



# ***Providing Professional Development Resources For Our Members***



**CFA Society  
Los Angeles**



**CFA Society  
Washington, DC**



**CFA Society  
Philadelphia**



# 10 Ways to Ensure Your Job Search & Career Survives a Pandemic

**Robert Hellmann**

*Hellmann Career Consulting*  
[www.hellmannconsulting.com](http://www.hellmannconsulting.com)

April 16, 2020



**GET THE SLIDES:** [bit.ly/cfa0416](https://bit.ly/cfa0416)

**1. Build relationships now that will help you later**

# NO to Passive / Reactive



# YES to Active: Take Control



**Find that island of  
your dreams and...**



**Rocket to it!**

# It's all about the “Hidden Job Market”

This relationship-driven market for **unadvertised jobs** gets you the interview as soon as there's an opening.

- Think broadly about **your network**
- **Get meetings** with those can hire or refer you.
- Crucially, **keep in touch**, both to keep top-of-mind and to build a real relationship so they'll want to help you (and vice versa)





# Networking

Getting introductions  
and building relationships over time





# Networking helps you...

Stand-out by  
bringing in new

- ❖ Techniques
- ❖ Strategies
- ❖ Partners
- ❖ Business intelligence

Learn about career options (that island...)

Tap the hidden job market



# Think BIG about your existing network!

## People in your field

- Work colleagues
- External colleagues

## Other professional contacts

- Vendors
- People you worked with years ago
- former professors

## Family and close Friends

## Acquaintances (e.g. your neighbor)

## School classmates

## Your dentist...



# Ways to Build & Maintain Your Network

- Associations
  - Professional
  - Alumni
  - Civic organizations
- LinkedIn (and other social media)
- Referrals & Introductions

# LinkedIn: Who to Connect With

**First  
Quality...**

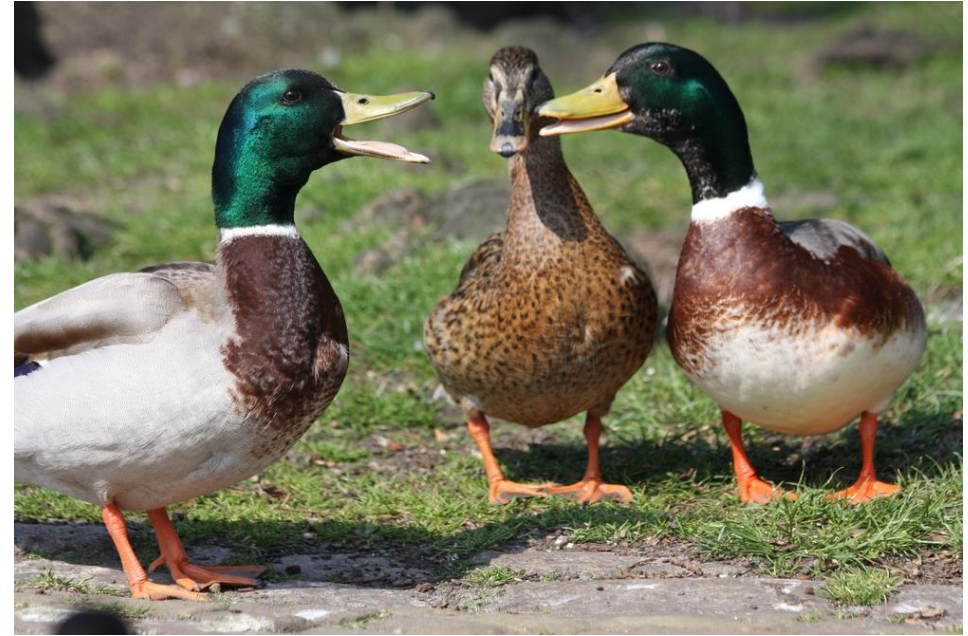
**Then  
Quantity**





# Quality Connections

- ✓ **Know in some way & open to helping (maybe)**
- ✓ **Connection request from stranger & you want them in your network**



# If someone you don't know

## Build a relationship – ask why they are reaching out

**Example message (after “accept”):** *Hi Margaret, I appreciate your request to connect (just accepted)! As I like to know everyone in my first-degree network, I'm curious as to how you came across my profile and/or why you decided to reach out.*



# Build Your LinkedIn (and broader) Network Quickly: 200+ Connections

If new to LinkedIn:

- Import address book
- “People you may know”



# Developing Your Network

## TRY THIS:

**Send a mass e-mail to your broad network. Include:**

- ✓ Your job target
- ✓ Your pitch, with bullet points (no resume)
- ✓ Ask for help with contacts in any department at these firms (list firms at bottom)
- ✓ Say you will not be asking for a job, but rather a 10 minute conversation
- ✓ Ask about how the company is organized and where would fit down the road.
- ✓ Make sure to bcc all the recipients- don't expose their e-mail addresses!

# Email to Sandy's Entire Network

Subject: Your Help Requested

Hi all!

As some of you may know, I am beginning my search for a new position that would make good use of my skills and talents as a portfolio manager. I would greatly appreciate the opportunity for a ten minute conversation with a contact in any one of the financial institutions listed below. In that conversation I will not be asking your contact about specific openings. Rather, I would be interested in learning how the institution is organized and where my skill set might be a fit down the road.

A reminder of my background: I have over 15 years of experience as a Portfolio Manager, and have consistently outperformed industry benchmarks. My expertise includes fixed income, equities, options, and convertible arbitrage. Highlights from my experience include:

- Managed portfolios of over \$1 billion, achieving double-digit returns that were twice the peer average.
- Took underperforming portfolios at FinCo1 and FinCo2 and turned them into successful profit generators.
- Took positions that netted returns of over 140% in six months, through performing in depth research on distressed investments.
- Delivered expert market and portfolio commentary that was credited with attracting new investors by the CIO.

I've listed 17 financial institutions below. I hope it's not too much to ask that you read through the list. Any contacts you have, in any position, in these or other financial institutions would really help. Please feel free to email me their contact information, and/or forward this email on as appropriate.

Thank you so much for your time, reflection and support!

**Financial Institutions....** (list)

All the Best,

From one of my clients. This email resulted in many leads for Sandy, four interviews, and a job offer!

- a) Not asking for a job
- b) 10 minute conversation
- c) Specific target
- d) Pitch
- e) Call to action
- f) Marketing Plan

Reach out to individuals, either “cold”  
or via a referral, for informational  
meetings

# Cold Contact (informational meeting)

## Elements of Success

- Focus on value to them
- Asked for just 20 minutes
- Mutually beneficial
- Powerful Pitch
- Not asking for a job
- No reference to a resume
- Call to action
- Show appreciation

Subject: Your CFA talk last September...

Dear Eleanor,

Your talk at the CFA Society in September resonated strongly; I appreciated your take on the current opportunity in Latin America, as I adopted this same strategy in managing a portfolio for InvestCo5. On another note, I notice that we share two connections and three groups on LinkedIn.

As a portfolio manager and CFA, I'm beginning to look for other opportunities. Given your reputation in the industry, I would very much appreciate 15-20 minutes of your time to gain your insight on how I might be of help to InvestCo1 down the road. I will not be expecting any openings at InvestCo1; this request is purely informational.

Our conversation could be mutually beneficial. My success with the strategy you outlined might be of interest to you. As well, I have a broad and deep network on LinkedIn (I know all of my roughly 800 contacts) and would be happy to make introductions.

Some background: I have over 15 years of experience achieving returns that have consistently outperformed the benchmark, as a Portfolio Manager (*InvestCo5*, *InvestCo6*). My expertise includes fixed income, equities, options, convertible arbitrage, and cross-asset class trading. Highlights:

- Managed portfolios of over \$1 billion, achieving returns that were **twice the peer average** through 2008-2010.
- Took underperforming portfolios at FinCo1 and FinCo2 and turned them into **successful profit generators**.
- Took positions that netted **returns of over 140%** in six months, through research on distressed investments.
- **Created four asset allocation products** including a \$640 million dollar target date fund series and a \$1.6 billion risk-based series.
- Considered a **subject-matter expert**; presented at last year's X conference; regularly asked to 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 and believe even a brief meeting could be beneficial. Would you have a few minutes available to talk, perhaps sometime next week?

---

# Cold Contact when opening unknown

## (informational meeting – industry change)

### Elements of Success

- Focus on value to them
- Asked for just 20 minutes
- Mutually beneficial
- Powerful Pitch
- Not asking for a job
- No reference to a resume
- Call to action
- Show appreciation

Subject: Open to discussing Development/Fundraising at Ivy University?

Dear John,

Upon reading your bio on the Ivy website, I thought I would reach out to you, as I myself have experience that could support fundraising and development efforts.

I currently work in New York City (at \_\_\_\_\_ and teaching part-time at \_\_\_\_\_), and in the long run am looking to work in the Hudson Valley, preferably at Ivy or one of the other area Universities. I would greatly appreciate 20 minutes of your time to gain your insight on how my experience might be a fit in a University setting (I will not be expecting any openings). Given my many years of experience with Data Mining and DataMart design, perhaps I could also share with you some knowledge that you would find useful for Ivy's fundraising efforts.

Some background: I have nearly 14 years in Database Marketing analytics, that is, turning raw data into actionable knowledge for Marketing or Sales teams. I believe that a University would find this experience valuable in helping to optimize fundraising contacts, target enrollment prospects efficiently, and improve retention. Highlights include:

- **Doubled Marketing's ROI to 23%** by adopting a "test-learn-enhance" approach to campaigns, and by developing segmentation/modeling strategies.
- **Increased retention by 57%** for high potential customers, and increased new account acquisition revenue by 79%, by developing segment-based targeting strategies.
- Led creation of entire **analytics infrastructure**, including development of databases with millions of records.
- **Modeled customer behavior**, creating segments that led to campaigns which generated \$ millions in revenue.

My LinkedIn profile is X.

I also notice from your bio that you made the transition from corporate to university that I'm looking to make. I would greatly value your insight regarding this transition I'm seeking. Would you be available for a brief meeting?



# Client sent networking email to internal executive; achieved meeting which led to interview

## Elements of Success

- Focus on value to them
- Asked for just 20 minutes
- Powerful Pitch
- Not asking for a job
- No reference to a resume
- Call to action
- Show appreciation

Subject: Referred by Helen Smith, re: BigCo

Dear Susan,

Helen (copied on this email) suggested that I reach out to you because she knows of my analytic skills and interest in your work at BigCo. I'm currently a senior manager in the X department at BigCo and am beginning to think about my longer-term career options here.

The underwriting work you do sounds fascinating. Though not actively looking yet, I would greatly appreciate 15-20 minutes of your time to learn more about this work, how your department is organized, and where my skill-set could potentially be of help to you (or others at BigCo) down the road.

Some background: In my current role, I focus on reducing underwriting risk for X. I'm also a CFA Charterholder and CPA with over 10 years of experience in risk assessment, asset allocation, and modeling, along with extensive client-facing experience. Highlights:

- Delivered over 300 client presentations, all well received; 3/4<sup>th</sup>'s resulted in revenue-generating actions.
- Developed a risk assessment model that reduced write-offs by over 10% while maintaining revenues.
- Developed research reports for WellKnownClients A, B, C and more that included insurance and investment recommendations; all recommendations were adopted

My LinkedIn Profile is [www.linkedin.com/in/myname](http://www.linkedin.com/in/myname) for your additional information.

I would be grateful for a few minutes of your time. Would you have 20 minutes available to talk?

**GET THE SLIDES:** [bit.ly/cfa0416](https://bit.ly/cfa0416)

# Following Up by Phone

- The first time, it's o.k. to leave a message. After that, don't.
- Try calling before 9am or after 5pm, if difficult to reach.
- Enlist gatekeepers as your ally.
- May take several calls to get a meeting.
- Have a script ready for 1) if they answer, 2) if an admin answers, 3) if you leave a voice-message

# Don't Make this Mistake!

- ✗ “send me your resume and I’ll forward it on” ***black hole***
- ✓ **you need to have the relationship with the hiring manager!**
  - Ask if ok to email with “Referred by” in the subject line.
  - Ask to be copied on their email directly to the person.



# Turned down for the job?

**Bring them  
into your  
network!**



**2. Get informational meetings  
with those who can hire or refer you**



# Structure an Informational Meeting

1. Exchange pleasantries
2. Remind them why there
3. 30 Second pitch
4. Ask questions – see if/how you can help them
5. Depending on their interest in your working for them:
  - Maybe show them personal marketing plan - Ask, “of those companies that you liked, can I use your name to contact them?”
  - Maybe ask for feedback on your resume
6. follow up with a thank you note if they did you a favor, “influence email” if they are interested in your working for them

**Professional Objective / Job Description**

Provide legal support to the funds management or wealth management business,  
with an emphasis on distribution and marketing of public funds

**Positioning Statement**

Attorney with broad international expertise in financial services.  
Lengths include drafting and negotiating complex agreements and advising on strategy in response to regulatory cha

**Competencies**

- |                                       |   |                     |
|---------------------------------------|---|---------------------|
| Distribution of mutual funds and ETFs | • Payment and clearing systems                | • Collateral enforc |
| Institutional broker/dealer activity  | • Offshore fund structures                    | • Contract manag    |
| Transfer Agents & Custodians          | • Derivatives, futures & securities financing | • Workflow mana     |
| Mutual fund share classes             | • Syndicated loans                            | • Data analytics    |

**Target Market and Target Companies**

**Type of industries:** Asset management companies, wealth management companies.

**Size of organizations:** Large global institutions or with global ambitions.

**Culture:** Entrepreneurial, innovative, willing to be “front of the pack”.

**Geographic area:** New York metropolitan area

Fund Management	Wealth Management	Digital financial services
Alliance Bernstein	JP Morgan Private Bank	AdvisorEngine
BlackRock	Merrill Lynch	Bam Money
Deutsche Asset Management	Morgan Stanley WM	Betterment
Dreyfus/BNY Mellon IM	Pershing	Calypso
Eaton Vance	PNC Bank	Capco
Goldman Sachs Asset Management	RBC Wealth Management	Digital Asset
JPMorgan Asset Management	UBS Financial Services	OnDeck
Lazard Asset Management		Personal Capital
Lord Abbett		Mint
Macquarie Asset Management		
Mainstay Funds/ New York Life		
Natixis		
Neuberger Berman		
Oppenheimer		

# MARKETING PLAN EXAMPLE

### **3. Keep in touch via contact management**

# Keeping in touch is crucial – to stay top of mind



- **Form lifelong relationships**
- **Re-contacting is key**

# 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
- [www.hubspot.com](http://www.hubspot.com) – free version; inexpensive:  
<https://app.lessannoyingcrm.com/> (there are many others – search for “free inexpensive crm”)
- For Windows Computers – Try [www.essentialpim.com](http://www.essentialpim.com) – like an inexpensive, turbo-charged Outlook.

# Keep in Touch: Segment your contact frequency

**Not actively  
looking**

**Not in your field?**  
2-3 times a year

**In your field?**  
At least quarterly

**In a job search?**  
Keep “everyone”  
updated every 3-6  
weeks





# Channels for keeping in touch

## One-to-one

- ✓ ~~In-person meetings/coffees/lunches~~
- ✓ Calls
- ✓ Individual emails
- ✓ Larger meetings or virtual gatherings

## One-to-many

- ✓ Mass emails
- ✓ LinkedIn updates
- ✓ Social media posts



# If you feel you have nothing to say...

[www.journalofstuff.com/usefularticle](http://www.journalofstuff.com/usefularticle)

**Subject:** Additional thoughts

**Subject:** Hello and update

# 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 PharmaCo1, as well as some other pharmaceutical 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 I can do anything for you, including introducing you to my network, please don't hesitate to ask! I look forward to talking with you again soon.

# Keeping in Touch via LinkedIn

Share an article, photo, or update

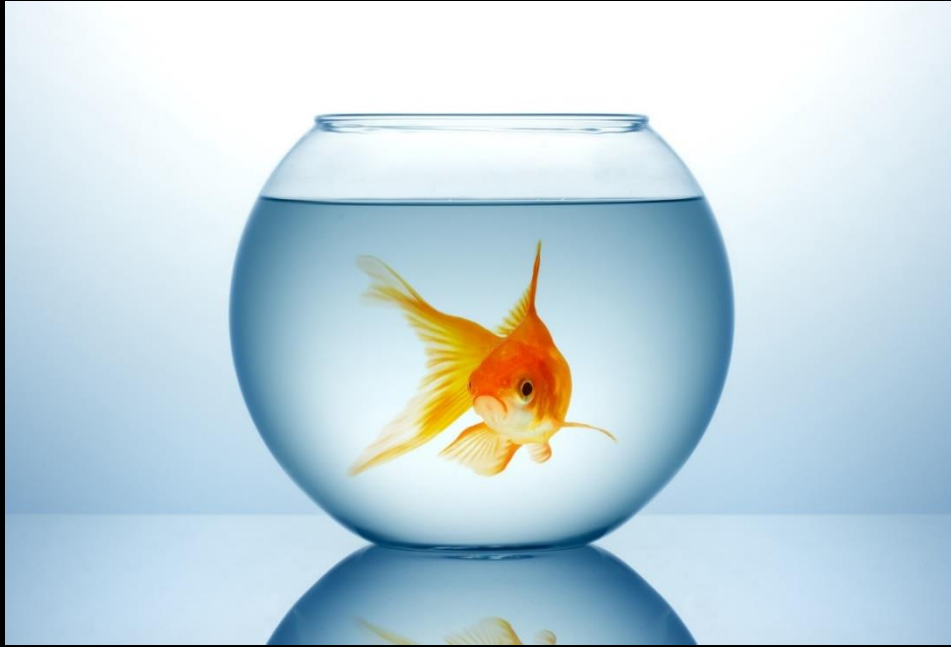
---

 Write an article  Image Post

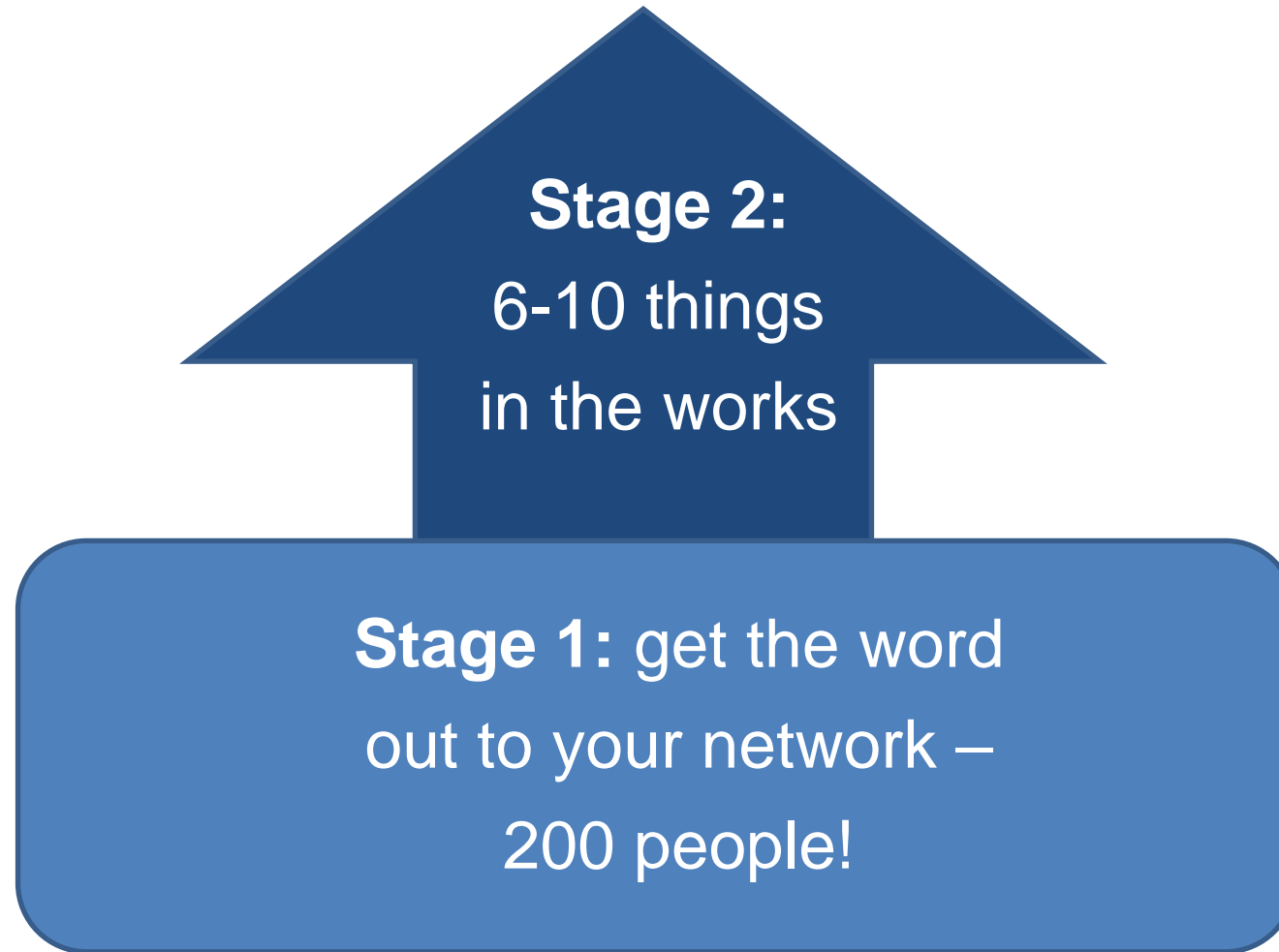
- **View “Home” Page Updates**
- **Message your contacts**

**4. Win at the job-search numbers game**

# Target Enough Potential (go for 200 positions)



# Strategy for Active Search





## **Stage 2:**

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



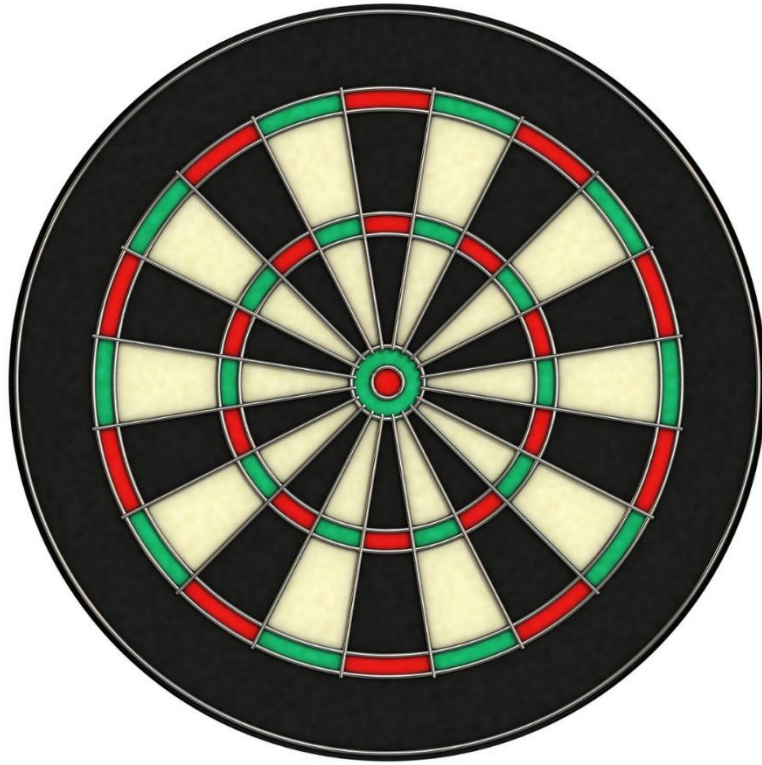
**(it's a numbers game)**

**5. Build a foundation now for a successful career or industry change when the time is right**

# Take a Targeted Approach

*(don't be a "Renaissance  
Person")*





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

**Change a parameter,  
change your positioning**

# Job Target Examples



Director of Finance



Finance, Tech Co.'s, Greater NYC



Director of Finance, mid-large Tech Co's,  
Greater NYC

# Advanced Target Decision-making

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

- **Things you enjoy doing that you are good at**
- **Values, interests**
- **Potential regrets**
- **Long-range vision for life**

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

**3. For each “row” (potential target), check off the number of “columns” (key drivers of your decision)**

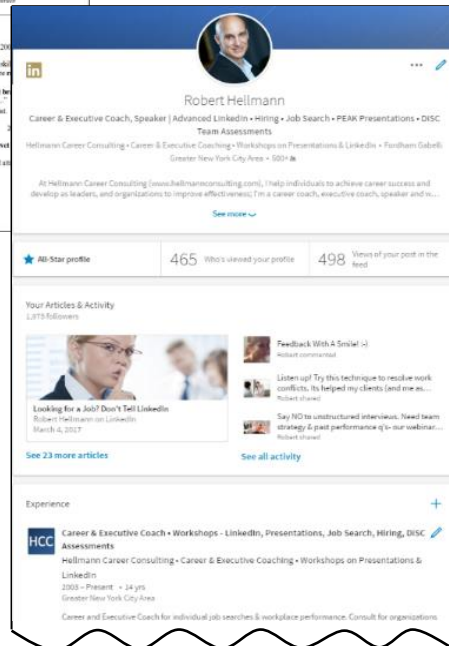
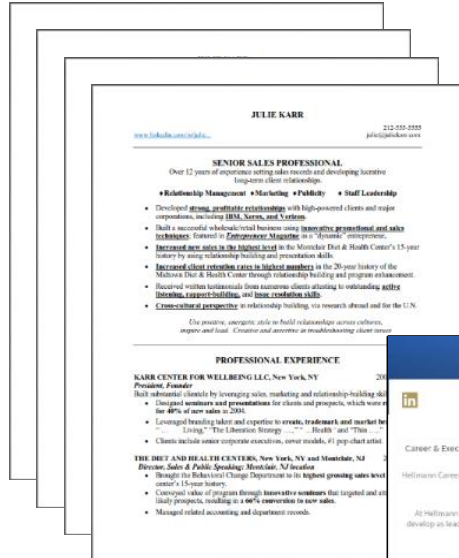
**4. Narrow down the list based on the score**

# Position Yourself Correctly





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



jruth@hellmannconsulting.com

Discuss UT global tax issues?

Dear Jukka,

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 impacting 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 create 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,  
RHC

Robert Hellmann  
917-825-9145  
www.hellmannconsulting.com



## Example: Banking to Higher Education

### NO

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

### YES

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

# Research to Identify Positioning



**6. Be flexible on how you're willing to be paid**

# Case Studies...

- Client negotiated less income initially, with a substantial raise after one year, if she met certain benchmarks
- Another client had an offer rescinded because of the pandemic – she offered to consult and they accepted
- A third client successfully used “gig-economy” websites, Upwork.com in particular (there are many others) to offer her accounting services.

## **7. Get involved with the right association**

# The right association means...

50%+ of members can help you/are employed



## Quality:

- Find and be found by the right people
- Active – events, networking, learning

## Quantity:

More likely to be found, and to find others



# The “right” association...

- Will enable you to build your network of people who can hire or refer you, by **getting involved**:
  - Run or help run a committee, e.g. events, marketing, budget, etc.
  - Offer to support senior officers of the association
  - Get on the board
- Will help you to land informational meetings via:
  - The people you meet at events
  - Leveraging the member database (or LinkedIn group)
- Will transform how potential employers view you, from just a resume to a real human being

# How to Find Associations

**HINT:**



- Google them
- Ask your colleagues
- [www.meetup.com](https://www.meetup.com)



## HELLMANN CAREER CONSULTING

Career Coaching • Executive Coaching • Presentations • Interviewing • LinkedIn

HOME

SERVICES

PUBLICATIONS

EVENTS

BLOG

TESTIMONIALS

RESOURCES

ABOUT

CONTACT

# Examples

(see [www.hellmannconsulting.com/resources](http://www.hellmannconsulting.com/resources) for more)

- CFA Societies or CFA Institute
- [www.thefeng.org](http://www.thefeng.org) Finance Executives Networking Group (FENG)
- [www.financialexecutives.org](http://www.financialexecutives.org) : Finance Executives International
- [www.niri.org](http://www.niri.org) National Investor Relations Institute
- [www.iaqf.org](http://www.iaqf.org) International Association for Quantitative Finance
- [www.caia.org](http://www.caia.org) Chartered Alternative Investment Analyst Association
- [www.nfa.futures.org](http://www.nfa.futures.org) National Futures Association
- [www.afponline.org/](http://www.afponline.org/) : Association for Financial Professionals – more for financial advisors
- [www.naspp.com](http://www.naspp.com) National Association of Stock Plan Professionals
- The Professional Accounting Society of America (PASA)
- <https://www.thepasa.org/> The Association of Professional Accounting & Tax Consultants
- <https://www.afwa.org/> American Society of Women Accountants (ASWA)
- International Federation of Accountants (IFAC)
- <https://afajof.org/> The American Finance Association (AFA)
- <https://www.aba.com/> American Bankers Association

**8. Pay attention to sectors with growth prospects**

# Examples

- Companies that are helping to turn in-person into virtual interactions, e.g. in:
  - Commerce
  - Education
  - Events and meetings
- Online media and entertainment
- Supply chain
- Health care - related

The Zoom logo, featuring the word "zoom" in a blue, lowercase, sans-serif font.The Teladoc Health logo, featuring the word "Teladoc" in a dark blue, sans-serif font with a small "TM" symbol, and the word "HEALTH" in a lighter blue, sans-serif font below it.

**9. If currently employed, act like you're about to lose your job**

# Do these six things

1. Get your job search “marketing materials” in great shape, including your resume, your LinkedIn profile and your pitch.
2. Ensure you have the email addresses and organizational information of key people you want to keep in touch with at your current company
3. Ensure any personal files you have at work are backed up
4. Start building your career-advancing network of relationships today, both inside and outside your organization, using all the guidelines just discussed
5. Do your best to get clued into office “gossip” about what’s going on, to help avoid surprises.
6. Prepare yourself to negotiate severance in advance, including outplacement (i.e. job-search) services.



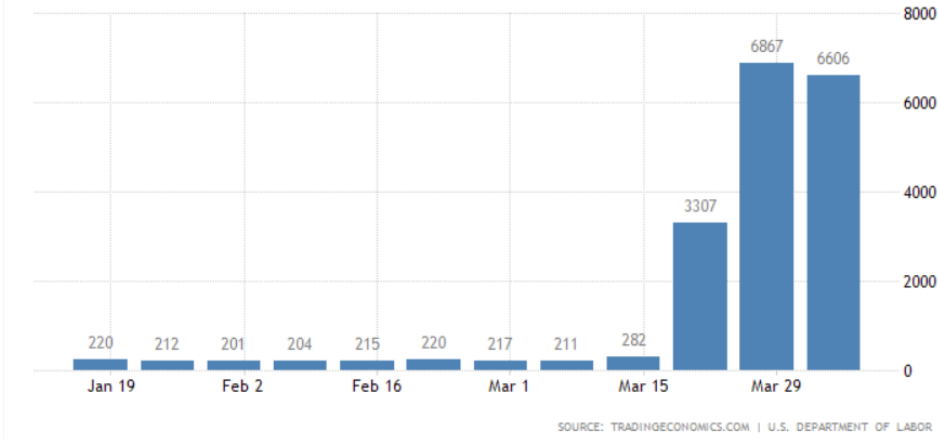
**10. Don't forget empathy**



# When reaching out, consider...

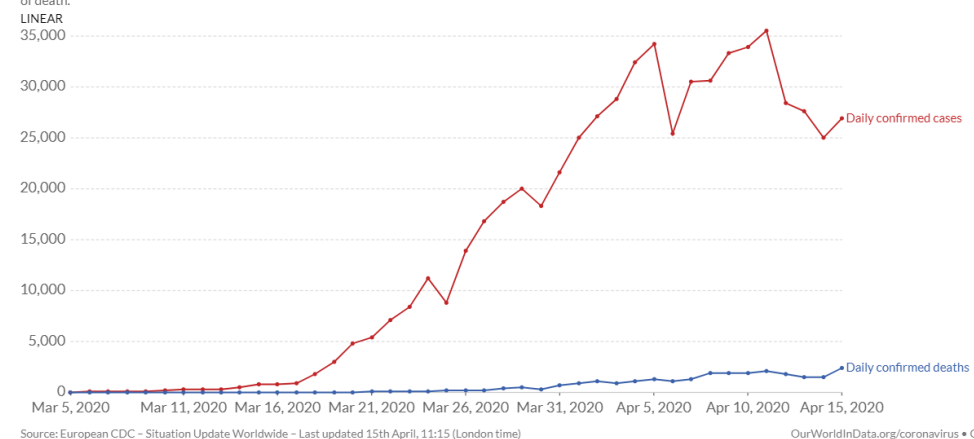
...including language like: "If the timing of my outreach is less than ideal for you in the current environment, I can get in touch with you at a later time."

## U.S. Initial Jobless Claims



## Daily new confirmed COVID-19 cases and deaths, United States, Mar 5, 2020 to Apr 15, 2020

The confirmed counts shown here are lower than the total counts. The main reason for this is limited testing and challenges in the attribution of the cause of death.



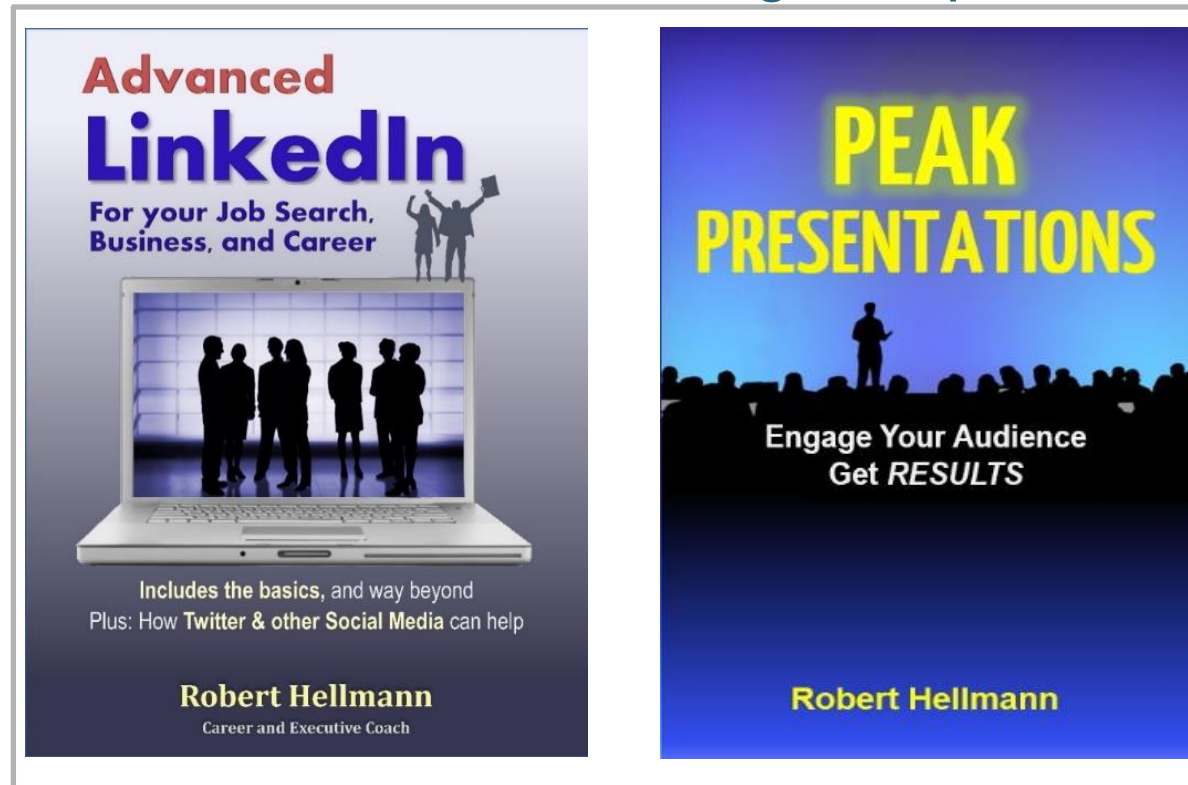
# The 10 Keys...

1. Build relationships now that will help you later
2. Get informational meetings with those who can hire or refer you
3. Keep in touch via contact management
4. Win at the job-search numbers game
5. Build a foundation now for a successful career or industry change when the time is right
6. Be flexible on how you're willing to be paid
7. Get involved with the right association
8. Pay attention to sectors with growth prospects
9. If currently employed, act like you're about to lose your job
10. Don't forget Empathy

**GET THE SLIDES:** [bit.ly/cfa0416](http://bit.ly/cfa0416)

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

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



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

**Questions?**