UCSF Office of Career and Professional Development
Student Academic Affairs

Every Month Series:

Navigating the Application to Your Career in Industry

Michael A. Matrone, Ph.D.
Associate Director, Office of Career and Professional Development
Program Director, Non-Academic Career Development

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Student Academic Affairs

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Every Month Series

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March	Consulting
April	Science Communication
May	Public Sector
June	Intellectual Property
July	Field Science
August	Academia
September	Non-Profit
October	Policy and Advocacy
November	Regulatory Affairs
December	Special Topics

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Today’s agenda

10am - 11am:	Writing the industry application
11am - 12pm:	Interviewing? You need a game plan!
12pm – 1pm:	Lunch and Q&A
1pm - 2pm:	Negotiating your compensation for an industry position

For industry applications, you will learn to:

1. Compare the defining characteristics of a CV and resume
2. Understand, in an industry application, what you will be writing and why.
3. Identify the three steps to organize and write an industry-focused document.
4. Understand the purpose and format of an effective cover letter.

When applying for industry positions…

Tailor your documents

&

Target the company & position

So what is the difference between a CV & a resume?

Curriculum Vitae (CVs)

Length: unlimited

Format: rigid

Intent: showcases credentials

Audience: academic, scientific, medical

Content: experiences and accolades

Voice: impersonal

Resumes

Length: 1-2 pages

Format: flexible

Intent: showcases competencies

Audience: the rest of the working world

Content: accomplishments and accolades

Voice: personal

The problem:

The terms CV and resume are used interchangeably in industry job postings.

The solution:

Use a hybrid resume when applying for industry positions.

The mythical and elusive CV/resume hybrid…

<u>How it appears in the wild:</u>

Length: 2-3 pages

Format: flexible

Intent: showcases credentials & accomplishments

Audience: industry hiring managers

Content: accomplishments and accolades

Voice: personal

So what goes into an industry resume?

Start here: What will you write and why?

I’m Sam.

- I’m applying for Scientist I positions.
- I want them to know I’m a productive biochemist, that my area of expertise is in structural biology, and my marketable techniques are in NMR and X-ray crystallography.
- I have both academic and industry experience.
- I have strong communication skills.

I’m Maggie.

- I have a PhD in Ophthalmology.
- I completed postdoctoral research in both Neurology and Ophthalmology.
- I want them to know that I have significant clinical trials experience in research that works with both pediatric and adult patients with a range of disabilities, particularly neurodegenerative disorders.
- I have a personal experience that makes this area of research meaningful to me; I want to develop tangible therapeutic responses to fight neurodegenerative disease.

Your turn! What will **you** write and why?

Think about:

- What do you want a hiring manager to know about you?
- How do you identify professionally?
- At what are you an expert?
- What are your skills?
- What drives you professionally? Why?

There are three steps to organize and write your resume:

1. Choose your section headings.
   Use section headings that quickly explain your skills and experience.

2. Write useful and descriptive text.
   Using language from the position description, write action-oriented and accomplishment-focused statements.

3. Final formatting.
   Select a hierarchy that is clear and consistent. Then polish it!

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How do you translate your what and why to the resume?

I'm Sam.

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Sam’s skeleton of descriptive section headings directly respond to an job ad.

CV ORIGINAL

1. Education
2. Work Experience
3. Awards
4. Publications

Amgen is looking for a scientist, and Hiring Manager, Kristen, wrote a job description.

Scientist – Protein Chemist
We are seeking a highly motivated PhD scientist to join our Technology Development Team…

The Technology Development team is seeking a uniquely qualified individual to establish a new project that combines our chemical synthesis core technology with state of the art combinatorial peptide methods**.**

Requirements:

- PhD in Biochemistry
- 2-5 years of experience in industry or a combination of industry and related postdoctoral experience
- Experience with structural biology, NMR or X-ray crystallography is a plus
- Background in folding and purification of proteins is highly desirable
- The job entails both bench work and management skills
- The job demands excellent communication skills, writing skills and the ability to work in teams

Sam will write section headings that directly respond to the job ad.

Scientist – Protein Chemist
We are seeking a highly motivated PhD scientist to join our Technology Development Team…

The Technology Development team is seeking a uniquely qualified individual to establish a new project that combines our chemical synthesis core technology with state of the art combinatorial peptide methods**.**

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CV ORIGINAL	REVISED RESUME	JOB DESCRIPTION
• Education	• Profile	(summarize all points)
• Work Experience	• Research Experience	(structural biology experience)
• Awards	• Industry Experience	(industry experience)
• Publications	• Technical Skills	(NMR or X-ray crystallography)
	• Education	(PhD in Biochemistry)
	• Awards	
	• Publications	(communication skills)

What descriptive section headings will you use?

- Qualifications
- Summary
- Highlights
- Profile

- Education
- Research Experience
- Basic Science Research Experience
- Oncology Research Experience
- Industry Experience
- Bioinformatics Experience
- Project Management Experience
- Quality Assurance Experience

- Consulting Experience
- Clinical Experience
- Teaching and Mentorship Experience
- Technical Skills
- Relevant Training
- Clinical Trials Training
- Project Management Training
- Invited Talks & Presentations
- Publications
- Relevant Publications
- Selected Publications
- Patents

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What are the key components of descriptive text?

Projects

Range of responsibilities

Outcomes & Achievements

RESEARCH EXPERIENCE

University of California San Francisco, Postdoctoral Scholar 20XX-Present

Biochemical and Structural Characterization of the Most Important Protein Ever

- *Biochemical Characterization:* Identified the binding partners of the Most Important Protein Ever, revealing that it catalyzed transport of stuff and things. Developed a new method that is now used by the whole lab, and also published in the *Cool Methods*.
- *Structural Biology:* Solved the crystal structure of the Most Important Protein Ever using cryo-EM and X-ray Crystallography and NMR. Compiled and cloned 15 different genes encoding variants of the Most Important Protein Ever, crystallizing all of them to identify their structural variations. Discovered that one variant of the Most Important Protein Ever possesses a DNA binding pocket that, when bound to DNA, gives you super powers.

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What are the key components of descriptive text?

Projects

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RESEARCH EXPERIENCE

Stockholm University, Ph.D. in Molecular Biology, 20XX-20XX

Goal: To determine the mechanisms by which TGF-beta regulates TIMP1 and MMP1 transcription…(insert why here).

- Confirmed the effects of TGF-beta on TIMP1 and MMP1 using northern blot analysis, RT-PCR and Taqman.
- Designed a series of promoter-deletion constructs by site-directed mutagenesis and used these in reporter assays to identify important promoter regions involved in the TGF-beta responses.
- Characterized transcription factor binding to the promoter regions using EMSA and supershift analysis. Confirmed the importance of these transcription factors using protein overexpression and knockout cell lines concomitantly with reporter assays.
- Trained undergraduate and graduate students in Cell and Molecular Biology techniques.

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What are the key components of descriptive text?

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Range of responsibilities

Outcomes & Achievements

RESEARCH EXPERIENCE

Program in Biomedical Sciences, University of California, San Francisco Doctoral Research 20XX

Project: Investigated the function of heterotrimeric G-proteins and G-protein coupled receptors in mitochondria membranes in the rat pancreas. Developed a purification strategy that led to the discovery that *a* and *bg* subunits of heterotrimeric G-proteins are differentially expressed on mitochondria membranes.

Responsibilities: Developed a strategy for bulk separation of plasma and mitochondria membranes based on subcellular fractionation using sucrose gradients; Developed a lectin-based system for the removal of contaminating plasma membranes from mitochondria membranes. Provided research advice and supervision to junior graduate and undergraduate students. Served as Teaching Assistant in Pharmacology and Toxicology. Assisted in course development, led discussion sections and lectured on Basic Principles of Toxicology.

New Methodologies: animal surgery, tissue sectioning, subcellular fractionation, antibody production, yeast two-hybrid analysis, bacterial and yeast cell culture, protein purification, biochemical & molecular techniques.

What are the key components of descriptive text?

Projects

Range of responsibilities

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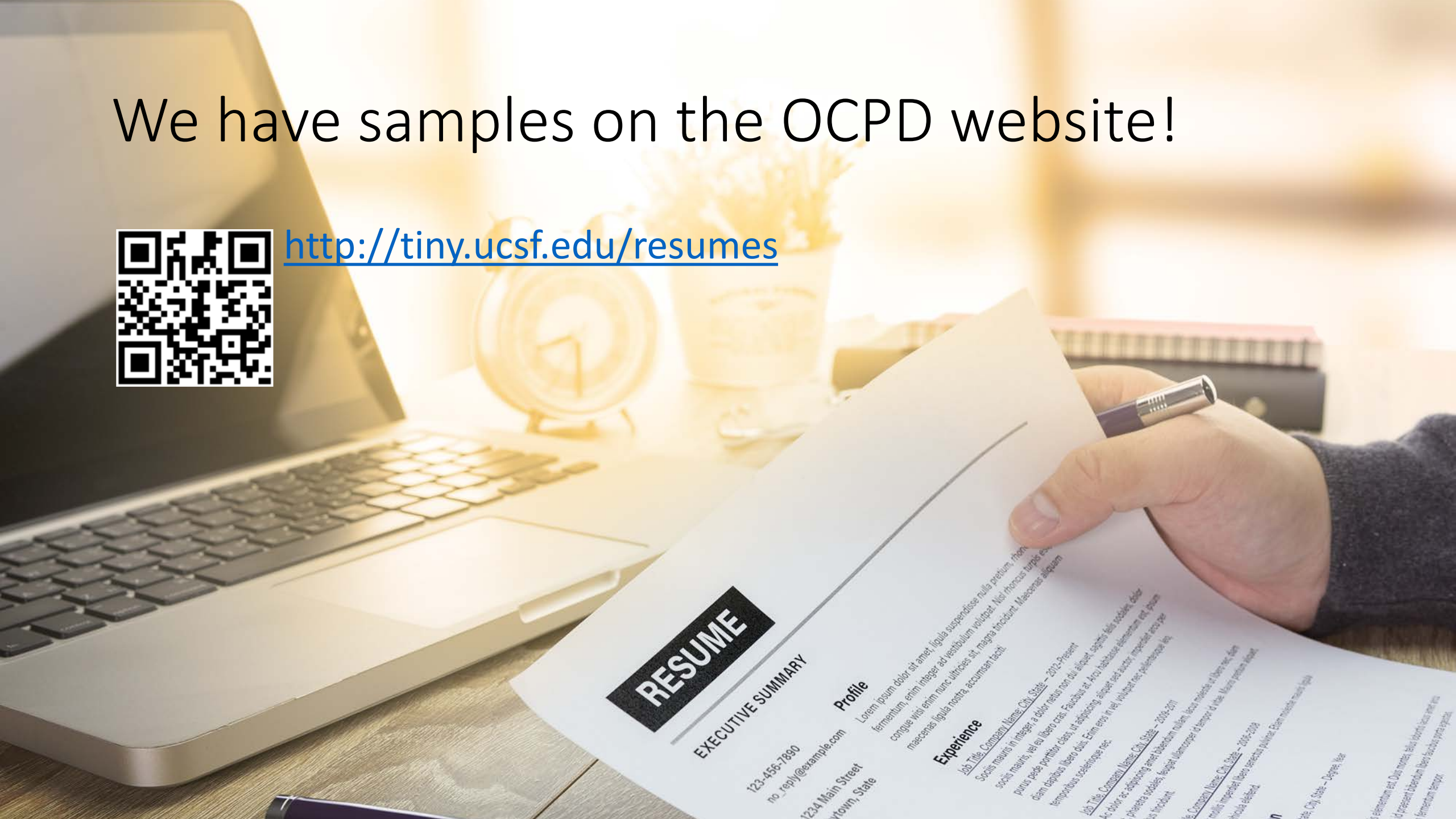
New Methodologies: animal surgery, tissue sectioning, subcellular fractionation, antibody production, yeast two-hybrid analysis, bacterial and yeast cell culture, protein purification, biochemical & molecular techniques.

We have samples on the OCPD website!

http://tiny.ucsf.edu/resumes



Give them a summary.

First section of an industry resume – Summary or Profile Section

Purpose 1 – Quickly demonstrate your match between position requirements and your qualifications – helps HR

Purpose 2 – Provides a hook to hiring manager; you don't know what they'll read first – cover letter or resume

Useful format:

Three to four line statement that categorizes and sub-categorizes you, and then bullets mapping your background to the job description

e.g. Clinical pharmacologist with post-doctoral PK/PD background and experience with regulatory guidelines and applications

Based on the description, how do you write a summary or profile section?

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We are seeking a highly motivated PhD scientist to join our Technology Development Team…

The Technology Development team is seeking a uniquely qualified individual to establish a new project that combines our chemical synthesis core technology with state of the art combinatorial peptide methods**.**

Requirements:

- PhD in Biochemistry
- 2-5 years of experience in industry or a combination of industry and related postdoctoral experience
- Experience with structural biology, NMR or X-ray crystallography is a plus
- Background in folding and purification of proteins is highly desirable
- The job entails both bench work and management skills
- The job demands excellent communication skills, writing skills and the ability to work in teams

Sam will summarized his skills and experiences as follows…

Protein biochemist with five years postdoctoral experience and three years industrial experience.

- Successful bench scientist with strong publication record
- Extensive experience working in chemistry and structural biology
- Project management experience in industrial and academic settings
- Excellent interpersonal and communication skills developed by supervising staff, presenting at invited talks and a strong publication record.

Here's another example…

QUALIFICATIONS

- Stem cell researcher with background in neuroscience and electrophysiology.
- Strong analytical and problem solving skills developed through my collaborative project management experience.
- Excellent interpersonal skills and teamwork experience in several settings.
- Excellent verbal and written communication skills as evidenced by my publication record and presentation experience at research conferences.
- **Visa status**: Permanent resident status starting Fall 20XX
  (do not include a visa status statement if you require visa sponsorship)

And another example…because reasons.

SUMMARY

- Experience formulating and conducting scientific research in experimental and computational biology.
- Five years experience in genetics, cell and molecular biology and two years in computational biology.
- Effective communicator with teaching, mentoring, and conference presentations experience and strong a publication record.

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Choose a format that is easy on the reader's eyes!

Length:	2-3 pages (aim for 2, 3rd only if you can fill it up)
Margins:	Top/Bottom .5 and Right/left .75 inch
Fonts:	Times New Roman, Calibri, Cambria, Garamond, Helvetica, Arial Narrow, Optima, Palatino, etc.
Font Size:	10-12 font. With smaller fonts (e.g. Times) don't go below 11
Headings:	Bold and capitalize. Heading font size 0-1 size larger than text.
Highlight:	Indent, bold, capitalize, bullet to highlight.
Numbering:	Put your name and page number on 2nd & 3rd pages in corner
Exclude:	Do not include birth date, birth city, personal status, photos

Hierarchy: Choose one an be consistent!

SECTION HEADING

Position Title, *Company* **Year**

- Statement of how your awesome and amazing.
- Statement of a cool things you accomplished and why it matters.
- Statement of your roles and responsibilities and how you're an expert at them.

Don’t omit the cover letter.

The question is not:

Do employers read cover letters?

The question is:

When do employers read cover letters, and what they look for when they do?

What does a good cover letter do?

1. Employers read resumes first, cover letters second.
2. Cover letters are both writing samples and ‘tie breakers’
3. Well organized cover letters focus on summarizing outcomes of your:

Scientific Training

Professional Skills

…and stating your:

Desire

…for the job to the employer.

Here’s an example…

Summarizes:

Scientific Training

Professional Skills

Desire

Dear Hiring Manager,

I am writing to apply for the Clinical Research Project Manager position, which was posted on Science Careers. As an Ophthalmologist trained in both Neurology and Ophthalmology, I am a strong candidate for this position. My clinical trials experience includes working with both pediatric and adult patients with a range of disabilities, particularly neurodegenerative disorders.

As someone whose family has been affected by type I diabetes and glaucoma, working on therapeutic responses to fight glaucoma is both personally and professionally rewarding to me. I greatly enjoy patient interaction, and the rewarding sense of using project management skills and scientific training to tangibly help others. I know the life altering benefits offered by the the products offered by Pharmagen, and would welcome the chance to contribute to the effort to end eye neurodegeneration.

I look forward to discussing the position with you during an interview. Thank you for your consideration of my application.

Regards,
Maggie Smith

Here’s an example…

Summarizes:

Scientific Training

Professional Skills

Desire

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I look forward to discussing the position with you during an interview. Thank you for your consideration of my application.

Regards,
Maggie Smith

Here’s what we discussed in this section:

1. The defining characteristics of a CV and resume
2. What you will be writing and why.
3. The three steps to organize and write an industry-focused document.
4. The purpose and format of an effective cover letter.


Have
questions?
Ask.


Pause

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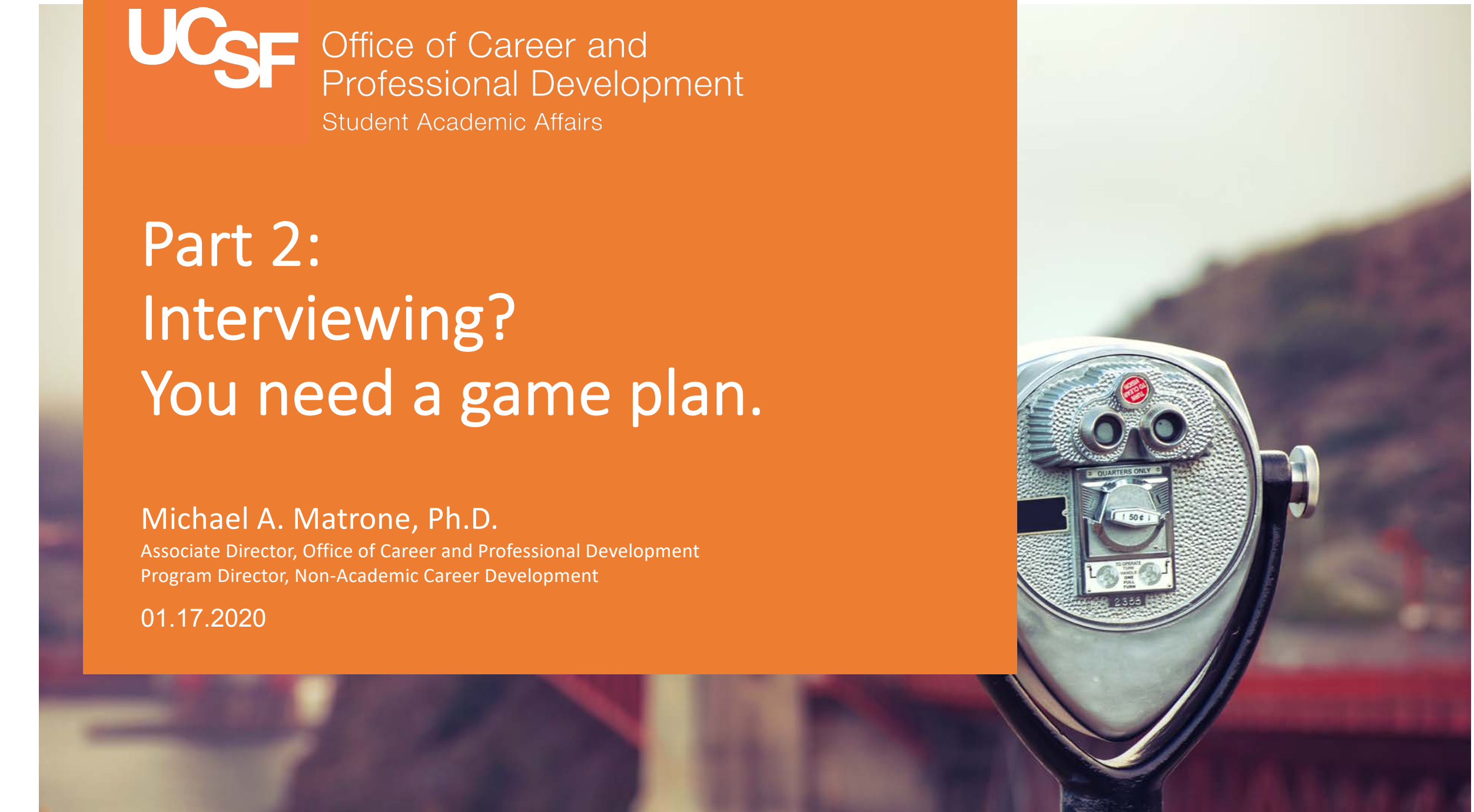
Part 2: Interviewing? You need a game plan.

Michael A. Matrone, Ph.D.
Associate Director, Office of Career and Professional Development
Program Director, Non-Academic Career Development

01.17.2020



Interviewing effectively means you:

1. Know how to prepare for an interview.
   Sketching out your game plan by creating a tell/know list

2. Can articulate the goal, structure, and strategy of an interview.

3. Can respond effectively to interview questions.
   Strategies to respond to any interview question clearly, concisely, & on message

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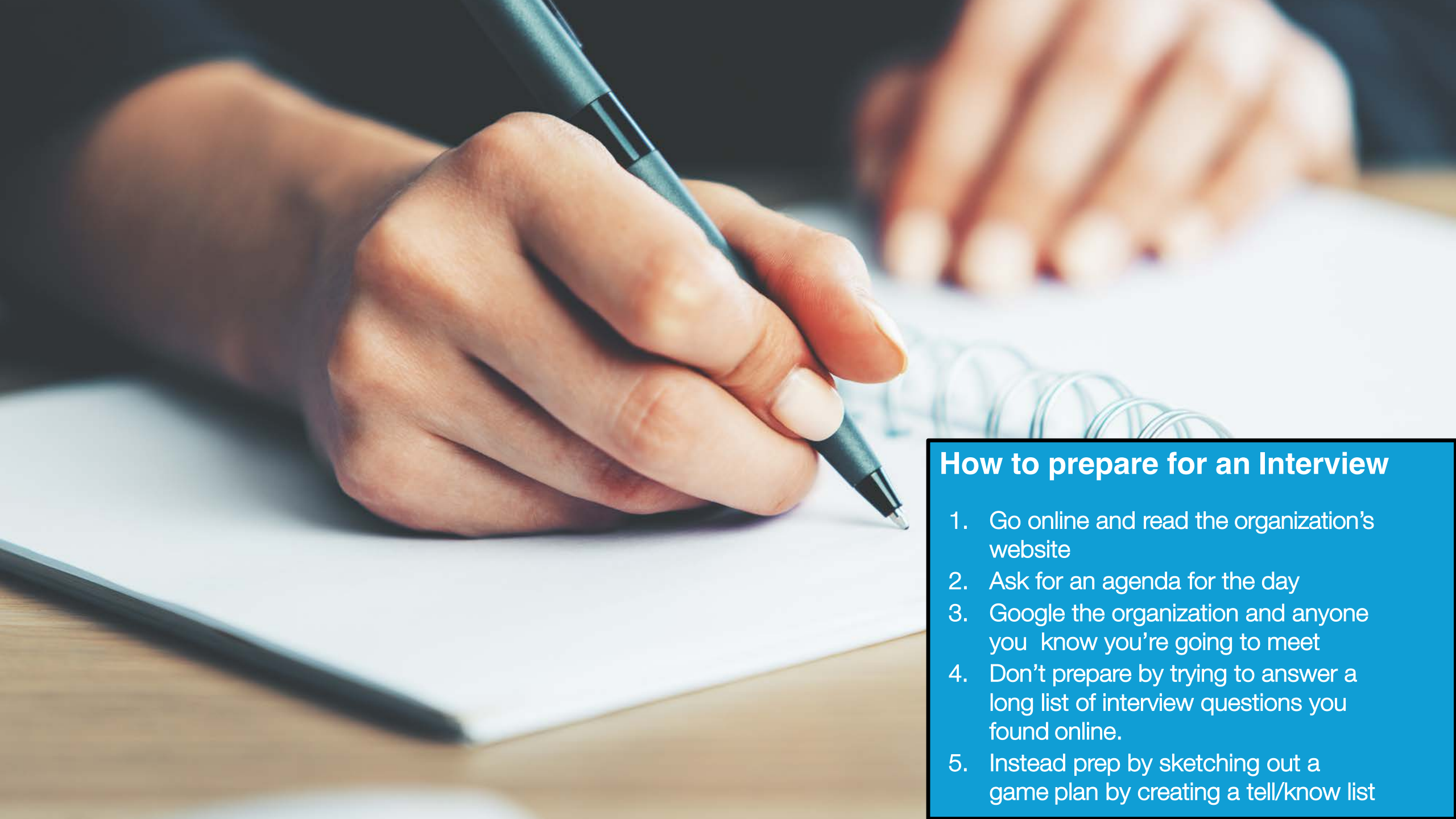

How to prepare for an Interview

1. Go online and read the organization's website
2. Ask for an agenda for the day
3. Google the organization and anyone you know you're going to meet
4. Don't prepare by trying to answer a long list of interview questions you found online.
5. Instead prep by sketching out a game plan by creating a tell/know list

Have a game plan: Your Tell/Know List

What I want to tell	What I want to know

Academic Training

- Cell biologist: oncology, immunology, genetics research

Relevant Professional Skills

- 5 years of experience/expertise in angiogenesis research
- **Productive:** Collaborated with other labs, 6 papers, 4 first author
- **Interpersonal & project management skills:** Collaborative. Like working on teams. Strong work ethic. Comfortable presenting, managed techs, led PSA, managed lab move.

Desire for the Position

- Interested in discovering therapeutics in breast cancer research
- Like Eli Lilly: family experience with breast cancer/lilly products, establish company, colleagues say great place to work

Overall projects & responsibilities?
Day to day duties?
Main challenges next six months?
Can I work with this team?
Advancement opportunities?
Future projects?
Good compensation package?
Next step in hiring?

Have a game plan: Your Tell/Know List

What I want to tell	*What I want to know*
Academic Training ↓ Relevant Professional Skills ↓ Desire for the Position	Plan to share 80-100% of this!	Aim to learn 20-100% of this!

Your turn!

Take 5 to sketch out your game plan (your Tell/Know list).

Pair with a neighbor and share.

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Interview Goals:

Your goal:

1. Assess their need.
2. Make the case that your skills & experience will solve their problem.
3. Determine if you'd like to work there.

The employer's goal:

1. Verify and better understand your skills & experience
2. Assess if you are a fit with their organization.
3. Convince you to join them.

So what is the structure of the interview?

9 a.m.	The Hiring Manager
10 a.m.	Your job talk
11 a.m.	1:1 Interview
12 p.m.	Lunch
1 p.m.	1:1 Interview
2 p.m.	1:1 Interview
3 p.m.	Human Resources
4 p.m.	The Hiring Manager

Think of the interview as a qualitative research project.

Jean Grey is Hiring

9 a.m.	The Hiring Manager
10 a.m.	Your job talk
11 a.m.	Team panel
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1 p.m.	People you'd supervise
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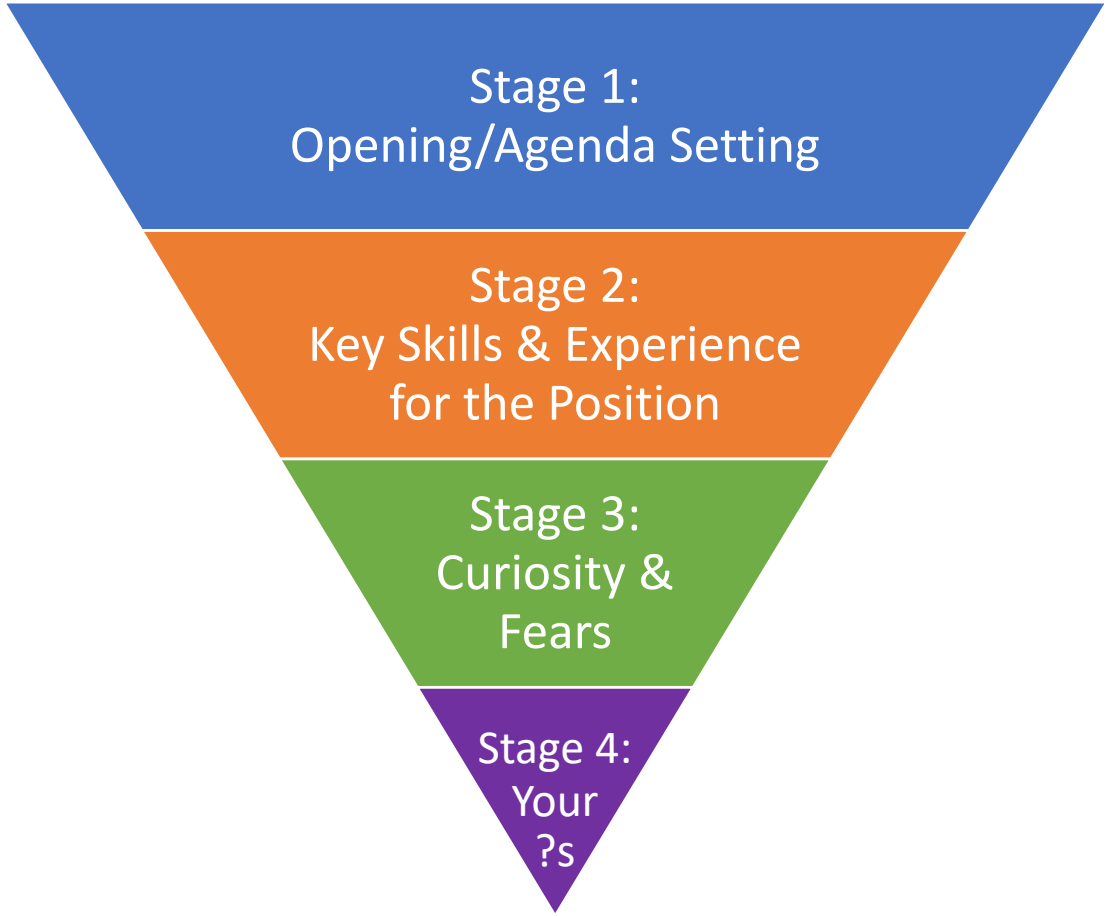
Jean Grey is Hiring

What's the structure of each conversation?

1. Lasts between 30 minutes - 1hour
2. Time for 5-15 questions
3. Two styles: 'super structured' to 'casual'
4. Because many folks were never trained to hire, they tend to ask 4 types of questions:
    - What they think is key
    - What concerns them most
    - What they were asked
    - 'Catchy' questions

What's the typical structure of an interview?

Four-stage Interview format: Drilling Down



Your game plan: Use every question as a vehicle to share something from your Tell/Know List

	What I want to tell
Academic Training	• Cell biologist: oncology, immunology, genetics research
Relevant Skills	• 5 years of experience/expertise in angiogenesis research • **Productive:** Collaborated with other labs, 6 papers, 4 first author • **Interpersonal & project management skills:** Collaborative. Listener. Like working on teams. Strong work ethic. Comfortable presenting, managed techs, led PSA, managed lab move.
Desire	• Interested in discovering therapeutics in breast cancer research • Like Eli Lilly: family experience with breast cancer/lilly products, establish company, colleagues say great place to work.

Q. Tell me about your research.

Q. Tell me about a time you had to manage a project from start to finish

Q. Where do you see you elf in 5 years?

Q. What's your weakness?

Q. Tell me a time you had a difficul you initially failed t

Q. Where do you think the field is going?

Q. Why are you leaving acade

Your strategy: Stay on message!

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Stage I: Opening, Agenda Setting Questions

1. Tell me about yourself.

2. Can you summarize your background?

3. Why are you interested in the position/program?

4. So you completed your PhD/postdoc at UCSF?

Your Strategy: Summarize Your Tell List

What I want to tell

Academic Training

- Cell biologist: oncology, immunology, genetics research

Relevant Skills

- 5 years of experience/expertise in angiogenesis research
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Desire

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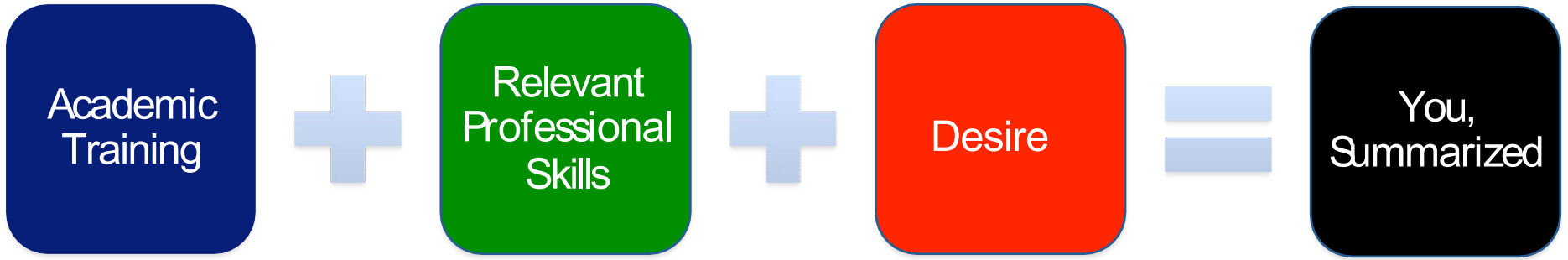
Your Strategy: Tell me about yourself?



I am a cell biologist	With a background in angiogenesis research, and experience in the areas of X, Y& Z	Interested in discovering new (or improving existing) human therapeutics for breast cancer.
I'm a Ph.D. level electrical engineer with an emphasis in power systems	5 years of experience studying a variety of renewable energy sources	Interested in developing and optimizing ocean wave energy production systems

Your Turn: Tell me about yourself?

With your neighbor, practice answering this question.

Remember to stay on message!

Your Strategy: Tell me about yourself?

I am a cell biologist with a background in angiogenesis research, and experience in the areas of X, Y & Z.

Most recently, I've been working in Bruce Banner's lab at UCSF, where I've been isolating…

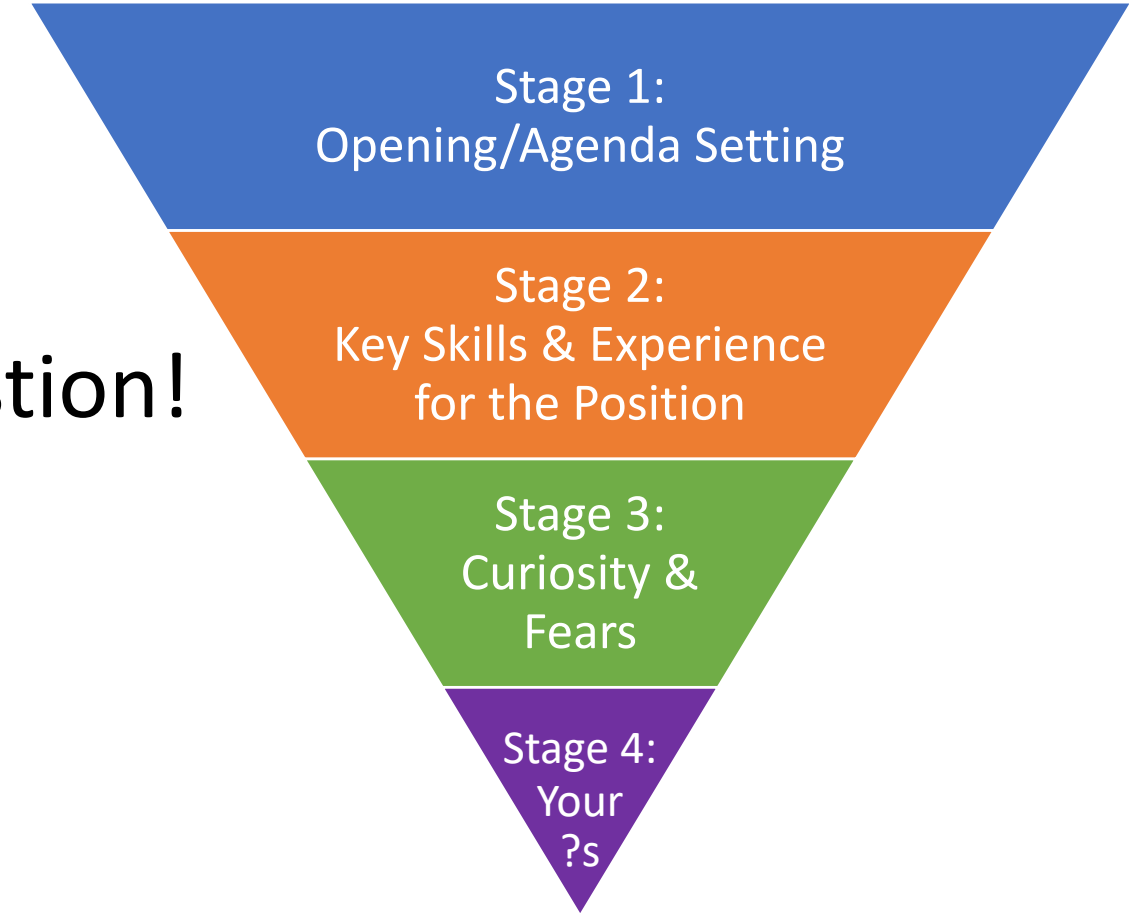
I've been productive at UCSF, with first author papers and successful collaborations – and I also developed some leadership and project management skills along the way.

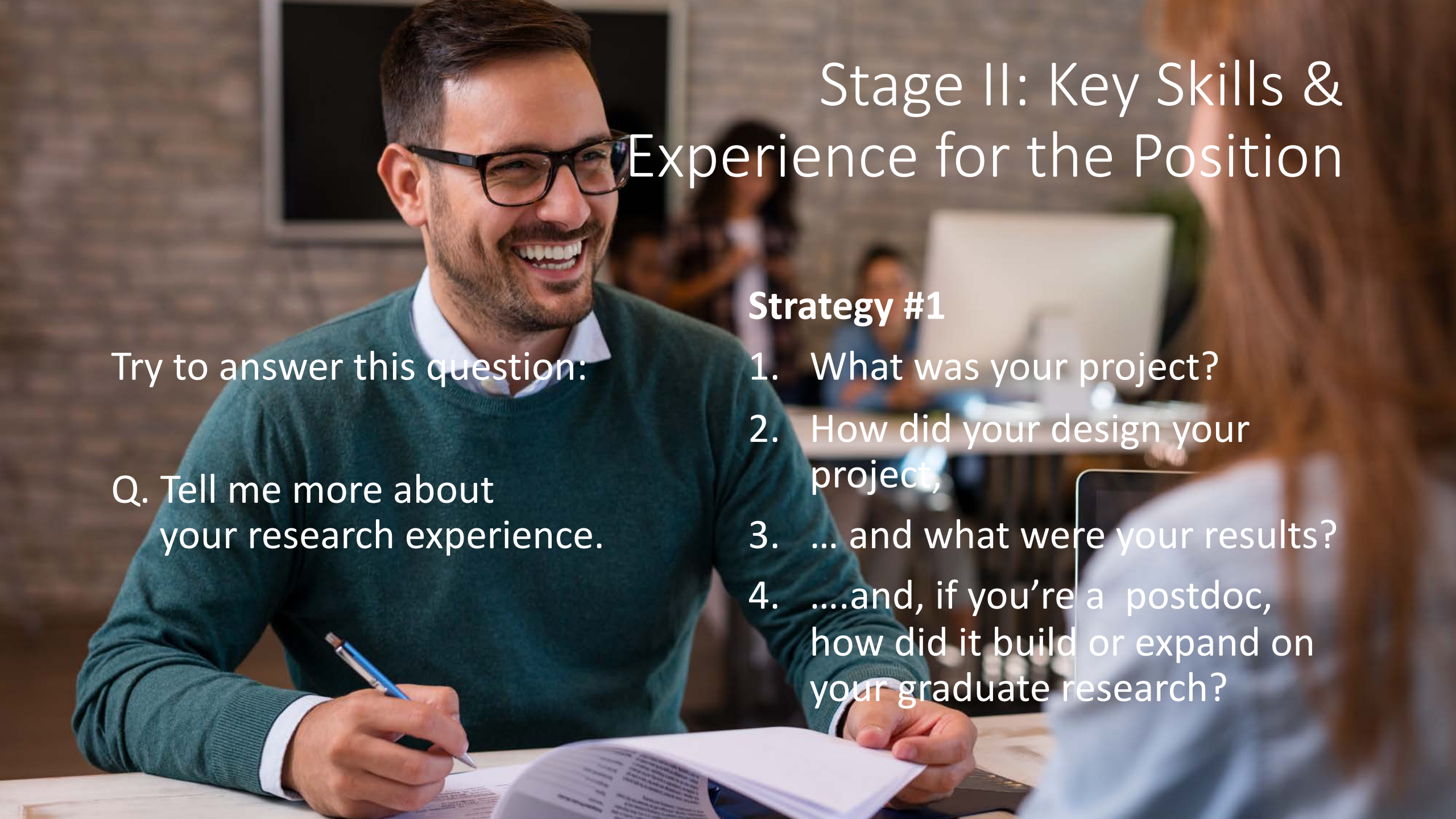
But overall, for the past ten years, I've had a professional and personal interest in improving human therapeutics for breast cancer. I've been following Eli Lilly's approach and contribution to the field for a while, and the chance to work with researchers who have done A and B is an exciting opportunity.

Thank you for the chance to interview today; I've been looking forward it.

The common mistake candidates make?

Taking too long
to answer the first question!





Stage II: Key Skills & Experience for the Position

Try to answer this question:

Q. Tell me more about your research experience.

Strategy #1

1. What was your project?
2. How did your design your project,
3. … and what were your results?
4. ….and, if you're a postdoc, how did it build or expand on your graduate research?

Stage II: Key Skills & Experience for the Position

Other common questions:

1. Can you ta… …nd implemen…
2. Have you … …efore? What was…
3. Tell me ab…

Strategy:

They're asking for 2-3 different experiences.

Don't discuss chronologically, but instead, discuss your range.

Break it down: Tell me about your experience working in teams.

Summarize your range of experience. + **Say what you learned.** + **Say what you liked** = **The sum of your relevant experience**

In addition to my research collaborations on X, my range of experience includes everything from my work as the head of the PSA to smaller projects, including a lab move in 20XX.

I've been both the lead and an active member on both short and long term projects. Through these experiences, I've learned three things about successful teams:

1. The importance of clarifying goals and role expectations, and confirming buy in at the beginning.
2. The need to recognize progress and keep people motivated and on track.
3. You need to address inevitable conflicts immediately.

I really enjoy working with others – better ideas, better outcomes, and more enjoyment.

It's on of the reasons why I'm interested in your company – the opportunity to work on multiple collaborative projects

I'm happy to talk more about my experiences, but I'll stop with that overview and see if there is something specific you'd like to know.

Stage III: Curiosity & Fears

- Give me an example of a time when you had to manage competing priorities effectively.
- Tell me about a time that you disagreed with a colleague. What was the situation and how did you resolve it successfully?
- Where do you see yourself in five years?
- Why are you leaving academia?
- What’s your weakness?

Situation

Task

Action

Results

Your Strategy: The STAR Approach

Question:
Tell me about a time when you disagreed with a colleague. How did you handle it?

Situation

- I’ve come to accept that conflict is very normal, and often very uncomfortable.
- But my approach is usually to try to fully understand the other person’s perspective, try to be clear about my own, and focus on thinking about whether or not there is any way to get to a good outcome – which I define as one which we both can live with it, because we’re going to be working together in the future.
- One disagreement with a colleague that comes to mind was over authorship.

Task

- Specifically, we had to decide who would be first author on a paper – and our PI told us to “figure it out.”

Action

- What became clear is that both of though that it was “obvious that each of us would be first author, based on the work we contributed to the project. So we each had to get over the idea that the authorship was a give and focus on negotiating.
- I asked him why he thought he deserved to be first, and then I told him why I thought I did – and it became clear to both of us that at least we had reasonable cases.
- We then suggested ideas: co-first authors, splitting the paper in two, going back to our advisor, etc. It became clear that the best choice was to write two papers.
- We then had to tackle who would be first author on the first paper – which was contentious. Looking back, I really appreciated my colleague’s ability to say, “Let’s take a break and discuss this tomorrow,” because we weren’t going to figure it out in one day.

Results

- We figured it out – I was first author on the first paper, he on the second. An outcome I realized is to fight the urge to delay a conversation because the answer is ‘obvious’ or ‘will be difficult’ with a collaborator. The better option is to address the issue up front.

Your turn to practice!

With your neighbor:

Tell me about a time when you disagreed with a colleague. How did you handle it?

Situation

Lead with the message, not with the story.

Task

Give 2-3 sentences to summarize the specific example.

Action

Walk them through 3-5 steps of what you did, specifically, so they can understand how you would handle a similar situation if you worked for them.

Results

Tell them the positive outcome.

Practice using the STAR Approach on any of these 15 behavioral interview questions commonly asked in biotech interviews

Sample Questions

1. Tell me about a time when you faced a difficult problem which you initially failed to solve? How did you approach the problem the second time? What did you do differently? *(A Behavior based interview question, but if possible, add in what you also learned from this process about avoiding similar problems in the future.)*
2. Give me an example of a crisis situation you have handled successfully.
3. Give me an example of a time when you used your leadership skills.
4. What has been your greatest challenge thus far? How have you attempted to meet that challenge?
5. Give me an example of a time when you had to manage competing priorities effectively.
6. Give me an example of a time where you've had to handle criticism, opposition or rejection? How did you respond?
7. Tell me about a situation where you had to be a good team player? Explain your role on the team.
8. What other things have you done that are not related to your field? What have you learned from those involvements?
9. Tell me about a difficult goal you have set for yourself. How did you reach it?
10. Tell me about a tough group you had to get cooperation from. What was the issue andhow did you go about obtaining "buy-in".
11. What was the most difficult decision you've made in the last months, and how did you go about making that decision?
12. Describe a particularly difficult person with whom you've worked, what made them difficult, and tell me about a specific situation where you dealt successfully with that person.
13. Have you presented a project summary to other team members on any of the above projects?
14. Describe a situation where you had to work on a challenging project and had an obstacle that you need to overcome. How did you resolve the challenge and what was the outcome?
15. Have you ever encountered a challenge in dealing with a team member on any project and how did you resolve the conflict with this team member?

Your Strategy: What's your weakness?

Boundaries

1. Identify your strengths.
2. Identify the specific weakness or growth area in relation to the job

Problem Solver

3. Talk about what you plan to do to address the issue you've identified.
4. Ask for their help.

5. End by expressing your commitment to do good work.

Responding to the "What's Your Weakness?" question in 5 easy steps:

Put boundaries and context around the identified weakness

and

Be a problem solver articulate what you plan to do to fix it.

Your Strategy: What's your weakness?

Boundaries

Based on our conversations about the position, I feel confident with the areas of research, the required techniques and the project management responsibilities.

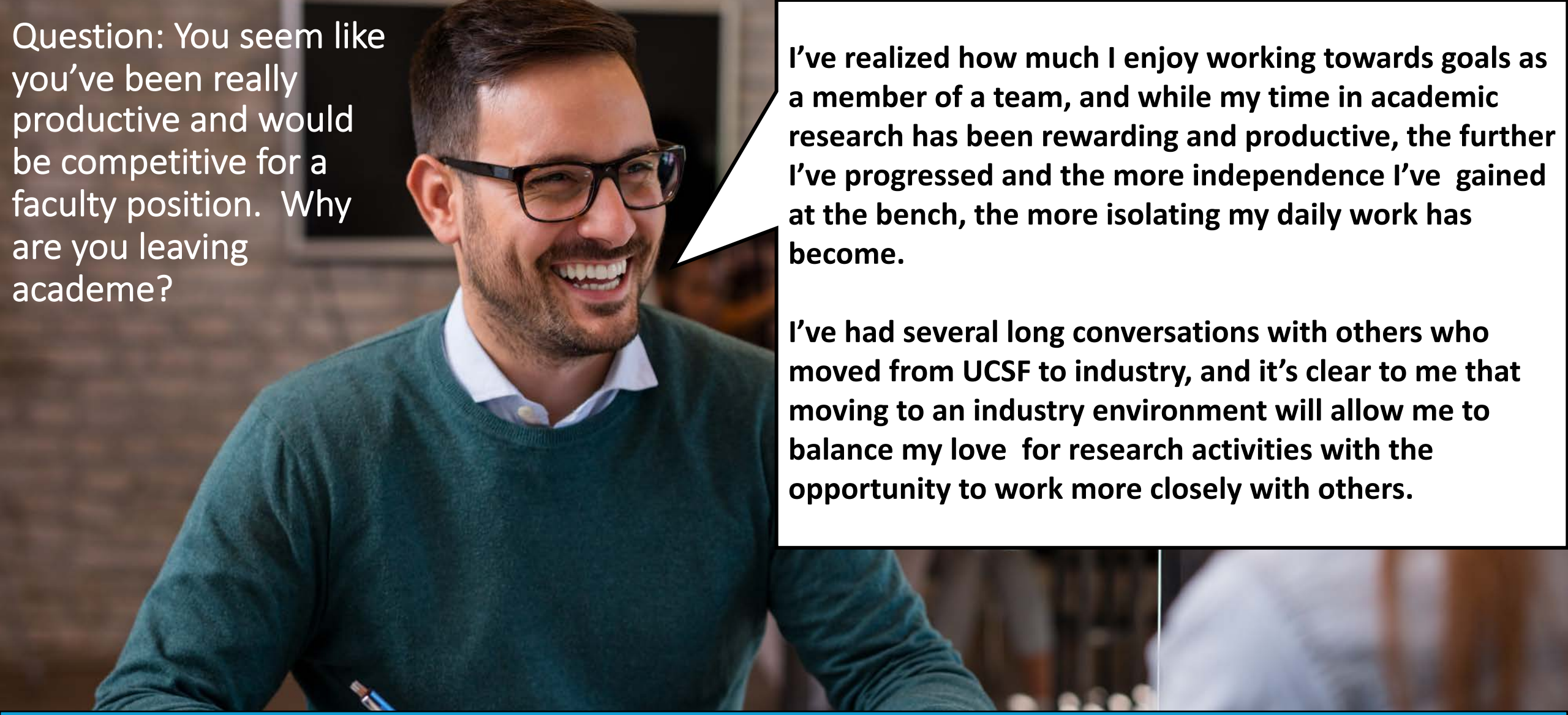
Where I see my learning curve/weakness is in transitioning from an academic to an industry environment.

Problem Solver

Realizing this, for the past three months, I've been reaching out to my industry contacts, conducting a series of informational interviews, and generally talking to people about their own first six months transitioning to industry. If I was the selected candidate, I would continue to reach out to those individuals for mentorship, because I recognize the culture is different.

What I would appreciate, if I'm the selected candidate, is any feedback that you offer, on anything that you think is affecting my success – that includes communication style, understanding the culture, etc.

My goal, ultimately, is to meet your goals, and I'm confident that these steps would address that potential weakness.



Question: You seem like you've been really productive and would be competitive for a faculty position. Why are you leaving academe?

I've realized how much I enjoy working towards goals as a member of a team, and while my time in academic research has been rewarding and productive, the further I've progressed and the more independence I've gained at the bench, the more isolating my daily work has become.

I've had several long conversations with others who moved from UCSF to industry, and it's clear to me that moving to an industry environment will allow me to balance my love for research activities with the opportunity to work more closely with others.

Strategy:

1. **Speak about what you're moving toward, not what you're leaving.**
2. **Don't speak ill of anyone.**

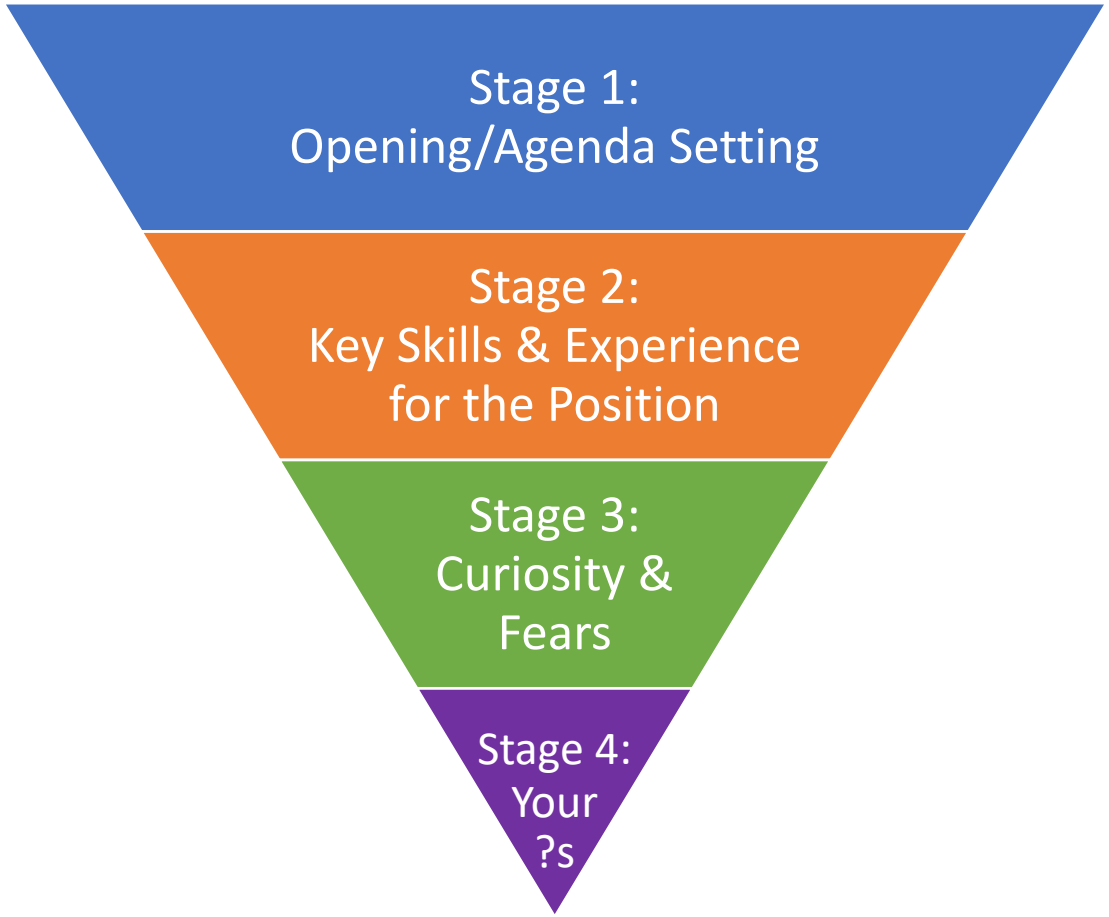
Stage IV: Your Questions!

Typical Stage IV Questions

What is the time frame in which you are seeking to fill the position?

What is the next step in your hiring process?

What is the biggest challenge that the selected candidate will face in the first 6 months?



Have a game plan: Your Tell/Know List

What I want to tell

- Cell biologist: ... nology, geneti...
- ... in
- ... er la...
- In... ski... t tea... Com... naged techs, ... lab move.
- Interested in discovering the... breast cancer research
- Like Eli Lilly: family experience with breast cancer/lilly products, establish company, colleagues say great place to work

Ask whatever remains of these questions!

What I want to know

Overall projects & responsibilities?
Day to day duties?
Main challenges next six months?
Can I work with this team?
Advancement opportunities?
Future projects?
Good compensation package?
Next step in hiring?


Check out this resource!
bit.ly/PHDquestions

Here's what we discussed in this section:

1. Know how to prepare for an interview.

   Sketching out your game plan by creating a tell/know list

2. Can articulate the goal, structure, and strategy of an interview.

3. Can respond effectively to interview questions.

   Strategies to respond to any interview question clearly, concisely, & on message


Have
questions?
Ask.

UCSF Office of Career and Professional Development
Student Academic Affairs

Part 3: Compensation Negotiation:

How to ask for more from your first industry job offer.

Michael A. Matrone, Ph.D.
Associate Director, Office of Career and Professional Development
Program Director, Non-Academic Career Development

1/16/20

What will we cover in this section?

1. The negotiation process, simplified
   The employer's response vs. your action.

2. Talking about compensation and when…
   During the interview, and at the time of the offer

3. Typical job offer content

4. Negotiation content and process
   What you might ask for, and how to ask for it

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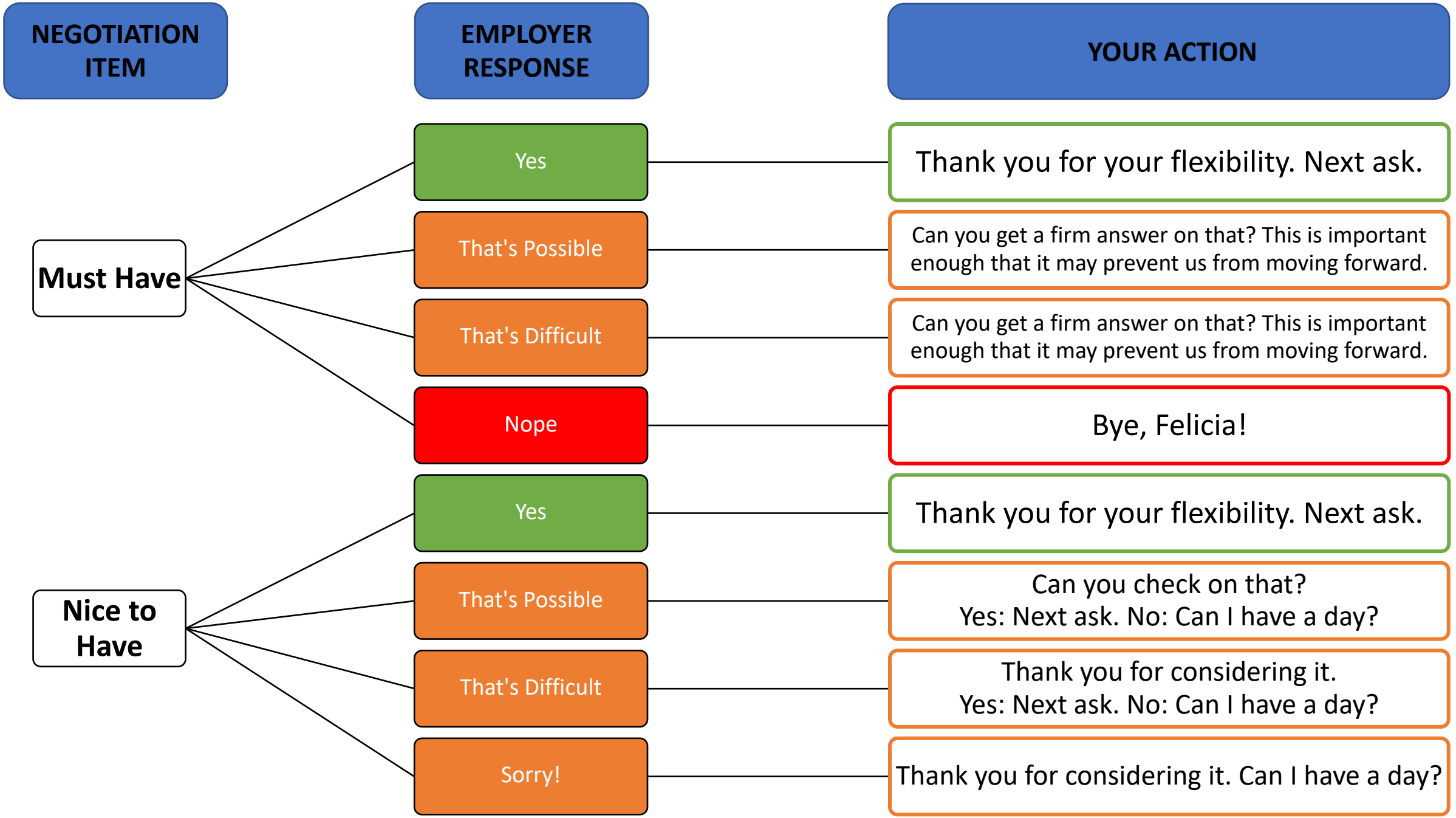
NEGOTIATION ITEM
EMPLOYER RESPONSE
YOUR ACTION
Must Have
Yes
Thank you for your flexibility. Next ask.
That's Possible
Can you get a firm answer on that? This is important enough that it may prevent us from moving forward.
That's Difficult
Can you get a firm answer on that? This is important enough that it may prevent us from moving forward.
Nope
Bye, Felicia!
Nice to Have
Yes
Thank you for your flexibility. Next ask.
That's Possible
Can you check on that?
Yes: Next ask. No: Can I have a day?
That's Difficult
Thank you for considering it.
Yes: Next ask. No: Can I have a day?
Sorry!
Thank you for considering it. Can I have a day?

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Talking about compensation *during the interview*

The difficult interview question:

“So if we were to move forward to the job offer stage, what would be your salary requirements?”

Strategy:

1. **Don’t quote any figure at first**
2. **If they insist: Quote a range based on what you KNOW the job market will bear**

Talking about compensation *during the interview*

Initial response:
"I am very interested in this position (state why), and if we were to move forward to an offer, I simply hope that an offer will be made for a salary amount that is competitive for my background and experience."

If pressed to name a figure:
"Well, for me, the most important thing is to be able to accept a position where I can (name factors that are important to you) and these issues are more critical to me than the exact salary figure. But from what research I have been able to do, it seems like salaries are falling in the mid-to-upper 90's for a position like this, with a major employer and for someone with my general background.

What do you say when the job offer is made?

Usually the company ***calls*** you.

Listen carefully.

Express enthusiasm *and* appreciation.

Then simply ask for everything in writing

Important! **Do not accept the offer nor any terms during this first phone call.**

Important! **If it's clear that something important is missing, don't ask about it during this phone call.**

What do you say when the job offer is made?

“Well, this is really great news. I also felt like there was a great potential fit when I was visiting (company name) last week, and I really appreciate everything you’ve done to coordinate this process so far…”

“…Would it be possible to send everything you’ve just described to me in a quick email? It would be really helpful if I could take a look at all of the details together, and then I’ll be able to organize any questions I might have and I’ll respond by (specific day), as you requested.”

And then you get the job offer letter…

What is the content of a full-time job offer?

1. Your working job title
2. Your payroll classification
3. Start date
4. Supervisor's name
5. Salary
6. Contingencies:
   - Background check
   - Visa/work authorization
7. Signing bonus, other bonuses
8. Stock options or grant, if pre-IPO
9. Benefits overview
   - Healthcare
   - Vacation
   - Retirement investment plan
   - Relocation package
10. Offer expiry date

How do entry-level industry salaries work?

A range is associated with your payroll classification.

- Target is for a starting point within range (mid-point or higher)
- “Equity issues” are often considered
- Benchmarking within industries
- Brackets are tight!
  - If offered $80,000 you won’t get $120,000 for the **same** job at that company or elsewhere

Employers are not “out to get you.”

Why not ask for more? Often, a 3-7% increase is possible!

What about the stock options?

Option to purchase stock? Or stock grant?

Vesting is over a period of years, typically 25% over 4 years.

What questions should you ask?

- What is the strike price?
- How many shares outstanding?
- What is the probable IPO or buyout timeline?

How does the sign-on bonus work?

You sign the offer, you get the money!

- There may be a probationary period before you receive it.
- It's taxable income.
- May include moving expense bonuses.

Questions to ask:

- When is it being given to you?
- Is it tied to length of stay at the company?
- Is there an acceptance deadline attached to the bonus offer? ("exploding" bonus)

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So, what is negotiable?

Some say that everything is negotiable!

What is realistically negotiable?

1. Start date
2. Salary
3. Bonuses & relocation package
4. Vacation (sometimes)
5. Remote work

So, what is negotiable?

Some say that everything is negotiable!

What is more difficult to negotiate or non-negotiable?

1. Health Benefits
2. Salary outside of range
3. Title
4. Stock options (for entry level)

Negotiation process: How do you start?

Negotiation begins with the hiring manager – usually the person who signed the offer.

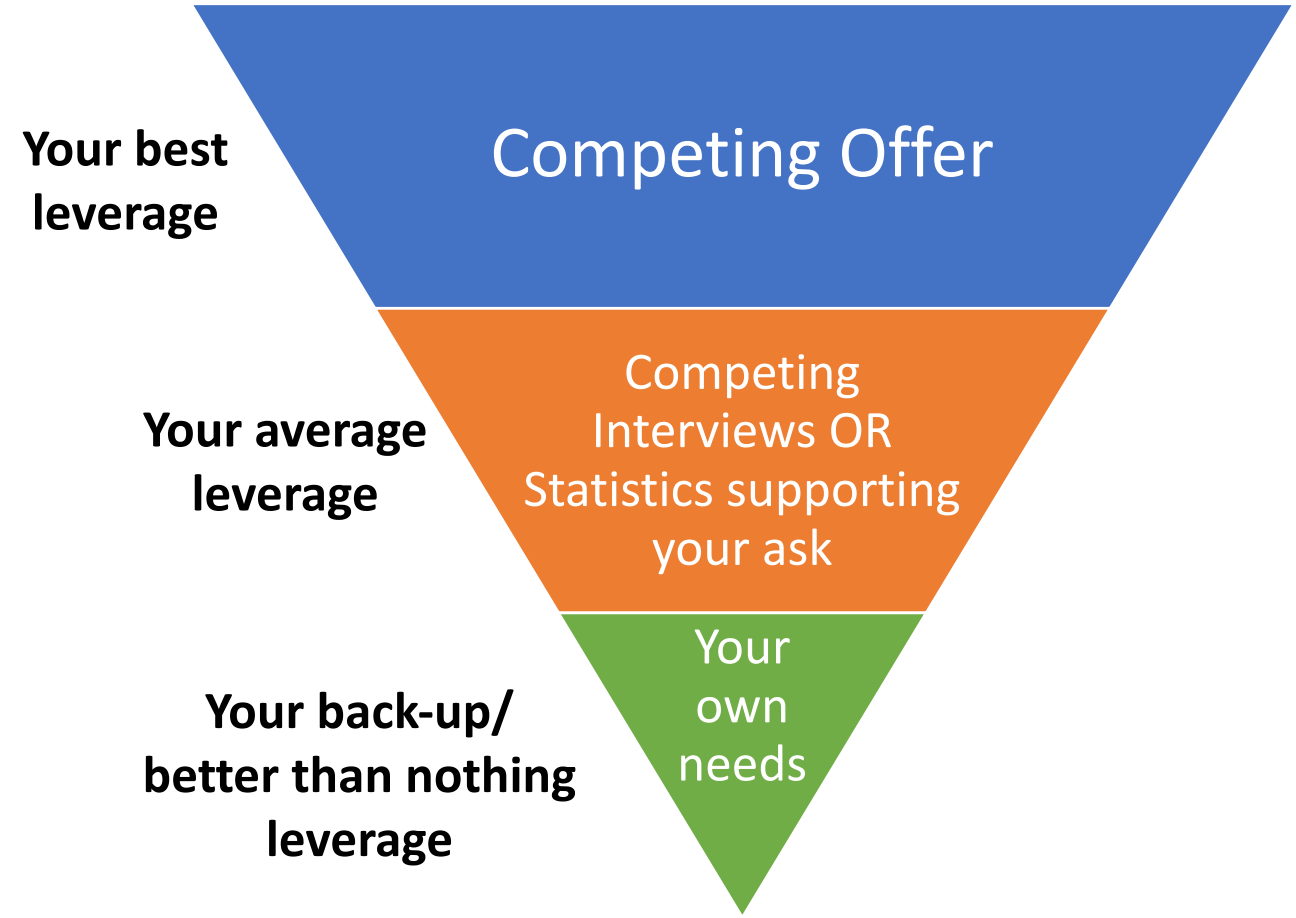
Speak to them over the phone, if possible and practical.

Start positive – mention you enthusiasm for the position!

Negotiation process: Use your power!

At this point, you have the most power.

USE IT!



Negotiation process: How do I ask for it?

Step 1: Decide if you will likely accept the job

If you want to accept the position, it's normal to ask for something. And expected!

Be honest with yourself about your purpose

Do not negotiate simply to keep up with others' offers!

Questions to ask yourself:

- Does the company need to convince you to say yes?
- Are you already certain about accepting the job and you just want to take care of yourself in the best way?

Negotiation process: How do I ask for it?

Step 2: Prepare

- Review job offer letter
- Prioritize questions and requests
- Write out discussion bullets for major requests
- Practice out loud

Example priority list:

1. Start date – one month vs two weeks? Clarify?
2. Salary – target was $90k vs $86k, was hoping to start at $90k based on benchmark data
3. Signing bonus – request $4k for car and rent to bring total up to original target for first year
4. Ask for explanation of stock plan

Negotiation process: How do I ask for it?

Step 3: Initiate negotiation discussion and requests.

Start positively:

“First of all, I wanted to say again how thrilled I am to have received this offer…”

Then pivot:

“…I do have a number of questions. These questions range from salary, to start date.”

OR

“…I’ve outlined two main points, along with a couple of clarification questions, concerning the items presented in the email you sent to me.”

OR

“…Is this a good time to discuss these, should we set a time later, or do you prefer to do this by email?”

Negotiation process: How do I ask for it?

Step 4: Apply the leverage!

"…Well, my first question is about the salary. The letter you sent specified a salary of $90,000. I've done some information gathering online and through colleagues in similar positions, and it seems as if the going rate for this sort of position, in the Bay Area and for someone with my background, is more in the range of the mid-90's. Is there any flexibility in the salary level for this position that might bring it closer to this level?"

Negotiation process: How do I ask for it?

Step 5: End positively, summarize, and express appreciation.

"…I understand now why we are locked into the start date and that it needs to remain as it is in the letter you sent. And…I really appreciate your willingness to check on the flexibility around salary for this position, especially since (some reference to earlier conversation) I know it requires circling back to Bob to check on equity issues within the group. I'll be prepared to respond quickly when I hear back from you…I'm really excited about wrapping this up too and appreciate your help in getting together the information that I need to finalize my decision. Is there anything else you need from me at this point?"

Negotiation process: How do I ask for it?

Step 5: Hurry up and wait.

- Wait for the counter-offer.
- If verbal, a follow-up thank you in writing can help solidify your asks.
- Generally, only one round of negotiation for entry-level positions.

Accept it, or politely decline.

Negotiation Guiding Principles

Foster and maintain the relationship!

This is your future supervisor…

Negotiate with integrity and transparency.

Balance your satisfaction with honesty and respect for your counterpart.

Avoid miscommunications.

Clarify in conversation, confirm in writing,

Suggested resources

"Getting to Yes: Negotiating Agreement without Giving In."
Fisher R, Ury W, Patton B. Penguin Books

- *Negotiation, video,* and download Discussion Guide
  https://leanin.org/education/negotiation
  by Margaret Neale, Director, Stanford Executive Program for Women Leaders

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