



# Maximizing the Impact of your References

## The Importance of Content and Presentation

Employers continue to place a high value on what references say about prospective candidates. The references that you present an employer can go a long way to adding to your credibility in a job search. This document contains two versions of how you might present professional and personal reference information to an employer before, during, or after an interview process for a new position.

The first is the traditional way to add references to your resume or to send to an employer by listing them with pertinent contact information about your references. Keep in mind these items when preparing your reference list:

- Choose references that will portray you favorably.
  - It is a good idea to show 3 to 5 strong references from inside and possibly outside the industry.
- Make sure you ask your references for permission to be used.
- Your reference list should include name, title, full address, phone number and email address if they will allow. You may also consider adding your relationship to the reference.
- Discuss the position you have applied for with the reference, any talking points you would like them to convey and provide them with a copy of your resume if necessary.
- Remember, employers like to see references so it is a good idea to send them as part of your resume/application package unless you have anonymity concerns, which should be explained to the employer at the time of application. You can then send references later when appropriate.

While sending a reference list is the typical way to proceed, consider a second option, a **“reference quotes”** page to present reference information to an employer. Employers may not devote the time to contact all of your references. Coincidentally, many references find it difficult to dedicate the effort to produce a quality letter of recommendation on your behalf or be available as a full reference. Asking for quotes from your references and including them in your application materials may address both of those issues.

Below are sample documents of both that you may find valuable to use individually or in concert with one another. Many of the bullet points listed above pertain to both types of presentations.



## Joseph Jones, PGA

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### REFERENCE PAGE

#### Mr. Frank Dithers, PGA

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Additional recommendations and an extended list of affiliations are available at:

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## Joseph Jones, PGA

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### Reference Quotes

“In the 5 years since Joseph Jones has joined the management team at XYZ Golf Club, I have observed that he is:

- A natural leader accustomed and comfortable in the role
- Decisive and accountable
- Creative in development of programming and revenue generation
- Experienced in managing a high performing group
- Highly skilled in technology and business systems”

*John Doe – President XYZ Golf Club, September 2015*

*Provide contact information to validate the quote*

“I have had the pleasure of knowing and working with Joseph Jones for the past ten years. In my role as an industry sales representative, I have always found Joseph to be knowledgeable, fair and have a great desire to learn. Joseph is an exemplary PGA Professional in every sense of the term and is an expert in golf operations merchandising. His business sense, attention to detail and desire to serve his customer are second to none.”

*John Smith, Callaway Golf Company, October 2015*

*555-555-5555 [jsmith@mail.com](mailto:jsmith@mail.com)*

“I have been Mr. Jones’ Lead Assistant Professional for the past 5 years. During that time I have personally witnessed his outstanding leadership abilities within our golf operation and facility. His integrity is solid, and he always puts the best interests of the customer or member and employee --- before himself. He is a terrific mentor and encourages everybody to be the best they can be. His daily example drives people toward him, not away from him. Mr. Jones has broad knowledge and deep experience of the golf business and in particular private club operations. Simply put, he is an excellent example of a PGA Golf Professional for today’s complex and competitive work and business environments.”

*Ted Smith, PGA Assistant Professional, XYZ Golf Club, October 2015*

*555-555-5555 [tsmith@mail.com](mailto:tsmith@mail.com)*

“It is my pleasure to recommend Joseph Jones, PGA to any prospective employer. In the many years I observed Joseph, I found him to be an extraordinary PGA Professional with an unwavering desire for excellence. He is well organized, extremely knowledgeable, and always provided me with great advice and assistance in matters related to golf and life. As a PGA professional myself, I strive to emulate Joseph’s commitment to the game, his membership, his staff and his overall professionalism. Any facility would prosper adding Joseph to their management team!”

*Ron Doe, PGA – Clouds Club Golf Club – September 2015*

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