



MODULE 15

Manage Your References

Where is your next job?

Method #1

Networking – Get a referral from a friend as “bridge” into a target company

Method #2

Responding to published openings at job boards

Method #3

Working with recruiters

Method #4

Contacting companies directly



Selecting & managing your references

A request for your reference list by a potential employer after your interviews are completed is a sign that you are either the leading candidate or one of a group of final candidates under consideration for hire. (You may encounter a company that checks references at the start of the interview process, although such a situation is not common.)

Taking care to select just the right individuals as your references and to prepare them well for the reference interview are critical components of the job search process.

A glowing reference about you and your abilities can mean the difference between receiving an offer or not. Take the reference process seriously.

Whom to ask?

- Most recent manager/executive team colleague
- Previous managers, peers, and direct reports, if applicable
- Clients, if appropriate

Managing online presence, references, & recommendations

In job search, it is common and almost expected to have a presence on various social media networking sites such as LinkedIn, Facebook or Twitter.

These sites serve as one more way for you to market yourself, and it is critical to present yourself in a professional and consistent manner. Potential employers will look at your profiles and you want to be confident that what they are seeing is reflective of your value and personal brand.

It is also not only common but encouraged to have recommendations from colleagues, supervisors and direct reports on these sites. Many employers rely on these sites to do their own due diligence on potential employees and may even conduct informal reference checks by reaching out to people who have recommended you, without your knowledge.

Be selective whom you ask to recommend you and comfortable with relating your prior employment and performance.



Prepare your reference list document

Well before you begin interviewing, prepare your reference list document.

On a sheet of your letterhead stationery, list four to six individuals who have agreed to knowledgeably speak about your accomplishments, strengths, and skills.

MMM. YYY

abc@xxx.com

REFERENCES

FFF
Vice
President
ABC Corporation
cell: FFF.4827
Email: FFF@XXX.com |
Relationship: Former manager

ZZZ Product Manager
KKK Technology
cell: 414.XXX.9905
Email: zzz@gmail.com
**Relationship: Current
colleague**

BBB
Associate Vice
President
DSDS Company
(W): 6AAA.6600
Email: BBB@gmail.com
Relationship: Former manager

NNN
Director of
Marketing HHH
Devices
cell: 303.KKK.0008
Email: NNN@gmail.com
Relationship: Former customer

Sample reference list document

Sample format:

FFF
Vice President
ABC Corporation
cell: FFF.4827
Email: FFF@XXX.com
Relationship: Former manager

Communicate with your reference contacts

You want to prepare your references as much as possible and should make them aware of where you are in your interviewing process. When a potential employer asks for your list of references, call each reference as soon as possible, and alert them that they may receive a call from a human resources representative or from a hiring manager.

Inform your references of the following:

- The name of the company considering you for hire
- Name of the person contacting them if known
- The title of the position for which you are under consideration
- The primary requirements of the position
- Your skills and accomplishments which make you a “fit” for this position and demonstrate your value
- Key statements you would like your references to offer in the reference interview

Be sure to send a thank you letter to your reference contacts after they have provided the reference to a potential hiring manager.



Sample reference questions

One way to prepare your references is to offer them a list of questions that hiring managers and human resources representatives frequently ask in order to assess a candidate's viability as a potential employee.

Some of the questions include:

- What is your knowledge of the applicant's abilities?
- Can you describe the applicant's responsibilities when he or she worked for (or with) you?
- What are the applicant's strengths?
- What are the applicant's weaknesses?
- What makes the applicant particularly effective in his or her work?
- How long have you known the applicant?
- In what capacity have you known the applicant?
- Why did the applicant leave his or her recent position?
- If you were the applicant's manager, would you hire the applicant again?
- What are the applicant's strongest personal characteristics?

