



WashU Olin Business School

Add value.

WESTON CAREER CENTER 2018

Partners in tailoring a career plan for your future.

» **We measure our success one student at a time.**



The Weston Career Center offers customer-focused, individualized service and a wide range of research tools to help you prepare a tailored career action plan. It takes an ongoing relationship, and we are your partners every step of the way.

Your Olin experience has honed your skills, broadened your perspective, and expanded your knowledge, preparing you to confront challenge and create change. Now, we'll guide your next steps with a hands-on approach that includes one-on-one advising, specialized coaching, workshops, speaker panels, career fairs, talent road shows, and more.

Our mission is to equip Olin students with the resources to achieve their career goals, to build long-term partnerships with employers, and to connect them with the talent that best meets their hiring needs.

Our professional career advisors bring real-world experience, covering a range of industries and functions. They will share their business knowledge and expertise with you to support your career action plan. When you partner with an advisor, you gain confidence to make informed decisions about your career choice.

We continue to forge strong relationships with companies and organizations across the country and around the globe. By cultivating a powerful worldwide network of alumni, employers, friends, and industry leaders, we anticipate hiring trends and build unique partnerships to create connections.

This eighth edition of our Career Guide is a reference tool to complement our website, OlinCareers.wustl.edu, and contains valuable tips and recommendations to prepare you for today's competitive marketplace. We encourage you to become involved with the Weston Career Center. Set up a career advisor appointment online or in the career center, attend a workshop, or visit our advising and interviewing spaces in Knight Hall, Suite 250.

We look forward to getting to know you and working together to help you reach your goals.

Warmest regards,
Weston Career Center Team



» Our advisors are professionals with a broad range of business experience. Meet with them for individualized guidance on developing your career action plan to target your job-search strategy.

In addition to expert advising, we offer such services as:

- Practice interviews
- Salary negotiation tips
- Courses
- Skill-building workshops
- Networking activities
- Resources to prepare for a lifetime of career management

Alumni contacts



The WCC supports you in your networking efforts and encourages you to make connections with alumni.

Olin's LinkedIn groups allow you to keep in touch with the Olin community, including alumni, and to expand your professional network. Create a profile, join the Olin LinkedIn network, and start making connections.

Bloomberg Terminal

The Bloomberg Terminal allows students to access the Bloomberg data service, which provides real-time financial data, news feeds, and messages. The terminal is available in the WCC office by request.

Career development videos

Visit OlinCareers.wustl.edu for recruiter advice and insights on topics such as résumé writing, effective business communications, interviewing, and strategic relationship building.



Guidance for veterans

Veterans have a proven record of performance and are ready to serve in civilian jobs where there is a need for leadership, team building, organizational commitment, and advanced technical training. The WCC offers coaching and resources for veterans and collaborates with the Olin Veterans Association to prepare students for the transition to civilian employment.



LGBTQ resources

For the sixth consecutive year, the WCC was recognized with the highest level of certification (A+) by the national OUT for Work Career Center Certification Program.

STUDENT CAREER ROADMAP							POST GRADUATION	
ASSESS	RESEARCH	SET GOAL	CREATE	PRACTICE	EXECUTE	CHECK	DECIDE	
What are my interests? e.g., Career Center	What experiences do I have? e.g., Internship	What is my most desired career path?	How do I develop my skills? e.g., Leadership	How do I practice my skills? e.g., Mock Interview	How do I execute my plan? e.g., Job Search	How do I check my progress? e.g., Self-reflection	How do I decide my next steps? e.g., Job Offer	Did I communicate my decision to my network?
What are my skills? e.g., Career Center	How do I build my resume? e.g., Career Center	How do I set my goals? e.g., SMART	How do I create my resume? e.g., STAR	How do I practice my skills? e.g., Mock Interview	How do I execute my plan? e.g., Job Search	How do I check my progress? e.g., Self-reflection	How do I decide my next steps? e.g., Job Offer	Did I communicate my decision to my network?
What are my personal interests? e.g., WCC & company website	How do I build my resume? e.g., Career Center	How do I set my goals? e.g., SMART	How do I create my resume? e.g., STAR	How do I practice my skills? e.g., Mock Interview	How do I execute my plan? e.g., Job Search	How do I check my progress? e.g., Self-reflection	How do I decide my next steps? e.g., Job Offer	Did I communicate my decision to my network?
What are my skills? e.g., Career Center	How do I build my resume? e.g., Career Center	How do I set my goals? e.g., SMART	How do I create my resume? e.g., STAR	How do I practice my skills? e.g., Mock Interview	How do I execute my plan? e.g., Job Search	How do I check my progress? e.g., Self-reflection	How do I decide my next steps? e.g., Job Offer	Did I communicate my decision to my network?
What are my personal interests? e.g., WCC & company website	How do I build my resume? e.g., Career Center	How do I set my goals? e.g., SMART	How do I create my resume? e.g., STAR	How do I practice my skills? e.g., Mock Interview	How do I execute my plan? e.g., Job Search	How do I check my progress? e.g., Self-reflection	How do I decide my next steps? e.g., Job Offer	Did I communicate my decision to my network?
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What are my personal interests? e.g., WCC & company website	How do I build my resume? e.g., Career Center	How do I set my goals? e.g., SMART	How do I create my resume? e.g., STAR	How do I practice my skills? e.g., Mock Interview	How do I execute my plan? e.g., Job Search	How do I check my progress? e.g., Self-reflection	How do I decide my next steps? e.g., Job Offer	Did I communicate my decision to my network?

Our advisors are here to assist you with career advancement at Olin and to help you develop a good career plan. This plan will include a gap analysis, setting career goals, how to engage in market research, and other assessments.

You can also go to OlinCareers for PDFs of a career action plan, a career road map, and a career-planning timeline.



At OlinCareers.wustl.edu, you'll find online resources related to all aspects of your career development: self-assessment, business communication, interview preparation, personal marketing, global employment, and company and industry research.

Management 201—Management Communications

A collaboration between faculty and Weston Career Center career advisors, MGT 201—Management Communication is a required course for all sophomores and offers students tools for a successful job search. Students get individualized attention to help them identify, articulate, and sell their value to an employer. They will develop their résumés, LinkedIn profiles, elevator pitches, and interview skills and build a strong online brand presence. Professional development sessions are supplemented with workshops led by Weston Career Center experts, to provide hands-on tools and exposure to the technology and resources offered at Olin and the Weston Career Center. The course also teaches students to develop their business writing and public speaking skills as they solve real-life client communication challenges.

Management 450A Internship in Business (for credit)

This course is an option for those students whose employers require that they be compensated via credit (e.g., unpaid internships) and/or a transcript notation.

Olin event calendar

Keep track of all WCC career-related events, programs, and information sessions on the Olin Campus Groups Calendar.

Seminar series and workshops

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

Career Research Tools

The Weston Career Center offers a wide variety of online career resources to Olin students, including free access to premium resources.

Olin-WCC Resources

Vault—provides career information for researching employers, industries, and other career subjects. Vault guides cover a variety of career topics.

GoInGlobal—covers employment market conditions, job search techniques, and job sources by country, and includes a compilation of online job postings by country.

Wall Street Oasis—offers career guides covering topics such as technical finance interview questions, stock trading tips, navigating the venture capital and private equity market, finance internships, and networking for business.

MBA-Exchange.com—a trusted partner of top business schools to facilitate their students' and alumni's connections with MBA employers across the world.

myvisajobs.com—myvisajobs.com is a tool for international students that provides a free career profile and search engine to help match skills and interests with U.S. employers.

St. Louis Business Journal—daily local business news, connections, sales leads, resources, and more.

Bloomberg Businessweek—tailored to provide business insight, analysis, the latest trends, and news for global leaders. Focuses on the people, companies, events, and trends shaping today's business world.

TO ACCESS:

olincareers.wustl.edu --> Resource Tab --> (Ctrl+F) (Name of resource) --> Login through your WUSTL ID

University Libraries Resources

Marketline(formerly Datamonitor 360)—Marketline Advantage provides coverage of 30,000 + companies updated annually. It also provides 3500+ industrial profiles updated annually as well as country profiles, country statistics, and financial statistics tracked by Marketline.

LexisNexis Academic—A full text resource to hundreds of business and general interest magazines and newspapers. Excellent source for company, industry and product information.

CB Insights—Whether it is deal sourcing, due diligence, or market and competitive intelligence, CBI has been created to assist you in discovering the right private company information in the most efficient, comprehensive way.

Hoover's Online—Comprehensive company, industry, and market intelligence database that drives business growth.

Factiva—One of the premier resources produced by the publisher of The Wall Street Journal. It provides access to the full text of thousands of popular business and general publications.

TO ACCESS:

olincareers.wustl.edu --> Resource Tab --> (Ctrl+F) University Libraries Database --> (Ctrl+F) (Name of Resource) --> Login through your WUSTL ID

In all cases, create login ID first if you don't have one already. For tips on how to best use these resources, please contact a WCC Advisor. A short description is provided under each resource on Olin Careers website resource page. Click on the drop-down arrow next to the resource name to access description. For the full offering of resources provided by the Weston Career Center, go to OlinCareers.wustl.edu.

Working closely with our network of alumni, employers, and faculty, our team explores domestic and global markets for hiring trends and employment opportunities. We're continually cultivating our partnerships with exceptional companies—and building a reputation for interns and graduates who are ready for business, with the tools and talent to create value for their organizations.

On-campus recruiting

Throughout the year, hundreds of companies recruit Olin students through on-campus, phone, and Skype interviews. The WCC interview-suite computers are fully equipped with Skype services and webcams that are available for your use. See [OlinCareers](#) for more information.

CAREERlink

BSBA and specialized master's students can apply for positions and sign up for interviews through CAREERlink.

MBAFOCUS®

MBA candidates can do the same through MBAFocus.

Networking road shows and career fairs

The WCC sponsors several events to provide networking opportunities, including Meet the Firms events; global talent days; domestic and international road shows; symposiums; New York, Chicago, and Silicon Valley Career Treks; and club-sponsored activities. Other networking opportunities include all-campus career fairs at Washington University.

Professional associations

Olin has chapters of the National Black MBA Association (NBMBAA), Prospanica, National Association of Women MBAs (NAWMBA), and Net Impact. These organizations sponsor annual career conferences that provide access to recruiting companies. In addition, these associations encourage academic and career development.



Olin is a member of the Forté Foundation—a consortium

of major corporations and top business schools that has become a powerful change agent in educating and directing talented women toward leadership roles in business.



THE CONSORTIUM

Olin is also a founding member of The Consortium for Graduate Study in Management—

the country's preeminent organization promoting diversity and inclusion in American business. The Consortium has built a 50-year legacy of fostering inclusion and changing the ethnic and cultural face of American business.

Student club engagement

Olin student clubs and the WCC collaborate together to sponsor a variety of career-related events, workshops, and seminars that bring industry leaders and alumni to campus to present on current business topics and to meet with students.

The WCC Student Advisory Board (SAB) is composed of first- and second-year MBA candidates who meet regularly with the Weston Career Center leadership team to pass along ideas, advice, concerns, and compliments to the WCC.

Information sessions

Companies host these events to enhance visibility on campus, preview the quality of Olin's talent, and serve as a precursor to their on-campus recruiting schedules. Don't miss the chance to meet recruiters and learn more about their companies, industries, and career opportunities.

Salary information and employment statistics

The WCC compiles internship and job-offer data to provide employment information to students, employers, and relevant partners. Information that is reported is confidential, and statistics are aggregated in report format. To report an offer or to access the most recent employer statistics, visit [OlinCareers.wustl.edu](#).



Olin creates powerful connections between businesses and our students—because we know the real-world measure of a program is how quickly you can apply your values-based, data-driven approach to leadership in the workplace. At Olin, our approach to experiential learning—around the corner and around the globe—begins well before you approach that first internship opportunity.

You'll also find applied-learning opportunities inside and outside the classroom, in student clubs, and through extracurricular activities—allowing you to explore new career options and gain substantive on-the-job experience, valuable mentors, and networking contacts.

The Center for Experiential Learning

Innovative learning. Real-world projects. Outcomes with impact. That's the Center for Experiential Learning. The CEL matches Olin's highly motivated students with organizations seeking strategic consulting services.

The CEL has eight unique programs dedicated to innovative learning and delivering impact:

- » The Practicum: We pair teams of talented Olin students with companies seeking smart solutions to management challenges. A component of the practicum, the International Impact Initiative, deploys teams to work with social entrepreneurs and NGOs in frontier markets around the globe.
- » The Taylor Community Consulting Program: Two to four graduate-level students provide pro bono consulting services to St. Louis nonprofits.
- » The Olin/United Way Board Fellows Program: Second-year MBA students move from the classroom to the nonprofit boardroom to provide a unique lesson in leadership.
- » The CEL Entrepreneurial Consulting Team: CElect students consult for entrepreneurs at a tech incubator to better understand the challenges of a startup and advise on best-practice business strategies.
- » The Metrics Clinic: We match teams of graduate students with entrepreneurs to help develop and deploy

effective financial metrics that empower decision making and improve communication.

- » Small Business Initiative: Connecting passionate undergraduates to local small business owners in a 12-week, team-based management consulting project.
- » The Madagascar Sustainability Initiative: Students work with the Missouri Botanical Garden to develop and adapt entrepreneurial solutions addressing environmental, economic, and social issues in rural Malagasy communities.
- » Global Management Studies: Student-directed courses that focus on industries, management styles, or emerging markets outside the United States.

Investment Praxis

Guided by seasoned professionals, students manage \$1.5 million in Washington University's endowment.

Skandalaris Center for Interdisciplinary Innovation and Entrepreneurship

Engage in extracurricular entrepreneurship competitions. Get coaching in the application of innovation and creativity to entrepreneurship. Pitch—even launch!—potential businesses. WashU's Skandalaris Center works with change-makers, thought leaders, and visionaries, offering support and opportunity to students eager to become steeped in the culture of innovation and entrepreneurship.

Volunteering

Nonprofit organizations provide a wide variety of experiences to their volunteers. The Community Service Office serves as the major initiative of the Gephardt Institute for Public Service at Washington University, supporting cocurricular service among undergraduate, graduate, and professional students.

Job shadowing

Job shadowing can help you determine whether a job seems interesting before you pursue it. Using your network, ask professionals in your field of interest whether you can spend all or part of the day with them to observe a typical workday. Job shadowing can often lead to more in-depth interaction.





CAREERlink and MBAFocus: Your Access to Job Opportunities

CAREERlink

Where employers and talent connect

CAREERlink (part of the NACELink network) is a joint system for BSBA and specialized master's students, shared by the WCC at Olin Business School and the Washington University Career Center.

MBAFOCUS®

MBAFocus is the recruiting platform for MBA candidates. The Global Talent System™ is a full career-service platform designed and built specifically for the graduate business school recruitment process. These systems allow current students to access internships, full-time positions, interview schedules, employer presentations, and events.

Job postings

You can apply for opportunities by submitting your résumé and other requested documents through CAREERlink or MBAFocus. The process is simple and driven by timeliness determined by the company's scheduled interview date or the requested application deadline.

When applying, read the application instructions completely, and include all necessary documents. Notifications of selection for job postings are managed by the company directly, not via CAREERlink or MBAFocus.

On-campus interviews

The scheduling of interviews takes place through CAREERlink and MBAFocus. If you are selected to interview on campus, you will receive notification, through the appropriate recruiting system, to go online and schedule an interview time.

Interviews take place in the WCC interview suite in Bauer Hall throughout the academic year, with the exception of scheduled school breaks and during the summer.

Things You Should Know About Interviews

Information sessions and other company events/presentations are considered part of the interview process. You should attend them. If for some reason you are unable to attend, contact the recruiter as soon as possible so he or she is aware of any conflicts.

If you have interviews with more than one company on the same day, we recommend leaving at least one hour between interviews. You never know when an interviewer may be running behind schedule, or your interview could run long.

Many companies require students to complete online applications on the company website in addition to applying via CAREERlink or MBAFocus. Read and follow the application instructions completely to ensure that you will be fully considered for the opportunities posted. A missed step may result in you not being considered for the position.

See the "Ethics in Recruiting" section on page 45 regarding WCC's cancellation policy, no-show policy, and recruiting privileges.



» Using CAREERlink or MBAFocus is easy—go online, and log in to your account.

Update your profile

At a minimum, you should update your profile at the beginning of each academic year and more often if your information changes. Employers use profile information to identify candidates of interest. Updating your profile information will improve your chances of connecting with employers for jobs.

Upload your documents

- » Upload an updated résumé at the beginning of each academic year; make sure your updated résumé is your “default” résumé.
- » For best results, submit your résumé to CAREERlink as a Word document.
- » For MBAFocus, you can upload your résumé as a Word document or a PDF; make sure to review the document after upload to ensure that it is correct.
- » If you upload your résumé directly to an employer site, know that many firms use Applicant Tracking Systems (ATSs) when reviewing résumés initially. Word is preferred with ATSs and storage in company databases, although a PDF document is viewed to be more secure. See page 8 for more on ATSs.

- » If you upload your résumé to a system that converts your document to a PDF, double-check to ensure that the formatting has been maintained after upload.

Résumé book

Your default résumé will be used in résumé books that are provided to employers. Résumé books are provided to employers that request candidates who meet specific screening criteria. Résumé books are also provided for various events.

Creating and using search agents

Search agents are customized job searches you create to identify jobs meeting your interests (finance jobs, a specific geographic region, etc.). Once a search agent is created and saved, you can be alerted by email when there are new jobs posted to the system that meet the specific criteria.

Adding jobs to your favorites list

In the “Search Results,” you can make any position a favorite simply by clicking on the star next to the job title. You can then access your favorite jobs by clicking on the “Favorites” tab.

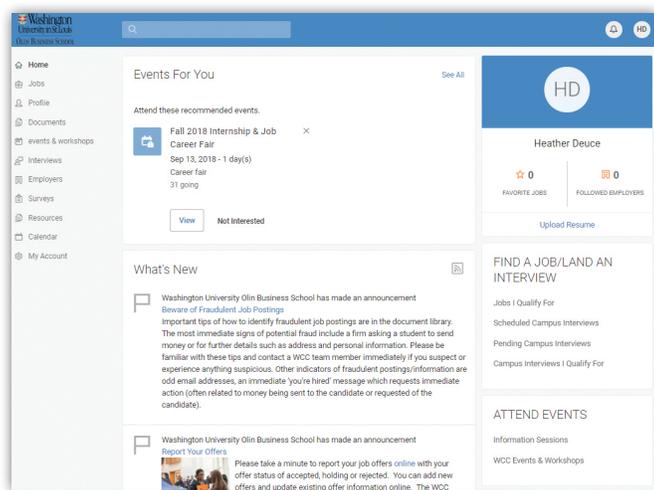
Applying for a job

You have the ability to review jobs posted to the recruiting system. When you find a job of interest, you can follow the instructions to apply (if you meet the screening criteria). You may be instructed to apply through the system, directly to the employer, or both. Please follow all application instructions to be considered for the position.

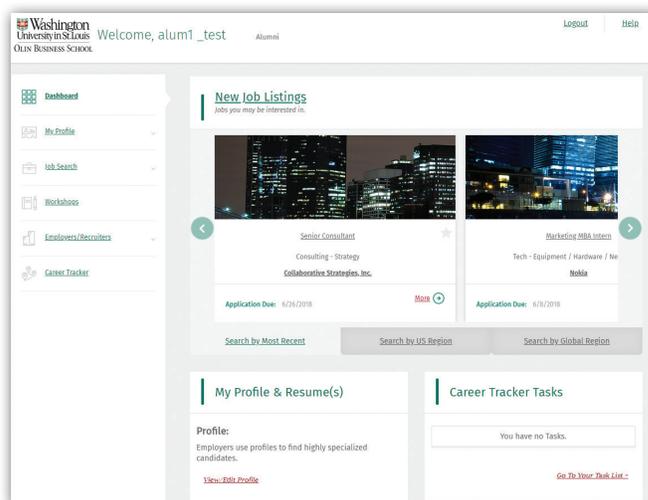
Signing up for an interview

You will be notified if you are selected by an employer for an interview. Log in to the recruiting system, and select an interview time. If you do not want to interview, log in to the system to decline the interview, which will allow alternate candidates to apply.

CAREERlink



MBAFocus



You've found an ad for an entry-level position at XYZ, Inc. With your skills and qualifications, you fit the bill perfectly. But XYZ requires an online application—and that means (you think) you fill out a cookie-cutter application that distills your skills so that it appears you're one of a million applicants, not one in a million. And then—when you click “send”—your application swirls away into the black hole of electronic waste.

Should you or shouldn't you use an online application? And if you do submit your résumé online, how can you ensure that it gets the attention it deserves?

If you want the job ... follow the employer's process

Employers say online applications won't go away. An increasing number of employers want candidates to find job openings on company websites or Internet job boards; they require online applications; and they prefer to communicate with potential hires via email.

Hiring with the aid of technology is a time- and money-saving proposition for businesses. It has maximized efficiency in the candidate selection process.

Employers say they can advertise to a wider, more diverse candidate pool (which means you've got more competition than ever before), find matches for hard-to-fill positions, easily share résumés of qualified candidates with hiring managers, streamline the hiring process, and tighten the timeline between the need for a new employee and the date the employee starts the job.

Employers say using a company's own online application system is the fastest way to get your résumé into the right hands. Your focus should be on making your application unique to avoid it being swallowed up in the technology abyss. Typically, applications submitted online go directly into the employer's applicant database. Paper résumés are scanned or keyed into the database (where a scanner or data processor may add errors to your résumé).

A hiring manager who needs to fill a position uses keywords to search the database and find the applications of the people who are the best fit for the job. Those results become the candidate pool.

Making a big splash in the candidate pool

What does it take to have your bits and bytes bob to the surface in a candidate search?

A recent survey by the National Association of Colleges and Employers (JobWeb's/Job Choices' publisher) asked employers for their advice on how to make an electronic application outstanding. Here's what they recommend:

- » Follow directions. Be careful to enter the correct data in the correct field.
 - » Ask for advice on completing the application from a company recruiter or an alumnus who may work at the company.
 - » Tailor your application information to the position. Don't copy and paste text from your generic résumé.
 - » Use keywords, buzzwords, and industry verbiage. Use the text in the job ad as your model. Employers search on keywords when they're looking for people to fill specific positions.
 - » Create a skills-inventory section, even if the application doesn't require it. You might put this in a comments section.
 - » Include numbers and statistics if they are available. (Example: “Counted five cash drawers daily; responsible for more than \$10,000 per eight-hour shift.”)
- » Complete all fields—even those that aren't required.
 - » If the company offers an optional assessment test online, take it. (One employer recently admitted that students who don't take the optional assessment test are automatically screened out.)
 - » Make sure your résumé can hold its own in a very simple format. Fancy bullets, text, italics, and bold do not convert well in an electronic application.
 - » Spell- and grammar-check your application before submitting it. Have an error-free application, because this application serves as the employer's first impression of you.
 - » Use the comments section to demonstrate that you've done research on the company and the industry.
 - » Use quotes from letters of recommendation in your cover letter or résumé.
 - » Follow up your electronic application with a personal email to the recruiter. A follow-up phone call is acceptable if the ad does not say “No phone calls.”
 - » Many firms use Applicant Tracking Systems (ATSs) when reviewing résumés initially. ATS stands for applicant tracking system. It is a software application that enables the electronic handling of recruitment, including automated filtering of résumés, applications, and other business documents, based on given criteria such as keywords, skills, former employers, years of experience, and schools attended. A Word document is recommended to ensure that the résumé can be read if an ATS is used.

The candidate who gets the job is not necessarily the one most qualified. Rather, companies often hire the best-prepared person. If you prepare well by knowing yourself, the company, and the position, you will give yourself a strong advantage.

Know yourself

- » Understand your strengths as they relate to the job for which you're interviewing, so you can articulate them with confidence.
- » Examine your weaknesses, and consider how you have been or will be able to improve upon them.

Know the company and position

- » Researching the company and position thoroughly is a necessity, as employers expect you to be familiar with such details. Begin this process early, as it is obvious when interviewees have little knowledge about the company and position for which they are interviewing.
- » Search the company's website, *The Wall Street Journal*, Google, and other tools, such as Hoover's or Datamonitor, to find recent news about the company.
- » Research the type of position. Reach out to alumni and contacts within the company to find out what the company is seeking. The alumni/contacts you meet might also be able to share some good feedback about your abilities, strengths, and passion.

Create a target list

- » Take a proactive approach to finding job opportunities by creating a target list. Researching organizations and finding contacts within them can help you get a jump start on opportunities that may or may not ever be posted on a job site.

1. Answer the following questions:

- » What is my most desired job function/industry?
- » What are acceptable alternatives?
- » Do I have any geographical preferences?

2. Create a broad list of companies:

- » Develop a list of companies based on your answers, and put them into an

Excel spreadsheet. This list could include 50+ companies to start. Further research will help you prioritize, add, and eliminate companies.

Resources that can help you:

- » Olin Hiring Data—Access the list of companies that have hired Olin students in the past. Work with your Weston Career Center advisor to access this information.
- » LinkedIn—Find alumni at companies you like on LinkedIn—see page 32 for three key ways to search.
- » Brainstorming/Online Research—Create a list of your ideal companies. Research/Google search companies that share common characteristics, e.g., most innovative, best place to work, fastest growing, etc. Search for companies in the functional area, industry, and/or geography you are interested in, e.g., top advertising agencies in New York City.
- » Job Search Sites—Search for company ideas via employment search sites, e.g., Indeed and/or LinkedIn.
- » Weston Career Center Research Tools—Take advantage of resources such as Vault, GoinGlobal, and MBA Exchange that are described on page 3. Go to Resources on the OlinCareers website.
- » Startup Ideas—Research websites such as Angel.com.
- » *Book of Lists* by Market—Find employers in top US markets based on different criteria in the Weston Career Center lobby.

3. Determine where you have contacts in organizations by using:

- » LinkedIn—Use the advanced search function to see if you have contacts or Olin alumni at companies on your list. Include this data on your spreadsheet. Page 32 provides guidelines for three ways to search.
- » Career Center Contact List—MBAFocus and Careerlink include lists of human resource and alumni contacts organized by company.

4. Research hiring activity for the companies:

- » Indeed.com and LinkedIn are great resources to determine if the companies are currently actively recruiting AND have a job you are interested in. Note on your spreadsheet.

5. Assess your enthusiasm for working for the companies:

- » Create a numerical scale quantifying your interest, ranging from "1—Not Very Interested" to "5—Extremely Interested."

6. Narrow down the company list to 10–15 based on how they stack up on the criteria above:

- » After you have narrowed the list to the top 10–15 companies, you will need to add possible opportunities at the companies. Work with your career advisor, alumni, professors, and fellow students to fill gaps for contacts in your top organizations.

Your next step is planning informational interviews. See page 26 for tips and examples.

Company Name	Company Description	Contact Name(s)	Contact Information	Reason for Contact	Contact Date	Response Received Date and reply	Next Steps
Bloomingdale's	Division of Macy's. High end merchandise. Merchant Internship Program	Alyssa Smith	Manager of College Recruiting, Bloomingdale's 1000 Third Avenue New York, NY 10022 alyssa.smith@bloomingdales.com 212 705.1234	Following up after meeting her at Meet the Firms last fall for summer merchandising internship program. Asked to meet with her during MTF next week	9/9/18	9/9/18 - Will look forward to talking with me the morning of MTF at 10:00 AM for coffee in the B4 atrium	Follow up day before MTF to confirm 10:00 am appointment Apply in CareerLink
	International production, marketing and distribution of cereals, snacks and processed foods, branded products, subsidiaries and joint ventures. Marketing Communications Planning		Promotion Manager, Number One General Mills Boulevard Minneapolis, MN 55426 ben.wu@genmills.com	Josh Green, Olin alum who is working for Gen Mills suggested I connect with Ben prior to fall recruiting for summer opportunities in marketing communications. Asked for an			Follow up in 4 working days



» A résumé is a written document that lists your work experience, skills, and educational background. A résumé is used as a marketing tool for job seekers. The following pages provide information on how to write effective résumés, as well as guidelines for the Olin résumé format and résumé samples.

Your résumé should be:

- » One page
- » Concise, accurate, and professional, and in Times New Roman font
- » Action- and results-oriented—see action words (*page 13*)
- » Customized to the specific position you're seeking
- » Proofed carefully for grammar, spelling, and conformance
- » Printed on high-quality résumé paper

Your résumé should NOT:

- » Include a References section
- » Include personal information (e.g., age, height, weight, race, marital status)

STAR Method

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

For example:

Situation—the situation or setting; the background for context

Task—tasks or tactics used to approach or assess the challenge

Action—activities or actions used to effect the change

Result—the outcome, a sense of scale, and the quantifiable benefit

A **weak** résumé statement:

“A successful builder of high-performance teams that can address challenging client situations.”

You have just “bragged” about yourself without context, an example, or any sense of scale or success.

Convert it into a STAR statement...

A **strong** (STAR) résumé statement:

“Assigned as a new project leader to a client who was dissatisfied with the firm’s services. Rebuilt the project team and rewrote the application to the customer’s satisfaction, resulting in an extension of the multiyear contract.”

Broken down into STAR components:

Situation: assigned to a dissatisfied customer

Task: to solve a technical issue (application programming) and a client issue

Action: pulled together a good team to solve the technical issue

Result: achieved customer satisfaction and got a contract extension

FAQ

What if the résumé won't fit on one page?

- » Minimize top and bottom margins to 0.5 inch. Continue to use a single blank line between sections.
- » Remove phrases listed under your experiences that do not relate to the types of jobs you will be seeking.
- » Remove activities or honors that are older than four years or do not represent applicable skills or interests.

What if I don't have enough information to fill one page?

- » Maximize top and bottom margins to 1.0 inch, and use up to three blank lines between sections.

- » Use a bullet format rather than paragraph format in the Education, Activities, and Skills sections.
- » Include any positions or experiences that demonstrate leadership, teamwork, and other skills that will be useful in future positions.
- » Include activities and honors in the Education section.
- » If necessary and appropriate, include high school information, such as honors, awards, and activities, that is relevant to your future career goals. If included, use only the basic and most relevant data; high school information should not overpower recent college data.

Where do I show a Taylor Community Consulting Project or a Practicum on my résumé?

- » List your projects as a section under either Education or Experience.
- » Evaluate your résumé and the other experiences and activities you've had, as well as the position or industry to which you are applying, to determine the most appropriate placement.

Use Optimal Résumé as a template to easily develop your résumé in the Olin format. Below are key tips to help you develop your résumé.



Contact information

- » Formal name, centered at the top of the résumé in all capital letters, 14-point font
- » Email address (professional, preferably your WUSTL account)
- » Current mailing address to the left
- » Permanent mailing address to the right
- » Phone number with a professional outgoing message

Education

- » Start with “Washington University, Olin Business School” and graduation date (month and year).
- » Formal degree title on the next line—Bachelor of Science in Business Administration, not BSBA; explain international degrees that may be unfamiliar in the United States.
- » Major/minors
- » GPA (3.XX/4.00)
- » Honors
- » Awards
- » Study abroad (include a general description of the program and any specific focus of study). (See pages 15 and 50.)

Experience

- » Begin with the company name and job title, followed by bullet-point descriptions of your accomplishments and results.
- » Include as much work experience as possible, highlighting transferable skills related to the job you are seeking. For example, customer service experience obtained from food service or retail is valuable training for the business world. Identify how the skills you perfected during summer work (customer service, peer training, time management) can be transferred to the corporate world.
- » Include part-time and full-time work.
- » Unpaid volunteer positions can be listed if they are unrelated to on-campus activities.

Activities

- » Include athletics, professional societies, Greek organizations, and student organizations.
- » Highlight all leadership positions/roles.
- » Start each bullet with your role, in italics, followed by an em dash and the name of the organization or activity.

Skills

- » Computer skills
- » Language skills
- » Specify permanent work authorization in the United States, if applicable.

Résumé style guide

- » Abbreviate states (MO in place of Missouri) except in your bullet points (e.g., “Sales responsibility for Illinois,” not IL).
- » Spell out names of countries.
- » Capitalize languages (Spanish, French).
- » Fully spell all months and years (May 2018–August 2018, not May 12–August 12).



Weston Career Center		Washington University in St. Louis OLIN BUSINESS SCHOOL	
Résumé Assessment			
	Competitive	Average	Needs Improvement
Appearance			
Résumé Guidelines	Consistent throughout document		Inconsistent
Errors	None		
First Impression/Visual Appeal	Polished presentation	Visually acceptable	Visually unacceptable
Design Elements	Appropriate and consistent	Minimally inconsistent	Distracting
Résumé Sections			
Contact Information	Accurate, complete, polished	Accurate and complete	Missing key element
	Follows guidelines specific to contact information		Does not follow specific guidelines
Education	Includes all key elements		
	Appropriate for educational background		Not consistent with educational background
Experience	Effective use of action verbs		Ineffective use of action verbs
	Quantified results	Some results included	Not results oriented
	Appropriate use of industry-specific language	Limited or unclear use of industry-specific language	No use of industry language
	Follows guidelines specific to experience		Does not follow specific guidelines
Activities/Honors	Leadership and accomplishments identified	Leadership identified	Shows position/membership only
	Follows guidelines specific to activities		Does not follow specific guidelines
Languages (optional)	Reflects fluency level		Reflects language without fluency level
	Successfully Meets Olin Standards		Does not meet minimum standards—recommend another review

Before

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

1. Label the address types, and include a professional email address. You can also add your LinkedIn and Skype addresses.
2. Leave a space after each heading.
3. Spell out degree title: Bachelor of Science in Business Administration (not BSBA).
4. Include only your graduation month and year. Spell out the month.
5. Use bullet points to describe your experiences. Do not write in first person. Be consistent with formatting.
6. Describe the situation, action, and result in your bullet points. Focus on why, who, how, and avoid being vague. Quantify whenever possible. The bullet points in the sample résumé are too vague and lack detail.
7. Avoid any misspellings or grammatical errors.
8. Avoid unclear abbreviations.
9. Include additional language skills only when you can converse with someone in a business situation.
10. Include two to three unique interests.

MARIANNE KAMPA

2222 University Drive
St. Louis, MO 63130
123-555-5555

1

linkedin.com/in/marianne-kampa
iheartplayingcroquet@gmail.com

6363 Merry Lane
Caperberry, IL 60000
456-555-5555

2 **EDUCATION** 4 September 2017–Present

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO

3 **BSBA**

Majors in Finance and Economics and Strategy; Minor in Healthcare Management

- Overall GPA: 3.70/4.00
- Dean's List

EXPERIENCE

CAPITAL ONE, Richmond, VA June 2019–August 2019

5 *Business Analyst Intern*

I developed Excel-based analysis models to study effective revenue strategies, together with cross-functional team members, and presented findings to mentor team; I analyzed written and verbal customer feedback on credit product terms and provided recommendations regarding terms to supervisor; finally, I gained an understanding of Capital One's products and the credit industry through independent and group projects, seminars, personal mentoring, and other development opportunities

SKANDALARIS INTERNSHIP PROGRAM—ANNOUNCE MEDIA, St. Louis, MO June 2018–August 2018

The Skandalaris Internship Program combined a 10-week entrepreneurial internship at St. Louis startup Announce Media with a leadership development program.

Client Development Summer Intern

- Researched customers and set up meetings to get new accounts
- Updated social media sites with new company announcements
- Sat in on informational presentations

6

ST. LOUIS CHILDREN'S HOSPITAL, St. Louis, MO Summer 2017

St. Louis Children's Hospital is one of the premier healthcare institutions for children in the United States.

Finance Department Intern

- Filed papers in an organized manner
- Answered patient's questions and took messages for other staff in office

ACTIVITIES 7

- VP of Finance—DSP
- Member—Intramural Coed Frisbee Team
- Volunteer—Each One Teach One

8

SKILLS

- Computer Skills: Microsoft Word, PowerPoint, Access, Excel
- Language Skills: Familiar with Spanish
- Interests: Playing croquet, helicopters, jumping rope, reading about current events, and watching news programs

9 10

After

This sample successfully meets Olin standards, and positions experience and skills for maximum impact.

MARIANNE KAMPA

<p>Current Address: 2222 University Drive St. Louis, MO 63130 123-555-5555</p>	<p style="text-align: center;">linkedin.com/in/marianne-kampa mkampa@wustl.edu</p>	<p>Permanent Address: 6363 Merry Lane Caperberry, IL 60026 456-555-5555</p>
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EDUCATION

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO **May 2020**
Bachelor of Science in Business Administration
Majors in Finance and Economics and Strategy; Minor in Healthcare Management

- Overall GPA: 3.70/4.00
- Dean’s List

EXPERIENCE

CAPITAL ONE, Richmond, VA **June 2019–August 2019**
Business Analyst Intern

- Developed Excel-based analysis models to study effective revenue strategies, together with cross-functional team members, and presented findings to mentor team
- Analyzed written and verbal customer feedback on credit product terms and provided recommendations regarding terms to supervisor
- Gained an understanding of Capital One’s products and the credit industry through independent and group projects such as a new product development simulation, seminars, personal mentoring, and other development opportunities

SKANDALARIS INTERNSHIP PROGRAM—ANNOUNCE MEDIA, St. Louis, MO **June 2018–August 2018**
 The Skandalaris Internship Program combined a 10-week entrepreneurial internship at St. Louis startup Announce Media with a leadership development program.
Client Development Summer Intern

- Researched potential customers and arranged initial meetings between staff and possible clients, resulting in \$15,000 in new client fees
- Updated social media sites, including Facebook, Twitter, and company blog, with latest Announce Media news
- Participated in informational seminars on entrepreneurship and networked with area entrepreneurs to improve understanding of starting a business

ST. LOUIS CHILDREN’S HOSPITAL, St. Louis, MO **June 2017–August 2017**
Finance Department Intern

- Created new organizational system for filing of billing documents to facilitate ease of access by office staff
- Served as a first point of contact for patients’ billing questions and routed phone calls and letters to appropriate individuals for follow-up

ACTIVITIES

- Vice President of Finance—Delta Sigma Pi (DSP), Professional Business Fraternity
- Team Member—Intramural Coed Frisbee Team
- Volunteer Tutor—Each One Teach One Tutoring Program

SKILLS/INTERESTS

- Computer Skills: Microsoft Word, PowerPoint, Access, Excel
- Language Skills: Fluent in Spanish
- Interest: Illinois state concert piano competition champion

Action Words for Résumés

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

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

MARK GOLDSTEIN

Current Address:

555 Wydown Boulevard, Box 1234
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314-935-0000

mark.goldstein@skype.com
linkedin.com/in/mark-goldstein
goldsteinm@wustl.edu

Permanent Address:

1111 Hireme Lane
Cincinnati, OH 45402
513-555-2222

EDUCATION

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO

May 2019

Bachelor of Science in Business Administration

Major in Accounting and Minor in Economics

- GPA: 3.60/4.00
- Dean's List
- CPA exam-eligible upon graduation

TAYLOR COMMUNITY CONSULTING PROJECT

March 2017–May 2017

- Member of a four-person team that developed preliminary investment policy, accounting control procedure recommendations, and procedures for cash receipts and disbursements for Angels' Arms, a St. Louis foundation
- Developed accounting models, using Excel, for organization's monthly financial statement reconciliation

EXPERIENCE

KPMG, LLP, St. Louis, MO

May 2018–August 2018

Audit Associate Intern

- Audited the financial statements of companies in the healthcare and pharmaceuticals industry sector, gaining insight into industry-specific audit practices and needs
- Analyzed current and prior-period financial information to identify potentially misstated accounts and developed specific audit procedures to test for and mitigate the risk of misstatement
- Participated in monthly seminars with a group of 30 interns focused on leadership development, critical thinking, and current accounting issues

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO

August 2016–Present

Accounting Teaching Assistant

- Lead content review sessions for groups of 20 to 30 students for introductory accounting course
- Review student assignments and provide written feedback in order to clarify concepts and promote learning
- Assist students individually with particularly difficult concepts and assignments

SMITHSON AND WILLIAMS, Chicago, IL

June 2017–August 2017

Accounting Intern

- Performed audit fieldwork for a healthcare consortium and identified an error leading to the recovery of over \$15,000 in federal tax credits
- Created a training document for incoming interns that was shared with all Smithson and Williams offices
- Reconciled four cash accounts on a monthly basis and assisted in a variety of bookkeeping tasks, including payroll and accounts payable for a midsize manufacturing firm
- Received intern of the month award during tenure as intern for outstanding commitment and dedication

ACTIVITIES

- *Treasurer*—Washington University Accounting Association
- *Volunteer*—Habitat for Humanity
- *Member*—Washington University Hillel House

SKILLS/INTERESTS

- Computer Skills: Microsoft Office Suite, Adobe Photoshop, HTML, and Java
- Language Skills: Fluent in Spanish
- Interests: Attending jazz concerts, All-District Band saxophone player, following current events, rock climbing

JEROME JANSON

Current Address:

1234 University Way, Campus Box 567
St. Louis, MO 63130
314-555-4444

jerome.janson@skype.com
linkedin.com/in/jerome-janson
jjanson@wustl.edu

Permanent Address:

111 West 116th Street
New York, NY 11222
333-323-2323

EDUCATION

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO **May 2019**

Bachelor of Science in Business Administration

Majors in Finance and International Business

- Cumulative GPA: 3.60/4.00; Finance GPA: 3.80/4.00; International Business GPA: 3.65/4.00
- Annika Rodriguez Scholars Program
- Dean's List, three consecutive semesters

WASHINGTON UNIVERSITY, COLLEGE OF ARTS AND SCIENCES, St. Louis, MO **May 2019**

Bachelor of Arts in Math

- GPA: 3.50/4.00

OLIN GLOBAL INTERNSHIP PROGRAM, London, England **January 2018–May 2018**

- Coursework in finance and international business
- Included significant applied research, work experience, and European Union study tour

TRAINING THE STREET—VALUATION AND MODELING **September 2018 and November 2018**

EXPERIENCE

HOLBROOK AND COMPANY, San Rafael, CA **July 2018–August 2018**

Boutique investment bank focused on mergers and acquisitions and financing transactions for emerging growth companies.

Summer Intern

- Gained insight into the sell side of the M&A process by assisting experienced bankers with due diligence, the creation of valuations, and the development of pitch books
- Developed an internal financial memo profiling a sustainable consumer packaged goods startup; report initiated the start of a financial deal worth over \$2 million
- Prepared all primary research for a pre-pitch presentation to a client for a potential \$15 billion acquisition

CITIGROUP, London, England **February 2018–May 2018**

Trading Desk Intern

- Deepened knowledge of a set of energy firms in the United Kingdom through research on earnings announcements, and quarterly and annual financial statements
- Supplemented research and improved report quality by contacting company executives, analysts, and investor representatives
- Built analytical models in Excel to predict future earnings of growing UK energy firms
- Facilitated smooth communication between desk and trader to ensure that both parties had sufficient knowledge to make appropriate decisions

GRUBB AND ELLIS, New York, NY **June 2017–August 2017**

One of the largest commercial real estate services and investment companies.

Summer Intern

- Tracked in Excel incoming rent payments from local retail clients and audited historical payment data
- Managed and organized rent payment data for the property management team's ease of use
- Gathered and evaluated property documents, including lease agreements, contract addendums, and amendments, to ensure uniformity and accuracy

ACTIVITIES

- Vice President of Finance—Olin Business Council Student Governance Board
- Varsity Team Captain—Washington University Football Team

SKILLS/INTERESTS

- Computer Skills: Microsoft Office Suite, Bloomberg
- Completed Series 7 exam
- Interests: Chess, playing and watching hockey, distance cycling, cooking gourmet cuisine

RACHEL MAYERS

Current Address:

111 Skinker Boulevard, Apartment Z
St. Louis, MO 63130
555-777-6666

linkedin.com/in/rachel-mayers
rmayers@wustl.edu

Permanent Address:

89 Main Drive
Broadport, RI 02008
555-222-3333

EDUCATION

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO

May 2019

Bachelor of Science in Business Administration

Majors in Economics and Strategy and Finance

- Overall GPA: 3.53/4.00; Economics and Strategy GPA: 3.71/4.00
- Dean's List

EXPERIENCE

DELOITTE CONSULTING, Chicago, IL

June 2018–August 2018

Summer Business Analyst

- Assisted a large, multinational firm in creating an implementation strategy to promote employee support for adoption of a new supply chain process by creating all explanation materials as an intern with Deloitte's strategy and operations consulting division
- Studied employee behaviors and perceptions related to the existing and proposed supply chain processes by researching historical data and interviewing client representatives and customers of the client; conducted analysis of data using Excel
- Communicated recommendations to project team leader and client representatives through comprehensive end-of-internship presentation

FIRST BOOK—TAYLOR COMMUNITY CONSULTING PROJECT, St. Louis, MO

October 2017–December 2017

Provided pro bono consulting services to First Book, a local nonprofit organization with a goal of providing books to disadvantaged children, through the University's Taylor Community Consulting Program.

Practicum Project Team Leader

- Researched current advertising methods, and donation rate and sources, to gain understanding of the organization's needs
- Trained First Book staff to give more effective presentations to potential sponsors and donors using a revised pitch book; assisted in increasing monetary donations by 50 percent
- Developed recommendations for organizational improvement and presented to board of directors

UNILEVER, Boston, MA

August 2015–March 2016

Promotional Assistant, Dove Campaign for Real Beauty

- Served as campus representative for Dove's Campaign for Real Beauty in order to draw attention to and increase sales of Dove products by the campus population
- Distributed product samples in residence halls and at major campus events to drive product interest among target population
- Attended and participated in regular progress-update meetings with the Campaign for Real Beauty project managers via video conference

ACTIVITIES

CASE COMPETITIONS

- 3rd place—Harvard National Business Challenge
- 1st place—Deloitte Case Competition
- 1st place—Olin Business School Entertainment Case Competition
- Semifinalist—Olin Sustainability Case Competition
- *Member*—Washington University Consulting Association
- *Staff Writer*—Student Life Newspaper

SKILLS/INTERESTS

- Computer Skills: Proficient in Microsoft Office Suite, Minitab, and SSPS
- Language Skills: Conversational French
- Interests: Ballroom dancing; playing violin; crossword puzzles and Sudoku; architecture, especially Frank Lloyd Wright

YANG (MARY) CHEN

Current Address:

6999 Snow Way
Campus Box 0007
St. Louis, MO 63130
United States of America
999-555-7777

yang.chen13@skype.com
linkedin.com/in/yang-chen
ychen@wustl.edu

Permanent Address:

Flat 00, 11/A, Big Building
100 Wide Boulevard
Wan Chai
Hong Kong
011-999-9880-0000

EDUCATION

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO

May 2020

Bachelor of Science in Business Administration

Major in Marketing; Minor in Psychology

- Overall GPA: 3.25/4.00; Marketing GPA: 3.75/4.00

STUDY ABROAD, INSTITUTE FOR THE INTERNATIONAL EDUCATION OF STUDENTS, Madrid, Spain **January 2019–May 2019**

- Extensive study of the Spanish and Catalan cultures through classroom and host-family experience; to learn valuable lessons in time management, foreign exchange rates, and cultural aspects of business.

EXPERIENCE

COST PLUS WORLD MARKET, St. Louis, MO

August 2017–Present

Assistant Manager

- Conduct cash register closing procedures at end of business day and prepare accurate bank deposit
- Monitor cashier performance by observing customer service skills and adherence to cash register transaction procedures
- Authorize unadvertised, prudent discounts on large purchases in order to entice customer decisions
- Address customer concerns at registers, developing listening and decision-making skills

UNIQLO, Hong Kong

June 2014–August 2016

Sales Associate

- Initiated conversations with store customers to identify their needs and preferences, and recommended appropriate merchandise
- Created window displays using merchandise to draw customers into the store
- Organized merchandise throughout shift and at close of business to promote a clean and welcoming store environment for customers

ACTIVITIES

ALPHA KAPPA PSI BUSINESS FRATERNITY, St. Louis, MO

January 2017–Present

Vice President of Marketing

- Initiated the development of a comprehensive marketing plan for the organization, complete with timelines and membership goals, in order to focus and target marketing activities
- Coordinate efforts of a committee of six individuals in developing marketing tools, including print advertisements and social media messaging and distribution around campus
- Partner with staff in the Weston Career Center and Campus Life offices to bring greater visibility to the organization through exploring new marketing opportunities, and jointly sponsored programming and events

HONG KONG STUDENT ASSOCIATION, St. Louis, MO

September 2017–Present

Programming and Advertising Committee Member

- Oversee educational and social activities, such as the Chinese New Year celebration, together with a committee of seven
- Increase awareness of organization and attendance at events by speaking with representatives of other organizations on campus and distributing flyers

ALPHA BETA SORORITY, St. Louis, MO

January 2017–Present

Member

- Contribute to philanthropic events, including Relay For Life, as a member of this social and service-oriented organization of 60 women

SKILLS/INTERESTS

- Computer Skills: Proficient in Microsoft Excel, Word, and PowerPoint; Adobe InDesign
- Language Skills: Native Cantonese, fluent in English
- Interests: Skiing, zip lining, listening to classic rock music, knitting and embroidery, watercolor painting

TIMOTHY RACKERS

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555-555-5555
trackers@wustl.edu
linkedin.com/in/timothy-rackers

EDUCATION

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO **May 2019**

Master of Science in Finance—Quantitative Finance

- GPA: 3.52/4.00
- Degree qualifies for a Science, Technology, Engineering, or Mathematics (STEM) designation; eligible for 12+24, 12 mos. OPT+24 mos. extension

LOYOLA UNIVERSITY CHICAGO, Chicago, IL **May 2018**

Bachelor of Business Administration**Majors in Economics and Applied Mathematics**

- Overall GPA: 3.89/4.00; Economics Major GPA: 4.00/4.00
- Dean's List All Semesters

EXPERIENCE

GOLDMAN SACHS ASSET MANAGEMENT, New York, NY **June 2018–August 2018**

Summer Analyst

- Constructed financial models in Excel to forecast returns on various hedge funds and mutual funds for use in evaluating investment opportunities
- Analyzed investment alternatives in the energy sector to provide recommendations to minimize volatility and exposure to risk in client portfolios
- Helped generate proprietary research and focus on the nonlinearity of factor returns

FEDERAL RESERVE BANK OF CHICAGO, Chicago, IL **May 2017–August 2017**

Summer Intern

- Compiled and analyzed demographic data and economic trends in the manufacturing sector in Indiana
- Researched financial information for inclusion in the article “Clearing and Settlement of Exchange-Traded Derivatives” for the Chicago Fed Letter
- Prepared statistical regression analysis of government spending for the working paper “On the Relationship Between Mobility, Population Growth, and Capital Spending in the United States”

NORDSTROM, Chicago, IL **May 2016–August 2016**

Summer Sales Associate

- Consistently met and exceeded hourly sales objective of \$150 per hour; sold over \$100,000 of apparel and accessories
- Created a strong customer base by communicating about sales events and new products
- Developed a unique set of fundamental sales skills with an emphasis on high-quality customer service

ACTIVITIES*Member—Olin Quantitative Finance Club*

- Develop industry-specific knowledge by attending events with finance and accounting professionals to gain insight from their previous experiences

Captain—Loyola University Varsity Basketball Team

- NCAA Division I Finalist

*Vice President of Finance—Black Student Association***SKILLS/INTERESTS**

- Computer Skills: Proficient with Matlab and Thomson/Baseline Spreadsheet Link; experience with Bloomberg
- Interests: Tennis, cooking, reading, running, being first-chair violin in Washington University symphony

MORGAN ELDEN

314-321-1234
elden@wustl.edu
linkedin.com/in/morgan-elden
morgan.elden@skype.com

EDUCATION

WASHINGTON UNIVERSITY, OLIN BUSINESS SCHOOL, St. Louis, MO **May 2019**

Master of Business Administration

- Concentrations in Marketing and Management
- Forté Fellow
- President of Olin Marketing Association
- Serve on the board of Junior Achievement St. Louis

GEORGETOWN UNIVERSITY, Washington, DC **May 2013**

Bachelor of Arts in Art History; Minors in Business and German

- GPA: 4.00/4.00
- Magna Cum Laude
- Student Body President; Captain, Georgetown Varsity Ice Skating Team

EXPERIENCE

ANHEUSER-BUSCH INBEV, St. Louis, MO **May 2018–August 2018**

Brand Management Intern—Bud Light Team

- Conducted research on millennial-customer beer consumption trends by assessing Bud Light and other AB InBev products, as well as competitors, AB InBev historical sales data, focus group results, and online customer surveys. Identified buying trends and segments where sales trailed competitors', such as MillerCoors', resulting in changes to the Bud Light SEO approach that netted a 10 percent increase in sales over the previous year for the fall campaign
- Led the team that developed new Bud Light marketing concepts to appeal to millennial customers, such as social media marketing campaigns, new packaging design, and in-store promotional materials. Marketing plan was adopted by the team and is in the process of being implemented

EMERSON ELECTRIC COMPANY, St. Louis, MO **January 2018–May 2018**

Practicum Consultant

- Appointed project manager for Olin practicum team to design project scope. Utilized Gantt chart to project timeline and delegate responsibilities to each team member
- Conducted research to identify test markets for a potential new product; research included both qualitative and quantitative data
- Developed comprehensive marketing plan for a test product, complete with timelines and adoption rate goals, in order to focus and target marketing activities; presented to and was adopted by management

DONER, Southfield, MI **July 2013–August 2017**

Market Research Associate

- Supervised the team responsible for revitalizing Macy's website. Conducted research comparing the site with competitors', such as those of Target, Kohl's, and Nordstrom. Identified six best practices, including free shipping, high-definition merchandise views, and customer appreciation promotions. Macy's instituted all six recommendations, resulting in an increase of 10 percent in online sales compared with the previous year
- Redesigned Saks Fifth Avenue's loyalty program. Conducted focus groups, analyzed customer usage, and researched competitor programs. Revitalized program increased customer usage by 13 percent versus the previous year
- Created and led a monthly meeting of all associates who regularly worked on retail, hospitality, and service project client teams to share ideas and best practices

SKILLS/INTERESTS

- Language Skills: Fluent in German
- Computer Skills: Microsoft Word, Excel, PowerPoint; Adobe InDesign
- Interests: Playing acoustic guitar, competing in marathons, photography



» When you are searching for a job, demonstrating strong communication skills is essential, yet most people understand this concept superficially. To be a good communicator, you should:

Know your audience

Whether you are writing a letter, interviewing, or presenting, the number-one rule of business communication is to know the audience—the people who will be receiving your communication. Research the company. In addition to reading the company’s website, find out about the culture, and learn about its specific business problems. It is hiring people who can solve business problems. What do you have to offer the company? Also, do you fit with its culture?

Go beyond basic research, and use a little psychology. That recruiter you’re talking with has been flying around the country talking with one person after another, day after day. Can you put yourself in that person’s shoes? He or she wants to talk with an interesting and confident person who’s ideal to work with and who stands out from the crowd.

You’ve made his or her day if you turn out to be the right person to bring in for a second interview.

In the cover letter and interview, briefly convey your knowledge of the company, and communicate information that demonstrates your fit with the company and the advertised position.

Know yourself

You can’t effectively communicate what you have to offer an organization if you don’t know your own talents, strengths, and weaknesses. To effectively differentiate and sell yourself, know what makes you unique. In the cover letter and the interview, prove with examples and results that you have skills to help business professionals solve their business problems.

Prepare

Good presenters and writers prepare in advance. They rehearse their presentations and tweak their writing until they feel their messages are clear and compelling. Even if you are a charmer, no one will be impressed if you demonstrate little preparation for the interview. For interviews, predict the questions you could be asked, prepare for them, and practice answering them. In letters, customize your message for that particular audience.

Be concise and organized

You’ve heard that time is money. That’s why businesspeople won’t have patience for a disorganized and wordy paragraph or a rambling answer during an interview. Avoid wordiness. Consider whether headings, subheadings, and bullets in your written correspondence will help the busy reader easily navigate your message. In general, make the first sentence of each paragraph the main point, and then support that point.

Be accurate and truthful

If someone discovers you’ve lied, you’ll lose your credibility. Proofread, or you’ll be perceived as someone who doesn’t pay attention to details.

Know when to listen and when to talk

Good communicators have different personalities. Some are outgoing, and some are thoughtful listeners. The best communicators can listen to the other person and keep a conversation going. One strategy for keeping a conversation flowing is to demonstrate interest by asking good open-ended questions. Really listen, and you’ll learn a lot about the job and the company.



» When you are using email for business correspondence, keep the following tips in mind:

- » **Include an appropriate salutation.** Use titles for customers, prospective employers, and others whom you don't know well. Reserve informal salutations, such as "Hi," for people you know well.
- » **Use bullets** for information that can be presented in list form.
- » **Use correct spelling, grammar, and punctuation.**
- » **Keep your email concise.**
- » **Consider sending a lengthy message as an attachment.** Write a brief executive summary email to describe the attachment.
- » **Avoid sending negative or confidential information by email.**
- » **Use an appropriate closing.** Informal closings, such as "Later," should be reserved for nonprofessional correspondence and not used with hiring managers or business contacts.
- » **Include contact information in your signature.** This is another way for recipients to identify who you are and how you can be reached.
- » **Be kind.** Don't use email to say no, argue, criticize, or deliver bad news. Pick up the phone or deliver the information face to face.
- » **Be considerate.** Don't expect others to decipher what you mean by forcing them to review an entire email thread.
- » **Respond in a timely manner.** Try to respond to all messages within 24 hours, but don't say you'll reply with a more detailed response at a later date unless you really intend to follow through.
- » **Be crystal clear.** In your subject line (and you should always have one), explain what you want: Do you need someone to review or approve something, or is the message simply an FYI?

Email Example

To: timothy.tucker@lifetechnologies.com
Cc: Beck, Margie; Pinckard, Sally
Subject: From Olin Business School Student James Liu

Dear Mr. Tucker:

Michael Roach, an intern this summer at Life Technologies who is also an Olin Master of Accounting candidate, recommended that I contact you. I am currently a MACC student at Washington University.

I was wondering if you might have about 15 minutes to talk with me about your SEC experience. Michael thought you would be a great person to give me some advice and help me narrow my focus. I am very interested in public-corporation filing issues. Perhaps I could update you on the happenings at the business school as well.

The most flexible day for me is Thursday, although I have free time on Friday afternoons. If you would be willing to spare the time, I would be very grateful. May I call you Thursday at around 1:30 p.m.? If another time on Thursday is better, I can accommodate your schedule. Just let me know what works best.

Sincerely,
James Liu
314-555-1212

LinkedIn

LinkedIn email is a good way to connect professionally with alumni and other contacts. Here are some tips for effectively using the LinkedIn email feature:

1. Keep your LinkedIn email short (no more than one paragraph).
 - » Tell who you are—"I am a Washington University Olin Business School student."
 - » Tell what you want to do/why you're contacting them.
 - » Ask whether they would be willing to set up a phone call to talk.
 - » Tell them you appreciate the help.
2. The email should be about asking for advice and insight. Ideally, a meeting in person (if possible) is the next logical step (coffee, lunch, etc.). If that is not possible, arrange for a phone call when it's convenient for your contact.

A cover letter is one of the most important tools in your job search. Don't make the mistake of investing significant time developing your résumé but preparing your cover letter in haste.

Step 1: Analyze the position and the company.

- » Underline keywords or phrases in the job description that offer clues as to what the employer wants or requires.
- » Identify why you are interested in the position.
- » Identify the recruiter or hiring manager for the position.
- » Identify any contacts you have within the organization.

Step 2: Compare your credentials with the position.

- » List at least three key accomplishments or experiences relevant to the position.
- » Identify transferable skills that make you an ideal candidate, such as:
 - Communication skills
 - Teamwork and interpersonal skills
 - Leadership skills
 - Work ethic traits (self-motivation, initiative, ambition, reliability, drive, stamina)
 - Logic, intelligence, proficiency in study

Step 3: Write the letter.

- » Use the cover letter examples as guidelines; do not duplicate exactly.
- » Use correct business format, with the date and addresses at the top and a signature at the bottom.
- » The letter should answer the following questions:
 - Why are you interested in the position?
 - How are you qualified for the position?
 - Why should you be hired over other candidates?
- » Address your letter to a specific individual within the organization who

has the responsibility for the hiring decision. The organization's website is an excellent place to begin your search for an appropriate person to contact.

- » Customize your cover letter. This is your opportunity to show you've done your research on the company. Keep in mind that recruiters find generic cover letters very discouraging.
- » Be concise. Limit your cover letter to one page.
- » Be honest. Don't exaggerate your accomplishments, skills, or experiences.

Step 4: Proofread and review.

- » Complete the self-review using the cover letter guide.
- » Have a career advisor and a friend review your letter. One misspelled word can dramatically affect your candidacy.

Step 5: Get ready to send.

- » Always send a cover letter with your résumé when applying for an internship or job.
- » If not instructed otherwise by the employer, use the body of your cover letter as the body of your email, and attach your résumé to the email.

Your Return Address

Date

Name of Contact Person
Title
Organization
Street Address
City, State ZIP Code

Salutation (Dear XXX):

Opening Paragraph: **STATE YOUR REASON FOR WRITING**—Introduce yourself and the purpose of your letter: who you are and why you are writing. State the position you are applying for and why you are an ideal candidate. Briefly mention how you learned of this opportunity or how the employer's name was obtained and why you are interested in this particular company. Ensure your wording is creative and engaging and catches an employer's attention quickly.

Middle Paragraph: **EMPHASIZE YOUR STRONGEST QUALIFICATIONS BASED ON THEIR NEEDS**—Provide an overview of your competencies (talents, knowledge, and skills) and unique strengths, stated in terms of the unique value you bring to the company. Support what you say by noting the positive results you achieved in internships, previous work, or educational contexts. Sell yourself by mapping your competencies to the requirements of the specific job of interest to the organization.

Closing Paragraph: **STATE EXPECTED ACTION**—Thank the reader of your letter, state how you may be contacted (include your phone number and email address), and note a follow-up action item for yourself. Remember to state the specific date that you will be calling (approximately one week after you send the letter).

Closure (Sincerely,)

Your Signature (4 blank lines for this)

Your Typed Name

Attachment: Résumé

In general:

- » Provide key information that demonstrates you are an ideal candidate for the position. Give them a hook so they will want to read the next paragraph.
- » Connect the dots. After providing information about your relevant experience, connect the experiences and skills to the position or organization. Review the job description to ensure that you address the qualifications the organization is seeking.
- » Remember to thank the reader.

1. Make sure your address is consistent with your résumé.
2. Address the letter to the hiring manager. It is important to research who is the right recipient for your letter.
3. Highlight your degree and major(s) so that the potential employer knows right away you are qualified for the position.
4. Demonstrate that you have done your research about the company, and tell why it impresses you.
5. Include quantifiable results relevant to the position.
6. Always include follow-up information that is appropriate to the method of application.

This is a sample letter. Do not copy this letter. Use it only as a guide, and write the letter in your own words. Recruiters know the difference between a template and an originally written letter. Each letter should be tailored to the position and organization.

1234 University Way, Campus Box 567
St. Louis, MO 63130

1

October 3, 2018

2
John Spencer
Director of College Recruiting
Wells Fargo
One North Jefferson Avenue
St. Louis, MO 63103

Dear Mr. Spencer:

3

I am writing in regard to the Wells Fargo Advisors Analyst position posted in Washington University's CAREERlink system. I am a senior at Washington University's Olin Business School pursuing a major in finance and a minor in accounting. I immediately became interested in this opportunity after speaking with Sarah Harper at Olin Business School's Meet the Firms event. Wells Fargo's continued success in a challenging marketplace initially motivated me to seek out Wells Fargo at the Career Fair. Further, Ms. Harper described the level of interaction and communication within the company among all levels, from senior management to the client, striving toward a common goal of "what's right for the customer," which really emulates the type of team-based environment I thrive in. Lastly, Wells Fargo's commitment and value placed on developing its team members through education, mentoring, and finding the right fit within the organization make me excited to grow my career in such an organization.

4

I believe that my employment would be highly beneficial to Wells Fargo, as I possess not only the analytical skills required to be a successful analyst but the organizational and project management skills as well. While interning at Holbrook & Company last summer, I collaborated with senior managers throughout the entire mergers and acquisition process for a major \$50 million financial services deal. I created valuation models for various aspects of the deal, as well as compiled and organized pitch books. The experience provided exposure to the process and enhanced my analytical skills and ability to effectively communicate financial information to clients. While studying abroad in London last spring, I had an internship at the trading desk of Citigroup, which allowed me to gain in-depth knowledge of the energy sector in the UK through researching historical financial data and effective communication with company executives, analysts, and investment representatives. This understanding allowed me to better advise traders on profitable investment opportunities, resulting in a 7 percent increase in returns in that sector. I am excited to apply these skills, as well as my work ethic, to Wells Fargo.

5

Thank you for your time and consideration. I look forward to further discussing with you my enthusiasm for Wells Fargo and how I can be an asset to the firm. Please feel free to contact me at 314-555-4444 or janson@wustl.edu if you have any further questions. I also look forward to seeing you on campus on October 19, 2018.

6

Sincerely,

Jerome Janson

Attachment: Résumé

6999 Snow Way, Campus Box 0007
St. Louis, MO 63130

January 21, 2019

Jane Smith
Manager of University Recruiting
Bloomingdale's
1000 3rd Avenue
New York, NY 10022

Dear Ms. Smith:

I am a junior graduating in May 2020 from Olin Business School at Washington University in St. Louis. I am majoring in marketing and finance and would like to apply my knowledge as a buying intern for Bloomingdale's. I am also minoring in psychology, and understanding people's perspectives and motivations has always been a passion of mine. This interest in consumer behavior has fueled a desire to begin my career in the retail world. From my previous work experience in retail, I know that rapid changes in the fashion industry, including proactive identification of trends, has a positive impact on the ability of Bloomingdale's to maintain its dominance in the sector. I would like to apply my knowledge and enthusiasm for effective marketing to help Bloomingdale's grow its competitive advantage and build future success. To be a successful buyer requires strong analytical skills, the ability to communicate effectively to understand customer needs, and outstanding interpersonal skills. My experiences and education have well equipped me with those skills.

- My coursework in marketing, psychology, and accounting, particularly coursework in market research, consumer behavior, and statistics, has strengthened my ability to analyze data and offer meaningful recommendations.
- My work as an Assistant Manager at Cost Plus World Market has helped me hone my interpersonal skills by addressing customer concerns and promoting a high level of customer satisfaction, as indicated by being awarded top employee of the month several times.
- As a Programming and Advertising Committee member for the Hong Kong Student Association at Washington University, I surveyed the student body and organization members to better understand their needs, and I effectively planned meaningful activities, such as the Chinese New Year celebration and a concert that attracted over 250 students. This experience really allowed me to strengthen my communication skills and ability to listen and understand our target audience, and tailor our programming and marketing efforts for maximum value. I'm excited to apply these skills at Bloomingdale's.

Thank you for your time and consideration. I look forward to further discussing how my experiences can add value to the future success of Bloomingdale's organization. I am currently studying abroad in Madrid, Spain, but will return to the United States on May 21, 2019. I will make myself available for interviews at your convenience by Skype or phone. Please feel free to contact me at 999-555-7777 or ychen@wustl.edu if you have any further questions. I will follow up with you in two weeks.

Sincerely,

Yang (Mary) Chen
Attachment: Résumé



Sometimes one of the hardest things to do is strike up a conversation with that person beside you in the elevator, a cashier at your favorite coffee shop, or the passenger next to you on an airplane. You think to yourself: “Will they want to talk to me? Will they respond to my questions? Where do I even begin?” Or what happens when someone says, “Tell me about yourself?” This is networking, which is relationship building and making new friends.

The self-introduction

Creating an introduction about yourself can prove useful when you are meeting employers at recruiting events, such as job fairs and information sessions.

To get started, take inventory of your accomplishments, and identify the common themes among them. Think about what you have been recognized for—those times when you’ve achieved your best and made meaningful contributions.

Be familiar with what makes someone successful in the job you want, and come up with examples of work you’ve done in those areas. Be sure to provide information regarding what makes you unique compared with everyone else who does what you do.

What should your pitch include?

- » Name
- » Education (school and major)
- » Experience
- » Interests, talents, skills
- » Aspirations

An example of an effective pitch would be the following:

“Hi, my name is Susan Smith, and I am currently a junior at Olin Business School studying marketing and strategy. I have created successful marketing campaigns through an experience with General Mills promotions and look forward to continuing my studies and gaining experience in the consumer packaged goods field.”

Keep in mind that your pitch will change along the way. Always think about your pitch, and adjust it accordingly.

» Tips on Networking

Be prepared. Be sure to have your pitch well rehearsed and ready to deliver. You never know where you’ll meet your next contact. Be sure also to build your contact list, which can include, but is not limited to, former high school and college classmates, professors, names in the rosters of organizations you belong to, and people from your family telephone directory. It is also helpful to create an agenda before all meetings. This helps you stay focused while meeting with a new contact.

Be creative. Networking is all about marketing yourself. Be sure to include in your pitch a specific interest or something that is so memorable it will be hard to forget. Those kinds of things stick with people and make them remember you. Send a thank-you note with your initials or something that will stick out to the receiver so that you are not forgotten.

Be resourceful. When looking to network or to reach out to those in a field you wish to enter, be sure to do as much homework and research as you can. Be sure to use all of the resources Olin and the WCC have to offer. LinkedIn is an excellent place to do research on past graduates and their current work experience and backgrounds. Networking is a way to get your foot in the door before a position is available.

Be professional. When building relationships, use “please” and “thank you,” and be sure to pay close attention to the person with whom you are speaking. Use his or her name often, give a firm handshake, and be sure to have good posture. Make sure your dress is proper at all times, and remember, you never know whom you might meet or run into when you least expect it. Also, be sure to send a thank-you note within 24 hours of your meeting.

Informational interviews help you decide whether a particular career is right for you and, if it is, how you can prepare yourself to work in that field. If you've already made a tentative career choice, informational interviews can help you learn how to get a job in that field and find out about the responsibilities, rewards, problems, and issues inherent in a specific career—possibly before making a long-term commitment of time or money to prepare for it.

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

Contact alumni; they are a great resource for expertise. Please be thoughtful and selective, and contact alumni for advice and insight only.

Identify people who are active and knowledgeable in the career field you are researching. Ask people you know whether they have contacts in your field of interest who might be willing to talk to you and whether you can use their names as references.

Research the field, the person you will be interviewing, and the organization for which the person works. Prepare relevant questions about the industry and functional areas. Your questions should be those that are best answered by a person in the field or company. An informational interview is one of the few interviews in which you are in control of the questions asked. Request the interview.

Conduct the interview. Be conversational. Use your list of questions as an aid to help you keep the meeting focused.

Follow up. At the end of the interview, ask for other contacts who might give you different perspectives. Thank the person, and then follow up with a thank-you note within 24 hours of your meeting. Don't forget to keep records of your discussions.

Informational Interview Request

Make your request clear and concise—state who you are, why you are making contact, and what you are seeking. Asking for information, insight, and advice is a good starting point for the conversation.

Example

My name is Melissa Jones, and I am a sophomore at Washington University's Olin Business School majoring in finance and math. I have been interested in investments since I started managing my own portfolio in high school. I continue my interest as a consumer sector analyst for the Washington University Student Investment Fund (WUSIF). I would love to learn more about your experience as an equity research analyst at J.P. Morgan, as well as any insight and advice you can share with someone interested in entering that field. I would welcome the opportunity to meet and talk to you.

Would you have 15 minutes one day next week for a brief visit to your office or a phone call? I will follow up in the next few days to schedule an appointment. You can reach me at 555-555-5555 or jones@wustl.edu. Thank you for your time! I look forward to hearing from you.

Best regards,
Melissa Jones

» Tips on Listening

- » One of the greatest compliments you can give another person is to let him or her know that you are listening to everything said.
- » Many people have literally talked themselves out of a job or a sale by speaking instead of sitting back and actively listening. It takes real concentration to listen.
- » Good salespeople have learned to listen first and then tailor their sales presentations to their potential clients' needs as presented in the first few minutes of conversation. The same holds true for meeting new people. They'll know you are genuinely interested in them as people if you can tailor your comments to what they have just told you about themselves.
- » Listening is crucial because it will help you determine your next round of questions and stay engaged.

Sample questions to ask:

- » Could you describe one of your typical workdays?
- » What do you find most enjoyable about your position?
- » Which seasons of the year are toughest in your job?
- » What developments on the horizon could affect future opportunities?
- » What could be a reasonable salary range to expect if I entered this field?
- » What is the long-term potential?

In today's highly competitive world, being a confident and effective networker sets you apart from the crowd. Most people dread this activity—they find it a chore and a challenge. However, networking is one of the most important skills you can utilize. In any job market, having relationships and using contacts is the most effective way to get a job or an internship. It's important to practice and hone your networking skills.

» Positive Self-Talk

When you walk into a room, it's time to think:

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



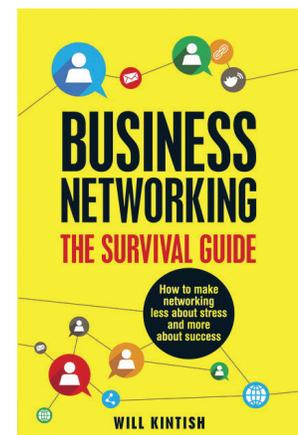
Seven Essential Skills and Traits of Effective Networkers

Traits:

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

Skills:

6. Ask the right questions in an open and interesting manner.
7. Listen actively.



Will Kintish is the UK's leading authority on business networking skills training. Kintish has presented to more than 80,000 people across Europe and has helped people become confident and effective networkers by offering practical business networking tips, techniques, and training.

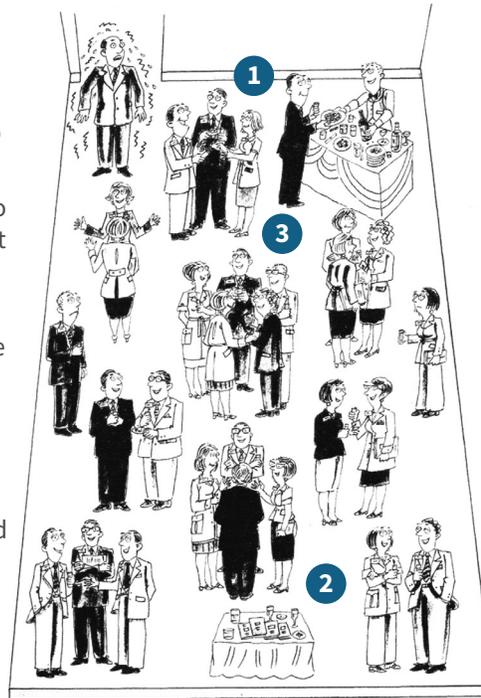
Reprinted with permission: "I Hate Networking" by Will Kintish, author, professional speaker, and trainer.

Working the Room

Surveying the room

» Individuals—they don't know anyone and don't know how to break the ice. They are praying for someone to talk to them!

1. Open couples and trios—feel free to go over and join them. They want to meet you like you want to meet them.
 2. Closed couples and trios—their body language is saying they're comfortable as they are for the moment, but come back later.
 3. Bigger groups—enter only when you know someone.
- » Rude people—don't give them a second thought; just move on.



Move on—with respect and courtesy

- » Don't just walk off.
- » Offer them an option.
- » Hunt in pairs as a last resort.
- » They want to move on as much as you do.

Introductions

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

In summary

- » Observe the groups before entering the room.
- » Every room has no more than six formats.
- » Most people are nervous.
- » Most people are polite and courteous.
- » At business events, everyone's looking for an "aha" moment.
- » Like everyone else, you have an important role to play.

Following Up After the Event

Business card etiquette

- » Ask for a card.
- » Comment on the card.
- » Repeat the "aha" sentence.
- » Ask to call and the best number to use.
- » Offer them an escape.
- » Write on the card.
- » Plan when to follow up.

Remember when to follow up

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

Plan for the call

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

Only six possible responses for the request to meet

1. Yes, let's get our diaries out.
 2. It's not me who deals with that; it's Mary.
 3. Let's talk about it now.
 4. Please send more information.
 5. Not at the moment.
 6. We'll call you if we're interested (the worst case is that it is never going to happen).
- » Pest vs. persistent—offer them a way out!
 - » Remember: if they say no, they're not rejecting you, just your services.
 - » Never hear "no"; only hear "not yet."

Think of your online profiles, posts, and tweets as a dynamic résumé—an online presentation of your personal brand.

Social media

Online profiles reveal your interests, personality, and expertise. Spaces like Facebook, Twitter, and blogs may seem more personal, while LinkedIn is clearly a venue for professional networking and job searching. But even with the strictest privacy settings, no social space is truly private, so heed our suggestions to protect your online reputation. However, don't be afraid to be yourself; you'll make your best impression if there's a real human behind your online identity.

How to tend to your network

Networking online doesn't need to be time consuming. You can develop your professional reputation and help others in the process through simple etiquette practices that require only a few minutes each day:

1. Be the first to have a point of view. Share relevant news articles, and add value by including any observations.
2. Let them know they've been heard. Listen to what your network has to say, and make an informed suggestion or relevant introduction.
3. Establish yourself as the go-to person. Consider connecting your LinkedIn and Twitter accounts to establish more visibility.
4. Try to add at least one new person to your network each week. Growing networks are far more effective than stagnant ones.

Protect your reputation online

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

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

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

Respect the wall—If you wouldn't want to read it on a billboard, don't post it to your Facebook wall—or anyone else's. This holds true even if you use Facebook only to socialize. Remember, anyone you “friend” can see your comments, photos, and YouTube video links. Email or use Facebook's messaging feature instead.

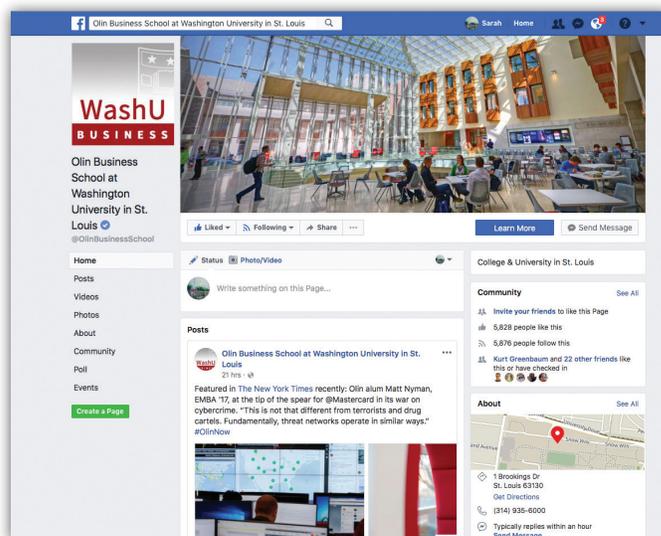
facebook

Even though Facebook is considered a social network, there are useful ways to leverage Facebook to grow your personal and professional network. Facebook offers a number of tools useful to job seekers.

“Like” companies—Search for pages of your target companies, and “Like” them. Interact on the page's wall to highlight your interest in the products and services. This is also a good way to stay up to date on industry and company trends.

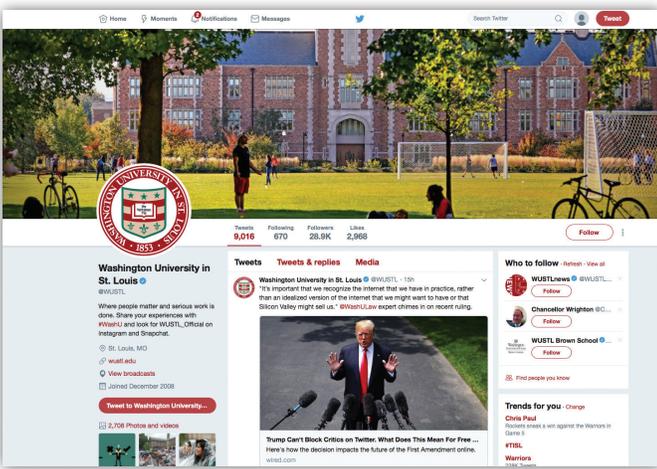
Links—Post links to your profile and appear in friends' news feeds that will position you as an expert in a field and may attract the attention of recruiters and hiring managers. Remember to stay away from controversial topics and inappropriate content or photographs.

“Like” articles on the web—Don't be afraid to hit the “Like” button on blogs, online news articles, websites, etc. When you “Like” interesting stuff, others may want to connect back with you as a resource, and it begins another connection.





Many people use Twitter to keep up on the latest buzz, including job opportunities. It's also an efficient networking tool, and 280 character tweets force you to keep your message or question concise. When you make new contacts in your field of interest, ask whether they have a Twitter handle to follow. At conferences and social events, include your Twitter handle on your name badge. Use Twitter as you would a business card—a point of entry for follow-up conversation. As you build your network of colleagues and professionals, reach out to ask questions. And reciprocate by quickly answering questions directed to you.



» Simply being active on Twitter helps you get noticed. Don't let up. You will get traction over time.



How to create a social presence recruiters will like



INCLUDE



Membership in a professional organization 80%



Mentions of volunteerism 66%



DON'T INCLUDE



Profanity 61%



Poor grammar/spelling mistakes 54%



Mentions of alcohol consumption 47%



Religious posts 26%



A LinkedIn profile can be a window to potential employers and the first place where recruiters will look when seeking talent. It is also a major tool for recruiters who are searching for talent and posting jobs. Here are useful tips to make sure your LinkedIn profile is ready for prime-time viewing:

Start with your summary—Your LinkedIn summary should focus on differentiating yourself and be written in the first person to show your personality. Communicate who you are, the value you can bring, and the direction you are headed. Include at least five memorable characteristics.

No typos, misspellings, or grammatical errors—Your profile should be error-free, succinct, and articulate.

Whom do you want to be seen as? Make sure you brand your headline in a way you want to be seen, especially by potential recruiters.

Communicate your value proposition—Add an industry in your professional summary because recruiters often use that field to search for candidates, in addition to other interests that communicate marketable skills.

Utilize job descriptions—Know the job descriptions; they are a great road map for keywords important to your job search.

Recommendations and endorsements—Ask your internship or work supervisors or colleagues for a long-form recommendation or endorsement. Having positive recommendations and endorsements can often be the deciding factor between candidates.

Consistency matters—Make sure the messages on your website, Twitter, Facebook, and any other online sites are all consistent. Recruiters will do online searches for you before they decide whether to call you.

Keywords—Search engine optimization is very important on LinkedIn. Your LinkedIn profile is about to become your electronic résumé, so scatter keywords recruiters are seeking throughout your profile.

Recruiters are looking for currency—LinkedIn can be your very own PR machine. Recruiters are looking for evidence that you are current and active on the platform. That includes keeping your profile updated, regularly sharing, liking, commenting, and hitting the toggle switch to let recruiters know you are open for opportunities.

Add more content—Use the experience section to explain and highlight each company in which you worked, and remember to include any board, civic, or voluntary positions.

Make sure you are open for business—If you are searching for a job, you can privately let recruiters know you are open for opportunities.

» Click the Jobs icon in the navigation bar at the top of the homepage.

» In the Jobs You May Be Interested In section, click Update Preference.

» In the section titled Let Recruiters Know You Are Open, toggle Yes. You will have the opportunity to fill in more specifics regarding your preferences.

Influencers and groups—Get the most out of your LinkedIn experience by following influencers and channels that interest you. This will allow you to tap into cutting-edge insights and trends from industry leaders and stay on top of news and events.

Two Ways to Connect via LinkedIn

Once you have found a contact you want to connect with, there are two ways to reach out to build a relationship.

1. Using LinkedIn's internal email capabilities, send a message to the person you want to network with. If you are a first-level connection, you can directly message them from their profile using the message button.
2. You can also message someone from the Group Member list if you are both members in a group.
 - a. Click the Work icon in the upper right section of the home screen.
 - b. Select Groups and choose the group you would like to access from the My Groups list.
 - c. Click the Members hyperlink that shows the total number of members on the right side of the screen above the mini-profile photos.
 - d. To the right of each member is a Message icon. Regardless of your level of connection, you are able to send an unlimited message.

Note that InMail messages give you unlimited characters and allow documents/files to be attached, while Connection Messages do not. A Connect request message is limited to 300 characters.

» For more resources, including a LinkedIn Checklist, look under “Your Career” and “Networking” on OlinCareers.wustl.edu.

FINDING ALUMNI ON LINKEDIN

Alumni can be your most valuable asset during a job search.

Finding and connecting with alumni on LinkedIn is easier than ever. Use one of these three ways:

1 UNIVERSITY PAGE

1. Go to Work; under it, find Groups link.
2. Go to My Groups.
3. Select the school you are interested in.
4. Highlight members number on right side of page.

2 ALUMNI SEARCH

1. In search bar, type in Washington University in St. Louis and/or Washington University in St. Louis–Olin Business School. This will also work for other universities you have attended around the world.
2. Click See Alumni.
3. Select the Old Alumni page in orange bar across the top—as it is easier to filter.
4. Filter by where they live, what they do, what they studied, skills, and/or keywords.

3 INDIVIDUAL OR COMPANY SEARCH

1. In search bar, search by person’s name or company.
2. When searching for individuals working for a specific company, click See All Employees in LinkedIn.
3. See filters for connections, locations, current and past companies, industries, and schools on right side of the page.

Once you find the alumnus you would like to connect with, click on Connect if you know the contact, or send an InMail to get introduced by someone who is already in your network as a first-degree connection.

REMEMBER: Whether you are connecting for the first time or reaching out to someone who is already a first-degree connection, do not ask for a job. LinkedIn is a community for building relationships. If you ask for a job, you will turn off potentially valuable members of your network.

Example

When connecting to alumni on LinkedIn, write and send a custom note as follows:

Start by saying, “I see you earned your degree from Olin,” or “I am a student at Olin Business School.” Then say, “I came across your profile on the University Page. Like you, I am pursuing a career in ____.” Close by saying, “Let’s stay connected on LinkedIn.”

Once your invitation to connect is accepted by the alumnus, you are a first-degree connection and can send a message. Start building a relationship by sending a message with these points:

Subject: “Thanks for accepting my invitation to connect.” In the body of the message, write something like: “I see you currently work at ABC Technology in _____. As I pursue a career in _____, I would like to learn more about your work and the company culture.” Or alternatively, if you are working on a school project that is relevant to your new connection, say, “I am working on a research project on _____ and would value your input.” Close by asking for a call or short meeting:

“Do you have 15 minutes for a call next week? If so, any afternoon is good for me. Let me know when is best for you.”





Recruiting events—such as a career fairs, Meet the Firms, national conferences, and information sessions—are events in which recruiters meet potential interview candidates. At larger events, recruiters typically set up tables or booths that display their company information. They speak to interested people throughout the event with the goal of attracting students to their companies and, often, finding new employees.

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

Recruiting events are usually large occasions and can be overwhelming if you are not properly prepared. To be successful at such an event, it's important to prepare ahead of time.

Find out what companies will be there by checking the hosting organization's website or looking for printed publications a few days before the event. Usually a list of companies and a map of their locations will be provided for larger events.

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

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

coverage that can be found on the Internet or in the WCC Resource Area.

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

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

Prepare your 30-second self-introduction, which includes your name, your education, and your career interests as they relate to the company (see page 25).

Always come prepared with an example of your skills and experiences, such as your résumé or portfolio.

Schedule a mock interview with an advisor to practice your introduction and to discuss your marketing strategy. Practicing will make you more relaxed and confident during the event.

If possible, arrive early. Recruiters may have to leave early, and they can be tired and less attentive at the end of a long day.

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

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

It is a good idea to have more than one targeted résumé with different career objectives if you are looking at several career options (résumé should be on résumé-quality paper, and you should bring at least one copy for each company you plan to visit).

Sometimes recruiters won't accept paper résumés. This doesn't mean they're not interested in you; instead, they are adhering to compliance policies and online recruiting procedures. Ask for a business card, and follow up with recruiters after the fair to let them know that you have applied, or plan to apply, online.

As with all employment-related interactions, first impressions are very important. At recruiting events, employers are not trying to figure out how to screen you in.

Recruiters are looking for things that will screen you out. Your energy level, handshake, dress, and résumé can make you a success or failure in seconds.

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

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

Do not ask what the company does, what kinds of jobs they have, or what they can do for you. The recruiter will expect you to have done your research and to know these basic facts.

You should be dressed as if you were going to an interview. A common mistake at recruiting events is to dress too casually. Both men and women should wear suits. If you have questions about professional attire, speak with a career advisor (or refer to page 36).

And last but not least, **don't eat, chew gum, use heavy fragrance, or smoke during a recruiting event.**

Collect business cards from recruiters, and jot notes about them and the company on the back of the card. Use these cards to send thank-you notes (see page 44).

Write a thank-you note to every recruiter you speak to at the event; save contact information for future networking opportunities and to develop a target list of employers.

If you're not looking for full-time employment at the time of the event, let the recruiter know.

Recruiting events are valuable even for students who are not pursuing

full-time jobs or internships. They're a good way to meet recruiters and make early networking contacts. The job search begins when you arrive—students who start building networks and identifying potential employers early are the most successful at getting internships and job offers later.

2018 Recruiting Events

8/20/18–8/22/18

National Association of Asian MBAs (Ascend Nation Convention)

9/12/18

Meet the Firms

9/12/18–9/14/18

Prospanica Conference & Career Expo

9/25/18–9/29/18

National Black MBAA Conference

9/26/18–9/28/18

Grace Hopper (Technology)

10/4/18–10/6/18

Reaching OUT LGBT MBA Conference

10/11/18–10/12/18

MBA Veterans Career Conference

10/25/18–10/27/18

Net Impact Conference

SPRING 2019

2/28/19–3/2/19

National Association of Women MBAs

4/14/19–4/16/19

INFORMS Business Analytics



The Olin Veterans Association (OVA) hosted the fifth annual Military Dining Out. Pictured are the current OVA graduate students at the event from Olin's MBA, PMBA, and EMBA programs. The guest of honor was Major General David Bellon.



The Business Meal

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

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

- » Don't order an alcoholic beverage in an interview setting. Even if the people you are with do so, avoid it.
- » Don't order the most expensive item on the menu.
- » Avoid ordering foods that are difficult to eat (spaghetti, nachos, noodle soup, etc.).
- » Turn off your cell phone.
- » Put your napkin in your lap while you are eating, and leave it on the table, not your chair, if you need to leave the table momentarily. When you're finished with your meal, place your napkin to the right or left side of your plate on the table.
- » Wait for your interviewer/host to begin eating before you start eating.
- » Wait for everyone to arrive before beginning any portion of the meal.
- » Rest your forearms and elbows on the table only in between courses.
- » When everyone is seated, unfold your napkin and place it on your lap. The napkin should be folded in half with the fold toward your waist.
- » Pass both the salt and pepper shakers when someone asks for just one.
- » Bread is to the left of the plate; drinks are to the right. You can remember this by forming a lowercase "B" for bread with your thumb and forefinger on your left hand and a "D" for drinks on your right hand.
- » When eating bread, break off a small piece over the bread plate. Butter the broken portion and eat just that much at a time. For the butter, take an amount as it's passed around the table, and put it on your plate to use.
- » Remove a seed, pit, or piece of bone or gristle from your mouth with cupped fingers, and place it under something on your plate, not on the table.
- » Don't discuss diets or the healthiness/unhealthiness of your or other people's food; it can make someone angry or uncomfortable.

- » Don't place bags, purses, phones, sunglasses, or keys on the table.
- » Do not apply makeup or brush your hair at the table.
- » Don't order a to-go container for leftover food.
- » Typically, the host will pay the bill.

» Each interview offers you only one chance to make a good first impression. Good advice for interview dressing is to take it to the next level, even in business-casual environments. The key is to look polished and professional.

First impressions are based on instinct, emotion, and biases; stereotypes lie at the foundation of first impressions.

Within 30 seconds, people judge

your economic level, your educational level, your social position, your level of sophistication, and your level of success.

Within four minutes, they've made decisions

about your trustworthiness, compassion, reliability, intelligence, capability, humility, friendliness, and confidence. Like it or not, it is often that first impression that determines your future—more than your professional achievements or educational credentials.

Make your first impression positive.

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

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

Four Levels of Dress

Every company varies in its interpretation of workplace dress. Be sure to use these explanations as a guideline, and always ask for clarification.

Traditional Business—For men: suit, shirt, and tie. For women: matching skirt or pantsuit.

Executive Business Casual—For men and women: defined by the presence of a jacket.

Standard Business Casual—For men and women: defined by a third piece, such as a sweater vest, twinset, tie, scarf, or tasteful jewelry.

Basic Business Casual—For men and women: defined as two pieces: top and bottom; a shirt or blouse and pants or skirt. This should be reserved for when there is no interaction with clients or important events. Business casual does not include jeans.

Wardrobe Principles

These tips will help guide you when you shop for appropriate clothes for interviews and work.

Wear neutral colors and styles—Examples are navy blue, gray, brown, black, and tan.

Never underdress—It's better to be overdressed than underdressed, and it's better to exceed expectations than to disappoint.

Make sure your clothing is a good fit—Avoid jackets and pants that are too large or small.

Grooming Tips

Hair—For business, hairstyles should be neat and appropriate; nothing extreme or overdone.

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

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

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

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

» Additional Tips

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

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

Socks—Wear them, and make sure they're in good shape and dark in color.

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

Tie—Your tie should contrast appropriately with your shirt.

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

Name tags—Wear them on the right. Women should make sure their name tag is not covered by their hair.



An internship is a great way to strengthen your résumé, gain more insight into potential career paths, and develop your skill set. Employers also use internships to evaluate and identify excellent full-time candidates.

Internship Search Process

Start early

Certain companies advertise their summer internship positions during the fall semester, in particular, accounting, finance, and consulting opportunities. It's important to be aware of and prepared to meet these deadlines.

Network

Making contacts and developing relationships is a critical component of a successful internship search. Attend company-related and other networking events to meet and connect with company representatives.

Be creative

Internships are competitive, so it's important to be proactive and creative. Focus on gaining exposure and building upon opportunities. Experience, which can come from a variety of sources, is a key takeaway from your internship.

10 Steps to Your Internship Search

1 Research industries, companies, or organizations of interest.

Devoting time to career exploration will help you make an informed decision about your career path and will help you launch an effective internship search. Start by learning as much as you can about different functions, industries, companies, and geographic areas. **Do your research to clearly define your internship objectives.** Learn more about different companies and opportunities, and build relationships early, so when recruiters are ready to hire interns, you will be top of mind.

Consider alternatives to traditional corporate internships.

Government

» Search www.makingthedifference.org for internships with federal

and state agencies. Start with a general search to learn about the wide variety of opportunities.

- » The Partnership for Public Service's Internship Directory includes information on more than 200 federal internship programs and is searchable by agency, eligibility, location, etc. You may also want to check out the student section of www.usajobs.gov for a list of federal internship programs.
- » You can find a complete list of agencies at www.usajobs.gov. Federal agencies are not required to advertise internships, so some are publicized only on the agency's website.
- » Even if no internships are posted, offer to meet for an informational interview at a local agency office.

Entrepreneurship

Entrepreneurial ventures and startups offer hands-on experience and the chance to use your business knowledge across a wide spectrum of industries and functions. Seek opportunities in areas such as marketing, technology, finance, accounting, and business strategy.

Nonprofit organizations

Gain experience and exposure to business concepts by interning or volunteering with campus or community organizations. Many organizations, especially nonprofits, seek summer interns and volunteers. Explore the online resource www.volunteermatch.org, or check out nonprofit organizations by geographic location through the Book of Lists, available in the WCC.

Washington University

Consider working on campus. Visit the Office of Student Financial Services, go to its website (sfs.wustl.edu), or ask faculty and department offices whether they need any assistance with research or other summer projects. Search *CAREERlink*, MBAFocus, and the

University's Human Resources website for part-time and summer jobs.

Getting an internship when studying abroad

Students and employers alike value the skills and experiences gained through time spent in a different country and getting to know a different culture. Many students study abroad during fall or spring of their junior year, then return to complete a summer internship in the United States. You will want to maximize your efforts to secure a summer internship before you leave.

- » Make career advising appointments with the WCC to discuss your strategy and conduct mock interviews.
- » Research industries and companies to pursue and create a target list (*see page 9 for more on target lists*).
- » Network! Connect with alumni and recruiters and conduct informational interviews (*see pages 25 to 34 for networking tips*).
- » Know your internship opportunities—especially with companies that interview early for study abroad students.
- » Include a paragraph in your cover letter that states you will be or are abroad and include your availability for summer. Offer to communicate by phone or Skype while you are away.

Working overseas

Spending a summer abroad is an exciting and rewarding experience. Finding an internship in a foreign country, however, can be a challenging and time-consuming process. Networking with alumni in your target location is particularly important. Identify alumni, and reach out for advice on internship search strategies in the host country.

If you are seeking an internship while abroad, set aside regular time to continue your search. If you are seeking an opportunity after your return, continue to utilize your network connections, further expand your network, and make use of WCC services.

2 Explore career tracks, and start building your network.

Explore your options, and define what you want to do for the summer. Dig deeper in your research and exploration to identify the best match to meet your career goals. Begin networking with everyone you know—family, friends, professors, career advisor, neighbors, etc. Once you have identified an individual, do your homework—research the contact and company and develop a list of questions. Be professional—identify yourself and be transparent about your intentions. Informational interviews serve two important purposes: research and networking. They also allow you to start building relationships with “insiders” who can provide valuable advice and insight to help you evaluate your internship opportunities.

3 Develop a target list of internship opportunities.

From your research, create a target list of companies you wish to pursue, and develop an action plan to drive your internship search. A target list includes companies/opportunities you’d like to pursue, with clear and attainable goals, objectives, and timelines. This list will allow you to effectively manage communication and application records (see page 9 for additional information).

4 Prepare a market-ready résumé.

A polished résumé is your marketing message and should clearly articulate your skills and experiences. Remember: A résumé must be relevant to the internship, concise with good use of action verbs, and error-free. Use Optimal Résumé, located on OlinCareers.wustl.edu, as a template to easily develop your résumé in the Olin format. Seek feedback on your résumé from a WCC or MCC advisor.

5 Write engaging cover letters.

A well-written cover letter tells your story and invites the reader to learn more about your interests, qualifications, and fit for an internship. Develop a personalized cover letter for each internship application. Just like a résumé, a cover letter must be tailored and relevant to a specific position. Use Olin’s Management Communication Center to fine-tune your written communication skills.

6 Apply for internships.

The most successful search strategy combines Olin online job posting sites, networking, and time. Check job postings often for new entries and deadlines. **Use the individual research and networking relationships you are developing to connect with target companies and identify internship opportunities.**

7 Schedule practice interviews.

Practice interviews allow you to hone your interviewing technique and receive feedback to develop and refine your interviewing skills. **You will gain confidence through preparation and practice.** Conduct a practice interview with a WCC career advisor, alum, or mentor for feedback on your interviewing technique.

8 Interview and follow up.

Most interviews include behavioral-based questions, such as “Tell me about a time

you showed leadership,” or “Give me an example of when you were a strong contributor to a team.” **Employers expect you to be familiar with details about the company and the position.**

Case interviews are growing in popularity. For example, “Is it a good idea for your client to consider opening a high-speed train service between St. Louis and Kansas City?” Case interviews focus on your ability to solve a business problem and are usually a standard part of consulting interviews, although other fields, such as finance and marketing, also use them.

You should have well-prepared, well-informed, inquisitive, and articulate questions prepared in writing to ask during and at the end of the interview. After the interview, be sure to send a thank-you note.

9 Evaluate offers.

Evaluate offers, and respond in an appropriate and timely fashion. Determine how well the position matches your summer experience expectations and career goals. Talk through your internship offers with a WCC career advisor.

10 Accept an offer, and make the most of the experience.

Congratulations! You’ve accepted an internship. Employers use internships as extended evaluation periods for full-time job offers. Be prepared to make a good first impression while maximizing your learning experience.

Company	Industry	Position	Action Taken	Date	Follow-Up	Result
Goldman Sachs	Financial Services	Investment Banking Summer Analyst Program	Reached out to alum John Doe on 12/1 for informational interview	12/1	Informational interview scheduled on 12/15	
General Mills	CPG	Financial Leadership Development Program—Financial Analyst	Applied for internship position in Careerlink—deadline of 1/15	12/30	Follow up on application 1/22, research alumni and reach out for informational interviews by 1/25	

Paid vs. Unpaid

Both paid and unpaid internships can be a good way for you and the employer to see if there will be a good fit between you and the company. Internships allow you to gain valuable real-world experience and to enhance career development in a specific field of study. Students are encouraged to consider many factors in selecting an internship employer, including exposure to new skill sets that complement classroom learning and an opportunity to convert to full-time employment.

As you evaluate an internship opportunity, you should be aware that the Department of Labor's Wage and Hour Division has developed a six-factor test for determining whether workers are to be considered "interns" or "employees" under the Fair Labor Standards Act (FLSA). The following guidelines will help you determine if the position should be considered an unpaid/credit internship or a paid/part-time job.

1. The internship, even though it includes actual operation of the facilities of the employer, is similar to that which would be given in an educational environment.
2. The internship is for the benefit of the trainee.
3. The intern does not displace regular employees, and works under close observation.
4. The employer that provides the training derives no immediate advantage from the activities of the intern, and on occasion, the employer's operations may actually be impeded.
5. The intern is not necessarily entitled to a job at the completion of the internship.
6. The employer and the intern understand that the intern is not entitled to wages for the time spent in the internship.

Source: Fact Sheet #71: Internship Programs Under the Fair Labor Standards Act published by the US Department of Labor, Wage and Hour Division

Internship for Credit

MGT 450A—This Internship in Business course is an option for those students whose employers require that they be compensated via credit and/or a transcript notation. MGT 450A is a 1.5-credit pass/fail course for Olin Business School undergraduates. The course, credit, and pass/fail grading are transcript notations, but the hours earned for MGT 450A do not count toward the minimum hours needed for graduation.

Summer vs. During School Term

The majority of internships are available during the summer. However, there are opportunities to work part time during the school year. Some employers also extend summer internships over the academic year on a part-time basis. Although a part-time basis does not give you a full picture of the daily demands of a given profession, it does allow you to continue to develop your professional skill sets and offers you greater exposure to evaluate a particular company, industry, or function. Part-time work can also lead to full-time opportunities after graduation.

Skandalaris Center for Entrepreneurial Studies

The Skandalaris Center Internship Program provides an exceptional living and learning experience for undergraduate students. New enterprises in St. Louis benefit from talented students with a strong interest in entrepreneurship who work in their host organizations Monday through Thursday for 10 weeks. On Fridays, they meet on campus and participate in a rich learning discussion with founders, directors, and CEOs of startup commercial and social ventures, including the interns' host organizations.

Throughout their summer experience, students contribute to St. Louis' innovation environment and experience firsthand how causing people and ideas to connect can change lives. The Center is located in Simon Hall. Website: sc.wustl.edu.

Volunteer

Civic engagement includes volunteering, service through groups or as an individual, service-learning courses, and extracurricular involvement in political life and civil service. To learn how you can make a difference and to explore civic engagement career options, contact the Gephardt Institute for Civic and Community Engagement. Website: www.gephardtinsttute.wustl.edu.

How to Make the Most of Your Internship

- » **Schedule meetings with your manager as a way to maintain positive progress**, develop a relationship, better understand expectations, and make sure that the manager is aware of your progress.
- » **Attend company/coworker happy hours, breakfasts, and lunches**. Take advantage of these experiences to get to know the leadership and culture of your organization.
- » **Take initiative**. Develop goals for things you would like to accomplish over the summer and skills you would like to learn and grow. Volunteer for projects. Shape your internship experience. Hold yourself responsible and accountable for your projects and quality of work.
- » **Ask for feedback**. An internship is a learning process; use feedback to better evaluate and address your strengths and areas of opportunity.
- » **Ask many questions!** Get to know as much about the organization as possible. Internships are your chance to develop an accurate assessment of a particular job, so gather as much data as you need to truly understand the role and responsibilities.
- » **Don't forget to evaluate the company**; the internship is a two-way assessment. Think about whether it's a good fit for you.



Many companies use several types of interviews to get a holistic sense of who you are as a potential employee and leader. Ultimately, both parties are looking for the best fit, and the hiring process should be a two-way street. Learning about the company, its culture, and its specific process before the interview, and preparing for the various types of interviews and questions, will enable you to shine.

Behavioral Interviews

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

STAR Method

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

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

Situation: the situation or setting; the background for context

Task: tasks or tactics used to approach or assess the challenge

Action: activities or actions used to effect the change

Result: the outcome, a sense of scale, and the quantifiable benefit

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

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

Case Interviews

Case interviews are not just limited to consulting. There are a growing number of industries and firms utilizing them as well. Becoming proficient in this area will enhance your ability to articulate thoughtful and impactful responses, regardless of the role or firm for which you are interviewing.

» Case interviews focus on your ability to solve a business problem. The case interview is more about showing how you think and less about arriving at a specific answer. Your job is to listen carefully, identify and clarify the important issues and assumptions, develop a logical approach to the problem, and offer a recommendation or solution.

» There are traditional business frameworks you should be conversant with, such as the Profit Tree, 3 C's, 4 P's, etc. However, these are only tools and should not be memorized and used in a rigid sense, nor forced into a situation. Demonstrating how you can think broadly and critically, while showing strong communication and analytical abilities, is your goal.

Be prepared

» Both the undergraduate Washington University Consulting Association (WUCA) and the MBA Olin Strategy and Consulting Association (OSCA) offer case interview preparation and access to practice partners. You can join these student clubs via Campus Groups.

» Attend case workshops hosted by consulting clubs, consulting firms, and the WCC to broaden your knowledge and experience. Please see CAREERlink, MBAFocus, and the WCC calendar for

the dates, times, and places of these events.

» Meet with a WCC advisor to gain additional insight and perspective from industry experts to help you hone and polish your case interviewing skills and effectiveness.

Recommended resources

The Resources page of the OlinCareers website provides case interview information and practice guides. Please access Vault Guide, WetFeet, and Wall Street Oasis for case interview guides. There are numerous other consulting books, websites, and coaching options for students to review and select as appropriate. These include the websites of consulting firms and other industry professionals. Websites of many consulting firms provide specifics of what they are looking for in candidates, as well as online case interview practice and examples.

Technical Interviews

» Technical interviews are an assessment of your specialized knowledge.

» Finance firms often use technical questions to determine your ability to read financial statements and apply formulas to value companies and predict industry growth.

» Read the job description to discern the skills required to do the job successfully. In preparing for the interview, focus your study on questions related to those skills.

» Problem solving is more important than memorizing information, and your ability to explain your thought process is just as important as arriving at the correct answer.

Phone Interviews

The WCC has dedicated interview rooms available for students conducting phone interviews. Contact the WCC front desk at 314-935-5950 to reserve a room.

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

Arrange a phone interview at a time when you can be focused and free from distractions.

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

Online assessments

More and more, employers are relying on online assessment tools such as aptitude and personality tests to help identify candidates with specific traits and skills required for particular positions. Most pre-hire tests are measuring three things: competence, work ethic, and emotional intelligence. There are a number of online resources to help you understand the types of assessment tools, offer ways to prepare, and, in some cases, provide practice tests. As with any type of interview or test, practice is the key to success.

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

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

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

- » Avoid rattling paper or making noises that indicate you are flipping through data to search for answers.
- » Plan to take notes with paper and pen. For example, if you are being interviewed by a team, write down names as people introduce themselves.

- » Know your schedule in case you are offered an in-person interview.

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

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

Thank the interviewer, and follow up.

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

Video Conference/ Skype Interviews

The WCC has Skype capabilities if an employer is seeking to interview you using that technology. Contact the WCC front desk at 314-935-5950 to make arrangements.

Before you interview remotely, think about the background that will appear behind you. Minimize visual clutter and distractions like children or pets. Check the equipment settings in advance to ensure that the lighting and technology are working accordingly, and background noise is minimal. Set your laptop on a flat surface if it will be used. Place your

résumé and other materials needed within your sight but out of camera view. Assume you will be seen from head to toe—dress appropriately and ensure that your posture and body language are professional.

Ask questions

- » Have well-informed, inquisitive, and articulate questions prepared in writing to ask during and at the end of the interview. Asking questions during the interview can make the interview more dynamic.
- » Ask questions that you really want answers to, such as questions about the job, the people, and the culture. Make the questions appropriate for the person interviewing you (e.g., don't ask someone from human resources a high-tech question).

Example Questions to Ask in an Interview

- » “Based on your experience with previous employees in this role, what’s the difference between someone who was good at the job and someone who was really great?” This question shows that you are visualizing yourself in the job and gets the interviewer’s perspective on critical success factors for the position.
- » “How has your recent merger with <Company X> affected your product portfolio/culture/management approach?” This question shows you’ve done your homework to obtain insight into the hiring company’s strategy and challenges.
- » “What’s your timeline for hiring for this position?” Or “What are the next steps in the interview process?” End the interview by asking about the hiring process and timeline so you’ll know when it’s appropriate to follow up.

On-Site and Second-Round Interviews

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

- » The human resources department typically makes the arrangements for you and appoints a liaison to be your primary point of contact. This person can answer general questions that you may have.
- » You will typically have several interviews.
- » Be prepared for a long interview process. Be sure to stay strong until the end. Your liaison may meet with you at the end of the day to gather your impressions.
- » You are sure to incur expenses during your trip. Ask up front about expense reimbursement so that there is no confusion later.
- » The company is interested in you and sees potential in you joining the organization; it is also an opportunity for you and the company to get to know each other better and directly evaluate each other's fit.
- » If you receive an invitation for a second-round interview, respond immediately by either accepting or, if you have already decided not to proceed, declining the interview.
- » The second-round interview is different from the first round in that the interview usually takes place at the company workplace and may include a meal (see page 35). This interview may be more technically or functionally focused, and you may interview with people from the team that you may be joining.

Be prepared at all times

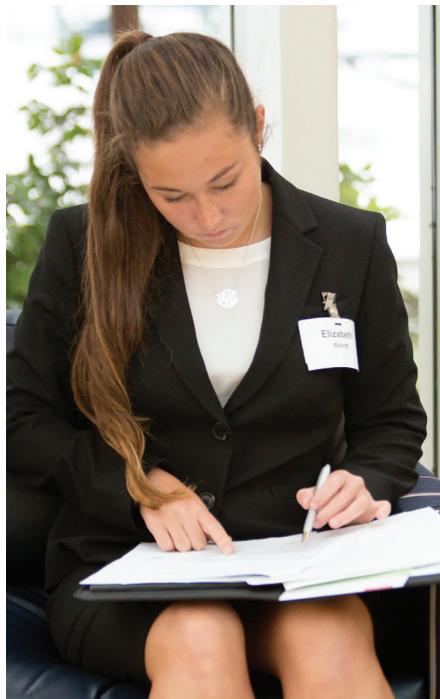
When you are involved in a job search, a prospective employer could contact you at any time.

- » Create professional voice mail messages.
- » Remind others in your household to use phone etiquette and take clear messages.

- » Let the call go to your voice mail if you are driving, if you are in class, if your household is noisy, or if you are not ready to talk to an employer for any reason. Call back during a time when you are less distracted/more prepared.
- » Keep barking dogs in another room.
- » If you get a surprise on-the-spot request to interview and are not prepared to talk, indicate how happy you are to hear from the company and immediately try to reschedule for a time when you are ready to interview.

Online interview practice

Regardless of the type of interview, practicing and rehearsing will allow you to see and hear yourself as the interviewer will. Using online practice interview tools such as Big Interview will allow you to practice behavioral and technical questions and be coached by interviewing experts. You can record the interview to review how you engage and respond. These tools also help you craft stories to differentiate yourself.



»» First Impressions Count

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

- » Interviews—Be sure to arrive at least 15 minutes early to all interviews and company functions. Make sure you have all of the necessary documents for the interview (e.g., copy of résumé, application materials).
- » Eye contact—Make sure you look people in the eye, and maintain eye contact consistently. It lets them know you are interested in what they have to say and contribute.
- » Bad habits—Don't chew gum or mints while interviewing or in a conversation with a potential employer. Sit up straight instead of slouching or leaning. Smile frequently and express interest by maintaining eye contact, asking questions, and using voice inflection.
- » Dress for success—Dress for the job you want or aspire to have; don't dress for your current role.
- » Company relationships—If you are selected for an interview, be sure to choose a time slot sooner rather than later—don't wait! Slots fill up quickly, and you want to have a time that works best for you. Also, if the company is hosting a pre-night or information session, be sure to attend—it will be looking for your participation.
- » Thank-you letters—Send a thank-you letter after each company meeting, and stay in touch. (See page 44 for guidelines on writing and sending a thank-you letter.)

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

- » How would you describe yourself?
- » Why did you select the college or university you attended?
- » What led you to choose your major or field of study?
- » What academic subjects did you like best? Least?
- » How has your education prepared you for a career?
- » Why did you decide to seek a position with our company?
- » What do you know about our company?
- » Do you feel that your grades are an accurate reflection of your academic achievement?
- » Tell me about a time when you learned something from participation in extracurricular activities.
- » In what kind of work environment are you most comfortable?
- » Give me an example of how well you work under pressure.
- » In what part-time or summer jobs have you been most interested? Why?
- » How would you describe your ideal job after graduation?
- » Why did you choose the career for which you are preparing?
- » What are the two or three most important things to you in your job?
- » What are the most important rewards you expect in your career?
- » When and why did you establish these goals, and how are you preparing to achieve them?
- » Which is more important to you: the salary or the job?
- » Tell me about a time when you had to persuade a group of people to follow your idea.
- » How do you think a friend or professor who knows you well would describe you? Would they differ in their responses?
- » Describe the relationship that should exist between a supervisor and staff members.
- » What two or three accomplishments have given you the most satisfaction and why?
- » Tell me about a time that you were motivated to put forth a great effort.
- » Tell me about a mistake you made on a job and what you learned from it.
- » How do you determine or evaluate success?
- » What do you think it takes to be successful in a company like ours?
- » What are the three main accounting functions, which are you interested in, and why?
- » How do you feel about the lifestyle issues associated with consulting?
- » What are the three major valuation methodologies, and when would you use them?
- » What are the attributes of a successful marketing campaign?
- » What are the risks in the supply chain, and how would you manage them?

Reply Tips for Some Tough Interview Questions

“Tell me about yourself.”

A common opener, this broad question can “throw” many interviewees. It is, in fact, a “sell-me” invitation. Develop a brief summation of your background leading into your interest and desire to work for the organization, as well as your qualifications for the position.

“Why should we hire you?”

From your research, you should know the qualifications for the job. From your own self-analysis, you will have gained insight into your strengths and accomplishments. Mention key functions of the job and discuss your skills in relation to these functions. Use experiences from previous jobs, internships, and activities as examples to support your answer.

“What are your long-range goals?”

In your company research, determine what position you could reasonably reach in five years. Speak to others who have successfully advanced themselves in the organization or profession. Express your desire and capability to grow within the organization. While you may be unsure of your future plans, demonstrate your knowledge of potential career paths.

“What is your greatest weakness?”

Everyone has weaknesses, but remember not to answer in a negative way. Turn your weakness into a positive. For example: “Because I tend to procrastinate, I have learned to work well under pressure and to always get work done on time.”

“Tell me about your schooling.”

The key to this question is to keep your reply positive. Speak well of Washington University and any other schools you’ve attended. You are a product of your schools’ educational programs. Be prepared to address questions about low grades, changes of major, favorite classes, etc.



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

Thank-You Letters

Thank-you notes can be formal letters or thank-you cards sent through the mail or via email. Each type of thank-you acknowledgment sets a specific tone, so evaluate your situation carefully before opting to use a specific type of thank-you. Here's the rule of thumb: If you and the employer have communicated by email as part of your interview process, an email thank-you note is acceptable. However, it should be professional and contain the same information as a written note.

Thank-you letter guidelines

- » Start off by reminding the individual of when the interview took place and for what position you interviewed.
- » In the first paragraph, remember to thank the employer for his or her time in meeting with you.
- » The second paragraph should reinforce your interest in the position and specific details about the job that may have been mentioned by the employer. Tie your qualifications to that particular position, and mention anything you feel will set you apart from the next candidate.
- » Reiterate your interest in future communication or follow-up. Express confidence by using, for example, the sentence "I look forward to hearing from you soon" rather than "I hope to hear from you soon."

Thank-you-letter tips

- » Timeliness is everything. Strive to send thank-you letters within 24 hours of the interview.

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

Thank-You Letter Examples

Subject: Thank you for the opportunity to interview

My name is Mark Goldstein, and I interviewed with you for the internal audit position last week. Per our conversation at the end of the interview, I was expecting to hear about employment decisions last Friday and wanted to follow up with you to learn whether there were any updates on the time frame. I am very excited about this opportunity, and I believe my accounting coursework and experience as an audit intern with KPMG and as treasurer of the Washington University Accounting Association would enable me to be an asset to Motorola. Thank you again for your time and consideration, and I look forward to hearing from you soon!

Sincerely,
Mark Goldstein

Dear Mr. Flanton,

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

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

Sincerely,
Jerome Janson



The WCC seeks to maintain and enhance the reputation of Olin Business School and Washington University with our corporate partners, our prospective partners, and the community at large. Students are expected to conduct themselves with professionalism, honesty, and decorum for every contact with an employer and to conduct their job searches in an ethical fashion at all times.

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

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

A student will give at least two business days’ notice before canceling or changing an interview. In the event of a no-show for an interview, a student must meet with a career advisor within two business days of the missed interview to discuss drafting a letter of apology to the recruiter. On-campus recruiting privileges will

be revoked until appropriate follow-up actions have occurred, as defined by the career advisor.

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

A student will always represent himself or herself accurately to employers with regard to factual data about GPA, academic achievements, skills, and all other information. The student is responsible for keeping such information current in all systems.

A student will promptly report all offers and status (e.g., holding, rejected, or accepted) and update his or her offer status appropriately.

A student who is employed while taking classes will honor his or her employer’s

contracts for continuing education benefits.

A student is expected to make an earnest effort to learn about the company before an interview. Failure to do so demonstrates the candidate’s lack of interest and reflects poorly on all students and Olin.

A student should promptly acknowledge invitations for office visits (scheduled visits to a company’s place of business) and indicate whether he or she accepts or rejects these invitations. An excused absence from an office visit is subject to the no-show policy.

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

Acceptable and Unacceptable Interview Questions

Subject	Acceptable	Unacceptable
Disability	Are you able to perform the tasks and duties of the job with or without accommodation? How will you perform the task and with what accommodation(s)?	Do you have any disabilities? Have you had any recent or past illnesses or operations? How is your health?
Citizenship	Are you authorized to work in the United States? In which languages are you fluent (if relevant to the job)?	Are you a US citizen? Where were you born? What is your native language?
Age	Are you over the age of 18?	How old are you? What is your date of birth?
Military Experience	In what branch of the armed forces did you serve? What training or education did you receive in the military?	Were you honorably discharged from the military?
Religion or Creed		It’s not acceptable to ask about religion.
Arrest Record	Have you ever been convicted of a crime that is reasonably related to the job in question?	Have you ever been arrested?
Marriage and Family	Would you be willing to travel as necessary?	Are you married? Do you have any children? Would you be willing to relocate? Have you made child care arrangements?



Congratulations! You just received an internship or job offer. Now, ask yourself, “Did I do the right things when talking to the informing recruiter?” Getting a phone call—especially one you have been eagerly awaiting—from a recruiter is exciting and gratifying. However, it must be handled properly, with careful thought and consideration.

Here are some pointers to follow:

Receiving a Job Offer

- » Be prepared; know what you are going to say to the recruiter so that when the offer is made, you are in command of your response. Don't let the excitement of the moment allow you to prematurely accept the offer before you have had time to weigh its many elements and implications.
- » Thank the recruiter, and express your excitement and pleasure about the offer.
- » Unless you are 100 percent sure you are going to accept the job on the spot, avoid language that implies that you accept. Remember, a verbal acceptance will be considered by the recruiter as an official indication that you will be joining the company in the job offered to you.
- » Ask for details about next steps: When will the offer paperwork be sent to you? Is there a deadline for accepting or declining the offer? Are there other requirements that you must fulfill?
- » Tell the recruiter that you are eager to review the offer package and discuss it with your family and career advisor. Ask the recruiter about the best times to contact him or her with any questions about the offer material.
- » Be ready with other questions you have for the recruiter.
- » Wrap up the call by reiterating your pleasure at receiving the offer and confirming that you will review the offer materials and respond within the agreed-upon time frame.
- » Be sure to report your offer to the WCC so that the data can be aggregated with other offer information to develop the yearly Olin employment statistics report.

Responding to a Job Offer

Accepting an offer

- » Once you have decided to accept an offer, it is best to communicate that decision as soon as possible to the employer. This allows the company to move forward with the next phase in bringing you on board. This could include firming up your start date or signing you up for pre-employment training.
- » Calling the offering manager is usually the preferred way to communicate your acceptance. However, if all communication has taken place through email, it can be an acceptable method of confirming your offer acceptance.
- » Sound enthusiastic to emphasize confidence in your decision, thank the hiring manager again, and express your pleasure at starting your career with the company.
- » Be ready with questions and preferences your employer may be waiting to confirm with you, such as start date and relocation plans.
- » Clarify next steps in the process.
- » Follow up with others in the company who were instrumental in your interviewing process to let them know you have accepted the position, and thank them for their help.
- » Contact any other employers with whom you were still in the interview process to inform them of your acceptance, and let them know you will not be moving forward with them. Do this as soon as possible so they can move on to other candidates. Make sure to thank them for their interest in you.

Reneging policy

- » Acceptance of an offer, whether verbal or in writing, is considered binding. It is never permissible to accept a job offer and later decline. This is considered a renege.
- » Once an offer has been accepted, either verbally or in writing, interviews should cease.
- » If an offer is reneged upon by the student, the WCC reserves the right to take appropriate action.

Declining an offer

- » Sometimes an offer is not a good fit, or you plan to accept another, more suitable internship or job. Declining an offer should be done as soon as you have made the decision not to accept the job. This allows the employer to move on to its next steps for filling the position.
- » Calling the employer to communicate your decision is preferred. However, if your conversations throughout the offer process have taken place via email, you can use this method to share your decision.
- » Be sure to thank the recruiter for his or her time, hard work, and interest in you, and share a brief explanation about the reasons for your decision, focusing on your interest in the best fit for both of you. Leave the employer with a desire to continue professional interactions with you in the future.

Employment offers and acceptance guidelines

The WCC provides guidelines to employers on the length of time students should receive to consider offers. See OlinCareers.wustl.edu for guidelines. If you have any questions about your offer deadline, stop by the WCC.

» **Exploding offers are prohibited (e.g., any offer that does not afford a candidate the appropriate time to accept or decline and/or has special incentives attached for the purposes of inducing early acceptances). Such offers put enormous pressure on our students to make a decision before they have completed the interviewing process. See OlinCareers.wustl.edu for more details.**

Job and internship offers come in a variety of forms. You may receive an offer over the phone, in writing, or sometimes even in person. If you are completely sure you are going to take the job, you can accept immediately. More often, when you receive an offer, you must decide whether to accept it.

Look before you leap

There are many factors to consider, such as location, salary, and benefits. Avoid making a hasty decision. Research and evaluate these factors to determine whether the job possibility is a good match for your career goals. Respond to your offer professionally and with enthusiasm, and arrange the next steps with the person making the offer.

Most companies will give you a deadline and lead time to allow you to consider the offers. Some employers expect you to negotiate and do not make their best offer initially. Other employers have rigid pay systems with little flexibility. Determine beforehand the type of organization with which you are dealing. Once a company makes an offer, the ball is in your court. Ask for the offer in writing in order to have solid information on which to base your decisions.

Determine important factors

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

- » Work/life balance
- » Personal values
- » Salary/signing bonus
- » Level of responsibility, challenge, and intensity
- » Team versus independent work environment
- » Opportunities to use your skills, expertise, and interests
- » Learning, helping, and decision-making opportunities
- » Whether you like and fit into the culture
- » Geographic location
- » Physical environment and working conditions in the workplace

Consider all factors

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

- » Does the company clearly define your responsibilities in the job description?

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

Before You Negotiate, Gather Information

Collect information to establish a salary range for the job and other benchmarks for each element of your offer package.	Compile information about cost of living.	Determine how much income you need.	Assess the demand for your skills and experience in the marketplace.
<ul style="list-style-type: none"> » Visit salary websites. » Network with current and past employees in the company and in the career field. Olin alumni are excellent sources. Also, ask about benefits, bonuses, commissions, perks, moving expenses, and compensation structure. » Check salary statistics provided on the WCC website. Data is available by job function and geographic location. 	<ul style="list-style-type: none"> » Review websites that offer cost-of-living comparisons. » Speak to contacts who live in the area. 	<ul style="list-style-type: none"> » Establish the minimum income to “get by” and the maximum you could be making under ideal circumstances. » Estimate monthly expenses. 	<ul style="list-style-type: none"> » Talk to alumni and the WCC career advisor to learn how strong your negotiating position is in the current market.

While salary is usually the element of the benefit package given the most attention, there are other major parts of the package to consider and evaluate. When considering a job offer, it's important to think about 401(k) plans, health insurance, and vacation pay. The following are some of the basic components of benefit plans.

Health insurance

This is important because without it, you would have to pay very high out-of-pocket amounts for medical, dental, and vision coverage. Even if you have to pay for some part of your coverage, it is still a less expensive alternative. There are various types of plans, including PPOs, HMOs, and flexible spending accounts. Your future employer should make available explanations of its medical benefits and be able to answer questions about your options.

Life insurance

You may not see a need for life insurance at this stage in your career, but it will become more important as you advance or if you have a family. Many offers include coverage at the company's expense, for an amount equal to one year's pay, with the option to purchase more at a reasonable rate.

Vacation

Most employers offer several days of paid vacation as a part of your benefits. The number of days you are able to take, and how and when you start to accrue them, will vary by employer. Be sure you are familiar with the company's policy when considering vacation time as a part of your acceptance decision.

Retirement benefits

Several program offerings can be considered a part of retirement benefits.

- » Retirement pension—While some employers still offer retirement pension plans, they are less common than in the past. These plans build an account with a defined amount of contribution, made for you by the company, which pays out a guaranteed fixed amount upon your

retirement. Pensions are most often replaced with the following types of plans.

- » Profit-sharing plan—A program to share a part of each year's profits with employees. The amount can vary from year to year and depends on whether the company makes a profit and how much it makes. The payment is usually determined as a percentage of your salary. The pay, which can be in the form of cash or stock, is held in your account until you retire or leave the company.
- » 401(k) plan—A tax-deferred plan that allows you to have wages withheld, before tax, to put into a retirement trust. Taxes are paid only upon withdrawal. Many employers offer an added incentive to "save" by matching with a company contribution. The amount that is matched is determined by the company. This is essentially free money.

For the profit-sharing and 401(k) plans, eligibility and vesting (a schedule that indicates when the money is yours) can vary. Some companies offer immediate eligibility, and others have waiting periods. Any money you contribute to a plan is yours, to be taken with you when you leave the company. The length of time you must be employed in order to qualify for the entire company match varies. Most plans have vesting schedules with increasing percentages over a period of years.

Other benefits you may expect to consider

These may or may not be a part of your benefits package. If they are not, talk to your employer about the possibility of adding one that is of interest to you

or replacing something else in your package of less interest to you.

- » Tuition reimbursement—Be familiar with the guidelines for what the company reimburses and how the benefit is paid.
- » Holiday/sick/personal day pay—Most employers cover the main holidays. Some designate a few additional personal days that an employee may take off, with pay. Sick days are paid, within reason. Usually an illness of several days requires a note from a doctor.
- » Employee assistance plan—A program designed to aid employees in need of some advice and counseling on life events, such as financial concerns or a family crisis.
- » Memberships—Often employers will cover the costs of memberships to a health club or professional association.
- » Flex time/telecommuting—Flex time allows you to vary your work hours, as long as you are completing your job requirements. Telecommuting is working from home or at an alternative work site.



After you've gathered your information, prepare for the negotiation with the following points in mind:

- » You have one opportunity to negotiate. Identify ahead of time the areas that you want to discuss during the negotiation.
- » When the economy is sluggish and the job market is depressed, you may want to be prepared to shift the focus of the negotiation from the salary to the benefits and compensation package.
- » You may benefit from practicing the negotiation with a career advisor.

Next, contact the person who made the offer and is most likely to be able to negotiate your offer with you, such as a human resources professional, supervisor, departmental advisor, or division head.

In the Discussion

Begin by expressing enthusiasm about the opportunity to work for the company.

Next, ask questions not related to money: ask about the position, the company, the career path, the performance review process, or the benefits package.

Ask open-ended questions in an agreeable tone to determine how the company reached the offer:

- » Can you tell me how this number was reached?
- » What are the range and midpoint for this position?
- » How was the signing bonus determined?
- » Is this amount in line with signing bonuses for other new employees?
- » When are signing bonuses paid?
- » Is there a guaranteed bonus program, and if so, what are the criteria for compensation?

If you want to ask for something higher, sell yourself by offering three specific examples of your value

(e.g., ways you can make money for the company, your experience, and your history with results). Then ask whether the company can increase the salary offer, signing bonus, or benefits package.

Work on creative solutions, if necessary. The company may ask you to provide options for it to consider when negotiating the job offer. For example: *"I would consider accepting a lower salary if the company would cover relocation expenses and tuition reimbursement."*

The company representative may not be ready to commit on the spot. Express understanding, and state that you look forward to hearing back. Ask whether you should make the next contact or wait to be contacted. Ask when you can expect to hear back from someone.

End by thanking the person for addressing your questions and by expressing interest in the opportunity to work for the company.

After the Discussion

- » Accept the offer only when you are ready to commit and forgo other offers.
- » Once you come to an agreement on your package, ask for the new offer in writing. When you receive the new offer, call the employer directly to accept. Send a follow-up letter of acceptance. Write letters to human resources, department heads, supervisors, and coworkers to let them know how excited you are to work with them.
- » Write thank-you notes to everyone who helped you obtain the position.
- » Report your offer to the WCC.
- » Celebrate your new opportunity!

Multiple Job Offers

- » If you receive a second internship or job offer requiring a reply before the deadline for the first offer, contact the company representative.
- » Explain the situation, and ask the representative whether the offer can be expedited.
- » If the company can't speed up the interviewing process, your next recourse is to ask the employer who made the original offer to consider extending the acceptance deadline.
- » Once you accept an offer, either verbally or in writing, you should not consider an offer from another company.
- » Accepting an offer with one company after accepting with another company is known as renegeing and violates the WCC ethics policy, embarrasses the University, reflects poorly on you, and is unprofessional business behavior.



Employers are seeking culturally diverse employees who work effectively in an increasingly global workplace. Develop your global perspective by taking advantage of international business coursework and study/internship programs abroad.

International Study Abroad and Internship

Study abroad does more than promote personal, professional, and academic growth. An overseas experience builds economic and geographical knowledge, cross-cultural communication skills, analytical skills, flexibility, understanding of local customs, adaptability, and often proficiency in a new language. Distinguish yourself from other applicants by highlighting these transferable skills on your résumé and in your interview.



Build on your experience

Your overseas experience may lead you to consider an international career. Understanding the immigration rules and regulations for working abroad is very important. While you are abroad, build a network of contacts in the area that interests you. Once you are back home, follow up and let them know that you are interested in returning abroad to work after you graduate.

You can also engage in cross-cultural experiences on campus. Take advanced language classes, or join a language club. Tutor, or get tutoring from, an international student. Join an international or multicultural student club.

Expand your résumé

Featuring a study abroad experience on your résumé demonstrates your ability to succeed in a new environment and your willingness to seek out new experiences. List your study abroad experience separately under the Education section. (See *sample résumé on page 17.*) If you completed an international internship, list this in the Experience section. If you participated in volunteer work, you can put this under Experience or Activities, depending on how extensive the volunteer work was during your time abroad.

Incorporate your international experience in the cover letter

Briefly describe the skills and experiences you gained (e.g., enhanced cultural awareness and sensitivity to cultural differences of customers; foreign language proficiency; awareness of global economic and political issues and realities). Identify how that learning is transferable to the position for which you are applying. Typically, this information is presented in the second or third paragraph of the cover letter.

Prepare for the Interview

Practice telling relevant stories about your global experience that articulate how your skills, experiences, and personality fit the needs of the organization. During the interview, be prepared to show how the experience will help you add value to the employer and improve your job performance. Here are some examples of questions you might be asked:

You studied in Madrid. Why did you decide to go there? How was your experience the same as or different from your expectations?

» Answer Strategy: Think back to why you decided to go. It may help to refer back to the personal statement you wrote with your study abroad application. Think about the things that surprised you while you were overseas. For example, you may have realized that Spain is more diverse than you believed it to be.

What accomplishment at school or during your study abroad experience are you most proud of?

» Answer Strategy: Discuss the goal you had for traveling abroad; describe how this goal was accomplished; share what you learned along the way.

What did you learn overseas that would help you do this job successfully?

» Answer Strategy: Think about the ways in which you have grown. You might have learned to be more flexible, adaptable, tolerant, open-minded, or patient. You may have gained specialized skills or knowledge from your classes, an internship, or volunteer opportunities. Explain how some of these changes and skills might be useful on the job.

Interviewers may ask behavioral questions to assess how you will respond in certain situations. You may be asked to describe your leadership style or how you deal with conflict. Remember the STAR approach to formulating an answer to interviewer questions. (See *pages 40–43.*)

Job Search Planning and Preparation

Both US and multinational employers seek a strong and committed workforce. Part of this culture is the idea that we are individually responsible for our own success. Employment is considered an investment for which a significant return is expected. You must work hard as well, to secure a job or an internship. Put in the time and effort to achieve the results you want. This approach may seem very different than how you would conduct a job search back home. It is important to understand the differences in the American-style workplace—the culture, environment, and industry in which you are seeking a job—and to align your search strategies appropriately.

Be informed and plan ahead.

As an international student enrolled at Olin Business School, you likely can be legally employed in the United States during and after the course of your study. However, the immigration rules and regulations allowing you to do so have specific requirements and restrictions. It is essential that you know the laws and regulations and can explain them in a positive and professional manner to prospective employers.

If you wish to work in the United States, you should also work closely with the Office for International Students and Scholars (OISS) on issues pertaining to visas, work authorization, and immigration before starting work.

Work authorization does matter.

Most global employers, including those in the United States, want you to already have work authorization in the country where you will be working, without their sponsorships. Not having permanent work authorization generally adds to the difficulty and length of the job search, though there are variations by industry, function, and individual company.

Cultural differences in the job search.

Most of your search for an internship or full-time position in the United States will be through your own direct applications to employers. Third-party

intermediaries are less important than they may have been in your home country. This is why you have to take control of your job search and be very proactive. In the United States, your job search success will not be entirely based on your academic performance. You have to be able to communicate and “sell” your skills to a hiring organization through your application documents, your networking abilities, and your interviews. In all these circumstances, you need to demonstrate self-confidence, maturity, interest, enthusiasm, and the ability to listen and make a point.

Target carefully, and know your value for the targeted employers.

Given that you have to overcome more difficulties in the job search, you must exercise added care in targeting the right function/industry and organization, one where you can offer a higher degree of qualification than the employer can find in a US citizen or permanent resident. Do not overlook the possibility of working in your home country or in a third region, at least as backup targets. Once you have established your targets, make sure you can articulate in a succinct and powerful manner the value you can bring to each organization on your list.

Network your way to an offer.

Most Olin and other business students in the United States find jobs through their networks. Being new to the United States means you have to work doubly hard to establish a network here. Start with your peers, students in other Olin and Washington University programs, and Olin faculty and staff. Take advantage of all opportunities to meet alumni or other company representatives at Olin- and Washington University-sponsored events. Attend career fairs. Reach out to alumni working in your targeted fields/industries/companies. LinkedIn is the best tool to identify and meet people working in target companies. Join online professional networks. Establish relationships, and then grow them in a targeted manner.

Practice, practice, practice!

Success in a global job search rewards not the qualified candidates but the qualified candidates who can communicate their credentials. Communication skills are essential, and they can be honed through preparation and repeated practice. Your job search documents must be impeccable and customized; your delivery in recruiter interactions, including interviews, must be credible. This entails hard work and long hours.

Work authorization and visa information for international students

If you are an international student pursuing a degree at Olin and are in F-1 or J-1 status, it is likely that you can be employed in the United States in an area related to your field of study, without any paperwork required on the part of the employer except for the offer letter. However, to obtain authorization to be employed, you must contact Washington University's Office for International Students and Scholars (OISS) before starting work.

Internships and part-time employment before graduating

The United States Citizenship and Immigration Services (USCIS) allows students in category-1 status to be employed by US employers through the Practical Training program during the summer between school years—or part time during the academic year, starting with the second year in school. For that, you must obtain either authorization for Optional Practical Training (OPT) from the USCIS, through the Office for International Students and Scholars (OISS) at Washington University, or authorization for Curricular Practical Training (CPT) through your Olin program office and the OISS. J-1 visa holders can also usually work in their fields of study through the Academic Training program. Applications are made through the OISS.

Full-time employment after graduation

In most cases, if you are an international student at Olin with an F-1 visa, and you are completing your degree, you will be eligible to work in your field for up to 12 months after graduation without having to change your visa status. If you are enrolled in a STEM degree program in Quantitative Finance, Supply Chain Management, or Customer Analytics, you can get OPT for up to 36 months. You must secure OPT authorization from the USCIS, through the OISS. J-1 students can usually obtain approval from the OISS for up to 18 months of training in their fields of study.

Continuing employment after your practical training expires

The H-1B Specialty Worker Visa:

If you are in F status now, after your practical training permit expires, it is usually possible to obtain a temporary specialty worker (H-1B) visa. An H-1B visa is intended for professional employment for three to six more years

in your field of study. Your employer must be willing to apply for the H-1B visa, a process involving a commitment of time and money on the employer's part, as well as the risk that it will not be approved. The employer applies through the Department of Labor and the USCIS. A limited number of H-1B visas are issued every year, so the application should be made as soon as possible, preferably on April 1, given the large number of applications in the selection process over the past few years and the lottery system. Employers may wish to seek expert advice to complete the process. Once the H-1B visa has expired, there are several options available for continuing employment; expert advice should also be obtained to explore these possibilities.

Documenting employment authorization

Engaging in employment before receiving the appropriate proof-of-work permission is a violation of status and could

constitute irreparable damage to your immigration record. To avoid working illegally, be certain that you hold one of the following documents by the time you commence your practical/academic training experience:

(F-1) Optional Practical Training (OPT):

An Employment Authorization Card/Document (EAC or EAD), a driver's-license-sized card issued by USCIS that bears your photo, name, and employment authorization start/end dates.

(F-1) Curricular Practical Training (CPT):

A new I-20, issued by OISS, bearing the employer name and address as well as the employment authorization start/end dates.

(J-1) Academic Training (AT):

A letter, issued by OISS, bearing the employer name and address as well as the employment authorization start/end dates. If you plan to work in the United States, you need to learn the system and know what to expect.

Be prepared to comfortably and positively explain the process of hiring international workers to a prospective employer.

Success on the Job



Leaving college and beginning a job can be a difficult adjustment, but understanding and expecting the challenges can help you make a successful transition.

It's important to realize that your new colleagues and bosses will be watching your performance, especially early on. Therefore, think about how you can add value to the workplace every day.

To Be Successful ...

Go above and beyond. If you want to advance in a company and receive above-average performance reviews, go beyond what's expected. If you can give more to an assigned project and add value to the organization, do so.

Make sure correspondence is professional. Reread all emails at least twice when you receive them and when you're about to send them out. Don't

write anything that would embarrass you if your boss happened to read it. (This goes for voice mails and instant messages as well.)

Take on all assignments enthusiastically. It's important to take on the projects with enthusiasm and professionalism. A good attitude and successful product will show the boss that you're capable of completing basic projects, and you'll soon get more complex ones.

Be timely. Always arrive on time, and do not leave early. Traffic and oversleeping are not good excuses.

Act professionally at work events.

Work-related events are not the places to take advantage of free alcoholic beverages. Make sure to drink in moderation, if at all; no more than one drink per hour.

Dress for success. Observe how your coworkers dress to understand the culture of the office. Don't buy a lot of clothes until you are familiar with your office standard.

Get to know your boss. Observe his or her personality and work style, and tailor your interactions accordingly. Make sure you and your boss are on the same page.

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