

# PLANNING AND ORGANIZING YOUR JOB SEARCH

Robert Hellmann  
Hellmann Career Coaching  
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**CFA Institute**

# WELCOME

Thank you for joining us!

Feel free to submit your questions throughout the webinar.

Please complete the feedback survey after the program concludes.

# Planning and Organizing Your Job Search

**Robert Hellmann**

President

*Hellmann Career Consulting*

May 31<sup>st</sup> 2017



# WHAT WE'LL COVER

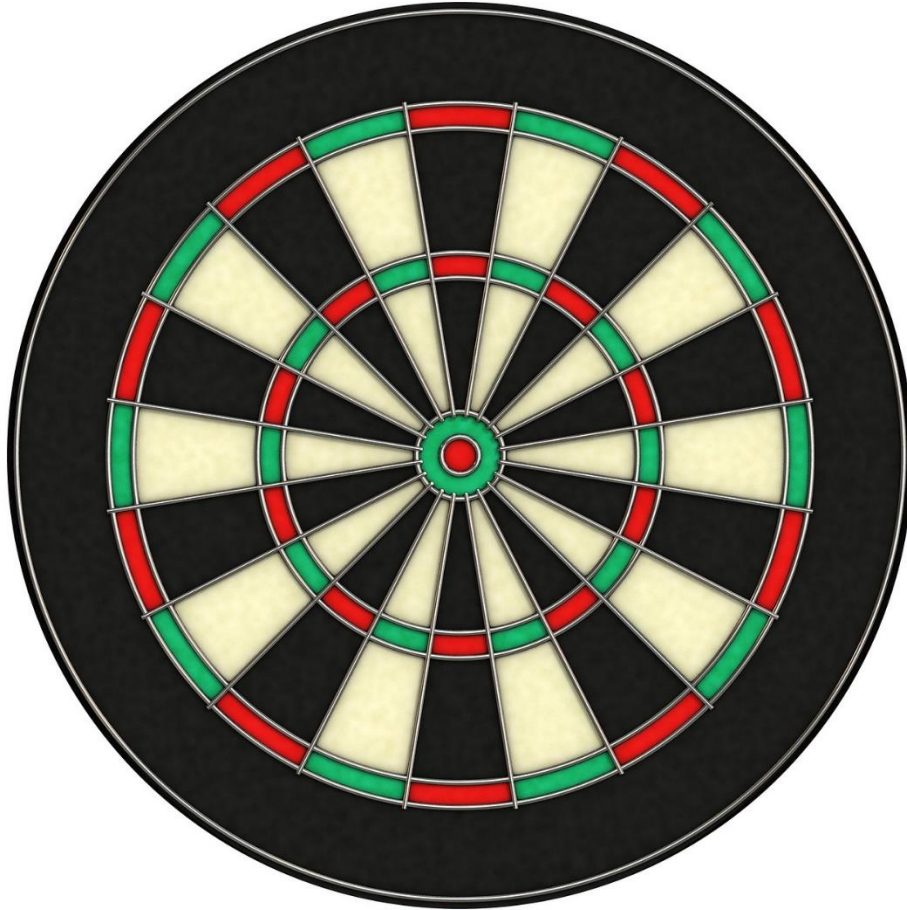
- ✓ Job Targets
- ✓ Marketing Plan
- ✓ Branding & Positioning
- ✓ Prioritizing Your Job Search Time
- ✓ Diagnosing a Stalled Job Search

**Take a Targeted  
Approach**

**(don't be a  
“Renaissance Man”)**



# Your Job Target



- ❖ **Job title or description**
- ❖ **Industry or Organization Type/Size**
- ❖ **Geography (sometimes)**

# Job Target Example

**YES:** Sell-side Equity Analyst, Investment Bank,  
Greater NYC

**NO:** Equity Analyst, Financial Services

**NO:** Analyst, Investment Bank

# Advanced Target Decision-making

## 1. List important key drivers of your decision in columns:

1. Assessment Exercise results
2. Things you enjoy doing that you are good at
3. Values
4. Interests
5. Long-range vision

## 2. “Brainstorm” any possible job interests – list in the rows

## 3. For each “row” (potential target), check off the number of “columns” (things that matter)

## 4. Narrow down the list: Those jobs with the highest number of check marks are worthy of further research.



# Decision-making Brainstorming Example

Assessment Results → (total the # of columns with weights, and then sum the weights in each of the columns)																			Total # select ed	Sum (Wtd)	
	Tenacity/Perseverance	"systems" problem solving	persuading	solo/one-on-one	Initiative	communication	organization	planning	writing	interesting challenges/problems to solve	not in the spotlight-- be "wingman"	independence	stability of organization-- job security	enjoyable work tasks	be an expert-- the "go to" person	time for personal life	Minimum 150k with room for growth	200k-plus is target			
Possible Job targets ↓	Priority (enter "1", or "10" if mandatory)	1	1	1	1	1	1	1	1	1	10	10	1	1	1	10	10	1	18	54	
	<i>In-house Tax research &amp; planning expert</i>	1	1	1	1	1	1	1	1	1	10	10			1	10	10	1	16	52	★
	<i>Running a special needs school</i>	1	1	1		1	1	1	1	1		10		1	1				12	21	
	<i>consultant/advocate for special needs families</i>	1	1	1	1	1	1	1	1	1	10	10		1	1	10			15	42	
	<i>CFO for small bank (get to wear other hats)</i>	1	1	1	1	1	1	1			10	10			1	10	10	1	13	49	★
	<i>Solo Tax Consultant</i>	1	1	1	1	1	1	1	1	1		10		1	1				13	22	
	<i>Tax for a Consulting Firm</i>	1	1	1		1	1	1	1	1	10	10	1	1	1		10	1	16	43	
	<i>Lobbyist for non-profit</i>	1	1	1		1	1	1	1	1		10		1	1	10			13	31	
	<i>Pilates Teacher</i>	1	1		1	1	1	1	1			10		1	1	10			11	29	
	<i>CIA Analyst</i>			1		1	1	1	1	1	10		1	1	1	10			12	30	
	<i>Stay at home mom</i>	1		1	1	1	1	1			10	10				10			10	37	
	<i>Lion Tamer...</i>																				
	<i>... and so on...</i>																				



# Your Marketing Plan

## Two to Five prioritized Job Targets

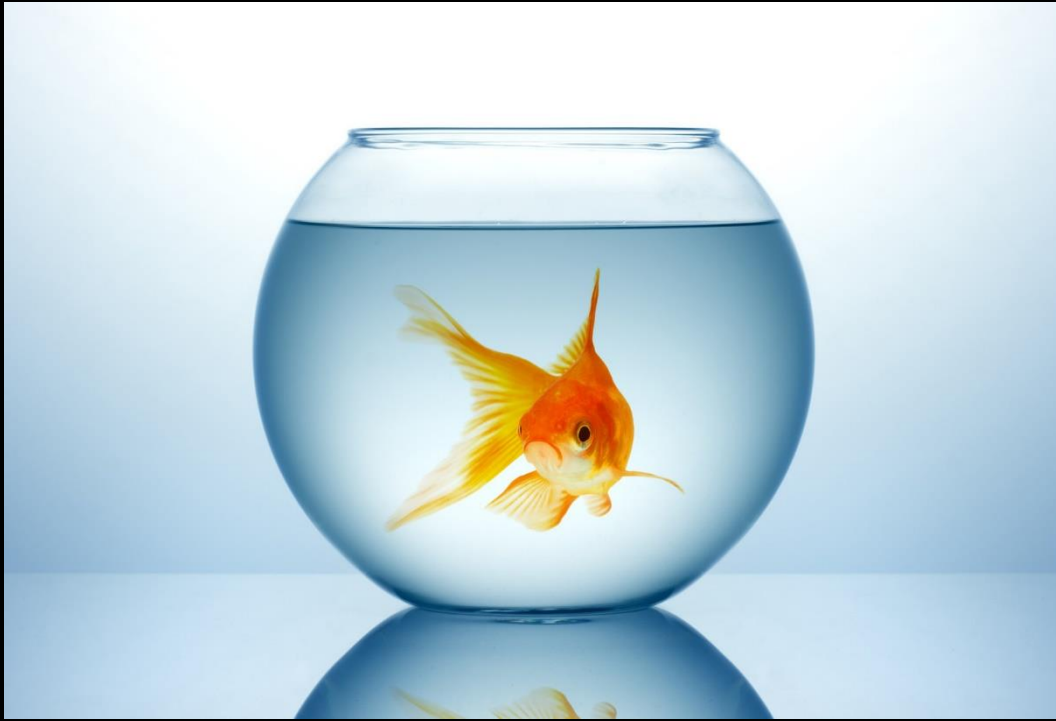
- ✓ List target companies
- ✓ Rank the Companies: A, B, C
- ✓ Guesstimate # of potential positions by company

**Prioritize targets**  
**(don't go for them**  
**all at once)**





# Target Enough Potential



# EXAMPLE MARKETING PLAN

## JOB-SEARCH MARKETING PLAN

Total Positions\*: **185**

### TARGET 1

**Position/Job Description** → Financial Accounting Director  
**Industry or company type** → financial services  
**Geographic Area** → Toronto

	<u># positions</u>	<u>Rank</u>
Bank of Montreal	5	A
Toronto Dominion	5	B
CIBC	5	C

### TARGET 2

Financial Accounting Director  
 Luxury/Global Retail  
New York

	<u># positions</u>	<u>Rank</u>
Tiffany's	10	A
Louis Vitton	10	A
Gap	15	A
Brooks Brothers	10	B
Paul Stewart	10	B
Gucci	10	B
Chanel	10	C
Rolex	10	C
Hermes	10	C

### TARGET 3

Financial Accounting Director  
 Financial Services  
New York

	<u># positions</u>	<u>Rank</u>
HSBC	10	A
BNP	10	A
Societe Generale	5	B
Credit Suisse	10	B
UBS	10	C
Deutsche Bank	10	C

### TARGET 4

Financial Accounting Director  
 Luxury/Global Retail  
Toronto

	<u># positions</u>	<u>Rank</u>
Tiffany's	5	A
Louis Vitton	5	B
Gap	10	C

**Total # Positions\***

15

95

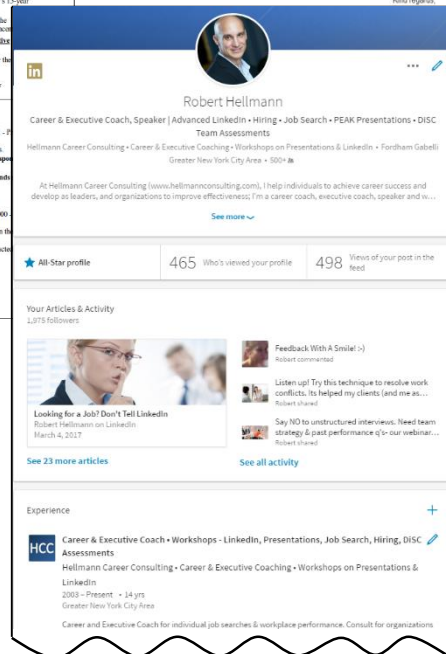
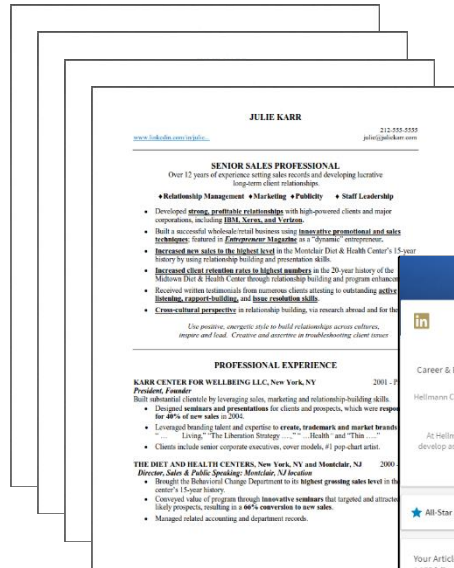
55

20

# Position Yourself Correctly



# Position Yourself for **your job target**, NOT your last job



julietta@hiringcompany.com

Discuss UT global tax issues?

Dear **Julietta**,

Could United Technologies benefit from a hands-on tax director and counsel with international expertise and the ability to drive strategic initiatives?

I have designed and implemented tax strategies for businesses in the U.S. and more than 14 countries, which could be helpful given your well publicized expansion into Europe and Asia.

I know how to work with operations, finance and legal people to deliver tailored solutions that get results. I have managed cross-functional teams in North America, Europe, Latin America and Asia-Pacific in complex projects, including

- Executing a **\$4 billion U.S. recapitalization**
- Refinancing global operations to **extract cash from overseas** without crippling operations or paying significant taxes
- Implementing a global trading company to streamline production, increase sales and **reduce the global effective tax rate by 50%**
- Reconfiguring a global sales organization to isolate and manage an estimated **\$100 million foreign tax exposure**

My resume is attached for your additional information.

I am very interested in meeting with you. I believe you will find even a brief meeting beneficial. I will call your office in the next few days to see when I can get on your calendar.

Kind regards,





# Example: Banking to Higher Education

## NO

- **Doubled credit card balances**
- **Increased revolver retention by 57%**

## YES

- **Doubled Marketing's ROI**
- **Increased retention by 57%**

**Summary:** Expert qualifications in financial planning and analysis, budgeting, accounting, cash management, acquisitions and divestitures, cost reduction and performance/profit improvement. MBA Degree with Finance Concentration.

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## PROFESSIONAL EXPERIENCE:

CARMAN HEALTH ANALYTICS, New York, NY

May 2014 - Present

Consultant

Serve a variety of roles. Established a new customer service function. Assist the company in the post-sale period on various financial and accounting matters.

"Before"  
Resume,  
Page 1 of 2

Susan's target was "Senior Finance Exec" in a big media company. How does her resume position her?

HARPERCOLLINS, INC., New York, NY

Feb. 2011- Jan. 2014

Vice President

Divisional Chief Financial Officer responsible for the financial strategy, planning & analysis, accounting, financial reporting, compliance and working capital of HarperCollins' \$400M International and \$50M Consumer Magazines businesses. Manage communication of expectations, results and risks/opportunities with Subsidiary Management and Corporate Senior Management. Responsible for preparing financial presentations to the Board, as well as for all budget forecasts. Oversee a corporate staff of six professionals.

- Overhauled budgeting/forecasting process for all subsidiaries utilizing Hyperion Essbase.
- Helped establish the digital strategy for the International businesses.
- Participate in the strategic development of new business opportunities in Asia.
- Led the fast-tracked sale process of a non-core media business.
- Managed the divestiture process of several unprofitable subsidiaries, as well as the unwinding of a UK joint venture and the total restructuring of the UK businesses.
- Led cost cutting initiatives across divisions to maximize division profits.
- Standardized reserve methodologies, revenue recognition policies and all other accounting policies worldwide.
- Perform enhanced detailed financial analysis of income statement, balance sheet and

## SENIOR FINANCE EXECUTIVE

CPA with 15+ years of progressively responsible experience in the media industry.

- CFA Charterholder
- Accounting
- Financial Planning & Analysis
- Global Staff Leadership
- M&A
- Financial/Shareholder Reporting

◆ Viacom    ◆ NBC-Universal    ◆ McKinsey    ◆ HarperCollins

- **Global experience** leading teams across the U.S., UK, Canada, Australia, New Zealand, and Asia
- Restructured Viacom division's business model in Europe, **growing profits from -10% to +15%**. Management team received **award for outstanding performance**.
- Developed global **strategic plan**, as key member of 5 person Executive Management team reporting into the President of HarperCollins International Division (\$400 million in revenues).
- **Reduced costs by as much as 25%** while protecting or enhancing revenue sources.
- Key role in dozens of **Mergers and Acquisitions**; Expertise in all facets of M&A.
- **Managed staffs of up to sixty**; saw near zero turnover of highly productive employees.

"After"  
Resume,  
first of  
three pages

*From LinkedIn Recommendations & Reviews: "Exceptional leader and team player" ... "delivers a top notch work product" ... "Commands respect" ... "Extremely thorough and diligent" ... "Consistently demonstrates strong technical, analytical and presentation skills" ... "sets an excellent example"*

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## PROFESSIONAL EXPERIENCE

### ACTING VP OF FINANCE / CAO / CONSULTANT

June 2014-Present

**Carman Health Analytics**, New York, NY

*(formerly Johnson Healthcare, a division of Dow Jones)*

Serve in a variety of senior finance related roles. Assist the company in the post-sale period on various financial and accounting matters.

### HARPERCOLLINS, INC., New York, NY

2011- 2014

#### Vice President -Finance

Responsible for the financial strategy, planning & analysis, accounting, financial reporting, compliance and working capital of HarperCollins' \$400M International and \$50M Consumer Magazines businesses.

Oversee a global staff of about 30 professionals.

- Led the fast-tracked sale process of a non-core media business leading to **\$20 million in revenue**.
- Managed the divestiture of several unprofitable subsidiaries, as well as the unwinding of a UK joint venture and restructuring of the UK businesses, **adding over \$10 million** to the bottom line.

# BRANDING & POSITIONING



**You**

**Their #1 Question**

# **How Can You Help Me?**

# Research to Identify Positioning



CFA Institute



LinkedIn

ABOUT AMERICAN EXPRESS

INVESTOR RELATIONS

## HELLMANN CAREER CONSULTING

Career Coaching • Executive Coaching • Presentations • Interviewing • LinkedIn

HOME

SERVICES

PUBLICATIONS

EVENTS

BLOG

TESTIMONIALS

RESOURCES

ABOUT

CONTACT

# Develop “Pitch” from Positioning

- ✓ How to Categorize Yourself
- ✓ What Differentiates You
- ✓ Examples of Your Success

# Pitch in “Direct Contact” Message

*A client sent this LinkedIn Group message to someone she didn't know she landed a meeting and a referral for an interview.*

Dear Steve,

Upon seeing our shared LinkedIn Group and shared connection (Julie Smith), I thought I would reach out. I also was fortunate enough to have heard your September talk, and appreciated your take on the current opportunity in Latin America.

As a **portfolio manager and CFA charterholder**, I'm beginning to look for other opportunities. Given your expertise and reputation, I would very much appreciate 20 minutes of your time to gain your insight on how I might be of help to InvestCo1 down the road, or perhaps other firms. I will not be expecting any openings; this request is purely informational.

Perhaps our conversation would be mutually beneficial. My success with the strategy you outlined in your talk might be of interest to you. As well, I know all of my roughly 900 LinkedIn contacts, and would be happy to introduce you.

Some background: In 15 years as a portfolio manager at WellKnownCo, I have consistently outperformed the benchmark. My expertise includes fixed income, equities, options, convertible arbitrage, and cross-asset class trading.

- Managed portfolios of over \$1 billion, achieving returns that were **twice the peer average** through 2008-2010.
- Took positions that netted **returns of over 140%** in six months, through research on distressed investments.
- **Created four asset allocation products**, e.g. a \$640 million target date fund series and a \$1.6 billion risk-based series.
- **Subject-matter expert**; presented at last year's X conference; regularly present to prospects, clients, boards, and investment committees.

My LinkedIn Profile is [www.linkedin.com/in/X](http://www.linkedin.com/in/X) if you would like to find out more about me.

I would value and appreciate your perspective on my situation. Would you have a few minutes available to talk, perhaps sometime next week?



# Prioritize the **ACTIVE** Approach!



# The Four Ways of Getting Interviews

- Job Postings
- Search Firms
- Direct Contact
- Networking

(passive) }  
(passive) } ≈20%

(active) }  
(active) } ≈80%

# Challenges with Answering Ads

- ✗ Your background has to look almost **identical to the requirements**
- ✗ The average online ad receives **hundreds or thousands of responses**
- ✗ Ads are a ***passive*** method for searching
- ✗ A **computer or HR** is often doing the initial screening



# Challenges with Search Firms

- ✗ Your background needs to match nearly exactly
- ✗ You will need to give your salary requirements
- ✗ Passive
- ✗ The hiring manager is NOT doing the initial screening
- ✗ Middle-person between you and hiring manager can often hurt more than help

# NO to Passive / Reactive

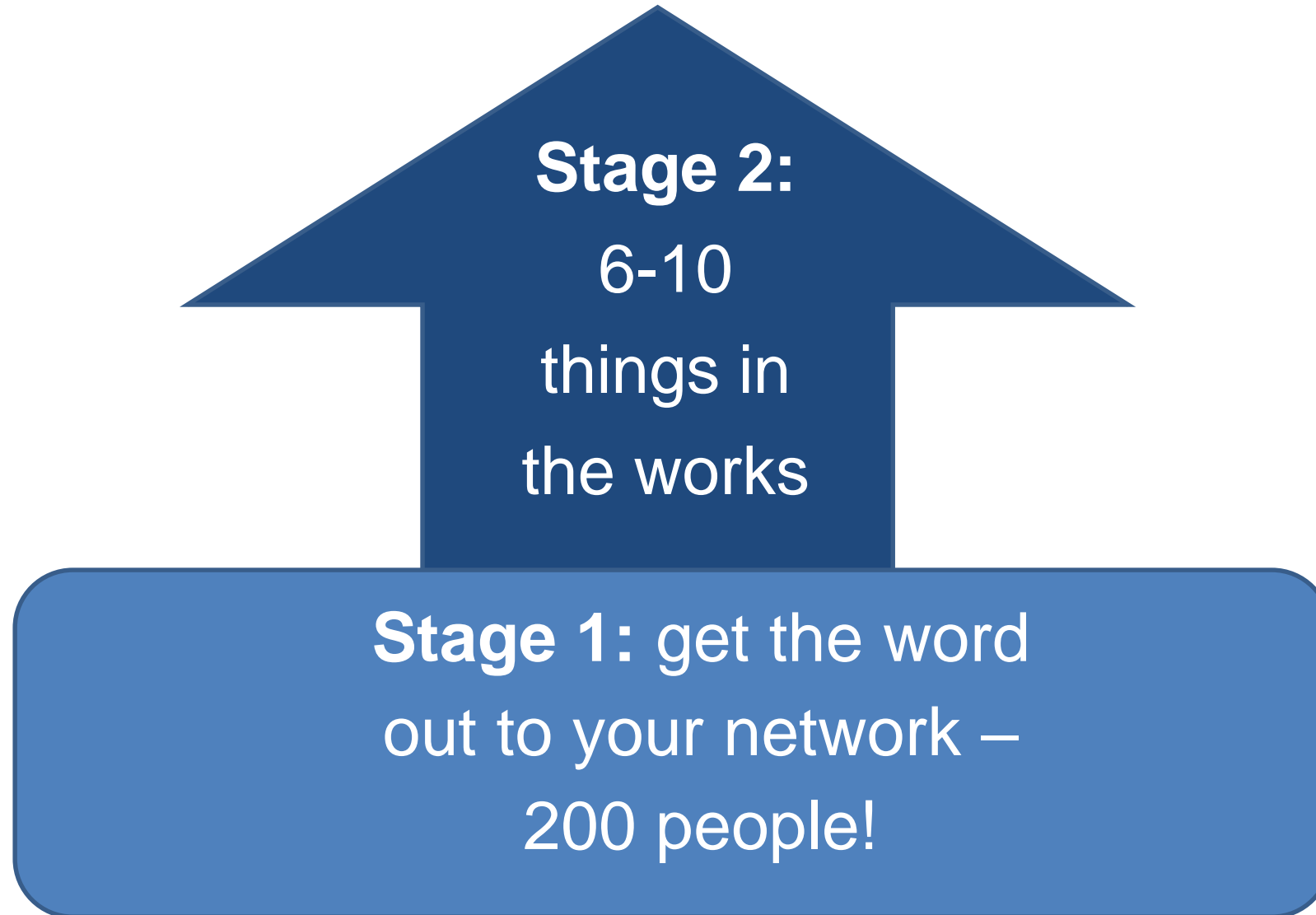




# YES to Active: Take Control



# Strategy for Active Search



# Networking

When you're using someone as an introduction to get to someone else

Form **lifelong relationships**  
**“re-contacting” is key**





# Stage 1: Developing Your Network

**Think broadly about who is in your network**

- ✓ **Dentist**
- ✓ **Neighbor**
- ✓ **Old professors**
- ✓ **Former colleagues**
- ✓ **Family & Friends**
- ✓ **Etc.**

## **Stage 2:**

# **At least six meetings at any time, with people who can hire you**



**(it's a numbers game)**

# Be proactive at all stages



# Contact Management: 50% of Success

Have a contact management system! Inexpensive examples:

- Spreadsheet with columns for name, company, job target, next action, date next action, status notes, priority (1, 2, 3)
- Gmail – “Insightly” Add-on – [www.insightly.com](http://www.insightly.com) (there are others) plus Google Calendar
- For Windows Computers – Try [www.essentialpim.com](http://www.essentialpim.com)

# Plan to re-contact Your network every 3 to 6 weeks

- ✓ update them on your progress
- ✓ Send them a link to a useful article
- ✓ Provide additional thoughts

# Example: keeping in touch

Subject: Hello and update

Hi Ben, hope things are well with you and .... Thanks again for meeting with me last month!

Thought I would update you on how things are going with my search as it's been a while. I've met with FinCompany1, as well as some other investment management firms. The conversations have been interesting, and may result in something down the road. In the meantime, I continue to reach out to companies and people in my marketing plan.

If there is anything I can do for you, including introducing you to my network, please don't hesitate to ask! I look forward to talking with you again soon.

# Diagnosing a Stalled Search

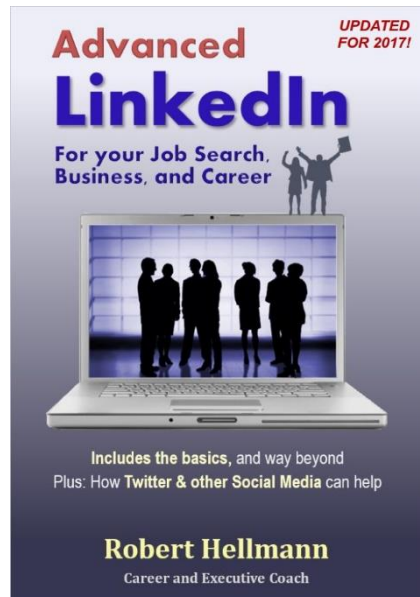
1. Are you "**positioning**" yourself correctly?
2. Are you **too general**, or trying to be all things to all people?
3. Are you **too scattered**, trying to go for many different targets at once?
4. Are you **actively going for it**, or waiting for the ad or search firm?
5. Are you **proactive** at all stages (following up, keeping in touch)?
6. Is your "message" getting lost because of poor **communication**?
7. Are you **meeting** with both the right people, and enough of them?
8. Are you **targeting enough positions** (i.e. roughly 200)?
9. Are you **spending enough time** on your search?
10. Are you **having fun**?

**Additional Resources: [www.hellmannconsulting.com](http://www.hellmannconsulting.com)**

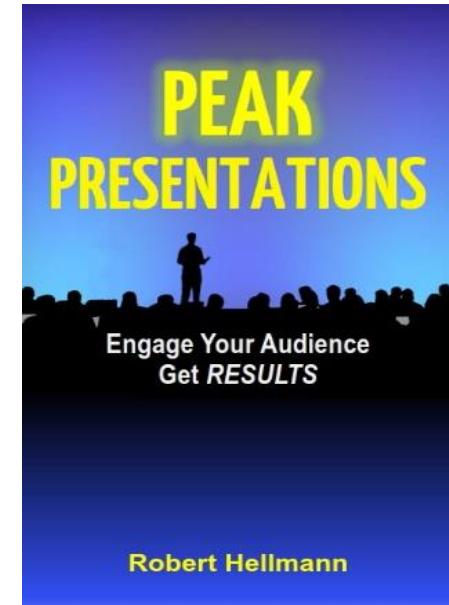
**LINK TO GET THE SLIDES: [bit.ly/cfa20170531](http://bit.ly/cfa20170531)**

[www.hellmannconsulting.com/pubs](http://www.hellmannconsulting.com/pubs)

**NEWLY UPDATED (April 2017)**



**Includes how to pitch yourself**



**MY EMAIL: [rob@hellmannconsulting.com](mailto:rob@hellmannconsulting.com)**



# THANK YOU

More career resources such as JobLine, Career Centre, and past webcasts are available at [www.cfainstitute.org](http://www.cfainstitute.org).

Join us in January for a webinar on how to excel at job interviews.



**CFA Institute**

