



Making a Path

PROGRAM GUIDE

A career is like any other path...
things go more smoothly with a map

Fall 2013 | Graduate

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Purpose of this Guide

Net Impact created this guide to support MAP facilitators, as they help members navigate the path to careers with social and environmental impact. Informed by our experience working with chapters, partners, and other experts in the field, this document can serve as a guiding framework to facilitate a MAP group with your chapter. In this guide, you'll find an outline for getting started, template language to recruit members, a suggested curriculum with activities and discussion topics, and even your script to read during meetings.

This program guide is intended to be tailored and adjusted for your group's specific needs, so feel free to take creative liberties as you see fit. In addition to the five activities outlined in our suggested curriculum, there are supplemental exercises available online. We encourage you to mix and match these activities as you see fit. If you have any questions, comments, or best practices you'd like to share, please don't hesitate to contact us at MAPgroups@netimpact.org. We hope this guide helps your members build a supportive impact job search community and, ultimately, land jobs aligned with their values.

“We’re all alone in our job searches so hearing people talk about their goals and what they achieved, being held accountable for goals, and hearing success/failures of others. . .having that support was a big benefit for us.”

-Jenni Tonti, MBA Candidate | Group Facilitator at Haas School of Business, UC Berkeley

We'd like to thank our partners who have helped develop content and ideas for the MAP program. Be sure to check out their books and websites for other great resources for your impact job search:

- Theunlost.com by Therese Schwenkler. <http://www.theunlost.com>
- *Making Good: Finding Meaning, Money, and Community in a Changing World* by Dev Aujla and Bill Parish. <http://makinggood.org/>
- Shannon Houde, Walk of Life Consulting, <http://walkoflifeconsulting.com>
- University of California at Berkeley, Haas School of Business, Chetkovich Career Center, <http://www.haas.berkeley.edu/groups/careercenter>
- Dr. Mrim Boutla and Dr. Mark Albion, More than Money Careers. <http://morethanmoneycareers.com/>

MAP FAQs

What is a Net Impact MAP group?

A forum for job search and professional development conversations with like-minded classmates

MAP (“Making a Path”) is a curriculum for groups of 5-15 members led by peer facilitators. It provides an opportunity for members to connect with a group of classmates for the support, resources, and accountability needed to rock the impact job search. Meetings include activities dedicated to helping members define their job search priorities, reaching out to their network, and most effectively marketing their skills. There’s also time in each meeting dedicated to each participant’s personal job search.

Why should my chapter get involved?

Offer your members a tangible program to help them discover their dream jobs

MAP groups offer members the structure, tools, and community they need to discover and eventually land their dream roles, making them a great recruitment tool for other students who are or will be looking for an impact job or internship. It’s also a great engagement and leadership development opportunity for enthusiastic members.

How does Net Impact Central support your MAP group?

Training, resources, and support to ensure your MAP group’s success

Net Impact will provide training modules in addition to this program guide, so facilitators will be adequately prepared to successfully lead their MAP groups.

What’s the time commitment?

At least five meetings over the semester

Each team member will attend at least five one-hour meetings between October and December

-- about once every two weeks (your group is welcome to meet more frequently, but all members should commit to attending at least five meetings – even if they land a role during the program). While the structure and content of meetings is flexible by design, MAP group members should expect to:

- Attend five, one-hour long MAP group meetings
- Complete two brief online surveys (one before the group launches and one after the last meeting)

MAP groups are only successful when there is a consistent, engaged, and supportive community, so it’s crucial that participants fulfill these commitments for their own benefit.

We’re in! What’s next?

Step up, get your team, and get started

- Identify and elect your MAP group facilitators (2 recommended)
- Start recruiting your MAP group members (5-15 members)

Being a Facilitator

First Things First

Starting a MAP group begins with identifying strong facilitators to implement and oversee the program. We recommend two student co-facilitators who share responsibility for the success and continued implementation of the program. Both facilitators must commit to leading the group for the entire semester.

About Facilitating

MAP facilitators tailor the activities in the program guide for their groups and essentially serve as peer coaches who help lead open, honest, authentic discussions with the MAP group. Facilitators are the main point of contact for Net Impact Central; should feel free to reach out to Net Impact with any questions; and will be asked to provide feedback at the conclusion of their MAP group.

MAP group facilitator commitments are:

- Schedule and facilitate at least five one-hour MAP group meetings
- Complete the facilitator training module prior to each MAP group meeting
- Tailor activities and agendas for each meeting (as needed)
- Ensure participants complete their pre- and post-MAP group surveys
- Provide Net Impact with feedback through a facilitator post-survey

Co-Facilitators

If you are using the co-facilitator model, be sure to discuss how you will work together and clearly outline the roles and expectations of each facilitator prior to MAP group recruitment. It's crucial that both facilitators collaborate on the structure and activities for each session.

Leadership Transition

Planning for continued leadership of the MAP group is an important part of the facilitator role. We recommend one facilitator staying on to lead MAP for the fall semester along with a new facilitator, and maintaining the structure of one new and one old facilitator each semester. This

leadership cycle ensures manageable workloads, hands-on training, and proper knowledge transfer.

Suggested Timeline

We understand that each campus has a unique academic schedule. Below is a general timeline that should be adjusted according to your program:

Fall Semester

September

- Recruit MAP group members
- Complete first training module
- Hold your first MAP group meeting
- Schedule remaining group meetings

October-November

- Complete training modules and facilitate MAP group meetings

December

- Host your last meeting (if you haven't already)
- Ensure all participants take the post-survey
- Take the facilitator post-survey
- Recruit Spring MAP facilitator and members

Keeping the group together

After your MAP group ends, don't forget that you've built a powerful network and team. Your members will want to stay in touch with their trusted partners in the job search. Here are some ways you can facilitate that:

- **Keep track** - make sure to get all your members' contact information, as well as information on their new cities and roles post-graduation
- **Make it digital** - create a Google or Facebook group so members can keep in touch
- **Ask the group** - leave time in your final meeting for the group to discuss ways they would like to keep in touch

Recruiting Your Group

Finding Your Team

To recruit members of your MAP group, you'll want to target students who are either actively seeking an impact job or internship or plan to look for an impact job or internship in the near future. If students know they want to make an impact through their career but aren't exactly sure how, they may also be a good fit for MAP.

Beyond reaching out to your Net Impact chapter members, we encourage you to let your campus career center know about your MAP group and see if they can recommend students to it. Department listservs can also be a useful recruiting tool. To make outreach easy, we've included templates for emails and social media posts in the appendix.

Additionally, here are some questions you may receive from potential participants, and language you can use to answer those questions:

What is MAP again?

MAP stands for Making a Path. MAP groups are intended for students who want to make a positive impact and aren't necessarily following a linear or preexisting career path.

Why should I join?

The MAP group will help you:

- **Focus** your job search goals and priorities
- **Explore** relevant roles
- **Market** yourself and your skills

We also know that MAP groups work. Students who participate in the program feel less stuck, lost, isolated, and overwhelmed in their impact job searches. They also felt more confident they'd find a job aligned with their values--a key success factor in job searches.

What am I committing to?

By joining the MAP group, you're committing to joining the team for the fall term (generally October-December). During this time, your group

will meet for five, one-hour sessions. You'll be asked to complete one 5 minute survey after the last meeting and you'll develop personal job search goals throughout the MAP group. You'll have to do some pre-and post-work for some of the meetings, but this should take no longer than an hour.

Keeping members engaged

As a facilitator, it's crucial that you keep members engaged and present throughout the MAP group. If you are having trouble with this, consider building the following structures into your group:

- **Partner up** - use a partner model where participants must consistently meet as a pair. This may include reading and evaluating each other's work in the large group activities, or doing small group discussions as a partner activity instead. This builds accountability, since each participant will have a partner relying on them.
- **Share the responsibility** - have each member present part of a session to build engagement
- **Be flexible** - alter the course of the sessions based on your members' interests and goals

Meeting Structure

ABOUT

We've provided recommended agendas for each of the five MAP group meetings. Each MAP session includes a large group activity as well as a small group discussion. Since you have the best grasp of your team's needs and interests, be sure to customize the program guide as you see fit.

Activities

Each large group activity is typically followed by a discussion and reflection period. We've provided some questions to help stimulate the conversation, but you should not feel bound by them. Generally, the activity should last 20-30 minutes followed by 5-10 minutes of discussion.

In the appendix, we've also recommended additional activities for anyone on your team who would like to go deeper on a topic. This is especially true if you feel some of your members need to dive deeper into the discovery and targeting phase of their job search. You should feel free to swap activities if you feel one is better suited for your team.

Small Group Discussions

Small group discussions (with teams of 3-5 people) are a crucial part of MAP groups. Each meeting, participants will break into their small teams to discuss their personal job searches for about 20 minutes. These small groups will be designated at the outset of your MAP group and should remain the same throughout all five meetings, so that participants form a deeper connection and can offer consistent support, relevant resources, and advice to one another. Please see our Small Group Discussion Guide and Job Search Goals Template for more details. Small Group Discussions are one of the most popular and valuable aspects of MAP groups according to past participants, so be sure to save those 20 minutes each meeting! If you have a smaller MAP group, consider making this a time for partner discussion (also a good tool to encourage attendance and accountability!).

TYPICAL AGENDA

Here's the typical structure of each meeting:

Time	Topic	Description
5 min	Introductions	Facilitator will kick off the session and introduce the activity for the session
25-35 min	Large Group Activity	Each week there is a new recommended activity to help further your job search
20 min	Small Group Discussions	Members will break into small groups (3-5 people) to discuss their personal job searches with the help of our <i>Small Group Discussion Guide</i> and <i>Job Search Goals Template</i>
5 min	Wrap-Up	Answer any questions, go over homework for next time, and wrap-up

Small Group Discussion Guide

Framing

The job search isn't easy, and it often feels very isolating. Despite how it may feel, other students have more in common with you than you think, and they can be valuable resources in your job search. These small group discussions are designed to:

- Help participants identify where they are in the job search process
- Give participants a regular forum for support and advice on how they can further themselves in the job search process
- Provide participants with accountability during their job search - each member shares what they have accomplished that week in their Goal Template (available at netimpact.org/mapgroups).

Facilitating Small Groups

Small discussion groups should be composed of 3-5 students from the MAP group, with a designated facilitator. If you have a large MAP group, the size of the small groups should be determined by the amount of time you have allotted for small group discussions each week; ensuring each person has at least 5 minutes to share and receive feedback from the group. For example, if you only have 20 minutes for the small group discussion, you should plan to have no more than 4 people in each group. Alternatively, if your MAP group consists of close to 5 people in total, you may need to restructure the framing of these small groups to be just the "job search check-in" component of your overall group conversation, or as a partner activity.

The small group facilitator is responsible for guiding the discussion, keeping time, recording each person's goals for the week, and bringing this list to the following meeting. The MAP facilitator can also be the facilitator for a small group, or you can choose to have separate facilitators for the small groups. The small group facilitators can rotate from meeting to meeting or can remain consistent through all meetings.

How to Facilitate

1. Gather group in a circle

- Have each person's most recent Job Search Goals Template
- Have a copy of Net Impact's *Six Steps to Job Search Success* available

- Be sure you divide time appropriately so each person has the same amount of time (at least 5 minutes a person)—keep your eye on the clock
- You will start with one person, go through the following steps, and move on to the next person until everyone has shared.

2. Where are you in the job search process?

When you read the Six Steps to Job Search Success, what stage did you identify with in terms of where you are now? Please share where you are in the job search as well as any challenges and questions you have.

Example: I know I really value making an impact in my job and want to use my creativity and strong communication skills in my role. I'm not sure what field that will lead me to, so I'm in the exploring phase. I'm finding it difficult and overwhelming to narrow it down into a career path let alone a concrete job. I haven't done much research on this, but don't even know where to start!

3. Group-sourced tips and tricks

Does anyone have any relevant advice, best practices, resources, or tips? Any similar experiences? You can offer specific resources, contacts to talk to, courses to take, or other suggestions.

4. Set Goals

Based on group feedback as well as the process overview, what specific goals do you plan to complete before the next meeting?

Example: Before the next meeting I'll read at least 5 Field Overviews and 5 Career Stories on the Net Impact website. I'll also contact Joe's friend and see if she is willing to grab coffee to talk about her career search since she had a similar experience and found a great job.

Repeat steps 2-4 for all individuals.

Please record all goals, email it to the group, and bring the list to the next meeting.

Meeting 1: YOUR TEAM

ABOUT

Goal

Members will get to know each other and gain insight into their job searches while creating a concrete job search plan.

Expected Outcomes

- Gain insight into each participant's job search
- Create a plan for your MAP experience
- Commit to the following four sessions
- Form small group discussion teams and identify goals for the next meeting

Required Reading

- [Six Steps to Job Search Success](#)

Required Materials

- Writing materials for each person
- A way for all members to see the sentence starters (projector, whiteboard, or handouts)
- Small Group Discussion Guide (p.9)

Homework

- Finalize your [Personal Job Search Goals Template](#)

Framing

The MAP group will be most effective if all members are brutally honest with themselves and each other, and feel comfortable bringing forward their toughest challenges and questions. You'll set that tone in this meeting while also providing members with a tangible end-product. First, each person will share their completions exercise to give the group a sense of one another's job search. then, you'll create a unique plan for your MAP group experience. You'll also use this meeting to remind participants of their commitment to the program.

AGENDA

Time	Topic	Description
10 min	Introductions	Facilitator will kick off the session, introduce the MAP group, and have all members introduce themselves with a quick icebreaker.
25 min	Completions Exercise	- 2 minutes: Setup - 5 minutes: Personal Reflection - 10 minutes: Sharing - 10 minutes: Discussion
20 min	Small Group Discussions (Begin Personal Job search Goals Template)	Members will break into small groups (3-5 people) to plan and discuss their personal job searches. Distribute a Small Group Discussion Guide to each group. These groups will remain the same for each meeting.
5 min	Wrap-Up	Come together as a large group to agree on the schedule for the next four meetings, review the homework to complete before next session, and recommit to your obligations as participants.

This activity was adapted from:
THE "NOT 'YER MOM'S GUIDE" TO DISCOVERING YOUR CAREER & LIFE PATH by Therese Schwenkler.
www.theunlost.com.

MEETING 1: FACILITATION GUIDE

How to Facilitate

1. Initial Set Up and Introduction (10 minutes)

Start by having each participant share their name and year (if applicable).

2. Completions Exercise (20 minutes)

Setup (2 mins):

Have participants sit in a “U” shape. Ensure all participants are able to see the list of sentence starters (you can use a projector, write on a chalkboard, or hand out a printed list).

Facilitator’s Introduction: Please take five minutes to complete at least three of these sentence starters related to your job search and discovery.

1. “Right now I’m...”
2. “I’m fortunate that...”
3. “The hardest part of my job search is...”
4. “I’m afraid that...”
5. “One thing I do know is...”
6. “One problem I’m having is...”
7. “[Make up your own]...”

After five minutes we’ll each share our completed sentences with the group to learn about where we are in our job searches. Remember, there are no right or wrong answers here—just be as honest as your possibly can. Don’t feel the need to mirror what you think other people will say, just be open.

Personal Reflection (5 minutes)

Give the group five minutes to think about and write down their sentences.

Sharing (10 minutes)

Each person in the group should share their completed sentences.

Discussion (10 minutes)

Open the floor to a group discussion:

- What did you learn about yourself in developing these sentences?
- Were there any shared feelings amongst the group?
- How can you be a resource to the rest of the group?

- What questions did this bring up for you?
- How can the MAP group help you answer those?
- What would you like to get from the MAP group?

3. First Small Group Discussion (20 minutes)

Break into your small discussion groups. These groups generally follow the same agenda in the Small Group Discussion Guide, so have each person read this.

For the first small group, you’ll have some work to do first. After you go around and make introductions, take 10 minutes to start drafting your [Personal Job Search Goals Template](#). In the small group sessions to follow, you’ll each be checking on your progress on these areas. After the ten minutes, start sharing your ideas, and identify things you need to develop on this sheet before the next session.

6. Set Up the Sessions to Follow (5 minutes)

After your small discussion groups, come back together. Ask members to think about how to make their MAP group successful. How can they be a resource to others? What did they decide they would like to get out of the MAP group? Take this time to remind your group that in order to accomplish these goals, everyone needs to commit to attending all 5 sessions and to completing the relevant pre- and post-work.

Facilitation Tips

Since this is your first meeting as a group, you may need to play a more active role to start discussions. Here are a few tips:

1. Ask follow-up questions after members speak:

- What surprised you about that?
- What questions does this bring up?

2. Share personal anecdotes:

- Relate your past experiences with challenges from your group and inspire others to open up as well

3. Be open and honest:

- Create a supportive, authentic community

Meeting 2: YOUR PITCH

ABOUT

Goal

Members will craft their elevator pitch to help them reach out in the job search process and get clear on their goals.

Expected Outcomes

- Create personal positioning statements
- Finalize [Personal Job Search Goals Template](#) in Small Group Discussions

Required Reading

- [Six Steps to Job Search Success](#)

Required Materials

- Writing materials for each person
- A way for all members to see the sentence starters (projector, whiteboard, or handouts)
- Small Group Discussion Guide (p.9)

Homework

- Complete Get Focused, Get Results job targeting exercise (Appendix, p.23)

Framing

Having to identify yourself, your strengths, and your goals is tough as it is, much less when you need to distill it down into a 45-second pitch. Through this exercise, participants will do just that. It will not only prepare them in future networking, but will also help them get clear on themselves and their goals. Working through these pitches with a partner also helps members as they continue getting to know one another.

AGENDA

Time	Topic	Description
10 min	Introductions	Facilitator will kick off the session, introduce the MAP group, and have all members introduce themselves with a quick icebreaker.
25 min	Positioning Statement Exercise	Participants will work on creating 30-second and 60-second elevator pitches to use externally.
20 min	Small Group Discussions	Members will break into small groups (3-5 people) to discuss their personal job searches. Distribute a Small Group Discussion Guide to each group. These groups will remain the same for each meeting.
5 min	Wrap-Up	Come together as a large group to agree on the schedule for the next three meetings, review the homework to complete before next session, and recommit to your obligations as participants.

MEETING 2: FACILITATION GUIDE

How to Facilitate

1. Introduction (1 minute)

Start by having each participant share their name and year, and then answer an icebreaker question. Examples include what you wanted to be when you grew up, or the worst job you've ever had.

Facilitator's Introduction: Having to identify yourself, your strengths, and your goals is tough as it is, much less when you need to distill it down into a 30-second pitch. Through today's exercise, you'll be doing just that. We'll be partnering off to create personal positioning statements - quick elevator pitches that we can use to describe ourselves externally.

Have the group break into pairs of 2.

2. 30 second pitch (10 minutes)

After five minutes, have everyone stop writing and get ready to share their statements with a partner.

Facilitator: Take 5 minutes to each read your 30-second statement draft to your partner, and give your partner time to provide feedback. When listening to your partner's pitch, ask the following:

- *Is the information clear and concise?*
- *Is it clear what their goals are, and is there a clear next step in terms of what the person is looking for?*

3. 1-minute pitch (10 minutes)

Next, participants will get a chance to do a longer, 1-minute pitch.

Facilitator: Now, do the same thing, only you will have a full minute for your elevator pitch. You'll be

able to provide additional context and information.

After 5 minutes:

Facilitator: Ok, now read each other your 1-minute pitch, and look for the following about your partner's pitch:

- *Did they use the extra to provide additional, engaging information? What does this extra information add?*
- *Is the pitch still clear and concise?*

5. Discussion (10 minutes)

Invite a couple participants to share their 30-second, and then 1-second, pitch. After a few people share, you can discuss these questions:

- *Were there any challenges to writing these pitches? What do you need to go home and work on?*
- *Was there anything you were trying to explain in your pitch that you did not yet know the answer to?*

Let participants know that in the session to follow, we'll be tackling this very issue! For homework, they'll need to complete a Get Focused, Get Results job targeting exercise (in Appendix) which you'll be discussing in Session 3.

6. Small Group Discussion (20 minutes)

The agenda here is meant to be largely unstructured, and content is covered in the Small Group Discussion Guide, but make sure to remind groups to check in on their Personal Job Search Goals Template, and to use that as a reference for remaining discussions!

Positioning Statement guidelines were adapted from:
Chetkovich Career Center, University of California at Berkeley,
Haas School of Business

Meeting 3: YOUR TARGETS

ABOUT

Goal

Participants will identify and articulate the key sectors, roles, and organizations they are most interested in for their next job.

Expected Outcomes

- Discuss the completed Get Focused, Get Results job targeting exercise
- Identify job search goals to complete before the next meeting

Framing

Definitions of “career success” vary from person to person—one person’s dream job may be another person’s nightmare. This activity will help you understand your personal priorities and help you plan how you can integrate them into your next role. Getting clear on these goals now will set members up best for the networking and marketing work to follow.

Suggested Readings

- [Net Impact Field Overviews](#)

Required Materials

- Each member must complete and bring in the Get Focused, Get Results job targeting exercise (Appendix, p.23)
- Each member should reach out to 3-5 contacts for informational interviews

Additional/Alternate Activity

If you enjoy this activity and need more work identifying job targets, you should consider two other activities around this: the Passions Mosaic and Career Significance Navigator exercises. Assessments are available at www.netimpact.org/careers, and facilitation guides are in the appendix.

AGENDA

Time	Topic	Description
5 min	Introductions	Facilitator will kick off the session and describe the format and goals for the meeting.
35 min	Job Targeting Discussion and Informational Interview Prep	This exercise will help members identify the type of impact they would like to make through their careers. The facilitator will guide the activity and group discussion.
25 min	Small Group Discussions	Members will break into their small discussion groups, share their progress on the goals they identified in the previous meeting, and set new targets for the following meeting.
5 min	Wrap-Up	Answer any questions, review the homework to complete before next session, and conclude.

MEETING 3: FACILITATION GUIDE

How-to Facilitate

1. Introduction

Now that we've completed our "Get Focused, Get Results" worksheets, we're going to take some time to discuss our work and identify next steps. We'll also prepare for informational interviews.

2. Job Targeting Discussion (20 minutes)

For larger MAP groups, you may need to split into two or three groups to encourage a more personalized discussion.

Have each member share their worksheets, including the top roles, sectors, and issues listed. Everyone should share questions that came up, issues they ran into, and whether or not they're looking to do additional research through informational interviews. Encourage team members to offer advice, possible solutions, and potential introductions to relevant contacts. To stimulate discussion, have the groups consider these questions:

Think about these questions:

- What did you find surprising?
- What decisions were particularly tough to make?
- Are there any boxes that you are still undecided on? What information do you need to fill them in?
- Is there anything you'd like help with?

Crafting Informational Interview Questions

Informational interviews are helpful tools to learn about the issues and industries you're targeting, gain a realistic picture of the challenges associated with the job, and discover insights from relevant career paths.

1. Personal Reflection and Brainstorm (5 minutes)

Take five minutes to think about aspects of the interests you've outlined that could benefit from an insider's point of view. What are some things you're still on the fence about? What areas do you want to learn more about? Try to write down at least 10 relevant questions you could ask during an informational interview.

2. Sharing and Input (5 minutes)

Now share your topics and questions with one or two people sitting around you. Give feedback to each other to strengthen the questions. Each person should try to have at least five strong questions.

Remember: The best informational interview questions are specific, relevant, and unique. The answers should not be ones you can find through an internet search.

3. Next Steps (5 minutes)

Now that you've outlined strong questions focused on the issues you care about, you need to make sure you put them to use. Make a list of 3-5 people you will reach out to before the next session for informational interviews. You can ask your fellow MAP group members for referrals to relevant people, or check out Net Impact's Career Connections platform for potential conversations at netimpact.org/meet.

More interview resources

netimpact.org/meet also has sample questions for informational interviews, a document to track your conversations, and advice on how to prep for your appointment and best followup.

Meeting 4: YOUR NETWORK

ABOUT

Goal

This session will enable members to see one another as resources for their impact job search and best prepare to tap their personal networks.

Expected Outcomes

- Participants will offer and receive tangible solutions to issues they are grappling with
- Participants will view one another as resources for the job search
- Participants will identify job search goals to complete before the next meeting

Recommended Reading

- [Six Steps to Job Search Success](#)

Framing

Contacts and networks are extremely powerful in the job search - but to realize the full value of your network, you have to know to ask. This exercise is designed to help illustrate:

1. The power of your network for job search resources and support
2. How you ask makes a difference
3. MAP group members are strong resources for the job search

Materials

- Thin black markers (one per person)
- One (3" x 3" or larger) yellow Post-It Note pad (enough for one Post-It per person)
- Two (similarly-sized) Post-It Note pads of a different color (enough for 5-10 Post-Its per person)

Homework

- Before the next meeting, participants should build out a list of 15 target companies from the Get Focused, Get Results sheet, and look on LinkedIn and the Net Impact member directory for relevant contacts

AGENDA

Time	Topic	Description
5 min	Introductions	Facilitator will kick off the session and describe the format and goals for the meeting.
25 min	Post-It Note Exercise	This exercise will enable members to see each other as resources for their job search and gain a deeper understanding of the importance of their networks in the job search. The facilitator will guide the activity and group discussion.
20 min	Small Group Discussions	Members will break into their small discussion groups, share progress on the goals they identified in the previous meeting, and set new targets for the following meeting.
5 min	Wrap-Up	Answer any questions, review homework to complete before next session, and conclude.

MEETING 4: FACILITATION GUIDE

Post-it Activity: How-to Facilitate

1. Hand out materials

Everyone should receive:

- 1 marker
- 1 yellow Post-It Note
- 5-10 Post-It Notes of a different color

The following directions are designed to be read aloud to participants during the exercise.

2. Write down your ask (5 minutes)

Write down a short statement of something you need on the yellow Post-It Note. It should be related to your career exploration or job search—make sure your ask is relevant and timely. For example: “I would like an introduction to someone who works in marketing at Whole Foods,” or “Who is the best person in the Career Center to talk to about internships in social entrepreneurship?” You can ask for anything within the capacity of a typical human being – a physical object, an intellectual resource, an introduction to a person or a company, etc. The only thing off-limits is asking for money. The more specific and concrete the ask, the easier it will be for others to help. When you’re finished, write your name on the bottom of your Post-It Note, and put it on the wall (not too close to other Post-It Notes).

3. Offer your help to others (10 minutes)

Now, walk around and take a look at the other asks. Once you’ve had the chance to read the asks, using the other colored Post-It Notes, write down your ideas/recommendations/suggestions to the ones you feel you can be the most helpful. Stick your answers near the appropriate asks. Keep in mind that responding to someone’s ask is the equivalent of making a commitment to help – don’t respond to more asks than you feel capable of following through on (note: you don’t need to use all ten Post-Its), and don’t offer anything that you aren’t actually able to provide. Write your name and the best way to get in touch with you on your response so the person asking can follow up with you later.

4. Group discussion and reflection (10 minutes)

Take a look around the room, notice the different number of Post-Its around each ask. Are there any commonalities among the asks that received many responses? How about among the asks that received only a few responses?

- What did you learn about asking?
- What about the type of asks that are most effective vs. not as effective?
- Are there any common challenges within the group?

Allow members to collect their asks with the accompanying offers or answers, and encourage them to follow up with each other on the issues they asked about.

Also be sure to remind participants of their homework for next session. Now that they’ve identified job priorities and conducted informational interviews, they should identify 15 target organizations and look for relevant contacts in their network.

Meeting 5: YOUR BRAND

ABOUT

Goal

Participants will perfect their pitch to potential employers

Expected Outcomes

- Complete an outreach email draft
- Revisit positioning statements if necessary
- Identify job search goals to complete before the next meeting

Framing

Companies today get hundreds of applications from with individuals who are rarely a perfect for the role - either they have all the skills but no mission alignment, or total mission alignment and no concrete experience. This email is a framework for proving that you have both.

Suggested Reading

- Net Impact's job board, the member directory, and Career Connections

Required Materials

- The Email That Will Get You the Meeting sheet (Appendix, p.25)
- List of 15 target companies from the Get Focused, Get Results exercise

Homework

- Finalize your email draft
- Send it to three target employers

AGENDA

Time	Topic	Description
5 min	Introductions	Facilitator will kick off the session and describe the format and goals for the meeting.
30 min	The Email That Will Get You The Meeting	This exercise will guide participants through drafting the perfect outreach email.
20 min	Small Group Discussions	Members will break into their small discussion groups, share their progress on the goals they identified in the previous meeting, and set new targets for the following meeting.
5 min	Wrap-Up	Answer any questions, review homework for next time, and conclude.

MEETING 5: FACILITATION GUIDE

How To Facilitate

1. Introduction

Now that we've identified job targets and done some networking, we're going to move toward effectively marketing ourselves to potential employers. For today's group activity, we'll draft an outreach email to approach warm and cold leads.

As a lead-in to this exercise, ask participants to consider past outreach they've done to potential employers or contacts:

- *Has anyone had a successful cold outreach experience?*
- *What made it successful?*
- *Have there been any situations where your outreach was not well received? Why do you think that was?*

Certain themes may come out through this conversation - for instance, that outreach was more successful when the connection was strong or the email was very specific. This will lead into the strategy for drafting "The Email That Will Get You The Meeting."

2. Drafting The Email (15 minutes)

Read through the instructions on the handout called "The Email That Will Get You The Meeting." Next, instruct the group to pick an employer that they've outlined from their Dream Job Targeting sheet, and outline how they would draft "The Email" for this employer. If it comes easily, each person can either more fully develop their email, or outline additional emails for another 1-2 potential employers.

2. Sharing and Input (5-10 minutes)

Have participants share their outline or draft with the person next to them, and have them evaluate the draft and provide feedback. In particular, readers should ask the following as they read:

- Does the draft show demonstrated skills, including illustrative examples?
- Is there a demonstrated commitment to the mission of the organization?
- Is there a clear ask for further conversation?
- Is the format concise and engaging?

3. Reconvene as a group (5-10 minutes)

Offer the opportunity for anyone to share their draft, or any outstanding questions or challenges they'd like to run by the whole group.

Share questions that came up or issues you ran into.

Think about these questions:

- *Were there any employers for which you could not prove your skills or commitment?*
- *What can you do about that?*
- *Which sections were particularly difficult to write?*
- *Is there a component of the email that you are still undecided on?*
- *Is there anything you'd like help with?*

Additional Resource

Are participants already full speed ahead on job applications? Help them stay organized with our simple [Job Search Tracker](#).



APPENDIX



Outreach Templates

OUTREACH TEMPLATE: SAMPLE EMAIL

<<Salutation>>,

The <<Name of School>> Net Impact Chapter is thrilled to announce an awesome new program, MAP (Making a Path), which will give you the support, tools, and structure needed to discover and land your dream job. Whether you're currently seeking a job or internship, planning to start your hunt soon, or are just figuring out what you want your impact career to look like, our MAP group will help you get going.

Through a series of five meetings, you will:

- Target the sectors, roles, and organizations that you're most passionate about
- Hone your networking skills with a team of 10 other students as a resource
- Craft an effective personal marketing plan
- Hold yourself accountable to personal goals to further your job search process

If you are interested in joining our MAP group this fall, please contact <<Facilitator Name>> at <<facilitator email>> by <<date>>.

We look forward to working with you!

<<Your Name>>

EXAMPLES: SOCIAL MEDIA POSTS

Twitter

Need a #job but don't know where to start? Join our Net Impact MAP group to get on the right path today!

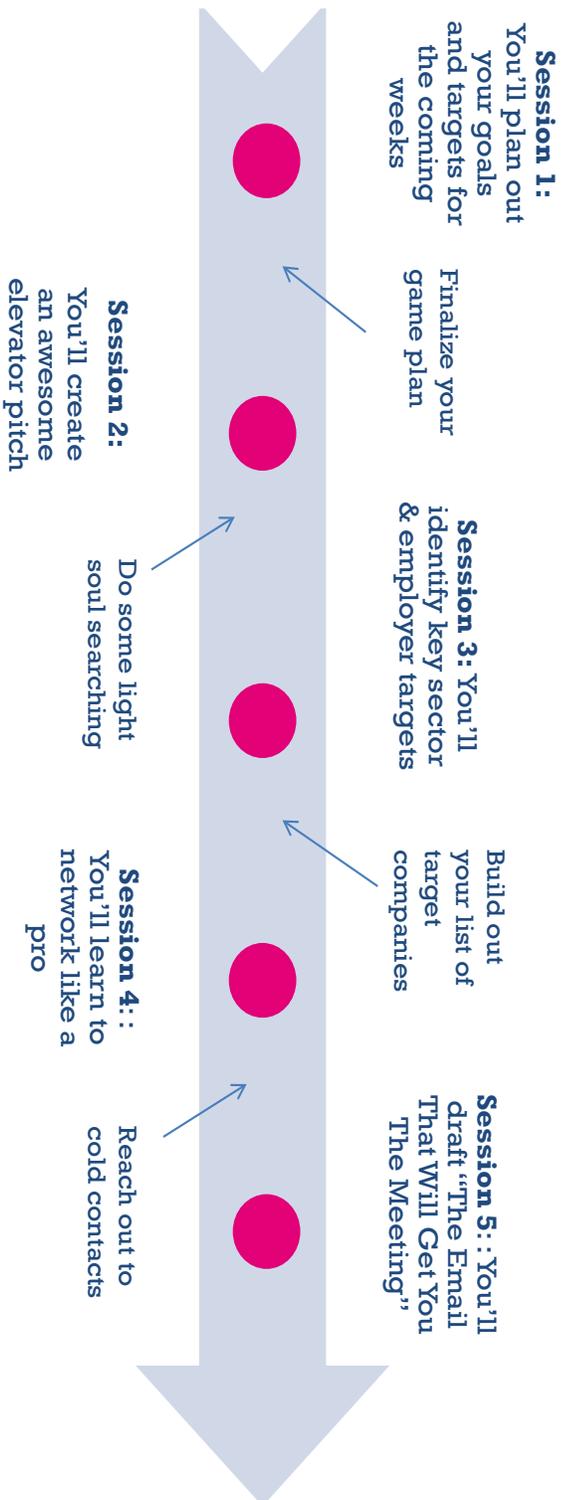
Want to do good work? Join our Net Impact MAP group to discover your dream #job today!

Facebook

Our Net Impact chapter is now offering a new program called MAP that will help you chart the path to your dream job. Join today!

Outreach Templates

OUTREACH TEMPLATE: MAP INFOGRAPHIC



MAP Your Next Step

How will MAP guide your job search?



The Positioning Statement

The positioning statement is essentially an elevator pitch - something you could say if you were in an elevator with someone and had only the duration of the ride to make a memorable impression. It is a short verbal statement communicating who you are and what you do. It is your personal brand in 30 seconds.

This statement should give an immediate sense of who you are or how you define your professional success, what you are looking for professionally in your immediate future, and how your listener can help you. This statement can be used to introduce yourself or to answer questions asked of you, including:

- Tell me about yourself.
- What do you do?

What Makes a Good Positioning Statement?

Good positioning statements are:

- Not lengthy - remember, 30 seconds!
 - Stay away from “*I was born in...*”
- Catchy, with hooks - a good statement will make your listener want to ask follow up questions.
 - “*Prior to business school I was working at Lululemon, where I helped launch their most profitable product line to date...*”
- Not generic
 - Stay away from “*I’m an MBA student*” unless that is not already known or unique to the situation
- Specific - incorporate concrete skills & work characteristics
 - “*I want to use my project management skills in a fast-paced environment*”
- An ask - include a stated ‘ask’ or need
 - “*I’m interested in applying my skills to an*

internship in operations for a Charter School System”

- Flexible - it can be applied to many different situations or audiences and easily adapted

Sample Positioning Statements

“Prior to starting my MBA, I analyzed large amounts of demographic data to support the Obama Administration’s Housing and Urban Development Initiatives. I am good at spotting trends in data, and want to use these analytical skills in an investment management role. I invest in my spare time and want to do this professionally.”

“I spent the last four years in the US Military working with location and mapping technologies. I am interested in using my leadership skills combined with my MBA to help grow a technology start-up, ideally working on the cutting edge with global positioning, navigation or forecasting technologies.”

“I am an MBA student with 4 years of mergers and acquisitions experience. I have worked on multiple \$100 million transactions for companies and have provided general financial advisory services. I am looking to transfer my finance and transaction skills to a business development role in a small- to mid-size technology company.”

This exercise is brought to you by:
Chetkovich Career Center, Haas School of Business, University of California at Berkeley

This is your chance to get focused on key criteria for your job search.

To fill out this sheet, mark No, Yes, or Please to aspects of a job that you would like in your next role.

Remember, the more focused you are, the more results you will have - keeping too many options will actually work against you!

This page is meant to house your top priorities for the remainder of the job search.

A few key directions:

1 - List words, not sentences.

2 - Focus on filling in the YES column most importantly as these are the areas where you have an exact match and proven experi

3 - In the "Yes" and "Please" columns, put an E next to 2-3 Essential aspects and a D next to 2-3 Desired aspects.

4 - Highlight any items that you think require further development.

TARGET CRITERIA	NO What aspects of your current (or past) experience/job do you NOT want in your future position?	YES What aspects of your current (or past) experience/job do you want to KEEP in a future position?	E or D	PLEASE What aspects of a future job have you NOT HAD YET and want in your future position?	E or D
Roles =Tasks/Skills (research, policy, marketing/comms, reporting, stakeholder engagement, strategy, etc.) PICK 5					
Sector eg NGO, corporate*, international development, government, academic, international development PICK 1					
*Sector - Part B (Drilling Down) If you picked Corporate just above, then drill down one more level to decide 1 - in-house or 2 - consulting PICK 1					
Industry eg Financial services, Consumer goods, Property, Mining, Retail, Oil and gas, etc. PICK 2					
Sustainability/Impact Issues eg Waste, water, energy, health&safety, community investment, fairtrade, supply chain, financial inclusion, education, etc. PICK 3					
Office Environment					
Office/ Company Culture					
Management/ Team/People					
Commute/ Logistics/Salary/Hours					

This activity is provided by:
Shannon Houde, Walk of Life Consulting
www.walkoflifeconsulting.com

MAKING GOOD **MISSION: The email that will get you the meeting**

The Email

This email is designed to get you the meeting that will lead to your job. It follows a very specific format; consider it a road map and know that if you do the work necessary to write this email from an authentic place, you will get the meeting and be one step closer to the job. Companies today get hundreds of applications filled with individuals that have all skill and no mission alignment or alternatively 100% mission alignment and no concrete skills. This email will prove that you have both, and that's why it works.

How to write it

Use the following format:

1. Prove 3 ways you have a real skill

Companies need people with real skills. There is no job description that just says "do good." The companies that are hiring you need lawyers, accountants, project managers, and designers. What is your skill? If you don't have one, develop one. Take a job, take a course, apprentice - do whatever you need to do to develop a real skill, and then you will be able to prove to them three different ways that you have that real employable skill. "Leadership" or "willingness to learn" doesn't count.

TIP: Looking to build out your relevant experience? If you need tangible projects that demonstrate your skill in a particular area, you can find opportunities through our online student project portal, Projects For Good, at netimpact.org/projectsforgood.

2. Prove 3 ways you have mission alignment

You need to prove that you are committed to the mission three different ways. Whether it is by the extensive interviews you have done with leaders in the field, your "moment of obligation" when you realized you had to work in this space, or the volunteer experience that you did five years ago. You need to prove that you have mission alignment that means much more than the one line on the resume template.

3. Say you were going to do it yourself, but found their organization and want to work with them

For example, say you have been thinking and researching and looking to start something that was reinventing the company's industry in a way that does good, but then you found this company and realized how much more you could do if you partnered, worked for the organization, or worked together.

Don't think you can pull that off? Alternatively, you could say you've been researching organizations or companies that are doing just what you are hoping to do, and were delighted to find this particular company.

4. Request to talk, get advice, and learn about how you can work together

Make a simple request to close it off. Always be looking for advice and ways to partner as if you were doing this initiative yourself. In the meeting itself, reiterate the ways that you have mission alignment and employable skills and tell them once again in person that you want to find a role with them where you can put this all to work and bring this incredible value to them. It is so rare that someone has the kind of clarity and proof that it takes to write this email - that's why it gets you the meeting!

A disclaimer

This email works, but it takes a great deal of work to ensure that it is authentic - that you have done the work to build a real skill and become mission-aligned. It is impossible to fake this kind of commitment. If you are short on either mission or skills while writing this, you know what you have to focus on so you can continue writing these emails, meeting with companies, and building your career prospects.

This activity is provided by:
• *Making Good: Finding Meaning, Money, and Community in a Changing World* by Billy Parish and Dev Aujla.
• <http://makinggood.org>

PASSIONS MOSAIC

ABOUT

Goal

Participants will identify the type of impact they want to make on the world.

Expected Outcomes

- Participants will identify and clearly articulate the top issues they care about
- Participants will outline the different ways they will fulfill their interests and passions
- Participants will identify job search goals to complete before the next meeting

Framing

A key element to productivity and job satisfaction is working on issues you're passionate about. However, we rarely take time to think through what those passions are, let alone map out how we will pursue those interests. This exercise will do just that!

Suggested Readings

- [Net Impact Field Overviews](#)

Required Materials

- Each member should complete the Passions Mosaic module on the Net Impact website prior to this meeting at: www.netimpact.org/careers/get-started/self-assessments
- Each member should bring their completed Passions Mosaic Worksheet to the meeting (the Passions Mosaic Worksheet template is in the appendix)

AGENDA

Time	Topic	Description
5 min	Introductions	Facilitator will kick off the session and describe the format and goals for the meeting.
20 min	Passions Mosaic Discussion	This exercise will help members identify the type of impact they would like to make through their careers. The facilitator will guide the activity and group discussion.
20 min	Small Group Discussions	Members will break into their small discussion groups, share their progress on the goals they identified in the previous meeting, and set new targets for the following meeting.
5 min	Wrap-Up	Answer any questions and conclude.

FACILITATION GUIDE

How-to Facilitate

VIDEO: Watch the training webinar for this session at vimeo.com/netimpact/passionsmosaic

1. Introduction

Now that we've completed our Passions Mosaic modules, we're going to take some time discuss our mosaics and identify next steps.

2. Sharing and Discussion (20 minutes)

Participants should split into two groups.

The facilitator should encourage team members to offer advice, possible solutions, and potential introductions to relevant contacts.

Share your top interests and discuss the interests you'd like to incorporate into your careers. Share questions that came up, issues you ran into, and whether or not you're looking for any introductions for informational interviews.

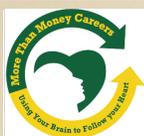
Think about these questions:

- *What did you find surprising?*
- *What decisions were particularly tough to make?*
- *Are there any boxes that you are still undecided on?*
- *Is there anything you'd like help with?*

3. Reconvene as a group (5 minutes)

Offer the opportunity for anyone to share any outstanding questions or challenges.

Passions Mosaic



More Than Money Careers



Get Clear | Get Connected | Get Hired

PASSIONS MOSAIC:

Understanding our passions is critical to our productivity and job satisfaction. We developed the Passions Mosaic to enable you to succinctly articulate your passions, as well as make informed decisions about how to pursue each of your passions at different points in time. As a Net Impact member, leveraging the Passions Mosaic will help you best articulate your passions and maximize how you pursue your passions through your work as well as through your time and financial investments.

Step 1: List Your Passions

Interest/Passion	Past	Present	Future

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Tips:

- Be as specific as you can when listing your passions (e.g. 'providing clean water to kids in Ghana' instead of 'international development').
- This is an iterative process; you can always further refine your top 4-5 passions or change them as you learn more about yourself and about what's out there.

Step 2: Define Your Investments

- CAREER - Which passion(s) have you/are you/will you turn into a career?
- TIME - Which passion(s) have you/are you/will you invest time to pursue?
- MONEY - Which passion(s) have you/are you/will you invest money to pursue?

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Career Significance Navigator



More Than Money Careers

Get Clear | Get Connected | Get Hired



Career Significance Navigator (CSN)

The CSN will help you move beyond traditional notions of career success to enable you to plan how you want to blend financial return with social impact and environmental sustainability in your career. When taking this assessment, focus on what's important to you right now, not over your entire career. Don't think too much when selecting your priorities – go with your gut and first instinct.

Step 1: Select Your Priorities

Step 2: Select Your Top 5 Priorities Across All Dimensions

Step 3: Prioritize Your Dimensions (1 = most important to 5 = least important for your next job)

Personal Development Priorities

Material Rewards Priorities

My salary enables me to cover my financial obligations

Prestige Priorities

Community Priorities

Family Priorities

Integrate Your CSN Priorities into Your Career Planning

- Turn your CSN priorities into questions you can use as a filter during your employer research or integrate into your future informational interviews.
- When interviewing for opportunities, highlight the matches between your priorities and their organizational culture to concretely articulate your fit.
- When receiving job offers, use your CSN priorities to understand which opportunity might be a better fit for your current priorities.

CAREER SIGNIFICANCE NAVIGATOR *ALTERNATE EXERCISE*

ABOUT

Goal

Participants will translate their personal and professional values into priorities for the job search

Expected Outcomes

- Participants will discover what sectors and types of employers are best aligned with their personal values
- Participants will identify job search goals to complete before the next meeting

Framing

Definitions of “career success” vary from person to person—one person’s dream job may be another person’s nightmare. This activity will help you understand your personal priorities and help you plan how you can integrate them into your next role.

Suggested Reading

- Net Impact Field Overviews

Required Materials

- Each member should complete the Career Significance Navigator on the Net Impact website prior to this meeting at: www.netimpact.org/careers/get-started/self-assessments
- Each member should bring their completed CSN Worksheet to the meeting (the CSN Worksheet template is in the appendix)

AGENDA

Time	Topic	Description
5 min	Introductions	Facilitator will kick off the session and describe the format and goals for the meeting.
25 min	Career Significance Navigator Discussion	This exercise will help participants translate their personal and professional values into priorities for the job search. The facilitator will guide the activity and group discussion.
20 min	Small Group Discussions	Members will break into their small discussion groups, share their progress on the goals they identified in the previous meeting, and set new targets for the following meeting.
5 min	Wrap-Up	Answer any questions and conclude.

FACILITATION GUIDE

How-to Facilitate

VIDEO: Watch the training webinar for this session at vimeo.com/netimpact/CSN

1. Introduction

Now that we've completed our Career Significance Navigator modules, we're going to take some time discuss our personal CSNs and help each other with next steps.

2. Sharing and Discussion (20 minutes)

The facilitator should encourage team members to offer advice, possible solutions, and potential introductions to relevant contacts.

Participants should split into two groups.

Share questions that came up, issues you ran into, and whether or not you're looking for any introductions for informational interviews.

Think about these questions:

- *What did you find surprising?*
- *What decisions were particularly tough to make?*
- *Are there anything you are still undecided on?*
- *Is there anything you'd like help with?*

3. Reconvene as a group (5 minutes)

Offer the opportunity for anyone to share any outstanding questions or challenges they'd like to run by the whole group.