

Action & Accountability Plan

<https://www.chicagobooth.edu/alumni/career-services>

Task	Start	End	Done?	Booth Tools	Notes
Establish an organizational system for your search					Organize your company research and track your networking efforts
Identify interests, motivations, and skills					
Complete CareerLeader				Career Services > Market Yourself > Prepare a Self-Assessment	The “My Career Match” section also helps you identify potential roles of interest
Complete 100 Jobs exercise and Flow exercise					Identify 7-10 Career Themes (e.g. Autonomous work environment with ability to enact change; the no massive corporate bureaucracy)
Identify potential roles of interest					
Conduct aspirational role research by reading GTS job postings				Career Services > Resources > GTS	Be sure to look at past postings, too; in the Show dropdown menu, check “Include Expired Jobs”
Conduct next-step role research by reading GTS job postings				Career Services > Resources > GTS	Be sure to look at past postings, too; in the Show dropdown menu, check “Include Expired Jobs”
Browse LinkedIn for people with interesting jobs / career paths					Use both LinkedIn.com as well as Booth sub-page: www.linkedin.com/school/universityofchicagoboothschoolofbusiness/people/
Conduct informational interviews with alumni to learn about their roles				Career Services > Market Yourself > Prepare to Network	
Research specific industries and functions of interest					
Utilize Booth's research resources, starting with the function- and industry-specific research pages				Career Services > Pathways > Industries	
Watch recordings of alumni explaining various industries and functions				Career Services > Pathways > Career Databases	Mediasite includes recordings of past Booth programming and presentations. Login is located in the upper right.
Develop a target list of companies to focus your job search				Career Services > Pathways > Find Companies > Target List Template	Capital IQ may be especially helpful; GTS job postings show you what companies have been interested in hiring Booth talent
Research companies before networking conversations and job interviews				Career Services > Pathways > Find Companies	In addition to company profiles, search EBSCO - Business Source - Alumni Edition for articles about your target companies
Identify people to reach out to at target companies				Career Services > Pathways > Find Contacts	The Alumni Directory is more likely to have a contact's email address(es), but LinkedIn can be useful as well: www.linkedin.com/school/universityofchicagoboothschoolofbusiness/people/

Action & Accountability Plan (cont'd)

Task	Start	End	Done?	Booth Tools	Notes
Create your marketing messages					
Develop your story to articulate your value				Career Services > Market Yourself > Write Your Story	
Learn more about telling a compelling story				Careers > CareerCast	
Practice delivering your story until it feels natural and conveys your unique selling points				Career Services > Market Yourself > Write Your Story	One of the best ways to get better is to record yourself delivering your story and then assess how well your story sounds.
Enhance your LinkedIn profile				Career Services > Market Yourself > Write a LinkedIn Profile	Include a professional photo and tailored headline; use numerous keywords to increase search visibility
Tailor your resume to your target roles				Career Services > Market Yourself > Write & Evaluate Your Resume	
Create a template for informational interview requests that you can then tailor for every person you contact				Career Services > Market Yourself > Prepare to Network	Do not send mass emails; you are much more likely to get a response if you send individualized messages
Create a template for your cover letters that you can then tailor for each opportunity				Career Services > Market Yourself > Write a Cover Letter	
Identify Listings					
Check GTS, company websites, and company LinkedIn pages for job openings at target companies					Set up a Search Agent in GTS to receive emails when jobs of interest are posted
Attend events to meet people in your target field				Career Services > Market Yourself > Prepare to Network	Leverage alumni groups, industry associations, and Booth events
Conduct informational interviews to develop or strengthen relationships with people who work at your target companies				Career Services > Market Yourself > Prepare to Network	
Apply for open jobs of interest					
Prepare to Interview					
Create a list of anticipated interview questions and outline your responses				Career Services > Market Yourself > Prepare to Interview	Structure your stories using the SOAR framework: Situation, Obstacle/Opportunity, Action, Result
Practice mock interviews				Career Services > Market Yourself > Prepare to Interview	Leverage alumni groups, peers, Career Services Career Coaches for mock interview help

Action & Accountability Plan

Action	Start	End	Done?	Accountability Partner & Action(s)	Notes
Other					
Example: Create LinkedIn Summary	1/28	1/31		Anita – Gleacher Career Coach	Send Anita LinkedIn Summary via email for feedback

Exercise: Creating Your Career Compass

Objective(s): Build a vision for the type of company/role that will meet your needs and skill set, using a bottoms-up approach.

Instructions:

1. Review the potential job / company attributes below and think about which attributes are ideal for you.
2. Document your Career Compass on the page provided. Add your own attributes as necessary.
3. Use this list when conducting informational interviews or evaluating opportunities to keep on track.

Day to Day Activities/Environment:

- Primarily work in teams vs. primarily produce work by self and then share with team
- Work quantitative data vs. collect and manage qualitative data
- Manage team vs. contribute as a part of a team
- Highly structured workday vs. variable workday
- Work from home vs. work in office
- Travel vs. no travel
- Location preference
- Customer facing vs. not
- Serve as a seller to customers vs. as a buyer vs. operational support

Company Attributes/Culture:

- Public vs. private company
- Large company vs. smaller company
- Early stage vs. growth stage vs. established
- Entrepreneurial culture vs. well-defined roles and functions
- Well-structured advancement opportunities vs. carve your own path
- Culture fosters development of generalists vs. specialists
- Company has a successful track record vs. a turnaround opportunity
- Pay is mostly fixed (salary) vs. variable (incentive compensation)
- Company does business locally vs. nationally vs. globally
- Well known company brand vs. lower profile name/brand
- Company produces a tangible product vs. a service
- Flat organizational structure vs. hierarchical

Industry Type/Dynamics:

- Few players with high barriers to entry vs. highly competitive
- Nascent industry vs. established and growing vs. mature

Strengths You Want to Leverage:

Reference your annual performance reviews or other assessment results

Values to Fulfill/Express:

Reference your CareerLeader assessment results

Industry, Functional, or Geographical Experience that You Can Leverage:

These are relevant experiences that can serve as your competitive advantage

Your Career Compass

Must vs. Nice to Have?

Attributes

Your Career Avoidance List

Must vs. Prefer to Avoid?

Attributes

Identifying Career Themes

Adapted from the 100 Jobs Exercise in *Getting Unstuck* (2007) by Timothy Butler

Reading through the list of one hundred occupational roles on the following page, select the **twelve roles** you instinctively feel would be the most exciting, engaging, and meaningful. Move rapidly through the list and use your first intuitive impression. Do *not* consider whether you have the skill or training to perform well in that role. Do *not* consider its financial rewards. Simply identify the twelve roles that would be most engaging.

When you have selected your top twelve, write them down in rank order in the blank section on this page, listing the first one (#1) as the work role you find most exciting.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____
11. _____
12. _____

100 Jobs

- | | | |
|---|---|---|
| 1. <input type="checkbox"/> Marketing researcher | 39. <input type="checkbox"/> Librarian | 78. <input type="checkbox"/> Firefighter |
| 2. <input type="checkbox"/> Child-care worker | 40. <input type="checkbox"/> Research and development manager | 79. <input type="checkbox"/> Marketing brand manager |
| 3. <input type="checkbox"/> Computer software designer | 41. <input type="checkbox"/> Real estate developer | 80. <input type="checkbox"/> Surgeon |
| 4. <input type="checkbox"/> Sports coach | 42. <input type="checkbox"/> Music composer | 81. <input type="checkbox"/> Investment manager |
| 5. <input type="checkbox"/> Manager at a manufacturing plant | 43. <input type="checkbox"/> Veterinarian | 82. <input type="checkbox"/> Stockbroker |
| 6. <input type="checkbox"/> Salesperson in a retail store | 44. <input type="checkbox"/> Advertising copywriter | 83. <input type="checkbox"/> Director of nonprofit organization |
| 7. <input type="checkbox"/> Social services professional | 45. <input type="checkbox"/> Senior manager of a manufacturing business | 84. <input type="checkbox"/> Event planner |
| 8. <input type="checkbox"/> Salesperson for high-tech products | 46. <input type="checkbox"/> Nurse | 85. <input type="checkbox"/> Administrative assistant |
| 9. <input type="checkbox"/> Litigator (courtroom lawyer) | 47. <input type="checkbox"/> Ship captain | 86. <input type="checkbox"/> Credit manager |
| 10. <input type="checkbox"/> Psychotherapist | 48. <input type="checkbox"/> Research sociologist | 87. <input type="checkbox"/> Elected public official |
| 11. <input type="checkbox"/> Manager of a retail store | 49. <input type="checkbox"/> Manager of information systems | 88. <input type="checkbox"/> Motivational speaker |
| 12. <input type="checkbox"/> Public relations professional | 50. <input type="checkbox"/> Investigative reporter | 89. <input type="checkbox"/> Mayor of a city or town |
| 13. <input type="checkbox"/> Advertising executive | 51. <input type="checkbox"/> Medical researcher | 90. <input type="checkbox"/> President of a community charity |
| 14. <input type="checkbox"/> TV talk show host | 52. <input type="checkbox"/> Chief financial officer | 91. <input type="checkbox"/> Real estate salesperson |
| 15. <input type="checkbox"/> Theologian | 53. <input type="checkbox"/> Office manager | 92. <input type="checkbox"/> Professional athlete |
| 16. <input type="checkbox"/> Speech therapist | 54. <input type="checkbox"/> Police officer | 93. <input type="checkbox"/> Clerical worker |
| 17. <input type="checkbox"/> Newscaster | 55. <input type="checkbox"/> Investment banker | 94. <input type="checkbox"/> Foreign trade negotiator |
| 18. <input type="checkbox"/> Secretary | 56. <input type="checkbox"/> Manager of a restaurant | 95. <input type="checkbox"/> Bookkeeper |
| 19. <input type="checkbox"/> Automobile mechanic | 57. <input type="checkbox"/> Entrepreneur | 96. <input type="checkbox"/> Emergency medical technician |
| 20. <input type="checkbox"/> Electrician | 58. <input type="checkbox"/> Vacation resort manager | 97. <input type="checkbox"/> Statistician |
| 21. <input type="checkbox"/> Entertainer (singer, comedian, etc.) | 59. <input type="checkbox"/> Electrical engineer | 98. <input type="checkbox"/> Manager of a stock or bond mutual fund |
| 22. <input type="checkbox"/> Optometrist | 60. <input type="checkbox"/> High school teacher | 99. <input type="checkbox"/> Proofreader |
| 23. <input type="checkbox"/> Professional actor | 61. <input type="checkbox"/> Professor of political science | 100. <input type="checkbox"/> Civil engineer |
| 24. <input type="checkbox"/> Senior hospital manager | 62. <input type="checkbox"/> Theoretical physicist | |
| 25. <input type="checkbox"/> Fine artist | 63. <input type="checkbox"/> Computer systems analyst | |
| 26. <input type="checkbox"/> School superintendent | 64. <input type="checkbox"/> Fiction writer | |
| 27. <input type="checkbox"/> Leader of a product-development team | 65. <input type="checkbox"/> Newspaper editor | |
| 28. <input type="checkbox"/> Religious counselor | 66. <input type="checkbox"/> University professor | |
| 29. <input type="checkbox"/> Financial analyst | 67. <input type="checkbox"/> Military serviceperson | |
| 30. <input type="checkbox"/> TV or film director | 68. <input type="checkbox"/> Diplomat | |
| 31. <input type="checkbox"/> Personal financial advisor | 69. <input type="checkbox"/> Venture capitalist | |
| 32. <input type="checkbox"/> Director of human resources | 70. <input type="checkbox"/> Military strategist | |
| 33. <input type="checkbox"/> Graphic designer | 71. <input type="checkbox"/> Logistical planner | |
| 34. <input type="checkbox"/> Economist | 72. <input type="checkbox"/> City planner | |
| 35. <input type="checkbox"/> Business strategy consultant | 73. <input type="checkbox"/> Accountant | |
| 36. <input type="checkbox"/> Homemaker | 74. <input type="checkbox"/> Bank manager | |
| 37. <input type="checkbox"/> Senior military leader | 75. <input type="checkbox"/> Architect | |
| 38. <input type="checkbox"/> Chief executive officer | 76. <input type="checkbox"/> Carpenter | |
| | 77. <input type="checkbox"/> Manufacturing process engineer | |

Identifying Career Themes

A career theme is a symbol (usually a phrase) that holds and describes an essential life meaning. When you have an explicit awareness of your career themes, you know what to look for in multiple alternative career paths. You can evaluate any job offer against this list of essential career themes. Career themes create focus and clarity.

Looking over your list, identify and write down themes that seem to tie together many (4+) of your occupational choices. Examples of themes: intellectual challenge and problem solving, finance, creativity, power and control, influence, entrepreneurship, tangible products, teamwork, public service, autonomy, interpersonal interaction, doing rather than analyzing, individual contributor, customer contact, in the spotlight, helping people.

Don't edit your thoughts at this point, just write them all down. Also note any images that come to mind, as irrational or irrelevant as they may seem. Examples of images: "standing in a spotlight," "a flower in bloom," "holding a megaphone," "putting together a puzzle."

Pay attention to where you feel or see dynamic tensions. Does your brain object to a theme you've identified? Is there a theme that applies to several occupations on your list, while other occupations on your list seem to contradict that theme? Note these tensions and explore them once you've thoroughly evaluated your list.

	<u>Themes</u>	<u>Images</u>	<u>Dynamic Tensions</u>
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	_____	_____	_____
8.	_____	_____	_____
9.	_____	_____	_____
10.	_____	_____	_____

My Career Themes

Based on your brainstorming on the previous page, start to craft a list of seven to twelve phrases that represent your personal career themes. These are statements of what you know holds meaning for you, of what you want to be present in your work/life. **Use your list of themes as a guide as you research potential careers and look for jobs that would be meaningful for you.** As you progress, ask yourself if a particular career path or job opening fits in with your career themes.

This is a living document that you can revisit whenever insight strikes and/or other exercises stimulate deeper imagination. Your career themes will likely evolve as your life priorities shift and you grow in your career.

Example Theme: Team management responsibility or leading toward it

Example Theme: High interpersonal interaction; client or customer facing if possible

Example Theme: Opportunity to become a subject matter expert / thought leader

Example Theme: Passionate about end product and societal impact I'm having

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Target List

Objective: *Develop a list of target companies using the LAMP format that will help you be more focused, efficient, and effective.*

Benefits of a Target List: It can help in each stage of your job search from preliminary research and evaluating the strength of your network to expanding your network and having someone champion you into a company / role.

1. A filter to conduct company, function, and industry research
2. A filter to search listings on company site and GTS
3. A way to evaluate your network
4. A way to expand your network
5. A filter for those who could help

LAMP format: In *The Two-Hour Job Search* by Steve Dalton he introduces a LAMP format to create a target company list. The LAMP format consists of the following steps and definitions:

Step 1: L – Generate your LIST of potential targets (40 total)

Step 2: A – Focus on ALUMNI contacts.

Step 3: M – MOTIVATION – record on a scale 1 – 5, with 5 denoting your dream employer


Step 4: P – Does the company have a job POSTING? This is a proxy measure of whether the company is hiring

Once you've assembled these inputs in a spreadsheet you will then sort the list to create a ranked priority list. Sort first by Motivation (high to low), second by Postings and third by Alumni. Your list will look something like this:

	B	C	D	E
1	List	Alumni	Motivation	Posting
2	Company 1	no	5	3
3	Company 2	no	5	3
4	Company 3	yes	5	2
5	Company 4	no	5	1
6	Company 5	yes	5	2
7	Company 6	yes	5	3

Get started creating your LAMP list by visiting:

- Careers > Research Career Components > Research Companies
- Careers > Research Career Components > Research Industry & Roles

Double-click the paper-clip icon at right to open a LAMP List spreadsheet in Excel. 

Write Your Story

Use this page to collect ideas to begin assembling your story. Do not worry about organizing your content yet; just consider things you might want to include in your story.

- 1. The necessary skills you want the interviewer to know. Choose items that add the most value to the position for which you're targeting.**

Necessary skills or characteristics

How did you develop an interest in this industry / function? (This will set the stage for the stories you will tell later.)

- 2. Key attributes that differentiate you or provide you a competitive advantage.**

a.

b.

c.

d.

- 3. What negative impressions or stereotypes might you have to overcome? What message can address it?**

a.

b.

c.

d.

Now that you have the building blocks to begin organizing your story there are two options to choose from: 1) Chronological OR 2) Key selling points / skills

Option 1: Organize your story chronologically starting with your early work experience, though it may begin at a different point in time.

<u>Jobs or Experiences</u>	<u>Key skill(s) you learned to overcome a weakness</u>	<u>How did this experience add to your interest in this career?</u>
1. _____	_____	_____
Transition between 1 & 2 _____		
2. _____	_____	_____
Transition between 2 & 3 _____		
3. _____	_____	_____
Transition between 3 & n _____		

Option 2: Organize your story according to key skills or selling points.

<u>Key skill(s) or selling points(s)</u>	<u>Connection(s) between each selling point and your prior experience(s).</u>
1. _____	_____
Transition between 1 & 2 _____	
2. _____	_____
Transition between 2 & 3 _____	
3. _____	_____
Transition between 3 & n _____	

Develop Your Positioning Message

Your positioning message presents you with an opportunity to positively position yourself in the minds of listeners. What should be included? How should it be conveyed?

Components of your positioning message will be woven into your networking conversations, meetings, cover letters, and interviews. Thus your message is not a memorized statement about yourself, but rather a group of points that you can use to support your candidacy.

Exercise One

Develop the components of your message by answering the bulleted questions below. Consider what will be most important and relevant to your audience as you construct the points.

Remember, what you choose to highlight might change based on the target audience and the situation. It's best to come up with as many points as possible and selectively choose how to weave them into your communication.

- Who are you? _____

- What's your career focus? Why? _____

 - What about your prior experience suggest reasons for targeting this career?

 - What environments do you thrive in and how do those match this career?

- In what ways do you excel as a(n):
Individual Contributor? _____

Team player? _____

Leader? _____

- What stories about your experiences support your claims above?

- In addition to your coursework, in what other ways have you prepared yourself for this career transition?

- What other things would you like to convey about yourself?

Convey Your Positioning Message to Others

Exercise Two

The best way to evaluate your positioning message is through practice. Role-play a networking conversation with a friend. Can you weave some the points above into your conversation without sounding forced or rehearsed? Evaluate your delivery style and content.

Delivery Style:

- Did you speak clearly? With enthusiasm? With confidence?
- Was the pace of your speech appropriate? (i.e., did you speak too fast? Did it sound rehearsed?)

Content:

- Was the information conveyed easy to follow?
- Were there any elements that seemed to be missing?
- Were there any particular parts of the conversation that you struggled with?
- Did you engage your audience?

Developing Bullets on Your Resume

Resume Principle: Focus on the Interests of Your Audience

Example: This individual was interested in consulting. She worked for a local municipality doing community development work. She had the following bullet on her resume:

- *Advised and helped local group, the Latino Outreach, to formulate strategy on how to research and write grant proposals resulting in an award of \$10,000.*

She knew consultants help organizations with specific problems and act as catalysts for growth. She rewrote the bullet to make it clearer and more succinct, but also to incorporate language that would be more familiar for her target audience. Notice how the “local group” in the first bullet becomes a “client organization” in the second:

- *Advised client organization on research and grant writing leading to an award of \$10,000.*

Example: This individual had banking experience in a small investment bank. She wanted to move to a strategic planning role in a corporation. She had the following bullet on her resume:

- *Valued acquisitions ranging from \$10M to \$10B and advised middle market companies on mergers and acquisitions and private placement opportunities.*

While speaking with professionals in the field, she learned a critical competency in strategy is decision-making. As she continued to explore what strategy means, she found that the manner in which strategic decisions are made and supported is a critical issue in all businesses. After surveying her banking experience, she decided this bullet would allow her to address this important interest of her target audience. She did so simply by focusing on the second half of the bullet:

- *Advised middle market companies on mergers and acquisitions and private placement opportunities; supported recommendations with valuation-analyses.*

She noticed, however, that her bullet lacked results. The bullet did not tell a specific story but focused on what she did in general. She selected a specific instance in which she offered advice to a client. This allowed her to bring out the impact/results of her efforts:

- *Advised middle market CPG firm on potential merger opportunity based on valuation analysis; recommendations provided well-supported go/no-go decision criteria.*

Resume Principle: Put Your Most Important Message First

Example: This individual was a lawyer who wanted to move into corporate strategy roles. She had the following bullet on her resume:

- *Negotiated settlement of a million dollar lawsuit for less than .5% of the alleged claim.*

By itself, this bullet has some strong points. However, her resume was filled with negotiation experiences. What she really wanted to highlight was strategic thinking. She generated a list of all that went into this project: interviewing constituents; conducting factual due diligence; researching case law; summarizing the legal position of both sides; settling on a legal strategy; persuading clients of the advantages of the proposed strategy; enacting litigation to force the opposing party toward preferring a negotiated settlement to continued litigation; and negotiating the specific terms of the settlement. Making this list gave her some choices about what to emphasize. She rewrote the bullet to emphasize the skill of identifying and creating a strategy or approach:

- *Devised strategy for minimizing expense and financial risk based on financial and legal analysis resulting in a negotiated agreement for less than .5% of a million dollar claim.*

Example: This individual worked in private wealth management and wanted to move into consulting. He had the following bullet on his resume:

- *Provided client service to high net worth individuals and endowments across various asset classes (value, growth, international, emerging markets, fixed income, REITs).*

“Provided client service” is an umbrella statement that summarizes his whole job. It doesn’t allow the reader to get a full sense of the various skills he used. By breaking down all that went into client service, this individual was able to identify specific skills and experiences that he wanted to highlight:

- *Developed individualized financial solutions for high net-worth clients resulting in client investments of \$10M. Interviewed high net-worth clients to identify financial goals; devised and sold investment strategies and products.*

Example: This individual had a computer engineering background and primarily did coding. He had the following bullet in the “Additional” section of his resume:

- *Adult Literacy Tutor for Black Cultural Center.*

There is nothing wrong with this bullet. As is, it demonstrates an interest in people and also community involvement. However, this individual had a very technical background and was worried he would be stereotyped as an engineer who lacked people skills. As a result, he was seeking ways to communicate that he did indeed have solid people skills. He turned this bullet—which merely describes something he did—into a bullet that carried this important message:

- *Interviewed adult literacy students to assess learning needs, created individualized lesson plans, and tutored over 20 adults in reading and writing skills.*

Resume Principle: Focus on Your Specific Role

Example: This individual worked as a financial analyst. She had the following bullet on her resume:

- *Provided direct financial support to a division with annual expense base of over \$100 million by analyzing and interpreting financial data for planning and control purposes.*

Provided is vague. Further, “providing support” doesn’t send a compelling message. The more interesting part of the bullet concerns the analysis and interpretation. This individual sent a stronger message through a very simple change — she reversed the order of the two halves of the bullet. Note the use of a much stronger and more specific lead verb:

- *Analyzed and interpreted financial data for planning and control purposes for a division with an annual expense base of over \$100 million*

Example: This individual was a project manager for an engineering firm. He had the following bullet on his resume:

- *Assisted in the preparation of monthly financial forecasts for Brazilian telecommunications project.*

He included this bullet because it was one of the few instances in which he did any kind of financial analysis. At the same time, he recognized that the bullet lacked impact. He began to rework it by asking the question, “What specific actions did I take?” His role was to analyze projected expenditures for aspects of the engineering process and to identify potential problems. As he thought about it, he realized that on several instances he had identified specific problems and solved them. He rewrote the bullet to tell what he actually did in more explicit terms. In so doing, he was able to keep the fact that he had some exposure to financial data, but offered a stronger presentation by highlighting what action he took:

- *Analyzed finances for engineering operations and recommended purchasing and processing improvements that reduced operational costs by 15%.*

Resume Principle: Highlight the Impact of Your Work

Example: This individual worked in a non-profit organization as a communications director and wanted to move into marketing. He wrote the following bullet two ways. Which is stronger?

- *Improved marketing material resulting in \$30,000 of additional corporate sponsorships.*
- *Improved marketing material resulting increased partner sponsorships by 40%.*

The first uses absolute terms (\$30,000) and the second relative ones (40%). One way to assess whether to use absolute or relative terms is to ask whether or not your audience knows if \$30,000 is significant. For the NPO, \$30,000 was a great deal. This individual felt recruiters with little experience in non-profits may not recognize this fact. In order to make clear the significance of the accomplishment, he decided to use relative terms.

He then developed the bullet by surveying everything he did for the project and by re-orienting the bullet around a specific action that he took:

- *Developed creative messaging for new promotional materials that increased partner sponsorship by 40%.*

Example: This individual worked for a non-profit organization. As a part of that experience, she managed a citizenship drive that encouraged immigrants to apply for U.S. citizenship. She had the following bullet on her resume:

- *Managed teams of 10–15 volunteers for naturalization seminars.*

The results of her management are unclear. To what ends did her efforts lead? How did her leadership improve the drive? In this case, the individual felt that her leadership did make a big difference. When she examined everything that she did, she realized she made several changes in the organization of the staffing. Her re-organization and training allowed the staff to be much more efficient. She captured this result in her revised bullet:

- *Trained, managed, and motivated teams of 10 to 15 volunteers for a mobile citizen application effort, resulting in improved processing efficiency by 60%.*

Sample Resume Bullets

Resume Principle: Focus on the Interests of Your Audience

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Example: This individual had a computer engineering background and primarily did coding. He had the following bullet in the “Additional” section of his resume:

- *Adult Literacy Tutor for Black Cultural Center.*

There is nothing wrong with this bullet. As is, it demonstrates an interest in people and also community involvement. However, this individual had a very technical background and was worried he would be stereotyped as an engineer who lacked people skills. As a result, he was seeking ways to communicate that he did indeed have solid people skills. He turned this bullet—which merely describes something he did—into a bullet that carried this important message:

- *Interviewed adult literacy students to assess learning needs, created individualized lesson plans, and tutored over 20 adults in reading and writing skills.*

Resume Principle: Focus on Your Specific Role

Example: This individual worked as a financial analyst. She had the following bullet on her resume:

- *Provided direct financial support to a division with annual expense base of over \$100 million by analyzing and interpreting financial data for planning and control purposes.*

Provided is vague. Further, “providing support” doesn’t send a compelling message. The more interesting part of the bullet concerns the analysis and interpretation. This individual sent a stronger message through a very simple change — she reversed the order of the two halves of the bullet. Note the use of a much stronger and more specific lead verb:

- *Analyzed and interpreted financial data for planning and control purposes for a division with an annual expense base of over \$100 million*

Example: This individual was a project manager for an engineering firm. He had the following bullet on his resume:

- *Assisted in the preparation of monthly financial forecasts for Brazilian telecommunications project.*

He included this bullet because it was one of the few instances in which he did any kind of financial analysis. At the same time, he recognized that the bullet lacked impact. He began to rework it by asking the question, “What specific actions did I take?” His role was to analyze projected expenditures for aspects of the engineering process and to identify potential problems. As he thought about it, he realized that on several instances he had identified specific problems and solved them. He rewrote the bullet to tell what he actually did in more explicit terms. In so doing, he was able to keep the fact that he had some exposure to financial data, but offered a stronger presentation by highlighting what action he took:

- *Analyzed finances for engineering operations and recommended purchasing and processing improvements that reduced operational costs by 15%.*

Resume Principle: Highlight the Impact of Your Work

Example: This individual worked in a non-profit organization as a communications director and wanted to move into marketing. He wrote the following bullet two ways. Which is stronger?

- *Improved marketing material resulting in \$30,000 of additional corporate sponsorships.*
- *Improved marketing material resulting increased partner sponsorships by 40%.*

The first uses absolute terms (\$30,000) and the second relative ones (40%). One way to assess whether to use absolute or relative terms is to ask whether or not your audience knows if \$30,000 is significant. For the NPO, \$30,000 was a great deal. This individual felt recruiters with little experience in non-profits may not recognize this fact. In order to make clear the significance of the accomplishment, he decided to use relative terms.

He then developed the bullet by surveying everything he did for the project and by re-orienting the bullet around a specific action that he took:

- *Developed creative messaging for new promotional materials that increased partner sponsorship by 40%.*

Example: This individual worked for a non-profit organization. As a part of that experience, she managed a citizenship drive that encouraged immigrants to apply for U.S. citizenship. She had the following bullet on her resume:

- *Managed teams of 10–15 volunteers for naturalization seminars.*

The results of her management are unclear. To what ends did her efforts lead? How did her leadership improve the drive? In this case, the individual felt that her leadership did make a big difference. When she examined everything that she did, she realized she made several changes in the organization of the staffing. Her re-organization and training allowed the staff to be much more efficient. She captured this result in her revised bullet:

- *Trained, managed, and motivated teams of 10 to 15 volunteers for a mobile citizen application effort, resulting in improved processing efficiency by 60%.*

List of Action Verbs

You led a project	You saved the company time or money	You brought in partners, funding, or resources	You supported customers	You achieved something	You oversaw or regulated
Chaired Controlled Coordinated Executed Headed Operated Orchestrated Organized Oversaw Planned Produced Programmed	Conserved Consolidated Decreased Deducted Diagnosed Lessened Reconciled Reduced Yielded	Acquired Forged Navigated Negotiated Partnered Secured	Advised Advocated Arbitrated Coached Consulted Educated Fielded Informed Resolved	Attained Awarded Completed Demonstrated Earned Exceeded Outperformed Reached Showcased Surpassed Targeted	Authorized Blocked Delegated Dispatched Enforced Ensured Inspected Itemized Monitored Screened Scrutinized Verified
You managed a team	You conducted research	You wrote or communicated	You changed or improved something	You envisioned and created a project	You increased efficiency, sales, or client satisfaction
Aligned Cultivated Directed Enabled Facilitated Fostered Guided Hired Inspired Mentored Mobilized Motivated Recruited Shaped Supervised Taught Trained Unified United	Analyzed Assembled Assessed Audited Calculated Discovered Evaluated Examined Explored Forecasted Identified Interpreted Investigated Mapped Measured Qualified Quantified Surveyed Tested Tracked	Authored Briefed Campaigned Co-authored Composed Conveyed Convinced Corresponded Counseled Critiqued Defined Documented Edited Illustrated Lobbied Persuaded Promoted Publicized Reviewed	Centralized Clarified Converted Customized Influenced Integrated Modified Overhauled Redesigned Refined Refocused Rehabilitated Remodeled Reorganized Replaced Restructured Revamped Revitalized Simplified Standardized Streamlined Strengthened Updated Transformed	Administered Chartered Created Designed Developed Devised Engineered Established Formalized Formed Formulated Founded Implemented Incorporated Initiated Instituted Introduced Launched Pioneered Spearheaded	Accelerated Achieved Advanced Amplified Boosted Capitalized Delivered Enhanced Expanded Expedited Furthered Gained Generated Improved Lifted Maximized Outpaced Stimulated Sustained

Evaluating Your LinkedIn Profile

FIRST IMPRESSION

+1 = Above Average vs. Sample

0 = Average vs. Sample

-1 = Below Average vs. Sample

PHOTO: Appropriate and professional headshot in front of a plain or simple background.

PHOTO SCORE _____

HEADLINE: What you are excited about now and what you would like to do in the future. Examples:

- Finance & Trading Professional ~ Equity Research ~ Financial Analysis ~ Portfolio Management
- Analytics | Big Data | Business Intelligence | Advisor for Mid-size Manufacturing Companies
- Tech Strategy | Early-Stage Venture Investing | Entrepreneurship

HEADLINE SCORE _____

SUMMARY: A compelling narrative about what motivates you, what you are skilled at, and your value proposition for what is up next. Support points through scale and scope.

SUMMARY SCORE _____

CUSTOM URL: Easy to remember, search, and share URL Examples:

- www.linkedin.com/in/firstnamelastname
- www.linkedin.com/in/firstnamemiddleinitiallastname

URL SCORE _____

TODAY'S SCORE _____

TARGET SCORE _____

Evaluating Your LinkedIn Profile

The three most readily viewed areas of a LinkedIn profile are: Photo, About / Headline, and Summary. Each of these convey your story and personal brand. As such, they should be created in a thoughtful and strategic way for maximum effectiveness. The examples below are meant to serve as thought starters. For additional inspiration, especially with the Headline and Summary, consider viewing selected profiles of those in your target industry or company to learn what type of language is used to convey their skills.

Photo

- Aim for an image of how you want to appear professionally and make a positive first impression.
- Other tips: 1) Choose a simple and non-distracting background, 2) Dress appropriate to your chosen field, 3) Smile!



Headline (120 character length)

- An effective headline is a chance to present yourself differently and start to build your personal brand. As well, it can help you when you are in transition to highlight your transferable skills.
- Be sure to include the industry at a minimum to signal your intentions or selling points.
 - Global Operations. Lean & Six Sigma implementation in AIPAC, EMEA, & LatAm. Auto, Industrials, Energy sector expertise. (119 characters)
 - Senior Financial Professional ~ Equity Research ~ Financial Analysis ~ Portfolio Management ~ Trading (101 characters)
 - McKinsey Consultant. Healthcare Expert. Corporate Strategy. M&A Expertise. Global Leader. (90 characters)
 - Analytics | Big Data | Business Intelligence | Advisor for Manufacturing Companies (82 characters)
 - HRBP | Assessment Expert | Leadership Development | Performance Management (74 characters)

Evaluating Your LinkedIn Profile

About / Headline (2000 character length)

- This is the section in which you provide the story behind your career—what you've done, why you've done it, and where you are going next. As well, it provides you a chance to highlight relevant skills for your target industry and your professional areas of interest.

Example 1: (452 characters with spaces)

I enjoy diving headfirst into **unfamiliar environments** and **solving challenging problems** wherever they exist around the globe.

I've worked with companies and governments across the world in **Chinese, Spanish, and English** on topics that include **M&A strategy, growth strategy, and due diligence**. My work has covered **transportation, energy, extractive materials, manufacturing, tech, and public policy** across **Asia, Europe, South America, and North America**.

- This person has done a decent job of painting a picture of what they've done and what they could do, even down to the locations. The highlighted words are relevant to their brand and the environments in which they thrive. However, the summary is missing scale and scope of the work, and misses an opportunity for a personal touch.

Example 2: (808 characters with spaces)

I am a **problem-solver who thrives in an environment of uncertainty and change**. I enjoy rolling up my sleeves and brainstorming with smart, passionate, and inspiring people to help solve thorny issues – like **how the transition from fee-for-service to value-based care delivery could create new multi-million dollar business models in the healthcare landscape**.

I have spent the last decade **recognizing patterns, assessing strategic partnership, and asking difficult questions**, in **Fortune 100 healthcare and technology companies**. I have advised **V & C-level management teams** to formulate **strategies, stimulate growth, raise capital, and negotiate both public and private exits**.


When not working, I love to **enjoy the outdoors hiking, skiing, jogging or biking**, I am almost always **reading**, preferably in the sun.

- This person has written a Summary that conveys more detailed information while adding the scale and scope of the work they have done. Finally, it provides a nice personal touch to round it out.

Cover Letter Correspondence

Your cover letter is an opportunity for you to “make your case” to a potential employer. As you write your letter, keep the following tips in mind:

- Always defer to the company’s preference for whether or not a cover letter should be submitted. If no preference is stated, assume that a cover letter should accompany your resume.
- Use a business letter format that includes the date, the employer name, and contact information at the top of the page.
- Address your cover letter to a specific person. If you are unclear as to the gender of the contact, use the individual’s full name. If you do not have a specific name, address your letter to “Dear Hiring Manager.”
- Keep the letter to one page in length, and use an 11- or 12-point font with a one inch margin on all sides of the document.
- Minimize the use of jargon or abbreviations.
- Review the job posting for special instructions regarding how the letter should be submitted and any specific information it should contain, such as salary requirements.
- Always proofread your cover letter before submitting. You may also schedule an appointment with a Career Coach to review your correspondence.

The points below are a guide to assist you in drafting cover letter correspondence. While the prompts below are in bullet format, you can create them into paragraphs using a template. Click on the paper clip to download a cover letter template in Word. 

Recruiter/Contact Name _____,

Opening Paragraph – Introduce yourself and create a compelling “hook” so the reader will want to read further.

- Introduce yourself.
- Indicate the job to which you are applying.
- If you’ve already met, remind them where and when.
- Include a reference to individuals you’ve met at the company and the insight they shared.
- Include an interesting anecdote regarding a relevant project or experience that supports your interest in the company, industry, and/or function.

Middle Paragraph/s – Sell yourself for the position.

- Articulate why you want to work for the company.
- Connect the dots between your experience and the needs of the role to which you are applying.
- Avoid simply restating your resume.
- If you are a career changer, this is also an opportunity to synthesize your work experience and draw parallels between your background (i.e., transferable skills) and the position you’re seeking.

Closing Paragraph – Reconfirm your interest and thank them for their consideration.

- Reconfirm your interest in a way that is not redundant.
- Reinforce why you think it would be a good cultural fit.
- Finally, ask for an invitation to interview and thank them for their consideration.
- Outline possible next steps if appropriate

Networking Email Template

Objective(s): Develop draft email to use when reaching out to alumni and other people in your network to set up informational interviews.

Reminders:

- We want the body of the email to be short – i.e. increase the chance that someone read it
- Don't attach your resume – we are positioning this as an ask for **information** (easy to give), NOT a job (hard to give); they will probably ask for you to send your resume at a later point anyways
- Make it easy for people to say yes – give them a menu of dates and times to choose from; do NOT put the scheduling burden on the contact

Example:

Email Subject: [Mention your connection with the person i.e. School alumni]

_____ - [Name of alumni or contact]

[Introduce yourself and your connection with the person]

[The ask e.g. Are you available for a 15-20 minute chat to discuss your experience working at Company X?]

[2-3 bulleted objectives for the call]

[List a range of dates and times that you are available; emphasize flexibility if those times don't work]

In case you are curious, I have included a brief description of my background below. Thank you in advance for your time. I look forward to speaking with you.

Warm regards,

[Signature]

[Link to LinkedIn Profile]

Brief summary of my background (note: do NOT attach your resume to this initial correspondence):

[2-3 sentences about your experience, focusing on how it relates to your function/industry of interest]

Using the SOAR Framework

SOAR is a framework which can be an effective way of thinking about and presenting your previous experiences.

SOAR: Situation, Obstacle or Opportunity, Action, Result

Below is an example of how this framework can be applied when responding to behavioral questions.

Question: Please describe a time when you employed problem-solving skills.

Response: In my internship last summer at the National Relief Fund, I was asked to devise a better system for tracking donations earmarked for hurricane disaster relief **(Situation)**. Because the National Relief Fund is such a large organization, I needed to understand the various ways donations were currently being tracked **(Obstacle/Opportunity)**. By surveying regional offices, I found that only 78% of these offices had database tracking systems that were upgraded to the level of those at the national office. I included this information in a report that recommended an upgrade in these databases in all regional offices, including a cost-benefit analysis **(Action)**. As a result, the CEO made the decision to move forward with upgrading systems by November 2013 **(Result)**.

Create multiple SOAR stories, roughly 10 stories so that you can cover relevant interview themes. Find function-specific questions and themes at [Careers > Market & Prepare Yourself > Prepare to Interview](#).

Question:	
S	
O	
A	
R	

Experienced Candidate Offer Evaluation Guidelines

Evaluating the Offer

Closing the Deal

Receiving an offer for a job that interests you can be an exciting moment in your professional career. The offer could signal the first step in career change, or the next promotional step in your field. Whatever the offer may represent for you, one strong suggestion is to think about compensation long before it actually materializes.

Considering Compensation Before the Offer Comes

When you are researching fields, companies and industries, it's wise to make compensation an element of your research. There is often little time to research this topic when you actually receive an offer, so this is definitely one area where being proactive can pay off, figuratively and literally.

A few elements of compensation that you might want to research include:

- Base salary ranges.
- Value of the MBA in the field, company and industry.
- What bonuses are given, and how they are determined.
- How extraordinary performance is recognized and compensated.
- Additional tools or perks that are typically offered.
- The performance review process and a company's flexibility in giving additional reviews besides the annual.

The offer matrix on the pages ahead may help you in considering all aspects of your offer. There are "Other" spaces where you can list other elements that are important to you. Use those free spaces to add anything else you want to be sure to consider in your research, or when evaluating an offer.

Assessing Your Market Value

In addition to understanding what compensation you can expect for your target position(s), it is equally important to understand your value in your chosen market(s). Your market value with the employer is generally based on the size of the company, your skills, experience, and background, and at the time of the offer, how much the employer wants to recruit you specifically (e.g., are there lots of people in the market who look just like you?). How well you've marketed the value you bring during the interviewing process can also impact the compensation you are offered.

We can't reiterate enough how important the research you've done during the process will be once that offer arrives. By knowing ahead of time the range of what you can expect, there should be no surprises, and if there are, it will be easier to assess the reason why. If you're interviewing with a large employer or for a common type of position, you should also circle back with your network in your field / market to better understand what is typical. Consider asking:

- What does your company/industry/function typically pay someone with my skills, education, and experience in this type of job?
- Are there established ranges for these types of positions?
- What does a typical compensation package include (e.g., base, bonus, stock, etc.)?

Keep your early compensation questions open-ended and general. You do not want to put someone on the spot. In this manner, you'll at least have some numbers to benchmark against when the time comes. Nothing in compensation is absolute, so don't expect to have precise numbers. Often things are stated in ranges of dollars or percentages, and these ranges can be wide.

Assessing the Role in Relation to Your Values

In addition to gaining a sense of your position in the market, it is also important to know what you value. Acknowledging what is most important to you can help you evaluate whether or not a career path, job, or other opportunity is a fit with your goals at a time when you might not otherwise be thinking clearly. It's not unusual to become euphoric and forget your goals, focus and values when presented with the offer. This is especially true if the offer is the first in your process, and you've been looking for a while. The feeling of desperation may take over and rationales for accepting a job can override your better judgment.

Take some time and write down at the start of your search the four or five things that you value most. Those four or five key items will vary by person, but here are some general categories you should reflect upon:

- Company culture
- Content of the job itself
- Compatibility with your subordinates, peers and the executive team
- Typical compensation package for that field.

The Offer

You've finally reached your goal—you have the job offer—so what's the next step? First of all, do not accept or decline the offer immediately. Now that the balance of power is more equally distributed, the negotiations can begin. The first thing to remember is to follow the ABC Rule of offers:

Acknowledge Buy Time Consult

Acknowledge

Tell the employer that you are pleased with being made the offer, ask when you can expect a copy of the offer in writing, and find out when your response is expected. By waiting to accept until you see the offer in writing, you will have more time to make your decision. Most companies will find this to be reasonable. The offer letter will generally contain information regarding the salary, bonus plans, and benefits. You may also request information to be included such as other compensation arrangements as discussed in the interview process, details on the position's fundamental responsibilities and tasks, and any arrangements regarding relocation, compensation review dates or other specifics important to you.

If a company will not put the offer in writing, then you can put what you understand to be the offer in a letter that they need to sign/confirm. If you are unsure of the wording or legal implications of doing this, you should consult an employment attorney. If a company pushes back on placing offers in writing, or accepting your letter of understanding, you might want to consider whether or not this is the right firm for you. Such documents are fairly standard business practice.

Buy Time and Consult

Once a company has made you an offer, most will want you to reply as soon as possible. However, if the offer comes at a time when you are in negotiations with other companies, you may need a little time to evaluate all the offers. Simply explain that the decision is critical to your career and that you would like some time to make your decision.

If the job change is going to require relocation, you can buy a little extra time by mentioning that you need

enough time to take a final look into relocation possibilities. The employer will understand this, so you may be able to postpone your final decision for a few more days. You can use the extra days to contact the second employer and discuss any forthcoming offers. You can even explain to the second company that you have received an offer but would like to finish your negotiations with them before making your final decision.

Evaluate the Offer

As hard as it may seem sometimes, the first thing you have to do is evaluate the offer objectively. This is what you have been waiting for, so try not to become so excited about the offer that you fail to consider all the aspects of the job. This goes beyond the salary and includes the company's culture, your chemistry with your boss and co-workers, the benefits, opportunities for advancement, etc. Acting too hastily will only improve your chances of repeating the job search again soon. This is why it is critical to buy a little extra time. The more time you have to think about it, the more objective your decision will be.

The following list contains items pertinent to most job offers. Evaluate each item in terms of their financial worth to you. Since this goes beyond your basic starting salary, you may find that a job with a lower starting salary is actually worth more to you.

Potential Job Criteria	Potential Employers (Rate on Fit)				
Rate Relevant Criteria	Importance	Company A		Company B	
	Rate each 1 = Low 5 = High	Rate Fit 1-5	Multiply Impt x Fit	Rate Fit 1-5	Multiply Impt x Fit
JOB CONDITIONS					
Nature of work					
Strength of organization					
Chemistry with boss and colleagues					
Location					
Starting Date					
Review Date					
Job Title					
Opportunity for advancement					
Likelihood of merger/ acquisition					
Budget responsibility					
Career path?					
Car required?					
% of paperwork					
Social value of product					
Office hours					
Administrative support					
Relocation required?					
Work environment: décor, appearance, windows, near boss					
Transfer opportunities					
Management role					
Authority/responsibility					
Dress code/need new wardrobe?					
Travel required?					

Potential Job Criteria	Potential Employers (Rate on Fit)				
Rate Relevant Criteria	Importance	Importance		Importance	
	Rate each 1 = Low 5 = High	Rate each 1 = Low 5 = High	Rate each 1 = Low 5 = High	Rate each 1 = Low 5 = High	Rate each 1 = Low 5 = High
Other					
Other					
Other					
COMPENSATION FACTORS					
Base Salary					
Bonus					
Expense account					
Signing bonus					
Profit sharing or stock options					
Severance program					
Retirement or pension program					
Insurance benefits: life, health, dental, disability					
401k/savings					
Education reimbursement					
Vacation					
Relocation assistance					
Prof. memberships, clubs, conferences, etc.					
Performance appraisal cycle					
Other					
Other					
Other					
Other					
Other					

In addition to the matrix above, you should take some time to answer the following questions to ensure you are making a thorough and educated decision about whether or not to accept the offer.

- How will the job you're about to accept help you achieve your five or ten year goals?

- How will your skills, personality, and talents be an asset in your new job?

- How will the job you're about to accept help you bridge gaps in your experience?

- Which aspects of the job will you really enjoy doing?

- How close is this to your ideal work environment?

- How will the new job allow you to minimize things that were de-motivators in past job(s)?

- From what you've experienced so far, how do you feel about your coworkers and boss? Do you have any concerns, and if so, what are they?

- Is the work and travel schedule compatible with your lifestyle?

- How will the compensation package allow you to maintain and/or improve your current lifestyle?

- How does this job compare to your ideal/dream job?

A Caution about Counter Offers

Many people believe that once you receive an offer, it's best to have additional offers to compare against. If in the process of your job search you happen to land a number of offers simultaneously, that's great. You just need to make sure that you don't accept an offer, including verbally, until you are absolutely certain. If, however, you accept an offer, continue to consider other offers, and then decide to resign from the first offer in favor of another, you will ruin any credibility or trust that you had with the employer. There is not much potential for career advancement after accepting a counter offer in most organizations. By turning down a job once you have said yes, you are closing the door on any possibility of further relationships with the recruiter or the new employer. You have to ask yourself if it's all worth it in the end. You may get more of what you wanted, but you may harm your reputation in the process.

As you answer these questions, do so based on facts. If you're desperate to land a job, don't let your desperation cloud your judgment, and don't allow friends or relatives encourage you to accept an offer for a position that is not a good fit for you.

Here are some final tips to consider before you evaluate offers:

- Determine your salary requirements. Start by taking a good look at your own salary requirements as well as developing an understanding of what your skills are worth in the current employment market. Look at your monthly cash requirements. Keep in mind that your paycheck after taxes is approximately 28% less than your gross monthly salary. Factor fringe benefits into your calculations. Include savings and contingencies in your budget planning.
- Research salary ranges before you begin the interviewing process. Start your research by accessing information from Glassdoor, Salary.com, and others. Contact the professional association that represents your career field for current salary surveys.
- Know how to answer salary questions on application forms. The first inquiry about salary may come in the form of an application. When completing application forms, be sure to use "open," "negotiable" or "competitive." Avoid stating a specific figure if possible.
- Establish a starting range. When an interviewer asks for salary history or salary range, he/she is assessing whether or not you are a viable candidate. Manage your salary expectations.

- Know how to state a salary range. When stating a salary range, it is acceptable to extend the range between \$10- 20K U.S. dollars.
- Evaluate the organization's entire compensation package including: tuition benefits, investment options, health plan, vacation time and any other perks. Compute the value of these benefits and add this figure to the salary for a more realistic picture of how the organization compensates.
- Know how to negotiate your package beyond salary and bonus. Some employers have limits on certain compensations, so to increase your total compensation you can explore negotiating other benefits. Employers are often more receptive to negotiating perks to increase the value of your package.
- Determine opportunities for promotion. Job progression is an important factor in making salary decisions. Ask how promotions and salary reviews are handled.
- By taking a good look at your salary needs, understanding the current market, and approaching salary as something that you and the employer will agree on as mutually beneficial, your chances of successfully negotiating a salary are greatly enhanced.

Accepting Offers

How do I know when to accept an offer?

To ensure that you choose the best job for you, once again ask yourself if the job will provide:

- Fair financial compensation and benefits.
- A work environment in which you can prosper.
- A chance to move your career forward (with future upward mobility and career advancement potential).
- An opportunity to work with people you will relate to and admire.
- A work experience that interests you and that you'll enjoy.
- A chance to learn new skills, expand upon your personal skill set, and make you a more marketable and valuable employee.

Once you accept an offer, that employer will take your acceptance as a solid commitment. Declining the offer at that point could be viewed as an ethical breach by the employer and Chicago Booth. This type of behavior could compromise the relationship that Chicago Booth has with employers. Additionally, you may seriously impact your relationship with your current employer and with the hiring manager who could have strong connections in your field.

Declining an Offer

What's the best way to decline an offer?

If you choose not to accept an offer, take the following steps:

- Determine exactly why you have chosen not to accept the offer.
- Outline your reasons providing details and spelling out your concerns and/or objections. Be open and honest. If you're not happy with the salary, benefits, job responsibilities, or the employer's expectations, bring up these issues.
- Thank them very much for the opportunity in a very professional way.

Work Achievements Grid

Purpose

This tool is designed to assist you in identifying and articulating the accomplishments that are most relevant to your company, manager and other broader stakeholders. By defining your skills, knowledge, and accomplishments you will be better equipped to have a performance review discussion, prepare for internal advancement, and market yourself to internal audiences.

Instructions

For every project or major activity you've worked on, going chronologically, note the following information:

- **DATE** – list the date when the project/activity was accomplished
- **PROJECT** – describe the project/activity: Which project? What was it for? Who was involved? For which stakeholders and department(s)?
- **SKILLS** – list the skills you used to make the project successful, including **hard** (e.g. quantitative analysis), **soft** (e.g. communication, writing, team leadership), **technical** (e.g. Bloomberg, SPSS, SAP), and **job specific** (e.g. matrix management, SEC filings, CRM).
- **IMPACT** – note the result, including the tangible benefit(s) to the company and/or client, and your specific accomplishment. If you're unsure of your specific contribution, ask yourself, "what would have happened if **no one** did my job?"
- **MBA** – reflect on how you are doing your job better as a result of the knowledge you've acquired through your MBA program. Think about how you're benefitting the company differently through the application of your MBA.
- **STAKEHOLDERS** – identify the key stakeholders who your project impacts and who will be able to articulate not only the impact you had on the project, but also attest to your working, interpersonal and leadership styles.

As you finish major projects and activities, record your major accomplishments on the grid. This will assist you in remembering the impact you had as you position yourself for advancement within your company. We recommend that you do this at least quarterly.

Here are two examples to get you started:

DATE	PROJECT	SKILLS	IMPACT	MBA	STAKEHOLDERS
	Essential details	<ul style="list-style-type: none"> • Hard skills • Soft skills • Technical skills • Job specific skills 	<ul style="list-style-type: none"> • Benefit • Accomplishment • Contribution 	<ul style="list-style-type: none"> • Knowledge used • Tools implemented • Booth network leveraged 	Your: <ul style="list-style-type: none"> • Manager/Mgr's mgr • Colleagues/teammates • Direct reports • Sponsor or mentor
Mo/Yr	Complete strategic planning process for product division	<ul style="list-style-type: none"> • Managing vision and mission • Influencing / motivational skills • Project / process management • Competitive analysis • Writing 	<ul style="list-style-type: none"> • Successfully created strategic management process adopted as standard for divisions company-wide 	<ul style="list-style-type: none"> • Competitive Strategy • Operations Management • Finance / M&A coursework • Business forecasting and modeling • Spoke with Chief Strategy Officers and management consulting alumni 	<ul style="list-style-type: none"> • CEO • Head of Product Division • SVP, Strategy and Business Development • Director of HR
Mo/Yr	Establish company's brand structure and approach to marketing globally	<ul style="list-style-type: none"> • Formulating global brand strategy • Implementing region-specific customer initiatives • Collaborating cross-functionally with sales, prod dev, and mrktg 	<ul style="list-style-type: none"> • Rolled out cohesive brand awareness and customer engagement campaigns for select markets, achieving total market share increase of 16% 	<ul style="list-style-type: none"> • Marketing Strategy • Designing the Firm for the Global Economy • Data Driven Marketing • Competitive Strategy • Spoke with marketing professor to refine initial thoughts on focus areas 	<ul style="list-style-type: none"> • SVP Marketing • Team of brand managers • External agencies • Sales and Marketing team • Select site manufacturing teams

DATE	PROJECT	SKILLS	IMPACT	MBA	STAKEHOLDERS
	Essential details	<ul style="list-style-type: none"> • Hard skills • Soft skills • Technical skills • Job specific skills 	<ul style="list-style-type: none"> • Benefit • Accomplishment • Contribution 	<ul style="list-style-type: none"> • Knowledge used • Tools implemented • Booth network leveraged 	Your: <ul style="list-style-type: none"> • Manager/Mgr's mgr • Colleagues/teammates • Direct reports • Sponsor or mentor

Internal Positioning Assessment Sheet

This template provides you with key focus areas to consider as you think about positioning yourself for an internal promotion. It is designed help you think about how your manager and/or HR might view the overall strength of your professional profile and career progression in the company. By taking this perspective, you will be able to evaluate your candidacy for promotion more objectively and start to anticipate where you could bolster your case based on management perception, business need and your professional development.

STEP 1: MY VALUE

Write down the most significant and relevant accomplishments from your Work Achievements Grid (or identify them in the moment and record them below):

Accomplishment 1:

Business Impact:

(quantified):

Accomplishment 2:

Business Impact:

(quantified):

Accomplishment 3:

Business Impact:

(quantified):

STEP 2: MY CURRENT POSITION STATUS

Vacancy Risk

Does your manager think you are likely to leave your current position/company? How does this influence his/her view on a potential promotion?

What would be the impact level on the business if you left (*consider business drivers and peer impact*)?

Identify your successor(s) in the event you were to vacate your position (for any reason):

Ready to replace you immediately: _____

Ready to replace you in _____ months:

STEP 3: MY CAREER READINESS

Performance appraisal rating (most recent): Relevant 360° feedback received:

Select the appropriate level of focus for your strengths and development areas
(note: your organization may have pre-defined competencies by level which you can use):

Individual
Strengths

- _____
- _____
- _____

Development Areas

- _____
- _____
- _____

Manager
Strengths

- _____
- _____
- _____

Development Areas

- _____
- _____
- _____

Executive
Strengths

- _____
- _____
- _____

Development Areas

- _____
- _____
- _____

STEP 4: MY IDENTIFIED CAREER OPPORTUNITIES

What actual opportunities are currently available within your company?

1. _____
2. _____
3. _____

What possible short-term / long-term career paths could open up for you within your company?

NOTES:

Planning for the Promotion Discussion

The below step-by-step plan will help you formulate key talking points for a promotion discussion. It also provides a suggested structure for the discussion, so that you can build an effective case for promotion during the conversation. Complete the plan and rehearse delivering these key points before the actual meeting. Also, spend some time envisioning how you want the conversation to unfold, and think about the energy or attitude you want to bring to the meeting to ensure a positive discussion. In addition to your manager, you should understand who else needs to approve your promotion and be prepared for potential interactions with these key stakeholders, as well.

1. Identify where you add value and specifically why you are important to the organization:
2. Explain why a promotion is valuable to you and how you have demonstrated your readiness to be promoted:
3. State how your promotion will be valuable to your organization (consider factors such as alignment with company objectives, talent retention/development, and greater organizational agility):
4. Consider who would take on your current responsibilities and tasks if you were to get promoted. Briefly outline what a transition plan could look like:
5. Outline reasons your manager will say “no” to a possible promotion, and have answers ready for possible objections/concerns.

Objection/concern:

Your response:

Objection/concern:

Your response: