



***FFNT
Female Faculty Network Twente
Lunch Meeting***

How to be selected for a job?

Tijana Zivkovic

General remarks

Recruitment steps

Advise for each step

In the new job: Recruitment goes on!

Typical girly mistakes to avoid

Organizations want women

Academia: **How to get tenure**
Networking
Leadership

References

It is often said: **Girls do not (know how to) play the game**

To 'win in the game' you have to:

- 1) Know the rules – Be thoroughly informed!
- 2) Have or develop relevant skills
- 3) Play the game!

- 1) When girls know the rules (as throughout education) they perform better, drop out less (than boys). In Denmark already most of the highly educated are women
- 2) To learn a skill does not mean to change who you are!
- 3) To play the game means to win some, loose some, and feel good about it.

If (when) we are not minority (>35%) in organisation, we can modify the rules.
For now, at least be aware of the rules (requirements)

Hiring rules and business etiquette:

Understand them and keep them in mind in any job!

The Job



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First, find as much information as you can about the job!
Job title and description

What to look for:

Function organisational chart (people, titles, reporting relations, responsibilities)
Your reporting relationship (budget, number of people...)

Key challenges and problems

Short term objectives
Long term objectives

Why position is open
'Ideal' candidate – what the employer really wants

Sources (about job, company):

**Company website, annual reports, publications,
former employees, your network**

Recruitment in steps



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Formal:

CV
Cover Letter
Interview(s)
Assessment Center
More interviews

Informal:

Network
Recommendation
on basis of prior performance

Throughout your career:

Interviews and assessments for promotion
(formal and informal)

Remember:

Hiring rules and business etiquette:
Understand them and keep them in mind in any job!

Possible forms / parts:

Presentation + questions
Individual interviews
Socializing!

What makes a candidate stand out?

Knowledge and expertise
Enthusiasm, confidence

What the employer want:

- 1) 'Perfect' candidate
- 2) Someone to do a job better
- 3) Someone to solve a problem
'A job exists because a problem exists'

You should:

Be clear about hiring manager's priorities – as soon as possible!
Demonstrate relevant competence
Be interested (beyond current job) in strategic improvement

Target areas:

Technical competence
Job motivation
Fit with work environment
Fit with boss
Interpersonal relationships
Past performance & failures

You should find out, ask about:

- 1) Factors for success in position
- 2) Areas for improvement
- 3) Key challenges and problems
'Problems are opportunities'

Damage control in the interview



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'Killer' question: What are your weaknesses?

Negative trait:

- 1 Overly detailed
- 2 Cautious
- 3 Disorganised
- 4 Slow
- 5 Impersonal
- 6 Argumentative
- 7 Controlling
- 8 Stubborn
- 9 Naive
- 10 Vague

Positive attribute:

- 1 Thorough, reliable
- 2 Careful, accurate
- 3 Creative, free-thinking
- 4 Methodical, careful
- 5 Focused, goal-oriented
- 6 Principled, persistent
- 7 Result-oriented
- 8 Dedicated, persistent
- 9 Open, honest
- 10 Strategic, noncontrolling

You should :

Select least damaging attributes that can be seen as positives

Chose areas where you demonstrated improvement

Do not apologize or over explain

Cite contrary evidence and others who can confirm

Assessment center



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Who: Big companies, multinationals
Parts: Interview, case study, role play, group discussion, written assignment, intelligence test...

Note: In ANY JOB you will go through ALL of the above REAL situations!
In any organisation the major selection criteria are valid!

It is an assessment of your capacity:

Intellectual

Motivational

Managerial

Interpersonal

Individual

...and your time management!

Understand the selection process and the criteria!

You are not competing against other candidates, but against the selection criteria

The same holds when more people apply for any position with no assessment center

You should have high scores in all criteria to be hired

Given information: Too little or too much
Be clear and bring structure in what you do!

Advise: Prioritize, improvise

Answer

STAR: Situation, Task, Action, Result

Problem analysis

SWOT: Strengths, Weaknesses, Opportunities, Threats

PESTLE: Politics, Economic, Social, Technological, Legal, Environment

Discussion

3 Phases: Begin (welcome, topic, procedure), Middle (problem, reaction, solution, future), End (summary, next meeting, farewell)

Evaluation of your response

SIR: Similarity, Impact, Recency

Use short sentences
Stick to the point
Use strong action words
Show what YOU did
Quantify outcomes

Use given information
Do not be aggressive
Listen, contribute
Make sure you are heard
Get results – in time!

Once you are selected for the job...



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Your aim: To be 'selectable' for promotion!
Know the 'rules' and 'play the game'

Pay attention to your career and performance!

Know possible career paths, PLAN your career, let others know about it
Get as much advise on your plans as you can (mentor, insiders, career coach, network)
Consistently exceed performance expectations

Identify what you want to be and develop skills you are missing
Get a variety of skills, areas of influence
Take risks, grasp opportunities

Important:

The best is not enough

Time is of essence

If you do not blow your own horn, nobody else will

Expertise impresses

Nothing comes to one who waits – Take initiative, ask for what you want!

Fortune favours the brave – Do 'stretch assignments'

Be 'selectable' for promotion



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Pay attention to your style!

Be self confident

Be aware of how you are perceived, ask for feedback

Keep your cool – Control emotions

Make others comfortable

Tune your approach to the person involved

Radiate confidence

Laugh and make others laugh

Develop 'executive presence' – Acquire it and use it!

Be exposed to decision makers

Have good relationships with peers, subordinates, superiors

Increase your visibility

Beware: too much publicity builds up resentment, stay within organisation's norms

Find mentor(s)

Network, network, network!

Typical girly mistakes to avoid



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How you play the game:

- Not knowing the rules
- Just* working hard
- Waiting to be *given* what you want
- Not having or using your network

How you act:

- Not asking questions for fear of sounding stupid
- Telling the whole truth
- Telling too much personal information
- Being overly concerned with offending others
- Putting needs of others before yours

How you think:

- Obediently following instructions
- Ignoring the quid pro quo
- Ignoring meetings
- Letting others waste your time

How you market yourself:

- Failing to define your brand
- Minimizing your work
- Waiting to be noticed
- Not taking high-profile assignments
- Giving away your ideas

How you respond, sound:

- Thinking others know more than you
- Being the last to speak
- Over explaining
- Asking permission
- Apologizing

Organizations want women



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Successful organisations are diverse, as the society
Organizations can not afford not to hire women

You should research & compare 'women-friendly' organizations

Role models!

Training & development

Rewards & recognition

Networking opportunities

Work-Life balance

Employee satisfaction

Workforce diversity

External reputation

Universities are behind companies

in (attracting), keeping and promoting women to the top positions!

Academia: How to get tenure



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Decision-makers learn about you via your publications and from the senior experts
Publish, network, build strong professional links with those people

You are judged on your work, not on work of your advisors, collaborators
Get a distinct identity, work in areas different from your advisor
Have plans for growth in: research, publishing, teaching, networking

Be identified as a leader and organize around an emerging theme
Notice general trends, significance, organize people, set agenda for future research
Organize activities, build new institutions

Know your department tenure process. In general:
Publish high-quality research in refereed journals and books
Get deep tenure in your field
Build professional relationships with most of the faculty in your department
Teach reasonably well

Departmental politics
Chose people strategically in networking
Articulate commonalities with everyone
Consult with people affected by your plans

Academia: Networking - It takes time!



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Know your goals

Identify the relevant people

**Ask people with good networks, at conferences,
Scan bibliographies, conference proceedings**

**Accumulate a long list of potential colleagues
Do not only seek people similar to you!**

**Notice mutual interest, articulate similarities
Then explore differences, debate**

Close 'structural holes' = people who do not know each other, but should

Contact the relevant people

**Your papers are your emissaries (unpublished articles, conference papers, reports)
Meet them face-to-face (at conferences aim to talk to these people!)**

**Exchange drafts, thank them, include them in acknowledgements
With much more senior than you – one draft per year**

Follow up

**Keep coming up with simple ways to be useful to people from your network
Few times per year is plenty**

Academia: Intellectual leadership



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Organize something (workshop, journal issue, email discussion list, project)
When you organize – delegate

Notice an emerging theme
Think about other people's research

Communicate superbly
Consultation = main form of scientific socializing

Edit a book
Give credit to others

Raise public voice (community groups, newspapers, magazines, media)
Popularize work in your field

Come up with steady stream of topics
Know the 'issue agenda' in your field

The Interview Kit

Richard H. Beaty (2003)

Be thoroughly informed and prepared!

Alles over Assessment Centers

Dr Jack J.R. van Minden (2004)

Be THE BEST yourself that you can be!

Be confident, positive, proactive

Be Your Own Mentor

Sheila Wellington (2001)

Participate in relevant organizations!

Nice Girls Do Not Get the Corner Office

Unconscious Mistakes Women Make That Sabotage Their Careers

Dr Louis P. Frankel (2004)

Networking on the Network

A guide to Professional Skills for PhD Students (and more...)

Phil Agre (2003)