Factors**

Before you can know how closely an offer matches your goals, interests and values, you must know what they are. When considering a job at a particular company, prioritize these factors, including:

- Work/life balance
- Personal values
- Salary/signing bonus
- Level of responsibility, challenge and intensity
- Team versus independent work environment
- Opportunities to use your skills, expertise and interests
- Learning, helping and decision-making opportunities
- Whether or not you like and fit into the company culture
- Geographic location
- Physical environment and working conditions in the workplace
- Job security
- Training and/or graduate school support (refer to page 46)

**Receiving a Job Offer**

Be prepared and know what you are going to say to the recruiter so that when the offer is made, you are in command of your response. Don’t let the excitement of the moment allow you to prematurely accept the offer before you have had time to weigh its many elements and implications.

Thank the recruiter and express your excitement and pleasure about the offer. Unless you are 100% sure you are going to accept the job on the spot, avoid language that implies you accept. Remember, a verbal acceptance will be considered by the recruiter as an official indication that you will be joining their company in the job offered to you.

Ask for details about next steps. When will the offer paperwork be sent to you? Is there a deadline for accepting or declining the offer? Are there other requirements that you must fulfill?

Tell the recruiter that you are eager to review the offer package and discuss it with your family and career coach. Ask the recruiter about the best times to contact him/her with any questions about the offer material.

Be ready with other questions you have for the recruiter.

Wrap up the call by reiterating your pleasure at receiving the offer and confirming that you will review the offer materials and respond within the agreed-upon times.

Be sure to officially report your offer to the UCSO so the data can be aggregated with other offer information to develop the yearly Kelley employment statistics report.

**Responding to a Job Offer**

**Accepting an Offer**

Once you have decided to accept an offer, it is best to communicate that decision as soon as possible to the employer. This allows them to move forward with the next phase in bringing you on board. This could include firming up your start date or signing you up for pre-employment training.

Calling the offering manager is usually the preferred way to communicate your acceptance. However, if all communication has been through email it can be an acceptable method of confirming your offer acceptance, as well.

Sound enthusiastic to emphasize confidence in your decision, thank the hiring manager again, and express your pleasure at starting your career with them.
Evaluating Job Offers

FACTORS TO CONSIDER

Act professionally by responding to employers promptly. Represent yourself honestly and with integrity. Always express your thanks for the opportunity and reaffirm your interest.

Job and internship offers come in a variety of forms. You may receive an offer over the phone, in writing or sometimes even in person.

Be ready with questions and preferences your employer may be waiting to confirm with you, such as start date and relocation plans.

**Identify the next steps in the process**

Follow up with others in the company who were instrumental in your interviewing process to let them know you have accepted the position. Be sure to thank them for their help.

Contact any other employers with whom you were still in the interview process to inform them of your acceptance, and let them know you will **not** be moving forward with them. Do this as soon as possible so they can move on to other candidates. Make sure to thank them for their interest in you.

Check your upcoming interview schedules and cancel any pending interviews scheduled at the UCSO.

**Renege Policy**

Acceptance of an offer, whether verbal or in writing, is considered binding. It is not an acceptable practice to accept a job offer and later decline. This is considered a renege.

Once an offer has been accepted, either verbal or written, interviews must cease.

If an offer is reneged by the student, the UCSO reserves the right to take appropriate action, which could include suspension or restricting your UCSO privileges.

**Declining an Offer**

Sometimes an offer is not a good fit or you plan to accept another, more suitable internship or job. Declining an offer should be done as soon as you have made the decision not to accept the job. This allows the employer to move on to their next steps for filling the position.

Calling the employer to communicate your decision is preferred. However, if your conversations throughout the offer have been via email, you can use this method to share your decision.

Be sure to thank the recruiter for his or her time, hard work and interest in you; and share a brief explanation about the reasons for your decision, focusing on your interest on the best fit for both of you. Leave the employer with a desire to continue professional interactions with you in the future.
Develop a Decision Matrix - Identify Important Factors Beyond Salary

Identify those personal factors that are essential in accepting a career position. Ask yourself a series of questions about lifestyle, company stability or future advancement, travel, and the balance of work and family.

These factors will vary in importance, but by knowing your priorities and weighting their value you can develop a decision matrix. Remember to consider commuting distance, professional memberships, on-site amenities, travel perks, and vacation/time-off policies.

It is suggested that those offers not meeting at least 70% or better of your important factors be declined. Think about it. Do you want to be less than satisfied almost one-third of your time?!

Decision Matrix Guidelines and Example

There are many criteria to consider when making decisions on what companies to target and which offers to accept. The sample decision matrix below shows how to rank the TOP FIVE criteria for making a job decision or narrowing down your target company list by using rankings of 1 = least important to 5 = most important. Review each opportunity/company and rate on a scale of 1 to 5 how that opportunity rated versus the criteria ranked. To get an idea of which opportunity best meets your criteria, take the rating times the ranking and determine a score. In the example below, a quick summary would show that “B” had the highest overall score with “A” and “C” a close second.

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Ranking</th>
<th>A</th>
<th>B</th>
<th>C</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth Opportunities</td>
<td>2</td>
<td>4 (=8)</td>
<td>3 (=6)</td>
<td>5 (=10)</td>
</tr>
<tr>
<td>Great Colleagues</td>
<td>4</td>
<td>4 (=16)</td>
<td>5 (=20)</td>
<td>3 (=12)</td>
</tr>
<tr>
<td>Company Culture</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Challenging Work</td>
<td>5</td>
<td>3 (=15)</td>
<td>5 (=25)</td>
<td>4 (=20)</td>
</tr>
<tr>
<td>Travel Opportunities</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Compensation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Life/Work Balance</td>
<td>3</td>
<td>5 (=15)</td>
<td>4 (=12)</td>
<td>3 (=9)</td>
</tr>
<tr>
<td>Continuing Education</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rapport with Supervisor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Recognition</td>
<td>1</td>
<td>2 (=2)</td>
<td>4 (=4)</td>
<td>3 (=3)</td>
</tr>
<tr>
<td>Medical Benefits</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Location</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>56</td>
<td>67</td>
<td>54</td>
</tr>
</tbody>
</table>

Offer’s Rating (on a 0-5 scale)
Before You Negotiate, Gather Information

Collect information to establish a salary range for the job and other benchmarks for each element of your offer package

- Network with current and past employees in the company and in the career field. Recent Kelley alumni are excellent sources. Also ask about benefits, bonuses, commissions, perks, moving expenses, and compensation structure.
- Check salary statistics provided on the UCSO website. Data is available by job function and geographic location.
- Make an appointment with a full-time UCSO staff member.

Compile information about cost of living

- Review websites that offer cost of living comparisons.
- Speak to contacts that live in the area.

Determine how much income you need

- Establish the minimum income to “get by” and the maximum you could be making under ideal circumstances.
- Estimate monthly requirements.

Assess the demand for your skills and experience in the marketplace

- Talk to Kelley alumni and UCSO career coaches to learn how strong your negotiating position is in the current market.

Consider All Factors

Give yourself time to consider all factors. Make arrangements to call the person back to ask additional questions. Next, evaluate how well the position matches your career goals. Finally, prepare questions about the other position details that have not been addressed. Consider the following:

- Does the company clearly define your responsibilities in the job description?
- Do you understand the reporting relationship and organizational structure?
- With whom will you be working?
- Have you met your team members?
- What else do you need to know to evaluate if the culture is a good fit for you?
- Given the company’s financial performance, are you taking any short-term or long-term risks in accepting the position?
- What formal, informal, on-the-job or external training is provided?
- When and how does the company evaluate and reward performance?
- When are the typical raises and bonuses for employees at your level?
- When is the starting date?
- When and how does the company provide relocation assistance?
- Do you understand the benefits package? Benefits can add another 30 to 40 percent to your overall compensation.

Negotiation Approach

- Negotiate like you are on the same side of the table - win/win.
- Know what is important to you.
- Ask clarification questions - Help me understand how you arrived at this compensation.
- Understand the company may or may not have degrees of freedom in the flexibility of the offer.
- Know when to stop.
Success on the Job

Transition from College to the Workplace: Keys to Job Success

We want you to make the transition from college student to employee in the professional workplace as smooth as possible. Here are some tips to better understand what it takes to successfully transition into a new organization when you graduate from IU.

Use discretion
Saying exactly what you think without giving any thought to how others may hear it can be a big mistake. Criticizing someone, especially in front of a group, isn’t a wise move. Speaking against your boss when engaging in casual conversations with coworkers may damage your chances of being selected to stay on if and when layoffs occur. Discretion counts for a lot in the professional environment. Learn to be true to yourself using manners, diplomacy, and good judgment.

Be low maintenance
People tend to find demanding colleagues tedious. Even if you are a high performer but are also high maintenance, you weaken your position in the company. It is not enough to excel in your job duties. You have to be pleasant, agreeable, and somewhat effortless to work with. Avoid being a nuisance.

Ask the right questions
There are three types of employees: those who rarely if ever ask questions; those who ask lots of questions but few with any substance; and those who ask good, appropriate clarifying or thought-provoking questions. Make sure you are in the third category. Bosses generally respect and appreciate questions, but only those that make sense and add value to the discussion. The right questions enrich dialogue; too many questions or the wrong questions detract from it.

Think strategically
It’s too easy to focus on that printed job description, do what you are told, and work in a silo. Instead, proactively get clear on all of your responsibilities and tasks, understand why you are doing what you do, examine how it fits into the organization, and find out how it impacts others with whom you work. Strategic thinking, rarely demonstrated by employees, is greatly valued by top managers. Strategic thinking involves regular analysis and evaluation. It’s working with purpose in a certain direction toward a planned goal or outcome. Become conscious of every single thing you do, why you do it, how you do it, and the value it adds to the whole.

Exceed expectations
One sure way to keep your job today is to go beyond the call of duty frequently. Look for opportunities to do more, to tackle something uniquely, and/or to accomplish something faster. Come into the office early. Stay late. Perhaps not every day, but often. Show initiative! Make other people’s work day easier, happier, lighter, and you will be noticed.

Make your boss shine
Managers love to look good in front of their supervisors and Board of Directors. You can play a role in that if you’re smart. Put aside your personal feelings about your boss, and do whatever it takes to help him/her shine. When they shine, you do too. It’s a win-win situation.

Don’t work in a vacuum
Realize that everything you do in a day affects the entire organization. Assess your efforts, attitude, and behavior to see if they’re having a positive, negative, or neutral impact upon the company. Remember the ripple effect? Think of yourself as one stone in the stream. That one stone matters. Make sure you aren’t merely doing a job. Commit to consciously contributing to the fulfillment of the strategic plan. This sounds daunting, but it’s really very possible. In fact, it’s totally possible. When you truly grasp the big picture the organizational mission and vision you want to make a significant difference and find inspiring ways to do it.

Adapted from Sylvia Hepler
The UCSO thanks the Weston Career Center, Olin School of Business for granting permission to adapt content from the Weston Career Guide.
Future Hodge Hall Undergraduate Center

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