



Job Searching Beyond Academe: Strategies That Work

Postdoc Seminar, May 15, 2009

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Graduate and Postdoctoral

Professional Development Programs

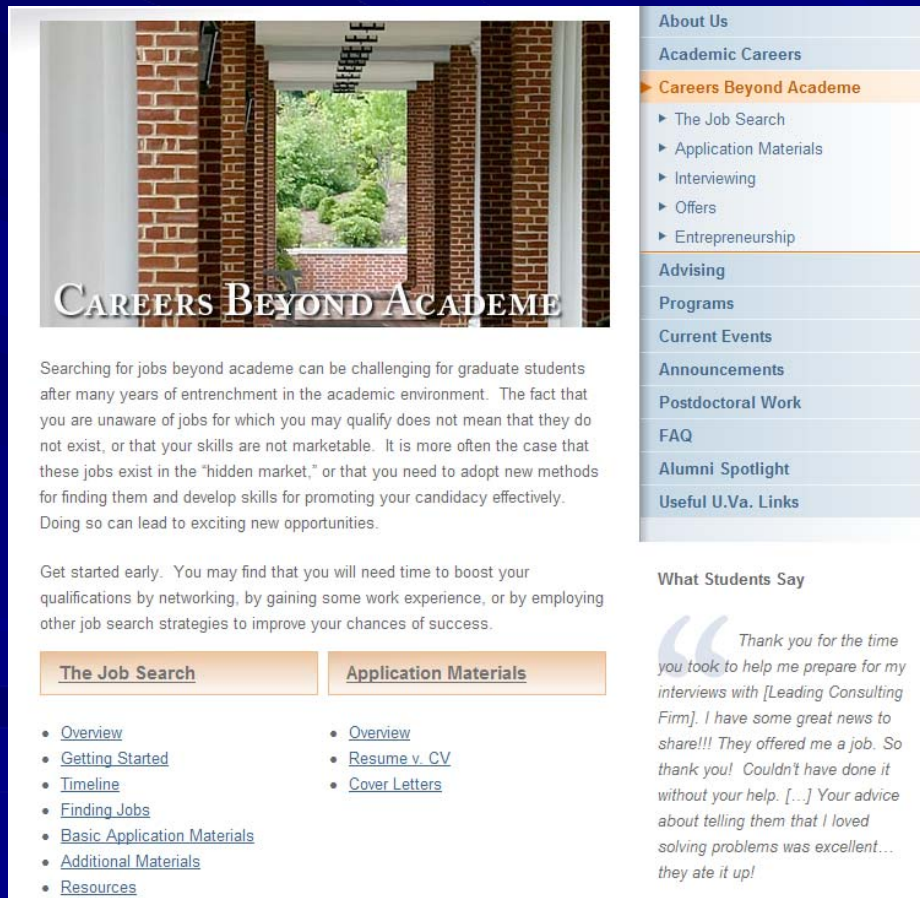
<http://artsandsciences.virginia.edu/gradschoolcareer>

<http://www.virginia.edu/vpr/postdoc/index.html>

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GSAS Career Services Website: The Job Search

<http://artsandsciences.virginia.edu/gradschoolcareer/careersbeyondacademe/index.html>



The screenshot displays the website's navigation menu on the right, which includes links for 'About Us', 'Academic Careers', 'Careers Beyond Academe' (highlighted), 'The Job Search', 'Application Materials', 'Interviewing', 'Offers', and 'Entrepreneurship'. Below the menu is a section titled 'What Students Say' featuring a testimonial from a student. The main content area on the left contains a header image with the text 'CAREERS BEYOND ACADEME' and a paragraph explaining the challenges of finding jobs beyond academia. Below this is a section titled 'Get started early' and two columns of links for 'The Job Search' and 'Application Materials'.

CAREERS BEYOND ACADEME

Searching for jobs beyond academe can be challenging for graduate students after many years of entrenchment in the academic environment. The fact that you are unaware of jobs for which you may qualify does not mean that they do not exist, or that your skills are not marketable. It is more often the case that these jobs exist in the "hidden market," or that you need to adopt new methods for finding them and develop skills for promoting your candidacy effectively. Doing so can lead to exciting new opportunities.

Get started early. You may find that you will need time to boost your qualifications by networking, by gaining some work experience, or by employing other job search strategies to improve your chances of success.

The Job Search

- [Overview](#)
- [Getting Started](#)
- [Timeline](#)
- [Finding Jobs](#)
- [Basic Application Materials](#)
- [Additional Materials](#)
- [Resources](#)

Application Materials

- [Overview](#)
- [Resume v. CV](#)
- [Cover Letters](#)

What Students Say

Thank you for the time you took to help me prepare for my interviews with [Leading Consulting Firm]. I have some great news to share!!! They offered me a job. So thank you! Couldn't have done it without your help. [...] Your advice about telling them that I loved solving problems was excellent... they ate it up!

Academic Job Searching v. Job Searching Beyond Academe

Academic

- Structure, clear timeline
- Departmental support
- You KNOW the language, culture, and people of academe

Beyond Academic

- Less structure, *you* set the timeline
- Little or no departmental support
- You are venturing into new & unknown territory

Job Searching Beyond Academe: A Four-Step Process

1. Identify target/s.
2. Research employers.
3. Expose yourself to the language, culture, and people of your target. **Tailor your profile.**
4. Make contact with employers.

Note:

Today's examples include the popular fields of biotech & consulting.

Resources are not limited to these industries!

Tips

- Think of job searching as a full-time job.
 - Most people underestimate time required.
 - Initiative is key.
- Don't rely exclusively on ONE job search method.
- Take advantage of *all* career services & resources at your disposal.
- If necessary, be willing to take a position "beneath" your goal (e.g. entry-level, temporary). *The springboard is bouncy for PhDs.*
- Be persistent and remain positive/open-minded.

Emphasized Tips

- Cast a VERY WIDE NET. Apply for A LOT of jobs. (Lose some of that precision.)
 - Most PhDs apply for too few jobs and lose confidence when they aren't hired quickly.
- Don't rely solely on online resume submissions.
 - Any effort you make above and beyond this method will give you an edge.

Step 1: Identify Target/s

IDENTIFYING TARGET/S:

Some factors to consider

- Intellectual stimulation, nature of the work
- Autonomy vs. teamwork
- Flexibility vs. structure
- Salary and benefits
- Purpose
- Geographic location
- Degree of human contact
- Work environment (pace, size, reputation, etc.)
- Family factors

SELF-ASSESSMENT TOOLS

- Meyers Briggs Type Indicator (\$38)
- Strong Interest Inventory (\$16)

Contact:

wperry@virginia.edu

or call 434-924-8909

You may choose to narrow your target by...

- Industry/organization
 - (e.g. pharma, GlaxoSmithKline)
- Geographic location
- Function or job title
 - (e.g. clinical trials)

Identifying Your Target: Example

Research Triangle Park, NC

Biotech/Biopharma



Clinical trials
management

Step 2: Research Employers

This is where PhDs excel!

Research will help you focus
& determine the value of your
hypothesized target.

Reasons to Research

- To identify top organizations and jobs of interest.
- To gain an understanding of job market.
- To write better cover letters and resumes.
- To prepare effectively for interviews.
- To make informed career decisions.

What to Research

- History
- Services/products
- Financial standing
- Competitors and other players on the field
- Current news
- Culture/division of labor/hierarchy

Example: Roles in Biotech

(from Toby Freedman, *Careers Opportunities in Biotechnology and Drug Development*, 2008)

- Discovery research
- Pre-clinical research
- Project management
- Clinical development
- Medical affairs
- Regulatory affairs
- Quality control
- Operations
- Product development
- Information mgmt
- Business developmt
- Marketing/sales
- Mgmt consulting
- Technical applications
- Communications
- Executive leadership
- Law
- Healthcare finance

Professional and Trade Associations (e.g. American Society for Cell Biology)

www.ascb.org



The screenshot shows the website for the American Society for Cell Biology (ASCB). The header includes the organization's name and logo, the date "CELL BIOLOGY 2007", and the title "Press Book for the 47th ASCB Annual Meeting". A navigation bar contains links for "XML", "What Is RSS?", "Contact Us", "Search", and "Sitemap". The main content area is titled "Career Development" and features a sidebar with a "Contents" menu. The main text lists various resources for career development, including the ASCB Job Board, career books, and articles. A section titled "General Career Information" provides links for career planning and job opportunities. The "Opportunities at the ASCB" section highlights an ASCB Fellowship.

THE AMERICAN SOCIETY FOR CELL BIOLOGY

CELL BIOLOGY 2007
Press Book for the 47th ASCB Annual Meeting
[click to view]

XML | What Is RSS? | Contact Us | Search | Sitemap

Member Access | Career Development | Mar 14, 2008

Community Forum
Job Board
Member Directory
Online Store
Contents

Home
About The ASCB
Advertising/Exhibiting
Awards/Grants
Career Development
Educational Resources
Meetings
Membership
Minorities Affairs
Newsletter
Postdocs
Press/Public Information
Publications
Public Policy
Women In Cell Biology

Career Development

- [ASCB Job Board](#)
Year-round online service for job seekers and employers
- WICB career book, *Career Advice for Life Scientists*
-Order a [Paperback Copy](#) today, or [download a pdf](#)
- WICB career book, *Career Advice for Life Scientists II*
-Order a [Paperback Copy](#) today, or [download a pdf](#)
- *Life Sciences Research and Teaching: Strategies for a Successful Job Hunt*
-Order a [Paperback Copy](#) today, or [download a pdf](#)
- [Career Strategy Articles](#) in the ASCB Newsletter
- [Opportunities for Minorities](#) - From the Minorities Affairs Committee
- [Educating our Cell Biologists of the Future](#)

General Career Information

[Career Planning](#)

[How To Get A Teaching at a Primarily Undergraduate Institution](#)

[How To Get A Research Job in Academia and Industry](#)

[ASCB Annual Meeting Career Center](#)

[Careers and Rewards in Bio Sciences: The Disconnect Between Scientific Progress and Career Progression](#)

Opportunities at the ASCB

ASCB Fellowship

Interested in exploring a career developing and managing professional society programs? The ASCB is seeking applicants for a new, one-year fellowship, starting in 2008, located at the Society's Bethesda, Maryland, office. The fellow will help create [...read more](#)

© 2008 The American Society for Cell Biology. Privacy Policy
8120 Woodmont Avenue, Suite 750
Bethesda, MD 20814-2762
Phone: (301) 347-9300 Fax: (301) 347-9310


Other National Web Resources: NIH OITE

<http://www.training.nih.gov/trainees/toolkit/>

The screenshot shows the NIH Office of Intramural Training & Education website. The header features the NIH logo and the text "NIH Office of Intramural TRAINING & EDUCATION" with the tagline "build your career, shape the future". Below the header is a navigation bar with the path "Home > Resources for Trainees > Career Advancement Toolkit". The main content area is divided into two columns. The left column is a sidebar menu with the heading "FOR CURRENT TRAINEES" and a list of links: "Career Advancement Toolkit", "» Toolkit at-a-glance", "» Career Decisions 101", "» Academia", "» Industry", "Upcoming Events", "Writing Workshops", "Prior OITE workshops", "OITE publications", "Job opportunities", "Career Counseling", "Join an E-mail list (NIH only)", "Contact OITE staff", and "Courses & Internships". The right column is titled "Career Advancement Toolkit" and contains the following text: "The Career Advancement Toolkit consists of three workshop series for fellows (postdocs) and graduate students at the National Institutes of Health: **1) Career Decisions 101, 2) Academia, and 3) Industry.**" "Brought to you by the NIH Office of Intramural Research Training & Education, each series consists of 6-9 workshops held between September 2008 and May 2009. Workshops offer skill sessions in career planning, communications, writing, and negotiation in order to provide a competitive edge in the job market for trainees of NIH intramural programs." "See: **Toolkit at-a-glance** to compare workshop offerings in each series" "Remote NIH campuses: OITE will work with satellite locations to provide aspects of the Career Advancement Toolkit at your home institution. In addition, we will videocast some seminars." "For more information please contact: Lori M. Conlan, PhD, Director, Office of Postdoctoral Services, Office of Intramural Training and Education, National Institutes of Health, conlanlo@mail.nih.gov" At the bottom of the page, there is a footer with the text "NIH HOME | DHHS HOME | ABOUT THE OFFICE OF INTRAMURAL TRAINING & EDUCATION | USA.gov".

NIH Virtual Career Center

<http://www.training.nih.gov/careers/careercenter/index.html>



Research and Training Opportunities at the National Institutes of Health
U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES

[Home](#) > Virtual Career Center

Virtual Career Center

[Welcome from the Deputy Director](#)

[Exploring Career Options](#)

- Exploring Your Interests
- Careers and Pathways
- Important Career Skills

[Continuing Your Education](#)

- Admissions and Applications
- Financial Aid and Loan Repayment
- Grants and Fellowships
- Medical Schools and Other Professional Programs
- Education Survival Skills

[Employment Options and Opportunities](#)

- Consider Your Employment Options
- Resources for Your Search

[The Job Search Process](#)

- Searching for Employment
- Resumes and CVs
- Cover Letters and References
- Interviewing and Negotiating

Science Careers

<http://sciencecareers.sciencemag.org/>

The screenshot shows the Science Careers website interface. At the top, there is a navigation bar with the Science logo, AAAS logo, and links for Magazine, News, Signaling, Careers, Multimedia, and Collections. A search bar is located in the top right corner. Below the navigation bar, the main header features the Science Careers logo and a sub-header "From the journal Science". A secondary navigation bar includes links for My Science Career, Find a Job, For Employers, Career Magazine, and Grants & Funding. The main content area is divided into several sections: a featured article titled "Mind Matters: 10-Minute Tools for Managing Stress" by Irene S. Levine, a search section with buttons for "SEARCH JOBS", "REGISTER", and "SEARCH GRANTS", and a "More Resources" section with links to "Business Office Features", "Outreach", "Multimedia", and "List of Current Employers". At the bottom, there is a "Featured Employer" section for Novartis Institutes for Biomedical Research.

Science AAAS SUBSCRIBE FEEDBACK SEARCH: Science Careers

Magazine News Signaling Careers Multimedia Collections Site Help For: Readers GO

Science Careers From the journal *Science* Help Meetings & Events

My Science Career Find a Job For Employers Career Magazine Grants & Funding

[Science Home](#) > [Science Careers](#)

Life & Career
Mind Matters: 10-Minute Tools for Managing Stress
By Irene S. Levine
May 08, 2009
Small chunks of dedicated time can help relieve the stress endemic in scientific lives.
[Whole Story](#) | [Discuss in Forum](#)

SEARCH JOBS REGISTER SEARCH GRANTS

Search for Jobs
Enter Keyword
Enter a Keyword
Select a Region
Choose...
[Advanced Search](#) Search

Search Articles [Advanced Article Search](#) Search

Career Advice
Corporate Culture in Current Times – Seeking the Right Fit
Like it or not, each of us has only 168 hours a week to spend in whatever way we see fit, and most of us apply at least one-fourth of those hours—about half of our waking hours—engaged in some type of gainful employment.
A Science/AAAS Business Office feature.
[Whole Story](#) | [Discuss in Forum](#)

The Job Market
From Cells to Selling Science
Scientific training helps public relations professionals tell scientific stories for their clients.
[Whole Story](#) | [Discuss in Forum](#)

More Resources
[Business Office Features](#)
[Outreach](#)
[Multimedia](#)
[List of Current Employers](#)

Featured Employer
 NOVARTIS
INSTITUTES FOR

National Postdoctoral Association

<http://www.nationalpostdoc.org/careers/career-planning-resources>

The screenshot displays the National Postdoctoral Association website. The header features the organization's logo and name, along with the tagline "Providing a national voice and seeking positive change for postdoctoral scientists." A navigation menu includes links for Home, About Us, Membership, Policy, Programs, Publications & Resources, Careers, and Meetings & Events. A search bar is located on the left side of the page. Below the search bar, there are sections for MyNPA Login (with fields for Email Address and Password) and a Postdoc Community sidebar with links for Graduate Students, Postdocs, Faculty / Administrators, Supporters, Special Interest Portals, Diversity Issues, and International Issues. The main content area is titled "Career Planning Resources" and includes a breadcrumb trail: Home > Careers > Career Planning Resources. The page content is organized into sections: "Defining Your Goals and Interests" with a quote by Peter S. Fiske, "Individual Development Plan for Postdoctoral Fellows", "Self-Assessment and Self-Evaluation" with a list of tools (Myers-Briggs Test, Strong Interest Inventory, Career Beliefs Inventory), "Personal Coaching with youPlus, Inc.", and "Doing Your Homework".

NATIONAL POSTDOCTORAL ASSOCIATION Providing a national voice and seeking positive change for postdoctoral scientists

Home About Us Membership Policy Programs Publications & Resources Careers Meetings & Events

Search NPA

search...

MyNPA Login

Email Address

Password

[Forgot your password?](#)

Postdoc Community

[Graduate Students](#)

[Postdocs](#)

[Faculty / Administrators](#)

[Supporters](#)

[Special Interest Portals](#)

[Diversity Issues](#)

[International Issues](#)

Quick Links

[Job Board](#)

[NPA Store \(Merchandise\)](#)

[Contact Us](#)

Home > Careers > Career Planning Resources

Career Planning Resources

[Jump to: Defining Your Goals and Interests | Doing Your Homework](#)

Defining Your Goals and Interests

"Only you can be in control of your career and nobody cares more than you about your future." - Peter S. Fiske, *Putting your Degree to Work*

Individual Development Plan for Postdoctoral Fellows

The Individual Development Plan for postdocs was conceptualized by FASEB. Individual Development Plans for postdocs and mentors create a successful long-term strategy for postdoctoral training and career advancement.

Self-Assessment and Self-Evaluation

When thinking about which career path to take, it is often helpful to conduct a self-assessment to identify skills and interests. The following tools might help:

How Can Taking an Assessment Help Me?

Formal Self-Assessment Tools:

- *Myers-Briggs Test*: a questionnaire that describes your preferred way of interacting; one of many free online tests can be found at [HumanMetrics](#)
- *Strong Interest Inventory*: another personality test compares your interests with those of individuals successfully working in a range of jobs; the analysis usually incurs a fee (see if your institution's career services might offer it), but you can find free versions online (see a listing of tools [here](#), keeping in mind that you often get what you pay for)
- *Career Beliefs Inventory*: a career counseling tool that can help identify and overcome attitudes that interfere with choosing a career

Personal Coaching with youPlus, Inc.

Personal coaching can help you develop new skills or hone existing ones as well as help you define your postdoctoral goals. NPA members can enjoy discounted coaching sessions from NPA Partner youPlus, Inc. Go [here](#) for more details.

Doing Your Homework

After self-assessment you may have a general idea about your interests and what you may enjoy doing. But how will you find a tailor made career to suit your likes? It's time to do your homework and learn about potential job market you may be entering.

Career Options for PhDs

This section describes potential career paths for PhDs and provides links related to those careers.

Professional Networking Sites (e.g. LinkedIn.com, Doostang.com)

The screenshot displays the LinkedIn interface. At the top, the LinkedIn logo is followed by navigation links for 'People', 'Jobs', 'Answers', and 'Companies', along with an 'Account & Settings' link. Below this is a search bar with the text 'Explore People Search: Director at Apple - Internet (Silicon Valley) - VP Operations' and a 'Search Groups' dropdown menu. The left sidebar contains navigation options: Home, Groups, Profile, Contacts, Inbox (1), Compose Message, Received (1), Sent, Archived, and Applications. A green 'Add Connections' button is also present. The main content area is titled 'Groups' and includes sub-tabs for 'My Groups', 'Following', 'Groups Directory', and 'Create a Group'. Under 'My Groups (4)', four groups are listed: 1. Virginia Biotechnology Association, where the user's membership is pending approval; 2. National Postdoctoral Association (NPA); 3. PhD Careers Outside of Academia; and 4. WRK4US. Each group entry includes a logo, name, and links for 'Discussions', 'News', 'Updates', 'Members', 'Settings', 'Share', and 'Leave Group'. A link to 'Change the display order of your groups' is located at the bottom right of the groups list.

LinkedIn **in**® People | Jobs | Answers | Companies | Account & Settings

Explore People Search: Director at Apple - Internet (Silicon Valley) - VP Operations Search Groups

Home Groups Profile Contacts Inbox (1) Compose Message Received (1) Sent Archived Applications Add Connections

Wendy Perry
Director of Graduate and Postdoctoral Professional Development Programs at the University of Virginia
What are you working on?

Groups
My Groups Following Groups Directory Create a Group

My Groups (4)

- Virginia Biotechnology Association**
STATUS: Your membership is pending approval.
Send message to the group manager | Withdraw request
- NPA**
Discussions | News | Updates | Members | Settings | Share | Leave Group
- PhD Careers Outside of Academia**
Discussions | News | Updates | Members | Settings | Share | Leave Group
- WRK4US**
Discussions | News | Updates | Members | Settings | Share | Leave Group

Change the display order of your groups »

Email notifications

From: messages-noreply@bounce.linkedin.com on behalf of PhD Careers Outside of Academia Group Members [group-digest@...]
To: Perry, Wendy (wep2b)
Cc:
Subject: From Katrin Arnold and other PhD Careers Outside of Academia group members on LinkedIn

LinkedIn Groups

May 5, 2009

PhD Careers Outside of Academia

Today's Activity: [1 discussion](#) | [2 news articles](#)

Discussions (1)

[You want a transition from academia to industry but not sure how to do that and what skills you need? Or you need general career advice? Join the Association for Women in Science mentoring circle.](#) [0 comments »](#)

Started by Katrin Arnold, Research Fellow at Harvard Medical School

Latest News

[Why Aren't My Mentors More Mentor-Like?](#) [0 comments »](#)

Jane Chin, PHDcareerclinic.com | April 25, 2009

There are different reasons why people you otherwise considered "mentors" become "non-mentors" when you decide to make a leap beyond the lab and beyond academia....

[Register to download a free PDF copy of Careers Away from the Bench a complimentary booklet courtesy of Science/AAAS.](#) [3 comments »](#)

AAAS/Science Business Office | April 22, 2009

More for the science-minded: From technology specialists to patent attorneys to policy advisers-- learn more about the sorts of careers that scientists can pursue and the skills you will need to develop in order to succeed in nonresearch careers....

Researching Employers: University Career Services Tools

- UCS Library, Bryant Hall at Scott Stadium (open to all)
- Graduate and Postdoctoral Prof. Development Programs Library (smaller but more specific)
- CareerSearch (database of 4 million employers) – student/faculty/staff access only at UCS or through Graduate and Postdoctoral Prof. Development Programs

University Career Services Website:

www.career.virginia.edu

Online Library Database top right, Quick Links

U.Va. University Career Services - Welcome to UCS - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Address <http://www.career.virginia.edu/>

UCS University Career Services

University of Virginia MyUCS Log In Search UCS

About UCS Students Parents Employers

Welcome to UCS

The mission of University Career Services (UCS) is to provide guidance and resources to a diverse student body for the attainment of students' career-related goals. UCS achieves this mission by:

- ▶ partnering with students and alumni to facilitate lifelong career development through self-awareness, experiential learning, and career decision-making;
- ▶ advising University faculty and staff by providing information and programs to help them better understand the career-related needs of students;
- ▶ involving alumni, parents, and employers as key resources in the development of informational and experiential career exploration networks;
- ▶ nurturing and growing relationships with organizations interested in the recruitment and employment of students and alumni.

About UCS | Students | Parents | Employers

Quick Links

- ▶ Walk-ins & Appointment
- ▶ Internships
- ▶ Job Listings
- ▶ Preprofessional Advising
- ▶ On-Grounds Interviewing
- ▶ Extern Program
- ▶ Online Library Database
- ▶ Handouts
- ▶ UCS Sponsors

UCS Calendar

February 2007

Su	M	T	W	Th	F	Sa
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			

show employer presentations

Today
Sunday, February 18, 2007
* No events listed *

Upcoming Next 7 days

- ▶ Pre dental appointment... 2/1
- ▶ GSAS: Graduate Stude... 2/1
- ▶ Psychology: Alumni M... 2/1
- ▶ Job Search Strategie... 2/1
- ▶ Engineering Employe... 2/2
- ▶ UCS on the Go! 2/2
- ▶ Internship Workshop 2/2
- ▶ The FAQs: Applying ... 2/2
- ▶ Environmental Scienc... 2/2
- ▶ Engineering Employe... 2/2
- ▶ OGI Orientation 2/2
- ▶ Jefferson Extern Sma... 2/2
- ▶ The U.S. Based Inter... 2/2

Book of the Month for February!

COLLEGE CAREER ROAD MAP
A four-year guide to finding your path
THOMAS COREY BLANCH, PETER MOYER, and SOUTH ANDERSON

Parents Program Internship Grants

Up to \$2,500 for unpaid public service internships.

See all Web alerts.

View Job Opportunities at UCS!

UCS Online Library Database

UCS Library

FIND BOOKS WHERE:

ANY FIELD consulting

ID	Book Title	Author Name(s)	Date Out	Date Due
8374	Vault.com Career Guide ...	Audhlam-Gardiner, N.	8-Feb-2007	15-Feb-2007
8366	Ace Your Case! Consulti...	Wetfeet, Insider Guide	14-Feb-2007	21-Feb-2007
8355	25 Top Consulting Firms	Wetfeet, Insider Guide	23-Jan-2007	30-Jan-2007
8206	Ace Your Case! Consulti...	undefined		
7672	Management Consulting	Biswas, S.		
7636	Vault.com Career Guide ...	Shafrir, D.	5-Feb-2007	12-Feb-2007
7556	Consultants News: Caree...	Norris, M.; Goodhead, G.		
7551	Killer Consulting Resumes			
7547	Management Consulting: ...	Biswas, S.; Twitchell, D.		
7544	Wetfeet.com: Insider Gu...			
7496	Wetfeet.com Insider Gui...			
7423	Insider Guide: Consulti...			
7379	Harvard Bus School Guid...	Dehni, Jason		
7320	Vault.com Career Guide ...	Shafrir, D.; Geiger,...		
7239	Career Guide Management...	Miller, A.		

1 2 > >|

page: 1/2 total records: 22

records per page: 15

Vault Guides (available through me)



Vault Guide to the Case Interview

↓ [Download Encrypted PDF](#)



Vault Guide to Finance Interviews

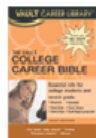
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Vault Guide to Resumes, Cover Letters, and Interviews

↓ [Download Encrypted PDF](#)

Career Topic Guides



College Career Bible

↓ [Download Encrypted PDF](#)



Vault Guide to Top Internships

↓ [Download Encrypted PDF](#)



Vault Guide to Schmoozing

↓ [Download Encrypted PDF](#)



Vault Guide to International Careers



Vault Guide to the Top Advertising & PR Employers

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Vault Guide to the Top 50 Banking Employers

↓ [Download Encrypted PDF](#)



Vault Guide to the Top Business Services Employers

↓ [Download Encrypted PDF](#)



Vault Guide to the Top 50 Consulting Firms

↓ [Download Encrypted PDF](#)



Vault Guide to the Top Consumer Products Employers

↓ [Download Encrypted PDF](#)



Vault Guide to the Top Energy Employers

↓ [Download Encrypted PDF](#)



Vault Guide to the Top Financial Services Employers

↓ [Download Encrypted PDF](#)

Example: Vault Guide to the Top 50 Management & Strategy Consulting Employers (2009 ed., 529 pp.)

THE VAULT QUALITY OF LIFE RANKINGS 15

Quality of Life Ranking Methodology	17
The Best 20 Firms to Work For	18
Quality of Life Rankings	19

THE VAULT DIVERSITY RANKINGS 29

Diversity Ranking Methodology	31
The Best 20 Firms for Diversity	31
Diversity Rankings	32

OVERVIEW OF THE CONSULTING INDUSTRY 35

The State of Consulting	37
Practice Areas	40

THE VAULT 50 43

1. McKinsey & Company	44
2. The Boston Consulting Group, Inc.	52
3. Bain & Company	62
4. Booz & Company	70
5. Monitor Group	78

Consulting Firm Rankings

2009 RANK	CONSULTING FIRM	PRESTIGE SCORE	2008 RANK	2007 RANK	2006 RANK	HEADQUARTERS/ LARGEST OFFICE
1	McKinsey & Company	8.430	1	1	1	New York, NY
2	The Boston Consulting Group, Inc.	8.089	2	2	2	Boston, MA
3	Bain & Company	7.966	3	3	3	Boston, MA
4	Booz & Company	6.535	4	4	4	New York, NY
5	Monitor Group	6.296	5	5	5	Cambridge, MA
6	Mercer LLC	6.160	9	8	8	New York, NY
7	Deloitte	5.844	8	10	15	New York, NY
8	Oliver Wyman	5.755	6	6	6	New York, NY
9	PricewaterhouseCoopers LLP	5.572	NR	NR	NR	New York, NY
10	L.E.K. Consulting	5.426	13	11	12	Boston, MA London
11	Ernst & Young LLP	5.388	NR	NR	NR	New York, NY London
12	A.T. Kearney	5.373	15	14	14	Chicago, IL
13	IBM Global Business Services	5.352	11	13	13	Armonk, NY
14	Accenture	5.314	14	15	20	New York, NY
15	The Parthenon Group	5.306	10	9	9	Boston, MA
16	KPMG LLP	5.246	NR	NR	NR	New York, NY
17	Katzenbach Partners LLC	5.146	16	19	18	New York, NY
18	Towers Perrin	4.848	18	20	19	Stamford, CT
19	Capgemini	4.752	22	27	30	New York, NY Paris

Example: Vault Introductory Info on McKinsey (page 1/8)

VAULT TOP 50

1

PRESTIGE
RANKING

McKinsey & Company

55 East 52nd Street
New York, NY 10022
Phone: (212) 446-7000
Fax: (212) 446-8575
www.mckinsey.com

LOCATIONS

90 offices in 51 countries

PRACTICE AREAS

Functional Practice Areas

Business Technology Office • Corporate Finance •
Marketing & Sales • Operations • Organization • Risk •
Strategy

Industry Practices

Automotive • Banking & Finance • Consumer Goods •
Energy & Materials • Healthcare Payors & Providers •
Insurance • Media • Pharmaceuticals • Private Equity •
Public Sector • Retail • Social Sector • Technology •
Telecommunications • Travel

THE STATS

Employer Type: Private Company
Managing Director: Ian Davis
2008 Employees: 16,000 +
2007 Employees: 14,000

RANKING RECAP

Practice Area

- #1 – Energy Consulting
- #1 – Financial Consulting
- #1 – Pharmaceutical & Health Care Consulting
- #2 – Economic Consulting
- #4 – Operational Consulting
- #7 – Human Resources Consulting

UPPERS

- “Freedom and breadth to focus on what you like”
- “From a brand equity standpoint, it has the best brand in the consulting industry”
- The “best network” among top consulting firms

DOWNERS

- “Inconsistent experiences with senior management within the firm”
- Travel is pretty much a given
- Insufficient time to take advantage of all the formal training opportunities

More on McKinsey

A study from January 2007 revealed that the U.S. health care system is far more costly than that of comparable nations due to inflated doctor pay, overconsumption of certain services and a lack of incentive for patients to make value-conscious decisions. Other recent issues investigated by MGI are capital markets, consumer demand and demographics, and global economic integration.

GETTING HIRED

If it ain't broke

Insiders say that the hiring process at McKinsey—which we're told has “remained basically unchanged over the last 10 years”—is “rigorous but fair,” and usually involves “upwards of five interviews over two to three rounds.” The interviews themselves test “for problem-solving, leadership and people skills.” Sources note that “McKinsey is looking for problem solvers who are also great communicators.”

No surprises here

MBA candidates “generally go through two rounds with three cases apiece,” whereas non-MBAs follow the “same process, but with one additional round of interviews preceding the usual two rounds.” That additional round “involves a written multiple-choice exam and several breakout groups with mini-cases.” The firm “explains everything along the way,” so there are “no surprises and no tricks.” Straightforward as they may be, interviews “do challenge your conceptual thinking,” and “all candidates are held to a high bar across offices.” As one staffer bluntly puts it, “McKinsey runs a very structured interview process, so if you're looking for an ‘in,’ forget it—just nail the cases and be a normal person.”

The firm recruits at schools nationwide, but “instead of just going to the top-10 schools,” it looks “for the top students at other schools.”

More on McKinsey (continued)

Frequent fliers

Insiders also note that “travel is an inherent part of life as a McKinsey consultant,” and the constant movement can be “painful,” at times. The common schedule of travel “four days a week, nearly every week, is pretty tough on most folks,” says a recent hire. He adds, dramatically, “Travel is what eventually will drive me out.”

But others say time on the road is “overall very manageable,” like a partner who explains, “I have learned to stay efficient and productive when I travel.” As one director sees it, “Consulting is a contact sport. I love being with my clients.” It helps that “very rarely will you fly out on a Sunday and very rarely will you fly back on a Friday.” Plus, we’re told “there is an effort to staff locally if that’s what you want.” McKinsey’s “geographic scale makes travel an option if you want it, but not if you don’t,” explains a partner in New York. A colleague agrees, “Travel is intense, but this is my own choice (the type of clients I serve).” “If you’re up to the task of travel, great,” exclaims an associate, adding, “otherwise, either focus on a sector with a strong local client base (e.g., finance in New York) or get out.”

Fewer hours on the road

Another respondent notes that “the firm is generally very supportive of helping consultants find work schedules/positions that will work with their family situations.” Others agree, citing McKinsey’s offer of “flexible paternity/maternity arrangements, e.g., no travel.” Furthermore, notes a San Francisco-based staffer, “the firm has started a new initiative to try to manage down teams’ travel time and help senior firm members be more responsive to working concerns of engagement managers and team members.” A colleague explains that this program is intended “to change travel from rule to necessity, so you’re only at the client when you need to be.” “So for instance,” he reports, “if we need to be at the client site five days a week, the team might separate so not everyone has to be there the whole week—you just rotate. So you’ll be traveling two or three days, instead of four or five days a week.” “The funny thing is,” wams a co-worker, “we actually work more hours when we’re local than when we’re on the road.” But “when you’re not traveling, there’s no requirement to work from the office. You can be flexible when you’re not on the client site,” another staffer explains.

The big payoff


Many staffers say McKinsey’s competitive salaries make up for the late nights. One recent hire says of his initial offer, “Overall, the package was very strong and comparable to other firms in the industry.” Others agree that the “bonus and perks are very healthy.” More specifically, the firm offers a “sign-on bonus and year-end bonus,” in addition to “an embedded bonus that they don’t talk about.” On top of that, up to 12 percent of compensation is contributed to a pension/401(k), and “profit sharing kicks in starting at the associate principal level (fractional equity), and then scales up after one becomes elected as a partner.”

Database of Employers: CareerSearch

Accessible only at
University Career Services
Library, M-F, 8:00am-5:00pm,
or through me

CareerSearch

Sample Criteria: Biotech/Pharma, Clinical Trials, RTP, NC – 42 results

CareerSearch  UNIVERSITY of VIRGINIA

[New Search](#) | [My Account](#) | [Help](#)

Review Results | [Save Results](#)

[List View](#) | [Detail View](#) | [Contact Selection](#)

Page # 1 Adherex Technologies, Inc. Sorted by: Company Name 42 of 42 selected

Select all on this page | Clear all on this page | Select all on all pages | Clear all on all pages

Company Name	City	State	Phone	Supplier
<input checked="" type="checkbox"/> Adherex Technologies, Inc.	Durham	NC	(919) 484-8484	INF
<input checked="" type="checkbox"/> Adherex Technologies, Inc.	Durham	NC	(919) 484-8484	INF
<input checked="" type="checkbox"/> Aldagen (Fka: Stemco Biomedical, Inc.)	Durham	NC	(919) 484-2571	INF
<input checked="" type="checkbox"/> Aldagen (Fka: Stemco Biomedical, Inc.)	Durham	NC	(919) 484-2571	INF
<input checked="" type="checkbox"/> Aliqin Pharmaceuticals, Inc.	Cary	NC	(919) 398-6225	INF
<input checked="" type="checkbox"/> Aliqin Pharmaceuticals, Inc.	Cary	NC	(919) 398-6225	INF
<input checked="" type="checkbox"/> Alphavax, Inc.	Research Triangle Park	NC	(919) 595-0400	INF
<input checked="" type="checkbox"/> Alphavax, Inc.	Research Triangle Park	NC	(919) 595-0400	INF
<input checked="" type="checkbox"/> Argos Therapeutics, Inc. (Fka: Merix ...)	Durham	NC	(919) 287-6300	INF
<input checked="" type="checkbox"/> Argos Therapeutics, Inc. (Fka: Merix ...)	Durham	NC	(919) 287-6300	INF
<input checked="" type="checkbox"/> Biodelivery Sciences International	Raleigh	NC	(919) 582-9050	INF
<input checked="" type="checkbox"/> Biodelivery Sciences International	Raleigh	NC	(919) 582-9050	INF
<input checked="" type="checkbox"/> Biostratum	Durham	NC	(919) 433-1000	INF
<input checked="" type="checkbox"/> Biostratum	Durham	NC	(919) 433-1000	INF
<input checked="" type="checkbox"/> Curacyte (Apex Bioscience)	Chapel Hill	NC	(919) 405-4002	INF
<input checked="" type="checkbox"/> Curacyte (Apex Bioscience)	Chapel Hill	NC	(919) 405-4002	INF
<input checked="" type="checkbox"/> Dara Biosciences, Inc.	Raleigh	NC	(919) 872-5578	INF
<input checked="" type="checkbox"/> Dara Biosciences, Inc.	Raleigh	NC	(919) 872-5578	INF
<input checked="" type="checkbox"/> Darpharma, Inc.	Chapel Hill	NC	(919) 403-4348	INF
<input checked="" type="checkbox"/> Darpharma, Inc.	Chapel Hill	NC	(919) 403-4348	INF

[◀ Previous page](#) | [Next page ▶](#)

Criteria

Industries
Biotechnology Firms
Pharmaceutical Firms

Locations
Raleigh/Durham/Chapel Hill,...

KeyWords
Description: clinical trials
Companies with:
Contact names

[Modify Criteria >](#)

[> View Criteria Detail](#)

[> New Search](#)

CareerSearch Sample Result for Criteria: Biotech/Pharma, Clinical Trials, RTP, NC

CareerSearch

[Competitors](#) | [Map](#) | [Directions](#) | [Report Data Errors](#) | [Close Window](#)

Biodelivery Sciences International

Physical Address
801 Corporate Center Drive
Suite 210
Raleigh, NC 27607-0000

Mailing Address
801 Corporate Center Drive
Suite 210
Raleigh, NC 27607
Phone: (919) 582-9050

Description
Revenues: \$5,000,000 (estimated)
Employees: 10

Industry sector: Healthcare and Pharmaceuticals
Description: BioDelivery Sciences International, Inc. (BDSI) is a biopharmaceutical company engaged in developing and commercializing **clinically** significant new formulations of proven therapeutics and micronutrients. The Company's drug-delivery technologies include the licensed Bioral nanocochleate technology and the bioerodible mucoadhesive (BEMA) (transmucosal, or applied to the inner cheek membrane) drug-delivery technology being developed by the Company's subsidiary, Arius Pharmaceuticals, Inc. (Arius). The Company's proposed products under the Bioral segment include bioral amphotericin B, encochleated human immunodeficiency virus (HIV) subunit vaccine, Bioral non-steroidal, anti-inflammatory drugs (NSAIDS), Bioral Paclitaxel and Bioral small interfering ribonucleic acid (siRNA). The products being developed under BEMA include Emezine, BEMA Fentanyl and BEMA long-acting analgesic.
Ticker: BDSI
Market capitals: \$29.2M
Firm type: Public
Vaccine research: Yes
Specialty:
Molecular biology research: Yes

Contacts:

Mr. Andrew Finn - Executive Vice President, Clinical Development and Regulatory Affairs
 Mr. Argeris Karabelas - Chief Executive
 Mr. James McNulty - Chief Financial Officer
 Mr. Mark Sirgo - President and Chief Executive Officer - masirgo@bdsinternational.com
 Ms. Susan Bonitz - Director Business Development and Project Coordination - sbonitz@bdsinternational.com
 Mr. James Butler - Director
 Mr. Christopher Chapman - Director of Medical and Regulatory Affairs - Direc
 Mr. Thomas DiMoro - Independent Director, Audit Committee and the

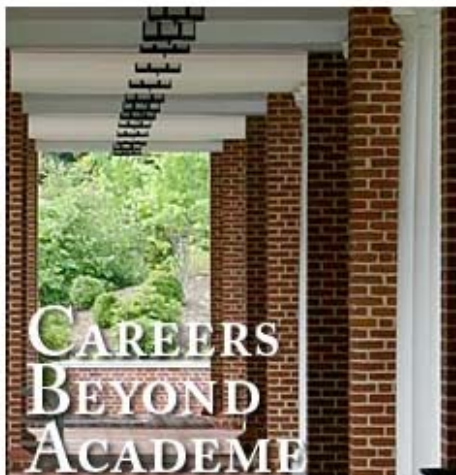
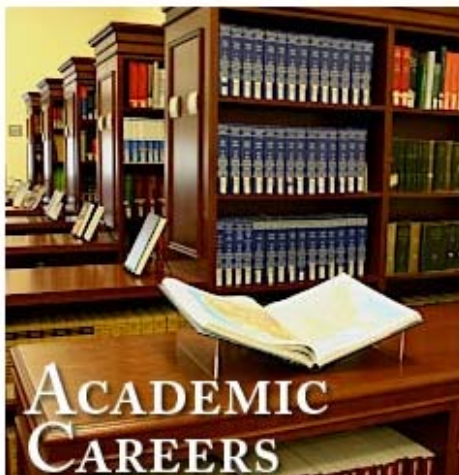
GSAS Career Services Website

<http://artsandsciences.virginia.edu/gradschoolcareer>

GRADUATE ARTS & SCIENCES CAREER SERVICES

Home / Graduate Career Services

Graduate Arts & Sciences Career Services at the University of Virginia is a centralized resource for all GSAS students. Our purpose is to assist Master's and PhD students with decision-making and planning for career pursuits within and beyond academe by providing advising services, workshops and other programs, and referrals to up-to-date electronic and print resources. GSAS Career Services actively seeks to develop new resources that can help graduate students make informed career choices and conduct effective job searches.



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GSAS Career Services Site

Careers Beyond Academe: Job Search: Finding Jobs

GRADUATE ARTS & SCIENCES CAREER SERVICES

Home / Graduate Career Services / Careers Beyond Academe / The Job Search / Finding Jobs

Finding Jobs

On this page:

- [Overview](#)
 - [Strategies](#)
 - [Applying for Posted Jobs](#)
 - [Tools for U.Va. Students](#)
 - [By Academic Discipline](#)
 - [By Industry](#)
 - [By Geographic Area](#)
-

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Academic Careers

Careers Beyond Academe

The Job Search

[Overview](#)

[Getting Started](#)

[Timeline](#)

[Finding Jobs](#)

[Basic Application Materials](#)

[Additional Materials](#)

[Resources](#)

[Application Materials](#)

[Interviewing](#)

GSAS Career Services Site

Finding Jobs: By Industry

Consulting

Master's and PhD students may wish to look into one of the following [3-day summer programs at McKinsey & Company](#) for an introduction to management consulting:

- [Insight Science & Engineering](#) ↗
- [Insight Healthcare](#) ↗
- [Discovery Weekend for African-American Master's and PhD candidates](#) ↗

[Association of Management Consulting Firms](#) ↗

International database of management consulting firms.

[Careers-in-Business.com: Consulting](#) ↗

[Consulting Central](#) ↗

[Harvard Business School Publishing](#) ↗

Large collection of resources on management consulting.

[Institute of Management Consultants USA](#) ↗

[The McKinsey Quarterly](#) ↗

[Yahoo! Directory of Management Consulting](#) ↗

GSAS Career Services Site: Getting Started/Create Structure/Conduct Research

Conduct Research

Research is where graduate students shine!! Play to your strengths.

Researching career options and employers is the first step in any job search.

Doing so will enable you to identify opportunities that hold the most potential for satisfying your goals. You should return to the research process at all subsequent stages of your job search.

- Step 1: Identify Careers and Employers
- Step 2: Apply for Jobs
- Step 3: Interview
- Step 4: Evaluate Job Offers

In many studies, employers across the board (including those in academe) report that one of the most common and costly mistakes job candidates make is failing to do their homework. Only by informing yourself thoroughly can you:

- Gain a reasonable sense of which career and employer is right for you
- Persuade an employer that you are right for the job
- Assess the particulars of the opportunity before accepting

Research Step 1: Identify Careers and Employers

In the early stages of your job search, you will gather general data to create lists of careers and employers of interest to you. You will then narrow these lists to specific targets. An especially useful tool for this step in the process is the

Other Helpful Online Resources

- Riley A-Z index of resources
www.rileyguide.com/
- Occupational Outlook Handbook by the
U.S. Department of Labor, Bureau of
Labor Statistics
www.bls.gov/oco/
- Regional websites, e.g. Charlottesville's
www.avenue.org

Steps 3 & 4
may be the most
challenging for you.

Step 3: Getting to know the
people & culture of
your target

Step 4: Contacting employers

So keep this in mind...

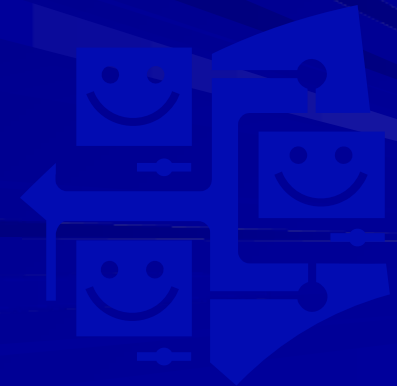
Job Search Methods & Their Effectiveness

- Cold calling 47%
- Asking people you know for job leads 33%
- Answering professional journal ads 7%
- Mass mailing 7%
- Answering local newspaper ads 2-24%
- Search agency 2-24%
- On-line job search 2-10%

Source: Richard Bolles, *What Color is Your Parachute*

NETWORKING IS EFFECTIVE!

- 80% of jobs are obtained through connections.
- Who you know *DOES* matter.
- People are the best resource of information (better than online/print resources).
- Successful job seekers employ more than one method in their searches.



Step 3: Get to know the
language, culture, and
PEOPLE of your target!

This is where some
postdocs may have difficulty.

Reasons to Connect with People of Target

- To gain a better understanding of a particular field/job/employer. Inside scoop!
- To learn how best to present yourself.
- To learn how to apply for a position most effectively.
- To make connections with other people.
- To show your interest and enhance your chances of getting a job.

MORE REASONS:

Become a Better Job Candidate!

- To become fluent in the language of the industry.
- To gather inside information that will impress an employer.
- To narrow your target.
- To build confidence in your career plan and ability to discuss your interest... which will help you in job interviews!

YOUR GOAL

- Convince employer that you are **not a risk**
 - You **KNOW** what the work involves (research)
 - You can **DO** the work (qualifications)
 - You **WANT** to do the work (interest)
 - You're **ONE OF THEM** (fit)

GREAT PRINT RESOURCE:

Klaus, Peggy, *BRAG! The Art of Tooting Your Own Horn Without Blowing It*
(Warner Business Books, 2003)

Don't depend on your CV/resume to speak for you.

- There's a time and place for self-deprecation and modesty: your job search isn't it.
- Be pro-active; put yourself out there.
- Even if you're a team player, don't overuse the first-person plural. The team's future isn't at stake; *yours* is.
- Create a "personal pitch," a.k.a. "bragalogue," a.k.a. "elevator speech."
- Listen carefully to others and engage them in conversation.

Sample Personal Pitch

- Hello, I'm John Doe. I'm a postdoctoral fellow in biochemistry at U.Va. I'm interested in pursuing a career in consulting and I've been following McKinsey's biotech initiatives in *The Wall Street Journal* and *Fortune*. I'm very interested in what you had to say about this new direction, and I have expertise that I think could contribute to that end. I'd really like to meet for coffee or lunch or stop by your office at your convenience. Would you have time next week?

Also look into...

- Alumni databases of institutions you've attended.
- Your department's placement info (available online, through the department secretary, etc.).

The Informational Interview

- A pressure-free conversation with people working in a target field to gain insight into a field/employer and advice on job search strategies.
- Most people are very willing to help someone by talking about what they do & sharing their opinions.

How to Prepare for Info Interviews

- Consider which fields/companies you want to explore.
- Develop a list of contacts. Tip: Conduct your first informational interview with someone who will make you feel at ease (e.g. a friend of a friend).
- Develop your goals for the interview:
 - To learn about the field
 - To learn about the company/position
 - To get additional names for broadening network.
- Have your materials ready (resume/CV).
- Prepare your introduction before contacting your target.
- Prepare questions in advance; do research and customize questions.
- Keep records.

SAMPLE INITIAL CONTACT

■ Dear John Doe,

I am a postdoctoral fellow in Microbiology at the University of Virginia, and I am very interested in the field of HIV prevention. My colleague Jane Smith told me about you, and I would be delighted to hear about your work with the CDC. I am currently engaged in research that could be of benefit to the development of an anti-HIV vaccine, and the CDC's efforts in this area have especially drawn my attention. Would you be willing to speak with me for 20-30 minutes about your company and your work? I will be happy to come to your office at your convenience.

Road Blocks

- If you don't get a response to your initial contact, try again. Don't read too much into silence.
- If, for some reason, your target declines, ask for the name of someone else you could speak with.

ETIQUETTE

- You may contact your target by email, phone, or mail, but only conduct the informational interview by phone or (preferably) in person.
- Make the informational interview as easy on the interviewee as possible – he or she will be **VERY** impressed.

Conducting the Info Interview

- Be prompt for both phone and face-to-face interviews.
- Keep to the time limit agreed upon in conducting the info interview.
- Ask for suggestions of additional contacts.
- Keep the connection going by asking for permission to follow up with additional questions, etc. **Networking isn't finite!**

Questions to Ask: Three Categories

1. *Occupational Field:* Ask questions to generate disclosure of in-depth information on a particular field and on closely related fields.
2. *Employer:* Ask questions on the work setting and hiring procedures. Good questions begin with who, what, when, where, why, and how. Beginning with these words leads to open-ended responses.
3. *Advice:* e.g. on your CV/resume, whom else to contact, next steps.

Sample Questions: Occupation

What credentials or degrees are required for entry into this kind of work?

What types of prior experience are absolutely essential?

How did you prepare yourself for this work?

Would you describe how you occupy your time during a typical workweek?

What skills or talents are most essential for effective job performance in this job?

What are the toughest problems you must deal with? Apart from external motivators such as salary or fringe benefits, what do you find most rewarding about your job?

What do you enjoy the least?

What obligation does your work place upon your personal time?

How much flexibility do you have in terms of dress, hours of work, vacation schedule, place of residence?

More Sample Questions: Occupation

How often do people in your line of work change jobs?

How rapidly is your present career field growing?

How would you describe or estimate future prospects? Where do future personnel needs lie?

If the work you do was suddenly eliminated, what different types of work do you feel that you could do?

What types of employers hire people with your background; what are some representative job titles?

Which related fields would you explore if you were in my shoes?

How do people find out about these jobs? Are they advertised in the newspapers (which ones?), by word-of-mouth (who spreads the word?), by the personnel department?

How does one move from position to position? Do people normally move to another agency (company, division), or do they move up in the agency (company, division)?

If you were to hire someone to work with you today, what factors would be most important in your hiring decision and why (education, work experience, personal attributes, specific skills, etc.)?

Sample Questions: Employer

- What is the size of the company/ geographic locations?
- What is the organizational structure?
- How does the size and structure of your company compare to that of others in your field (in this city and/or nationally?)
- How does the work of your division or office fit into the work of the organization as a whole?
- What is the organization's commitment to diversity?
- What is the average length of time employees stay with the organization?
- How much freedom is given to new people?
- Does the employer provide opportunities for professional development?
- How often are performance reviews given?
- What are the arrangements for transferring from one division to another?
- How much decision-making authority is given after one year?
- What new product lines or services are being developed?
- Where is the organization expanding? How does it compare with its competitors?

Asking for Advice

- How well suited is my background for this type of work? Would you look at my CV/resume and offer me feedback?
- Would you suggest other related fields?
- What types of experiences (e.g. volunteer work, part-time jobs) would you most strongly recommend?
- If you were in my position, how would you pursue this line of work?

Sample Dialogue 1: An Informational Interview

Introduce yourself:

Contact: "Hello--Paul Jones."

You: "Hello. This is Sarah Evans. I made an appointment with you last week for an informational interview. Is this still a convenient time for you to speak with me?"

Contact: "Yes, hello, Sarah. Hang on for one minute--I'm on the other line.... OK, I'm back. How can I help you?"

Build a relationship:

You: "As I mentioned in my letter, I'll receive my Ph.D. in _____ from the University of Virginia in May and I'm exploring different career paths and opportunities in the field of _____. I'm simply gathering information at this point. If you're willing, I'd like to ask you some questions about what you do and get your perspective on the field."

Contact: "Sure--go ahead."

Ask questions:

At this point, you will engage your contact in a conversation about his or her work, allowing him or her to be the expert. Be friendly, pleasant, and upbeat throughout your conversation. As well as you can, let the conversation flow naturally--don't force the interview to follow your script exactly as you've written it. It is always good to "warm up" the conversation by starting out with open-ended questions that ask the interviewer about him or herself. Some questions you might ask:

- What do you do? What kinds of projects do you work on?
- How did you get started in this field?
- What is your typical day (week) like at _____? What different kinds of activities are you engaged in? How many accounts do you work on? What kinds of clients do you serve? What kinds of services do you provide?
- What do you enjoy most about what you do? What do you enjoy least?
- What kinds of skills and abilities are required for this type of work?
- What kinds of people are successful in this field (this organization)?
- What training or education is required for this type of work?
- Can you describe the work environment in your organization in terms of individual effort vs. teamwork, pressure, deadlines, workload, etc.?
- What publications are especially important for people in your field?
- If you were starting out now, how would you get into this field? What strategies would you use to get your foot in the door? What advice would you give to someone in my position?
- What makes a resume go to the top of the pile?
- How does your firm or organization differ from others in your field?

Sample Dialogue (continued)

Provide background on yourself:

You: “Thank you. This has been so helpful to me. If it’s okay with you, I’d like to give you a little background about my interests...” (Provide a **brief** sketch of your educational background and current interests. Practice this sketch in advance so you’ll express yourself comfortably and briefly).

Contact: “It sounds like you’ve thought a lot about what you want to do, which is great.”

Ask for additional contacts:

You: “Yes, I have, although it always helps to talk to people like you who are actually employed in the field. Earlier in our conversation, you mentioned that someone with my background and interests might be interested in pursuing _____ as a career path. Do you know anyone in _____ at _____ who might be willing, like yourself, to talk with me about these possibilities?”

Contact: “Let me think. Two people I used to work with at _____ are now at _____. You should talk to Paula Smith or Dan Emery--I’ll give you their numbers before I hang up, but don’t call them until Monday so I can let them know you’ll be contacting them.”

You: “Thank you.”

Contact: “There’s another guy who works at _____ who might be helpful--I met him at a conference. I’m not remembering his name at the moment, but I’ll call you back later when I think of it. He’s working in the _____ division and might be able to give you some insight about that side of the business.”

Thank your contact:

You: “Thank you so much--you’ve been very helpful, and it’s been a pleasure to talk to you today. I really appreciate your time.”

Contact: “You’re welcome, Sarah. It’s really no bother--I’m glad to be helpful. It’s been a pleasure to talk with you, too. I’ll call you with that name later today or tomorrow.”

You: “Thank you again. Good-bye.”

After the Info Interview

- Make notes about the interview in your records.
- Send a thank-you note
 - As a courtesy.
 - As another pretext to send your name/contact info.
 - As a means of showing what you got out of the interview.
- ...and later...
 - Keep your contacts informed of your progress/let them know when you get a job.

Sample Thank-You Note

David Szymanski
123 Main Street
Charlottesville, VA 22901

November 10, 2006
John Smith
Credit Suisse First Boston
1212 S Madison Avenue
New York, NY 10027

Dear Mr. Smith:

I wish to thank you again for speaking with me this morning. I enjoyed our conversation about Credit Suisse, and the interesting turns your career path has taken. In particular, it was great to hear your perspective on how your University of Virginia degree prepared you for your first position in the financial services industry.

Our discussion regarding the role of hedge funds in this economy was especially enlightening. I am enclosing an article I found on this subject from *The Economist*, which provides yet another point of view on this topic.

Finally, I wanted to thank you for providing me the names of Susan Brown and James Doe. I plan to contact them tomorrow morning.

Sincerely,
David Szymanski

GSAS Career Services Website: Job Search/Finding Jobs/Strategies

<http://artsandsciences.virginia.edu/gradschoolcareer/careersbeyondacademe/jobsearch/findingjobs.html#a2>

Informational Interviewing

An informational interview is a pressure-free conversation you conduct with people working in a target field to gain insight into a field or employer and advice on job search strategies. You will first need to [conduct research](#) and [network](#) to identify professionals you wish to contact. You may feel shy about contacting them, but rest assured that most people are very willing to help someone by talking about what they do and sharing their opinions during a welcome break in the day.

An informational interview is not a job interview, and this sets a relaxed stage for open and honest communication (neither you nor your contact is *selling* anything). When you conduct an informational interview, you will ask questions, gather information, and make contact with someone who is knowledgeable about his or her field and connected with other professionals. People—not company websites and job postings—are the best sources of information about what their work is really like.

Ten Benefits of Informational Interviewing

- Gaining a better understanding of a particular field/job/employer.
- Narrowing your target.
- Learning how to apply for a position most effectively.
- Learning how best to present yourself.
- Making professional connections.
- Potentially tapping into the hidden market.
- Showing your interest and enhancing your chances of getting a job.
- Becoming fluent in the language of the industry.
- Gathering inside information that will impress an employer.
- Building confidence in your career plan and ability to discuss your interests... which will help you in job interviews.

You may want to conduct your first informational interview with someone who will make you feel at ease (e.g. a U.Va. [alumnus](#)). Prepare for the conversation by identifying your goals. What is this person particularly well-suited to shed light on for you? Below is a sample of an email request for an informational

Step 4: Contact Employers

Methods of Contact

- Cold contacting (calling/ mailing/ faxing)
- Online applications/ resume submissions
- Contact events (career fairs, info sessions, etc.)
- Informational interviewing
- Internship/ externships
- Chance encounters

Consider an “externship” or job-shadowing experience as another way to make contact/gain insight.

Four Stages of Employer “Readiness” for Job Seekers

- No current job openings, but employer is always interested in good people.
 - Plus: no competition
 - Minus: harder to grab employer’s attention
- Identified need, but position hasn’t been formally created/posted.
 - Plus: increased readiness; little or no competition
 - Minus: timetable for details
- Job is created but not yet public – open in-house, referrals sought.
 - Plus: heightened readiness
 - Minus: some competition
- Job is posted publicly.
 - Plus: clear readiness
 - Minus: great competition

Sample Cold Call

Hello, Mr. Doe. My name is Jane Smith, and I'm a postdoctoral fellow in microbiology at the University of Virginia. I'm very interested in the work you're doing at [small company]; would you have a few minutes to speak with me?

(Yes.)

I have experience with [X] and [Y] both through my research and my [other kind of experience].

I'm particularly interested in your recent initiatives in [Z area]. I didn't see any position openings posted on your website, but I'd like to be considered for future opportunities.

May I come by for about 10 minutes sometime next week to introduce myself in person and give you a copy of my resume [or CV] for your files?

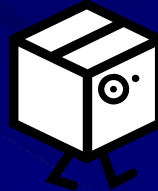
Responding to Ads: Where Jobs Are Posted

- Company/Organization Websites
- Professional Networking Sites
- Professional Association Websites
- Classified Ads (national/local newspapers, professional journals, trade magazines)
- Local Employment Commissions
- Community Agencies

Note on Contingency Recruiters

Re: Monster, CareerBuilder,
etc.

PACKAGING YOURSELF



- The package = packaging & its contents
 - The packaging = your materials
 - CV/resume
 - Cover letter
 - References
 - Contents = you (interview)

THE IMPORTANCE OF PACKAGING: CVs/Resumes and Cover Letters

- Create a **professional identity**.
- Consider your **audience!**
- Highlight your strengths.
- **Tailor** document to specific job.
- Use the **language** of the industry/organization.
- Use action verbs/figures when possible.
- **Directly match** your strengths with employer's needs in cover letter!

It may be difficult to omit some academic achievements from your materials.

Does the info have *meaning* to your audience? If not, including it runs you the risk of turning off your reader and diminishing your chances for opportunity.

The Package Contents = YOU!

INTERVIEWING

- Types of interviews
 - Group vs. individual
 - Phone
 - On-Grounds (here), On-site
- Different interviewing styles
 - CV/resume-based
 - Behavioral
 - Case

Practical Steps You Should Take

- Self-assess; begin your research.
- Draft a CV/resume and cover letter and have them critiqued.
- Conduct informational interviews, other “inside track” efforts.
- Apply for MANY jobs.
- Start gathering interviewing advice and then conduct a mock interview.

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