Planning and Organizing Your 2021 Job Search Campaign

Robert Hellmann

Hellmann Career Consulting
www.hellmannconsulting.com

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New York Public Library

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WHAT WE'LL COVER

- ✓ Job Targets
- ✓ Marketing Plan
- ✓ Branding & Positioning
- ✓ Prioritizing Your Job Search Time
- ✓ Planning to Avoid a Stalled Search

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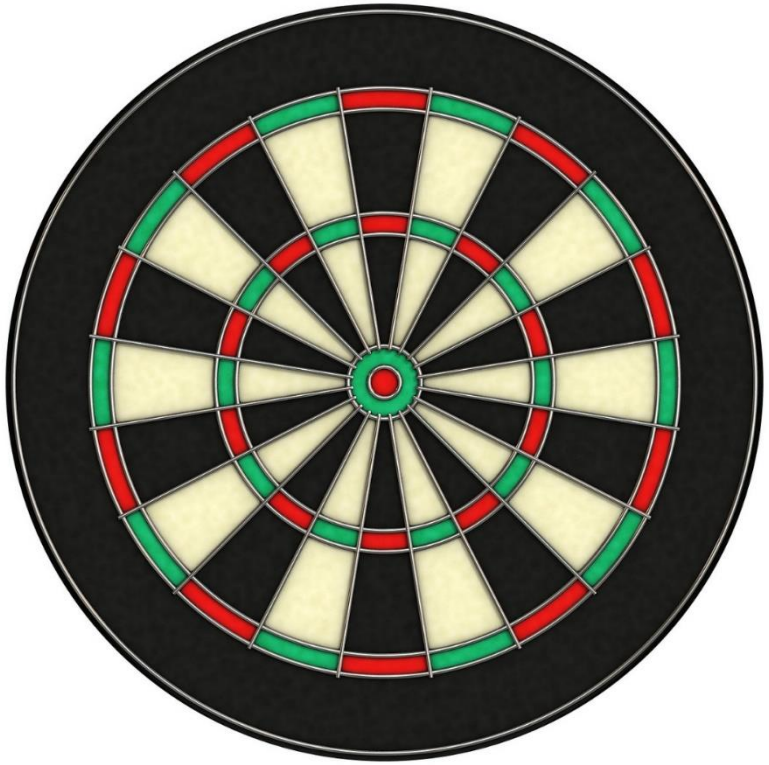
Take a Targeted Approach

(don’t be a “Renaissance Person”)



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

Change a parameter, change your positioning

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Job Target Examples

Director of Marketing

Marketing, Tech Co.’s, Greater NYC

Director of Marketing, mid-large Tech Co’s, Greater NYC

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Advanced Target Decision-making

1. List important key drivers of your decision in columns:
   - Assessment Exercise results
   - Things you enjoy doing that you are good at
   - Values, interests
   - Potential regrets
   - 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" (key drivers of your decision)

4. Narrow down the list based on the score

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Your Marketing Plan

Two to Five prioritized Job Targets

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

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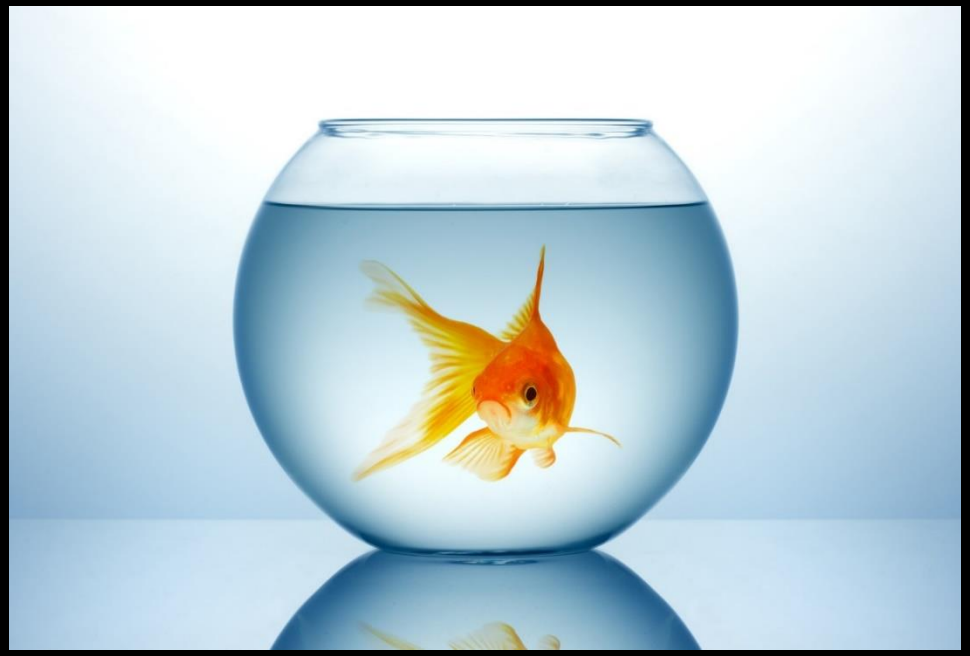
Prioritize Targets

(don’t go for them all at once)

Target Enough Potential



EXAMPLE MARKETING PLAN

(what's wrong with this plan?)

JOB-SEARCH MARKETING PLAN

Total Positions*: **75**

	TARGET 1	TARGET 2	TARGET 3	TARGET 4
Position/Job Description →	Sr Investor Relations Officer (Director +)	Director of Finance	Director of Corporate Communications	Director of Marketing
Industry or company type →	Mega-Cap Public Tech Company	Pre-IPO Startup	Fashion / Retail	Fashion / Retail
Geographic Area →	SF Bay Area	SF Bay Area	SF Bay Area	SF Bay Area

	# positions	Rank		# positions	Rank		# positions	Rank		# positions	Rank
Salesforce	2	A	Lyft	4	A	Stitch Fix	2	A	Stitch Fix	4	A
Alphabet	1	A	Airbnb	5	A	Everlane	3	B	Everlane	3	A
Oracle	2	B	Pinterest	3	B	Levi's	5	B	Levi's	8	B
Netflix	1	C	Everlane	3	B	Gap	4	B	Gap	6	B
Apple	1	C	Postmates	2	C	North Face	4	C	Old Navy	3	B
									Athleta	4	B
									Cuyana	3	C
									BetaBrands	2	C
Total # Positions*	7			17			18			33	

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EXAMPLE MARKETING PLAN

(what's wrong with this plan?)

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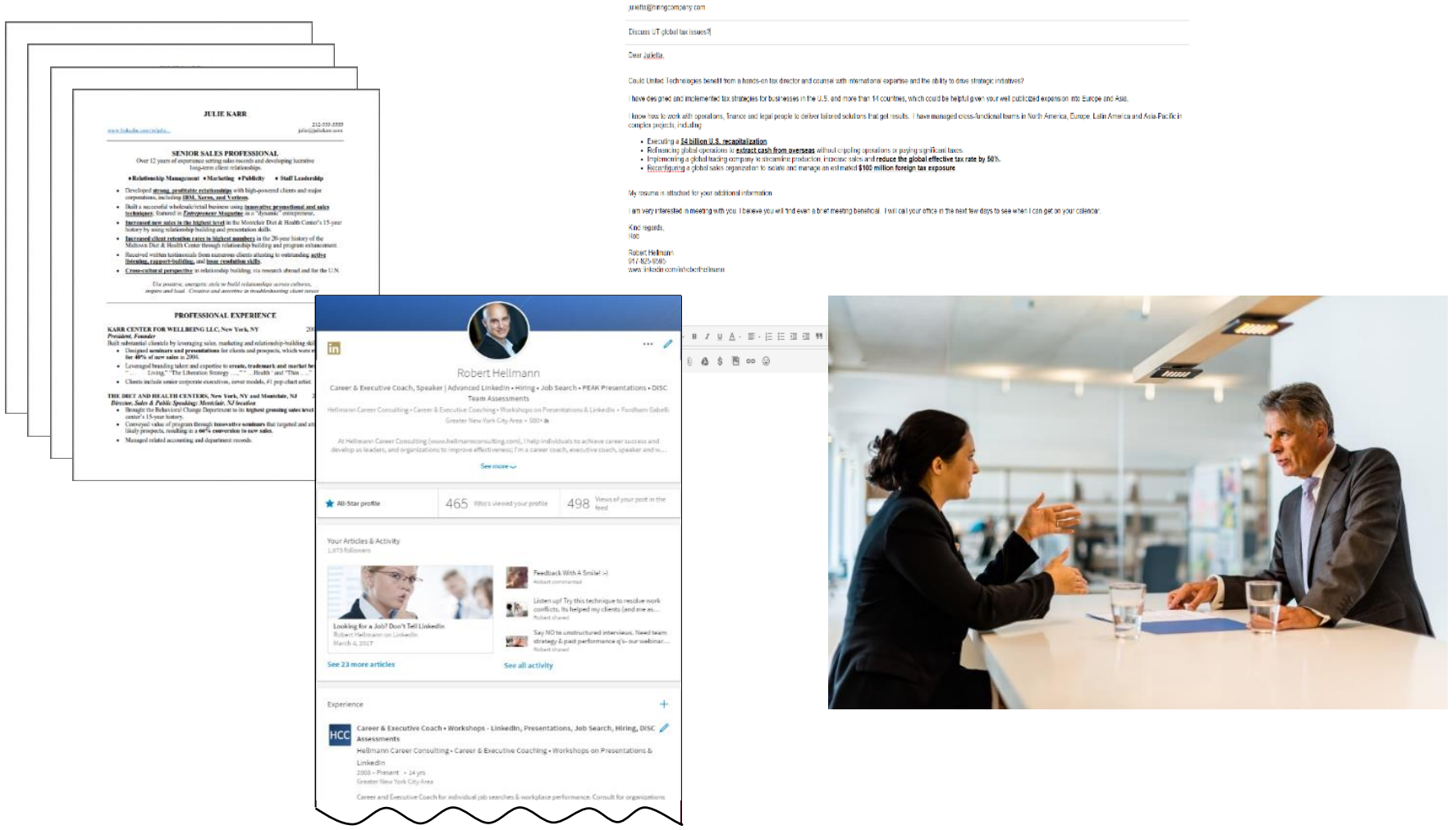
Position Yourself Correctly

Position Yourself

for **your job target**, **NOT your last job**



Example: Banking to Higher Education

NO

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

YES

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

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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.

PROFESSIONAL EXPERIENCE:

"Before" Resume, Page 1 of 2

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.

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/reforecasting 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 KPI's on a monthly basis.

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

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FINANCE DIRECTOR

CFA Charterholder with 10+ years of progressively responsible experience in the media industry.

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

◆ Viacom ◆ NBC-Universal ◆ McKinsey ◆HarperCollins

"After" Resume, first of three pages

- **Global experience** leading teams across the U.S., UK, Canada, Australia, New Zealand, and Asia
- Key role in Viacom division restructuring, supporting **profit growth from -10% to +15%**. Received **award for outstanding performance**.
- Developed global **strategic plan**, as key member of 5-person leadership team reporting into the CFO 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 7**; saw near zero turnover of highly productive professionals.

From LinkedIn Recommendations & Reviews: *"Exceptional leader and team player…thought leader…delivers a top notch work product…Consistently demonstrates strong technical, analytical and presentation skills"*

PROFESSIONAL EXPERIENCE

ACTING VP OF FINANCE / CAO / CONSULTANT **June 2015-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 **2012- 2015**
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.
- Led **cost cutting** initiatives across divisions, including outsourcing and restructuring incentive compensation, **improving gross margin by 10%.**

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Research to Identify Positioning

atd NEW YORK CITY CHAPTER Association for Talent Development

LinkedIn

ABOUT AMERICAN EXPRESS | INVESTOR RELATIONS

Columbia Business School
AT THE VERY CENTER OF BUSINESS™
Alumni Club of New York

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Develop “Pitch” from Positioning

- ✓What org-chart “box” do you fill?
- ✓How You’re Different
- ✓Examples of Your Success

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Use Resume Summary Section for Pitch Outline

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◆ Viacom ◆ NBC-Universal ◆ McKinsey ◆HarperCollins

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Categorizes

Differentiates

Greatest Hits (examples)

How viewed

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When saying your pitch (30 sec to two min) start with your brand/hook

- I turn data into actionable knowledge (director of business analysis)
- I turn uncertainty in opportunity (insurance analyst/”risk” underwriter)
- I’m an energy insider (Corporate Development - PE energy firms)
- Organizational Learning is a journey, and I provide the map (L&D professional)
- I make PC’s dance (IT VP)
- I can catalyze anything (research chemist)
- As an interim creative director, my clients tell me I get their brands better than they themselves do

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Prioritize the ACTIVE Approach!

NO to Passive / Reactive

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YES to Active: Take Control

Find that island of your dreams and…

Rocket to it!

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The Four Ways of Getting Interviews

- Job Postings (passive)
- Search Firms (passive)

≈20%

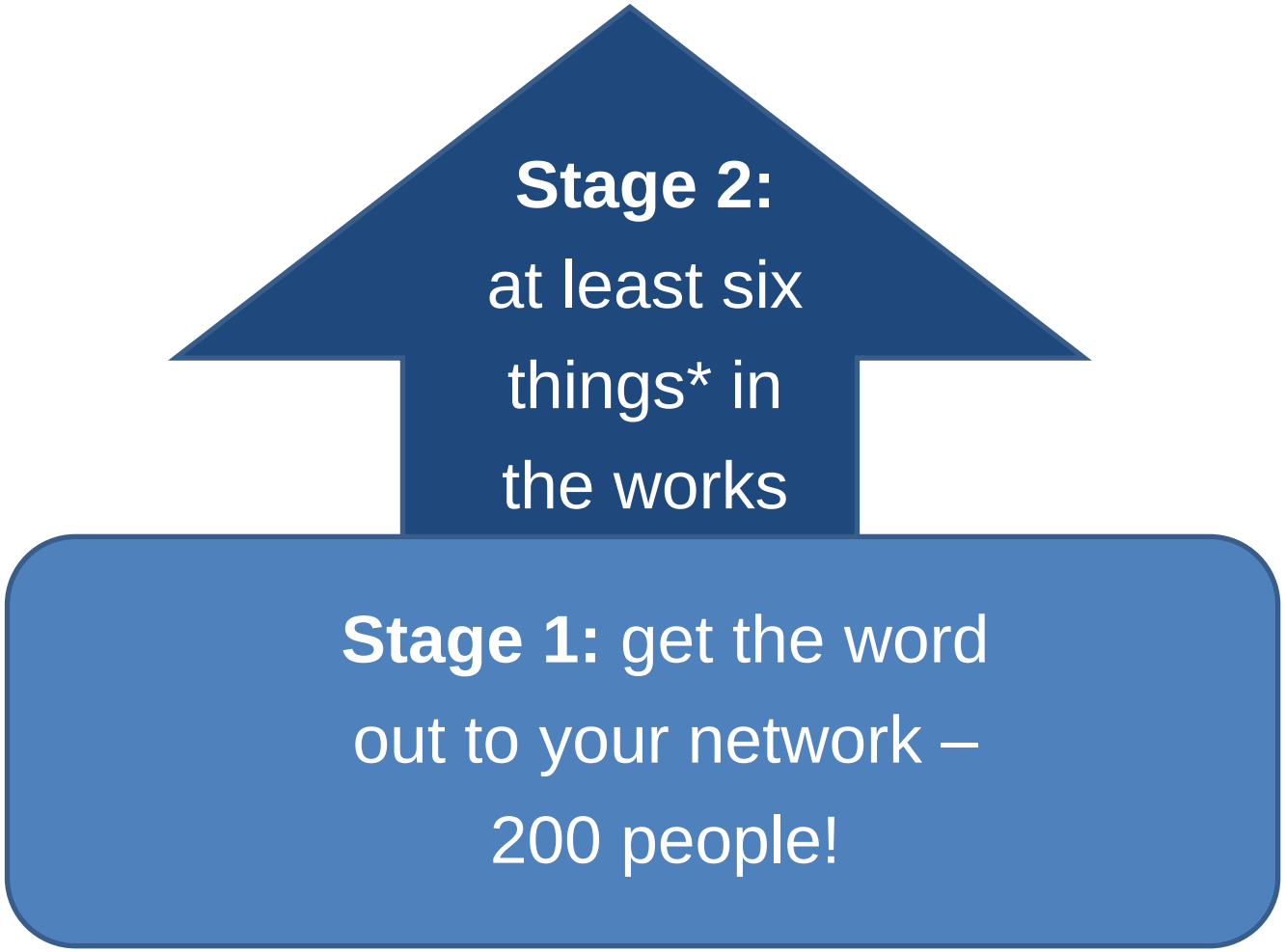
- Direct Contact **(active)**
- Networking **(active)**

≈80%

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.

Strategy for Active Search



* “things” = meetings or interviews with people one or two levels above you who can hire you

Planning to Execute this Strategy

1. Build relationships now that lead to informational meetings & interviews
2. Set yourself up for high-ROI informational meetings
3. Have a method for keeping in touch

Build relationships now that can lead to informational meetings and interviews

Networking

Getting introductions
and building relationships over time

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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…

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Ways to Build Your Network

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

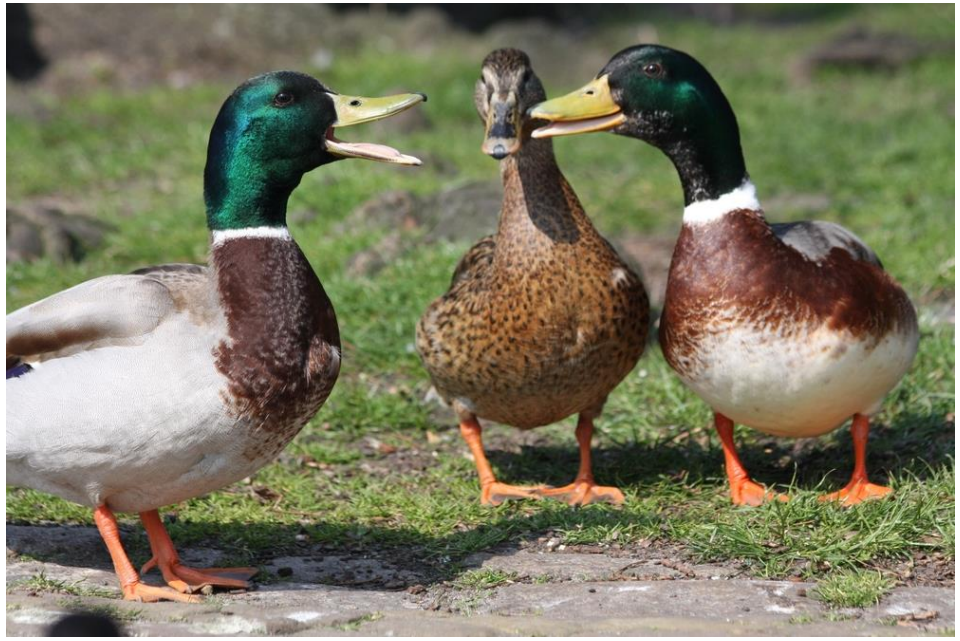
LinkedIn: Who to Connect With

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”

MARKETING PLAN EXAMPLE for Informational Meetings

SUSAN SMITH
New York, NY • (646) 646 6464 • email@gmail.com • http://www.linkedin.com/in/X

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.
engths include drafting and negotiating complex agreements and advising on strategy in response to regulatory cha

Competencies

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

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Keep In Touch

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 – most clients do fine with just this

- Many other free or inexpensive CRMs - search for “free inexpensive contact management”; examples include Hubspot, Essentialpim (for Windows), Zoho, Nimble, Capsule CRM, etc.

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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

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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 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.

Planning to Avoid 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**?

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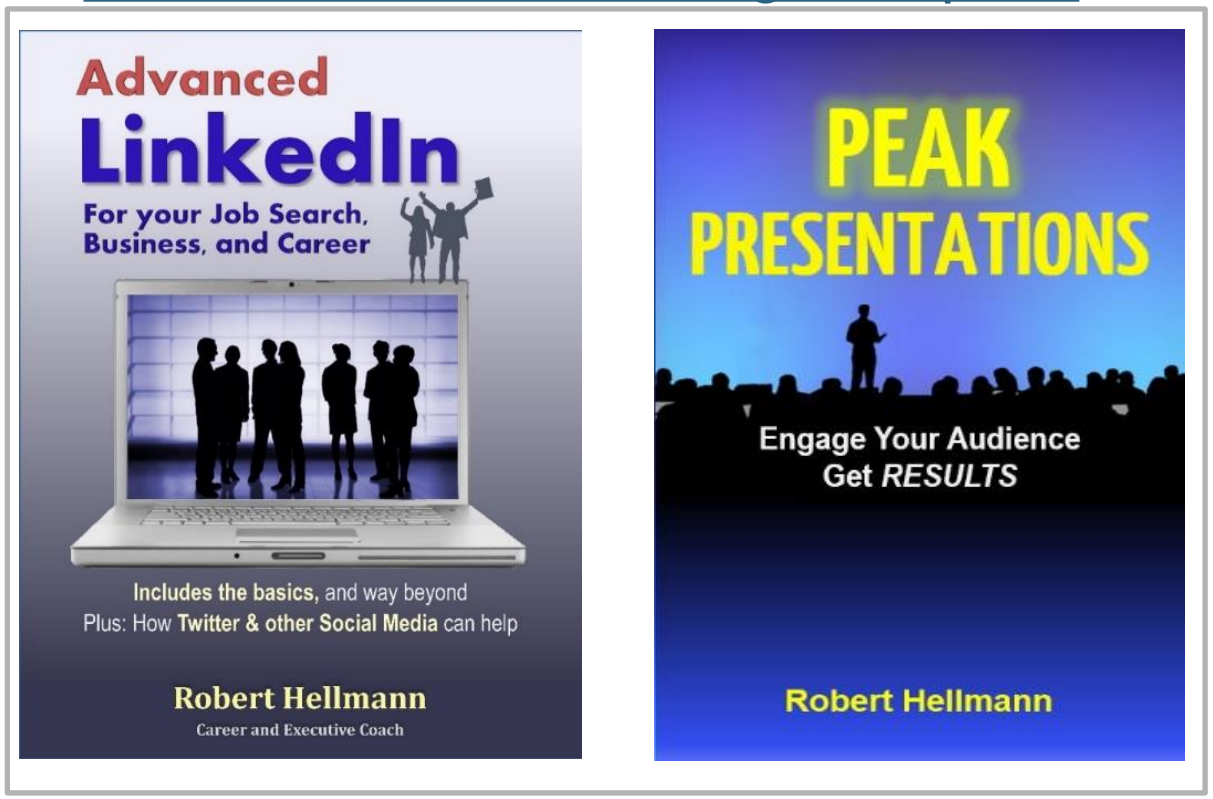

MY EMAIL: rob@hellmannconsulting.com