



## HOW TO CHOOSE REFEREES

The source of your reference is an important factor which the Admissions Committee will review carefully in order to determine your candidacy for Rotman's M.B.A. program. This portion of your application carries considerable weight; your references are our most reliable external resource in terms of assessing your professional accomplishments, your interpersonal skills and your leadership potential. Therefore, choose your referees carefully and be sure to consider the following:

- Two professional references are required. We do not recommend that you include academic references as your referees should attest to your performance in a professional setting.
- It is not advisable to choose: subordinate employees, colleagues, "mentors" or family friends - regardless of the relevancy of their professional background. The committee seeks references which are both accurate and un-biased, as well as those from individuals who occupy a supervisory position in relation to the applicant. For these reasons, it is recommended that you choose current and/or previous managers to whom you have reported to directly.
- Remember to state your 'Reason for Choosing Referee'. Clearly indicate your professional relationship to the referee. If your referee is a former supervisor who has moved to a new company, state this fact as well as the title the individual held at the time that you reported to him or her. Fill in all of the fields on the Referee Information form including your referee's current title, employer and contact information.
- Don't assume because someone has agreed to be your referee, that he/she will be positive. Take the time to meet with your referees and state why you have chosen them and what they can add to your MBA application.
- Don't pick referees based solely on their title, or their seniority within your workplace. Be sure to select a supervisor who knows you and can attest to your skills and abilities firsthand.
- Encourage your referees to cite specific examples regarding your performance. Don't hesitate to remind them of your accomplishments and the impact you have had on the organization! A good reference is explicit and detailed, highlighting situations which exemplify both your interpersonal skills and leadership abilities.
- If you have been self-employed since your undergraduate degree, or have been employed in a family-owned business, your references should be from individuals who have worked with you in a professional capacity, and should not come from an employee.