Module 4: Applied Communications and Networking

Overview

Building relationships is the key to personal and business success. Having a strong network of diverse contacts provides you with access to a tremendous amount of information that can give you a competitive advantage in launching and advancing your career. Whether it is finding out about un-advertised positions, intelligence on companies where you might want to work, or getting specific insights into the proclivities of potential interviewers, building your network is the key to unlocking this sea of knowledge. Building your network and developing those relationships is a practical application of many of the aspects that have been covered already in the first four chapters. Understanding how businesses operate can provide you with insightful questions and responses in demonstrating your value to new contacts. Applying the four aspects of communications (technical literacy, style flexibility, emotional intelligence and social intelligence) allow you to establish and develop strong relationships. Knowledge of how companies are led, and the consequences of those various styles can demonstrate your familiarity with the ways of the business world. And demonstrating an understanding of the art of mentorship and collaboration will make you a desired hire. All the skills and accomplishments related to these areas can be put in play in developing strong relationships and building a powerful network. Just remember to bring your m&ms!

Why is networking so important?
- Find out about jobs before they are posted
- ~80% of jobs come from referrals (employee referrals, internal hires, social & professional networks)
- Validate job descriptions
- Provides intelligence about jobs companies and managers
- Gets your resume to the hiring manager
- Many jobs are not publicly listed until a leading candidate is identified (beware the "phantom" job listing

What is your network:

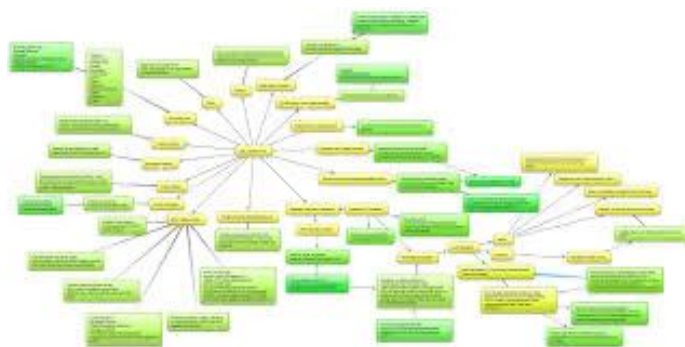A group of reliable contacts who can and will *advocate* for you in your professional development.

Building Your Network
Make four lists of contacts from:
- Your current job
- Previous job
- Social contacts
- Alumnae

To be on this list, contacts should:
- Respond to e-mail
- Return phone call
- Agree to invitation for lunch

-All those who meet the above criteria should be invited into your LinkedIn network.

-None of these people are likely to hire you, but they may well know someone who will.

Networking Four Lists

Current Job	Previous Job	Social	Alumnae

Building Your Network in Person

- Make yourself available
  - Scientific events
  - Business events
  - Social events
  - Vendors
  - Alumnae

- Develop your "24/7" Elevator Pitch
  - Scientific Peers (24 seconds)
  - Lay audience (10-15 seconds, or 7 words!!)

Extroverts Networking Strengths
- Initiate conversations
- Give long answers
- Verbal preference
- Contact anyone anytime
- Excitement obvious
- Generally: large network of shallow relationships

Introverts Networking Strengths
- Plan conversations
- Give short answers
- Written preference
- Contact as needed
- Excitement earned
- Generally: smaller network of deep relationships

Developing Your Elevator Pitch

There are three components to your elevator pitch:

1. Technical (what do you do professionally)
2. Business (how do you do it)
3. Social (how do you engage with others)

Elevator Pitch Guidelines
- 10-15 seconds
- Who is your audience?
- What do you have in common?
- What do they need to know to make their job easier or more effective?

Adjust your Communications Focus Based On Your Current Relationship With Your Audience

Your ability to effectively engage your audience is impacted by three factors
- Social/Relationship
- Affective/Caring
- Content

The relative emphasis you place on these three factors depends on whether this is a familiar well-known audience, or a new audience.

Table 1: Percent Communications Focus by Audience Relationship

	Public (unknown)	Known
Content	10%	90%
Affective/ Caring	30%	5%
Social/ Relationship	60%	5%

Breaking the Ice

One of the greatest difficulties in initiating conversations with new people is figuring out what to say. One key step in initiating a conversation is to focus on what you have in common. In ALL cases, one thing (besides the weather) that you always have in common is the event where you both are present. The second key step is to shift from *expert* to *learner* and ask an open-ended question rather than make a statement. For example:

"What brings you to this event?"

"I'm interested in your research. Can you walk me through your poster?"

The point is that by asking questions you are empowering the other person and implying that what they have to say is important. More often than not, this will successfully initiate a conversation.

How to use your elevator pitch when you can prepare ahead of time
If you are attending a meeting or conference and can review the agenda and attendees ahead of time, you can do some research to get you some talking points:

- Research the person
- Research their institution
- Develop some relevant questions based on your research

How to use your elevator pitch when you can't prepare ahead of time

This is where shifting from expert to learner becomes a powerful skill. Manage the conversation by asking questions:
"Hi. I don't believe we've met. I'm Mary Jones. I'm a postdoc at National University. What brings you to this event?"

"What is your role at (their institution)?"

"I'm thinking about transitioning from academia. Do you have any specific advice or suggestions?"

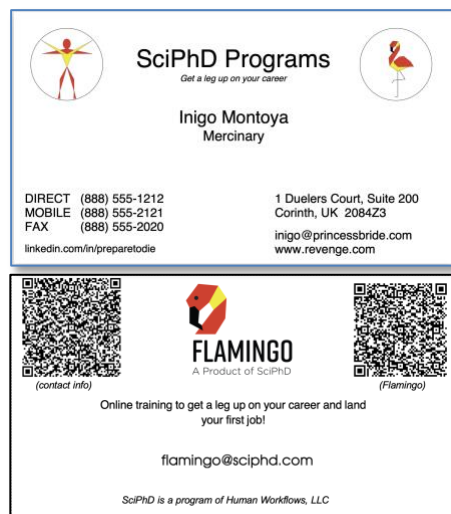### Using your Elevator Pitch to Develop Relationships

- You must add value to develop a relationship
- Use your three identities (technical, business, social)
- Shift from Expert to Learner
- Use social Intelligence (add value to your audience's social world)
- Resist the temptation to make the conversation about you
- You must actively maintain your network
- Use periodic communications
- Share professional travel plans
- Offer timely intelligence/knowledge

- Thank them for their time
- Comment that they likely have others to speak with
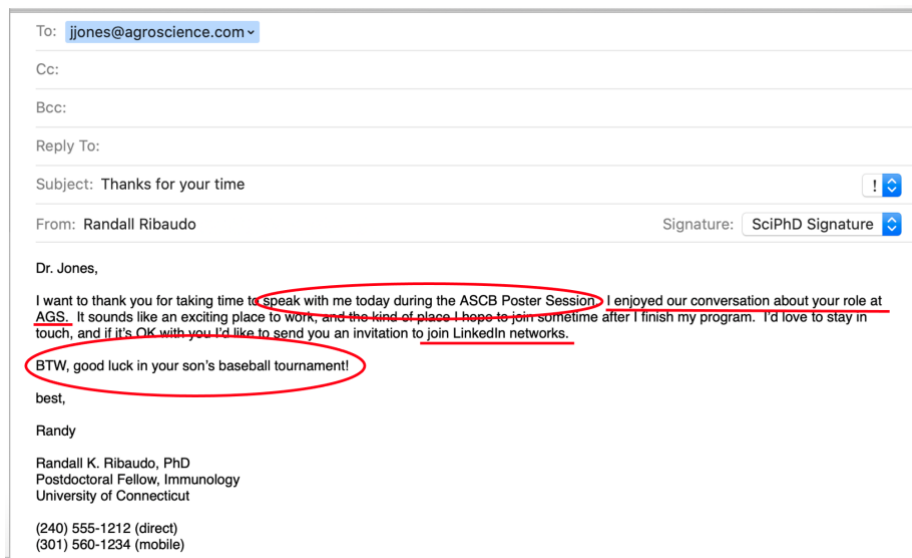- Offer to exchange business cards

Business Cards

- You MUST have business cards
- Many career offices will provide cards
- VistaPrint: 250 cards for $10 - $20
- Use QR codes on back contact info and for Summary of Qualifications
- Exchange with new networking contacts
- Used to follow up with new connections
- Contact information should be "permanent"
- When exchanging business cards, make notes about the contact, including social anecdotes.

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Following Up

After meeting new contacts, you should send a brief e-mail that reminds them when and where you met, along with some reminder of your conversation. If there is an anecdotal incident you can use as a "hook", include that while asking if they would be OK with sharing LinkedIn networks.

To: jjones@agroscience.com

Cc:

Bcc:

Reply To:

Subject: Thanks for your time

From: Randall Ribaudo   Signature: SciPhD Signature

Dr. Jones,

I want to thank you for taking time to speak with me today during the ASCB Poster Session. I enjoyed our conversation about your role at AGS. It sounds like an exciting place to work, and the kind of place I hope to join sometime after I finish my program. I'd love to stay in touch, and if it's OK with you I'd like to send you an invitation to join LinkedIn networks.

BTW, good luck in your son's baseball tournament!

best,

Randy

Randall K. Ribaudo, PhD
Postdoctoral Fellow, Immunology
University of Connecticut

(240) 555-1212 (direct)
(301) 560-1234 (mobile)

Exercise: Use your elevator pitch on a colleague

Name	e-mail/contact info	Notes

LinkedIn

LinkedIn is used by almost 90% of recruiters to identify candidates and also to perform background evaluations. Therefore, it is critical that your LinkedIn profile be current and complete.

LinkedIn Profile Elements

- Summary
- Education
- Experience
- Certifications
- Microbadges
- Posts
- Projects
- Honors and Awards
- Recommendations
- Patents
- Publications
- Volunteering Experience
- Languages
- Test scores

Editing Your LinkedIn Profile

From your home page, click on the profile link at the top of the page and select "edit profile". If you will be making significant changes, first turn off "Notify your network" at the lower right of the page so that your contacts are not informed of every change you make. Make sure to turn this back on when you are done.

Go through each of the sections and update them with your most current information. Consider using your Summary of Qualifications as your "Summary" section of your profile. When you are done, turn "Notify your network" back on so that your contacts will be informed of your updates.

Skills and Endorsements

In this section you can list specific skills that you have acquired and rank them from most significant to least significant. In this section you can also allow others to endorse you for the skills that you have. LinkedIn uses this information in part to recommend jobs that would be suitable to you through the "jobs" link as well as to recruiters.

Recommendations

Having recommendations from colleagues can further enhance your profile. One of the best ways to seek recommendations besides asking, is to recommend others. Often-times if you recommend someone else, they will return the favor.

Validating your LinkedIn Profile

LinkedIn will recommend jobs to you based on your profile. How well you have captured your brand (technical, business and social identities), will be reflected in the types of jobs that LinkedIn suggests. If all the recommended jobs are postdoc positions, perhaps you need to enhance your business and social identity in your profile.

Getting Your Resume on the Hiring Manager's Desk

How to Ask a Connection for Help
- Re-establish your connection
  - Check "messages" thread in LinkedIn and saved e-mails
  - Review profile
- Explain your Situation and Task
- Confirm whether your connection can help
- Point out BRIEFLY why you're qualified
- Offer your resume
- Wait for response

Informational Interviews
- Contact HR
- Contact via LinkedIn (network and discussion groups)
- Six things you need to know to request an informational interview
  - Private or public
  - How big
  - Management/Leadership team
  - Current news
  - Products/services
  - What is your value to the company

Rules for Informational Interviews

- 30 minutes or less
- No resumes
- NOT applying for a job
- ARE seeking advice
- Let interviewer do most of the talking
- Looking for insight into:
- Company culture
- Work-life balance
- Send thank you e-mail

The Four Action Items You Can Do Right Now!

o Update your LinkedIn profile
o Make your primary network
o Add at least one primary contact per week
o Get Business Cards

Your Online Presence Matters!

Over 70% of recruiters and HR professionals have rejected candidates based on data that was found online. Make sure you review your online presence:

- LinkedIn
- Facebook
- Twitter
- Instagram
- ???

GOOGLE YOURSELF!!!!

Social Media information that can negatively impact your candidacy

Behavior/Social Information	Negative impact
Marijuana use in the last year	61%
Political Rants	51%
Spelling/grammar errors	48%
Alcohol consumption	35%
Showing off wealth/big purchases	19%
Showing too much skin	16%
Limited social presence	12%
Posting selfies	7%

Source: Jobvite © 2017

Three Critical Take-Aways about Networking

1. Every encounter is an opportunity to network

2. The quality of your primary relationships dictates the power of your network

3. Networking requires attention to individuals, sensitivity to their personalities and the ability to listen

Preparing for Interviews

Chain of events in the Job Hunt Adventure
- Find Job ad…
- Do Research on Company and on YOU…
- SciPhD Self-Assessment
- Develop Targeted Resume to get an interview
- Leverage your network
- Receive notification of interview for job:

NOW WHAT???

Do Your Homework!
- On Company
    - On products and services
    - Strategic partners
    - Finances
    - On current news
        - External sources (Bloomberg, Yahoo Business, Hoovers)
        - Internal sources (corporate press releases
    - On leadership/management team
    - Know their salary ranges
        - Glassdoor.com
        - Salary.com
    - On their SCIENCE – and next generation of science!

Available Resources
- Company website
- Yahoo Finance
- Google
- Network connections
- Glassdoor.com
- Salary.com
- LinkedIn

Expectations are already in progress...

- What are the expectations about you that are already set and in progress?

    o The Job Ad frames the primary technical, business and social requirements that you are competing for!

    o Your resume has set expectations that got you to the interview!!

    o Your network connections (advocates) have set expectations

    o Your Social Media sites and "Google" information has augmented your formal resume! DO YOU KNOW WHAT IS ON YOUR SOCIAL MEDIA?

The Behavioral Based Interviewing Process: Making Your Accomplishments Matter

The Interview is a unique communication setting:

What the Hiring Organization Wants	You Want to Share
• Validate resume • Test your knowledge • Observe your emotional character • Determine your social fit • Judge your total "real value" to their team/company	• Technical competence • Business awareness • Social willingness • Learning capacity • Say "yes" to the ...

Your Responses During Interviews are Scored

- Each Interviewer will score your response for fit to the job or company culture – with notes using STAR.
- Interviewers compare responses – first for consistency – and for level of detail.
- Candidates are ranked based on combined scores.
- This is only ONE input to the hiring manager – your science is still most critical!

Interview 3: Social Role Exercise

- 3 per room working together as a "super person" – meaning combine experiences to create one answer.
- Asks question
- Using social intelligence, answer the question, attempting to move between 3 roles: organization, professional, personal.
- Also record observed social and SciPhD social competencies that were used in your response using the provided scoring sheet in your workbook.

Social Role Scoring Form

Candidate:	Contact info:
Creating <u>The</u> Vision ❑ Strategic ❑ Innovative ❑ Risk Management ❑ Champion/Energy	**Achieving Results** ❑ Production ❑ Focus ❑ Competition
Developing People ❑ Collaboration ❑ Enabling ❑ Empathy ❑ Rapport	**Communications** ❑ Technical Literacy ❑ Style Flexibility ❑ Emotional Intelligence ❑ Social Intelligence
Execution ❑ Structuring ❑ Control ❑ Tactical ❑ Delegation	**Financial Acumen** ❑ Return on Investment ❑ Internal Rate of Return ❑ Performance Metrics ❑ Balance Sheet

Social Roles Used		
❑ Institutional	❑ Professional	❑ Personal

Notes:

Interview Question:
We are recruiting for the type of team member that will have pride in working for our company, be the best scientist they can be, and have a personal commitment to respect every team member, consumer, supplier, investor and local community member.
Please give me examples from your past when you exhibited this type of behavior.

Summary:
This practice session was designed to give you experience in using social intelligence with a variety of organizational members. Your socially intelligent answers will both relate to your interviewer and demonstrate your experiences in the SciPhD Core Competencies. Using the STAR format in this process will best present your experiences to the interviewers. The interview is a powerful communication exercise to help the organization select the best available candidate.

Networking Appendix: Your Resume Communications Guide

Elevator Speech using 24/7 technique:

What is the most technical description of your work that would take 24 seconds to articulate?
- **24 second example**: "I study antigenic peptide loading of MHC Class I molecules, and how beta-2 microglobulin can facilitate the peptide loading process. The key point in this research is that because exogenous beta-2 can open the peptide binding groove of the MHC Class I molecule, we can use exogenous beta-2 in order to load MHC with any peptide of choice. That can be a tumor homogenate or viral peptide digests. This could then stimulate cell-mediated immune responses to tumors and viruses.
- **7 word nontechnical example**: "Understanding how to fight cancer and infections"
- **For intermediate audiences**, shift from "expert" to "learner" and then ask a little about their background. Based on that information, adjust your level of detail.

Capacity Networking – Comment Appropriately
- Be positive and honest – "I like the way you frame the discussion to create more focus on …"
- Compliment in a genuine manner – "Thanks for sharing your perspective; you have me   rethinking my position …"
- Challenge with Respect – "I have some level of understanding your argument, however, I would   like to share what my personal experience has been with …"

Establish Your Brand – Technical, Business and Social
- Technical – your scientific research interest and expertise
- Business – how you run your lab and get research results completed and published
- Social – how you work with people, patients, peers, bosses, etc…
- Have at least 3 words that generally describe each of your brand fields;
  - Technical – "Research Molecular Immunologist"

  - Business – "Operational focused", "Creative problem solver", "Resourceful and agile" …
  - Social – "Team oriented", "Lead by example", "Patient centric",
  - Communication goal is to engender a light conversation to help you learn about your target.

Developing Relationships - add value
- The value is from the perspective of your target audience.
- How would you enhance their science, business methods or people development?
- Ask, don't tell!!
  "Would there be added value to your research efforts if I modified my _____ method for your strain of _____?"

  - Let them take ownership of deciding your value. Telling and selling are very temporary as compared to shared ownership.

Asking Permission to refer you internally in their company
"I'm very interested in the _____ Job at _____ as it is an extension of my research work at _____ Univ. I know you don't know my work or me well enough to be a referral. I would like to ask your permission to have you see if you can get my resume on the hiring manager's desk for consideration. What can I send you or tell you that would give you a comfort level in helping me compete as a candidate for the _____ Job?"

Asking for the Informational Interview
"Hi, my name is _____. I'm a research scientist in _____ at _____. I'm assessing my next career step and see your company is a leader / innovator / global provider in this field and would like to understand how research will be changing over the next 5 years and what some of the opportunities are for scientist with my training. Can I get 30 minutes of your time to gain your insight either from the company or your personal experience perspective?"

10 Ways to Research a Company

1. **Google** (www.google.com): Incredibly powerful search engine to get you started.

2. **Glass Door** (www.glassdoor.com): Website that gathers information on companies from present and former (within 2 years) employees, including average salaries, work environment, interview experiences, and even photos of the building, conference rooms, etc.

3. **LinkedIn** (www.linkedin.com): The essential professional social networking site. If you are serious about developing and expanding your career opportunities you must have a LinkedIn account. You should include a professional looking photo of you on LinkedIn, and develop your profile so that it reflects your value.

4. **Informational Interviews**: One of the best ways to gain intelligence on a company as well as expand your network to people in positions to help you in the future. Informational interviews are understood to be 30 minutes or less, and are not an explicit effort to get a job at that company (at least not yet…)

5. **Network Connections**
   a. Current employees
   b. Former employees
   When getting information from current employees, keep in mind that they may be reticent to provide negative or critical information for fear that it could "boomerang" on them. Often times former employees will be more forthcoming with honest assessments. However here too, keep in mind that the conditions under which someone leaves the company may influence how unbiased they are in providing objective information.

6. **Company Website**: Study the company website thoroughly. They often have extensive information about the mission, products, services, and corporate culture. Study the management team of the company including senior leadership, as well as scientific advisory boards. This information is typically found in the "About Us" section of the website.

7. **Yahoo Finance** (finance.yahoo.com): Good website to find financial news, announcements and performance of a company.

8. **Hoovers.com** (www.hoovers.com): Provides detailed information about public and private companies. Good useful information is available without a paid membership. Check with your career development office to see if your institution has access to the paid Hoovers site that provides additional information.

9. **Business Wire** (www.businesswire.com): Good site that provides current business news about companies.

10. **Wetfeet.com** (www.wetfeet.com): Interesting site that leverages your LinkedIn and/or Facebook account to build a company and career interests profile. You can track companies, search for jobs and educate yourself about a particular career path.

References for Networking

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