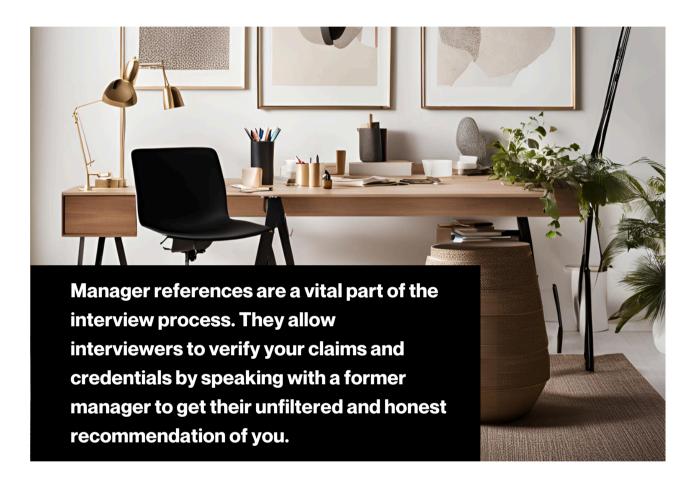


Free Manager Reference Workbook

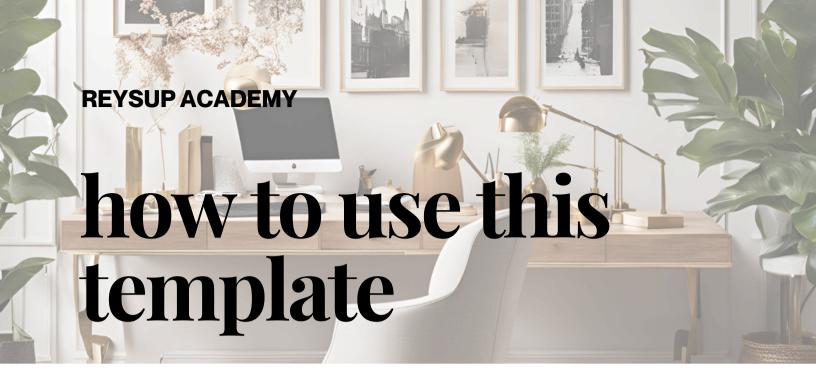
A template to ensure your manager references are prepared to speak on your behalf and advocate for you!

For more content, visit us at

introduction



When it comes to the references portion of the interview process, it's essential to choose past managers who can validate that you have the right competencies and experiences for the job. This is why it's essential to prepare and align them *prior* to their conversation with your hiring manager. Without this preparation, there's a risk they might focus on the wrong details. This workbook will guide you in ensuring your references are ready to praise you the right way so you secure your dream role.



Step 1: Fill out this template with content

- You can either use a PDF editor to edit this document OR print it out, write on it, and scan back to your desktop to send out.
- Fill out the 'questions you may be asked' section to give you reference a
 heads up on the types of questions they could be asked and what they
 should say
- Fill out the free-form questions in the 'background info that may be helpful" to provide other foundational knowledge your reference can use to further advocate for you

Step 2: Send this template to your reference

- Make sure to send this template to your reference at least 1 week prior to the reference call
- When you send the template, also include the reason why you are sending them this guide - to make this whole process easier for them!
- Make sure to let your reference know that they don't need to send it back to you. They may feel uncomfortable filling out sensitive information on you and then sending it back to you. Remember, this is ultimately a guide for them (not you) to leverage during their conversation with your hiring manager.



Manager Reference Guide

Cheat sheet for:	
on behalf of:	
My cell phone:	
Mv email:	

cheat sheet

Thank you for agreeing to be a professional reference for me! In an effort to reduce the burden on you and provide you with helpful guidance, I have pulled together this cheat sheet that you can leverage in preparation for and during the conversation with the hiring manager. Thank you again for all of your help.

questions you may be ask

along with guidance from me

In what capacity did you work with the candidate and for how long?

	my guidance
Your notes	

questions you may be ask

along with guidance from me

What was the candidate's role on the team & in your honest opinion, how did the candidate do in this role?

my guidance
Your notes
How did the candidate perform in role relative to the other members of the team?
my guidance
Your notes

questions you may be ask

along with guidance from me

What are the candidate's top developmental areas? Have you seen improvement across these areas over time?

my guidance
Your notes
What are the candidate's top strengths?
my guidance
Your notes

questions you may be ask

along with guidance from me

How does the candidate handle and act on constructive feedback?

	my guidance	
Your notes		
In what ways did th	e candidate contribute positively to the team	n's overall morale?
	my guidance	
Your notes		

questions you may be ask

along with guidance from me

What management style works best for the candidate and why?

my guidance				
_				
our notes				
What were some	of the main reaso	ons why you ori	ginally hired th	e candidate?
		my guidance		
Your notes				

questions you may be ask

along with guidance from me

Why did the candidate leave the company?

	my guidance
Your notes	
	ng you feel that the candidate may have been too humble to mention you think I should know as I consider making an offer? my guidance
	my gardaneo
Your notes	

background information that may be helpful

What does the company I am applying to do?

my guidance
What role am I applying for and what are the core responsibilities?
my guidance
Why do I believe I am qualified for this role?
my guidance

background information that may be helpful

What are my biggest strengths that I want to highlight?

my guidance
What are my biggest development areas and what work have I done to improve in these areas?
my guidance
What are 1-2 of my proudest accomplishments with impact data?
my guidance

background information that may be helpful

What is one thing I am proud of that is not reflected on my resume?

	my guidance
4	Any other comments or callouts I think may be helpful
	my guidance

Honest. Relevant. Unfiltered.