

Write a Resume & Cover Letter that Gets You the Interview

Robert Hellmann

Hellmann Career Consulting
www.hellmannconsulting.com

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New York
Public
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Which Statement is True?

- **Your Resume should fit on one page**
- **Leave off experience that's over 10 years old**
- **Both of the above**
- **None of the above**

Which Statement is True?

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Answer: None of the above!

The key: have your "pitch" jump off the page in < 15 seconds

Data-driven “get it done” HR executive with a passion and background in talent management seeks new opportunity. Often described as a strategic and insightful thinker, a change agent, a trusted and “neutral” confidant, an active listener and coach capable of carefully identifying and assessing critical business issues and partnering with the executive team to achieve favorable outcomes.

ACCOMPLISHMENTS

Vice President, Human Resources, 2015 – Present, WellKnown Pharmaceutical Company, Houston, TX.

- Coach and lead executive management group and HR/Benefit team of 12 to develop and retain top talent while adhering to the company's financial objectives through common-sense recruiting, employee relations counseling and leadership development; efforts resulted in a turnover rate of 15%, down from 33%.
- Direct talent acquisition for long-term, high-performance workforce strategy planning by building trusted relationships with trade schools, colleges, professional schools, community organizations and recruitment agencies. Utilize social media and geo-tracking to build candidate pools. Document all good-faith efforts and veteran hiring to meet and exceed all AA/ EEO / OFCCP goals and regulations.
- Guide complex, strategic business decisions and workforce planning with insights using operational people metrics in headcount, employee expense, turnover, overtime, productivity/spans, performance, rewards, learning and engagement; all efforts driven to “do the right thing” for our dedicated employees and customers.
- Support 1,300 employees (downsized from 2,500 over 6 years) in 40 multi-state locations with excellent working knowledge of HR policies and procedures, including progressive discipline, diversity and inclusion initiatives, corrective action, performance reviews, terminations, union-avoidance and other legal / regulatory compliance matters, with resulting actions aimed at decreasing risk and increasing retention of high performers.
- Implement creative benefit strategies to foster a healthy work environment and cut costs, including onsite communication and programming for spouses, onsite flu shots, financial wellness presentation, healthy snack machines, telemedicine, and Surgery-plus. Successfully passed DOL audit, 2014.

Manager, Leadership Recruitment & Selection, 2010 – 2014, Philadelphia Independent School District, Philadelphia, PA

- Created consistent processes to recruit, select, and promote 1,800 internal and external campus and central office leadership candidates, resulting in 175 new hires each year. Team of 4 was well-known for its keen ability to pinpoint hiring manager needs by holding innovative intake sessions and providing excellent candidate assessments and recommendations. Utilized the Haberman star teacher and principal interviewing techniques. Partnered closely with teacher recruitment to ensure a highly-successful teacher was in every classroom and highly successful principal was on every campus.
- Initiated the creation of behavioral-based interviewing seminars to help shared decision making committees (SDMC) increase candidate quality. Trained 120 central and campus managers; sought-after by additional departments.
- Partnered with key district executives and the professional development department to identify high-potential leadership candidates. Team delivered professional development opportunities to staff personnel, teachers and campus leaders through on-the job training, mentoring and coaching, and formalized learning via micro-learning, case studies, and traditional classroom engagements.
- Working collaboratively to define current processes for internal succession planning promotions and external hiring, identified needs for improvements, and streamlined and automated practices to make data-driven decisions. Guided senior leadership on the organizational change management and communication processes on implementing a new talent acquisition system. Championed new talent acquisition system (Applitrack) implementation.

Director of Recruiting & Development, 2008 – 2009, Law Firm L.L.P., Houston, TX

- Spearheaded an 18-member team comprised of law firm partners that created the firm's first competency model, directly impacting and strengthening the recruitment, professional development / learning programs and the long-term succession planning processes.
- Developed the first leadership development program for summer associates, first diversity weekend, and first 8-week leadership development on-boarding program for 88 recent graduates. Efforts lead to winning the Minority Corporate Counsel Association's Sager Award for diversity, equity and inclusion (DEI), February 2010.

Leslie's target
was “VP of HR”
in Education

Strategic HR executive and trusted advisor to the c-level, including at the **largest independent school district** in Pennsylvania and a top performing **business school**; bring a data-driven approach to HR team leadership.

“After”
Resume, page
1 of 2

- **Increased retention by as much as 63%** for top performers, at all five employers, via:
 - Driving transformation of **organizational culture**
 - Crafting consistent, fair **HR policies and procedures**
 - Developing **employee relations training**
 - Transformed approach to **performance management** and leadership development:
 - Developed **competency models**, where none existed previously,
 - Won a prestigious **award for diversity**, equity and inclusion (DEI)
 - Created a national **award-winning leadership development program**
 - **Improved talent acquisition** through new channels and branding, e.g. increased web traffic by 40%
 - **Led teams of up to 22 HR & benefits professionals**; known for staff development and mentoring
 - Possess a **Doctor of Education (Ed.D.)** and an MS in Educational Administration
- ◆ Employee Relations ◆ Workforce & Succession Planning ◆ Learning & Development

From LinkedIn Recommendations: “trusted advisor...true business partner...thought leader and HR innovator...motivational...key member of our leadership team...a calm voice of reason in challenging situations”

EXPERIENCE

VICE PRESIDENT, HUMAN RESOURCES WellKnown Pharmaceutical Company

2015 – Present

Co-lead the entire HR function, reporting to the CHRO. Lead executive management and HR/Benefit team of 10.

- Recognized for **transforming both HR and entire company culture**:
 - Changed perception of HR from “road-block” to “**strategic partner**”
 - **Improved communication** between HR managers and business unit leaders
 - Developed transparent and consistent **policies and procedures** for poor performers
- Led team in improving **retention of top performers by 50%+**; reduced turnover from 23% to 11%
 - Created process to identify **high-potentials**, as well as underperformers/poor managers
 - Improved **employee engagement** survey results by 17%, via employee engagement initiatives
 - Implemented **performance-management** training that aligned incentives with performance
- **Improved talent acquisition** via new channels and partnerships. **Exceeded all AA/EEO/OFCCP goals.**

HR Director, Leadership Recruitment & Selection PHILADELPHIA INDEPENDENT SCHOOL DISTRICT, PA

2010 - 2015

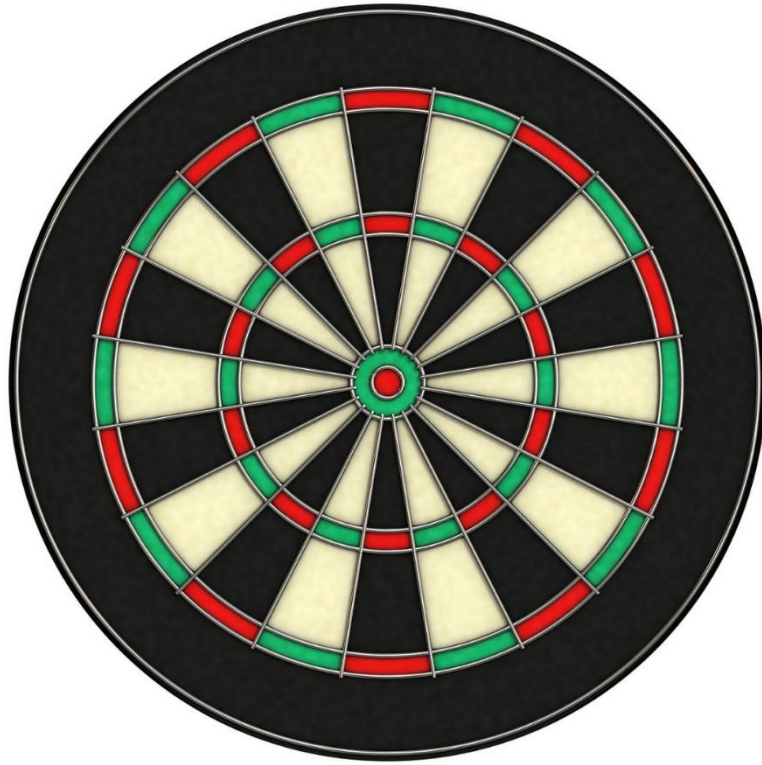
Created consistent, transparent processes to recruit 1,800 campus and central office leadership officers.

- Result: 175 yearly hires with an **85% acceptance rate**
- **Created interviewing seminars** based on Haberman Star Principal and Teacher interviewing techniques; trained 120 managers; became must-have training for hiring managers across district.
- **Championed new talent acquisition system** (AppliTrack), resulting in successful implementation.
- **Developed succession planning strategy** in partnership with the CHRO.
- **Reduced expenses by 40%** while improving talent acquisition outcomes.

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



Chief Marketing Officer



Marketing, non-profits, Greater NYC

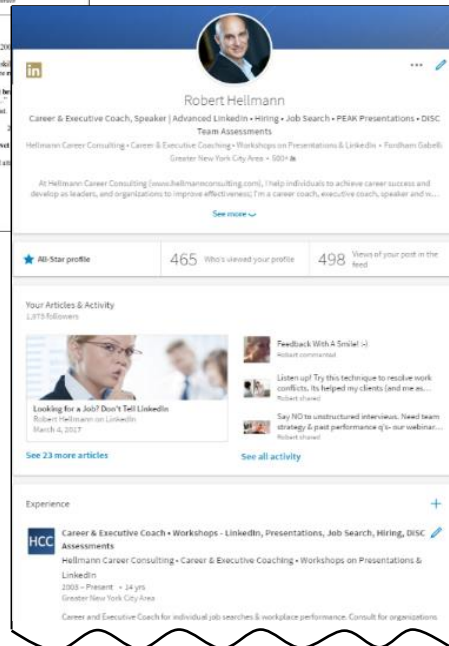
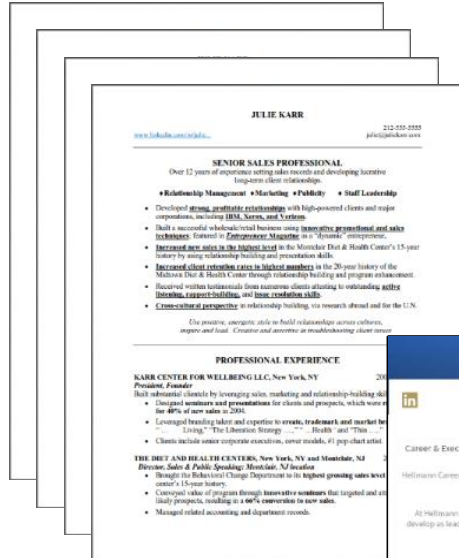


Chief Marketing Officer, Healthcare non-profits,
Greater NYC

Position Yourself Correctly



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



jr.wells@nmccompany.com

Discuss UT global tax issues?

Dear Julia,

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.linkedin.com/in/roberthellmann



Example: Banking to Higher Education

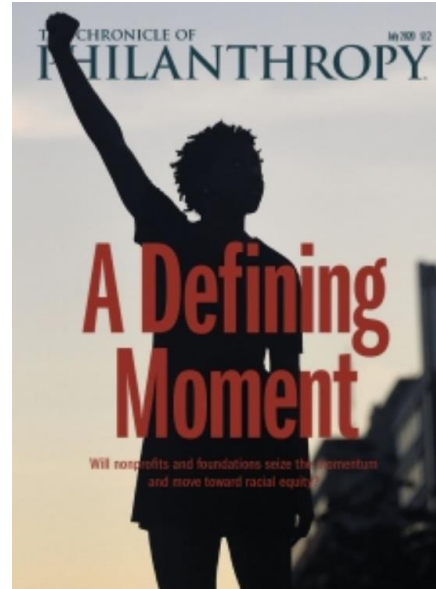
NO

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

YES

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

Research to Identify Positioning



ABOUT AMERICAN EXPRESS

INVESTOR RELATIONS



HELLMANN CAREER CONSULTING

Career Coaching • Executive Coaching • Presentations • Interviewing • LinkedIn

HOME

SERVICES

PUBLICATIONS

EVENTS

BLOG

TESTIMONIALS

RESOURCES

ABOUT

CONTACT

Create a Word Cloud from postings (e.g. use tagcrowd.com)

TagCrowd

Create your own word cloud from any text to visualize word frequency.

[Start Over](#)

[Help](#)

[News](#)

[Contact](#)

[Commercial Use](#)

Showing top 50 of 321 possible words

ability (5) acceptance (4) account (4) achieve (5) advisors (10) annual (4) asset (8)
charitable (11) clients (14) community (7) development (4)
donor (12) eccf (4) ensure (5) essential (5) excellent (6) experience (6) familiar (4)
foundation (16) fundholders (5) funds (11) gift (11)
giving (10) goals (6) investment (7) knowledge (5) management (5) needed (6)
options (5) philanthropic (5) planned (8) position (8) professional (8) program (4)
provide (5) relationships (5) reporting (4) requirements (10) responsible (4)
services (8) skills (4) special (5) strategy (5) strong (5) tax (4) team (6) trusts (4) understanding (4)
vehicles (5) work (10)

Client was moving
from non-profit
Development/
Fundraising to
Corporate Donor-
relationship
Executive

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CLIENT/DONOR RELATIONSHIP EXECUTIVE

Strategic philanthropic leader **specializing in charitable asset growth and leadership giving**
Consistently met or exceeded revenue targets every year over a successful career

- **Achieved organizational excellence** via leadership, according to a half-dozen senior executives
- Achieved **high retention of clients/donors**, e.g. improved retention by over 100% in three years
- Achieved consistently high **client satisfaction** as demonstrated by annual revenue growth
- Built strong client relationships, producing six and **seven figure gifts** as part of the **Campaign for Princeton and Yale Universities**
- Built **productive relationships with stakeholders** e.g. board members, c-suite, vendors, finance, legal
- **Data-driven, analytic leader**; led build-out and leveraging of CRM platform analytics, including segmentation, revenue potential, behavioral trends, forecasts, test/control; **Salesforce CRM expert**
- Led teams of up to 25 professionals; saw **high retention**; known for **staff development/promotions**

*From **LinkedIn Recommendations**: “outstanding leadership, customer service, and development skills... Ellen’s kindness and support completely transformed my experience... a joy and honor to work with Ellen”*

EXPERIENCE

LASTNAME PHILANTHROPIC ADVISING, Chicago, IL

Jan 2019 - Present

Philanthropic Advisor

Create and execute philanthropic marketing strategies to grow revenue, expand customer loyalty and increase brand awareness

Partnering with three client-CEOs/business owners with multiple retail locations. Enhance competitive advantage by creating a philanthropic identity to drive customer allegiance, grow the customer base and improve annual sales. **Achieved approval of strategic roadmap** among all three clients; now in execution phase.

WELLKNOWN NON-PROFIT, Chicago, IL

2016–2019

Chief Development & Marketing Officer

National non-profit serves over 5M children with over 7M books annually

Held key strategic leadership role in close partnership with the CEO. Directed the national fundraising, marketing and corporate and foundation relations team of 14 people, including several regional directors

- Led fundraising that:
 - **Doubled operating revenue** in two years, including an endowment, the first such gift in its 30-year history
 - **Tripled the Board reserves** in three years
 - **Obtained the first million-dollar grant** in eight years
- **Built team of 14** strategic revenue generators over three years; saw low turnover of high performers
- Created profitable relationships with clients, and **increased donor pool by 35%** over three years
- **Deepened organization’s analytic capability** including CRM and reporting structure relied on by CFO/ Board

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.

"Before"
Resume, Page
1 of 2

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

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.

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.

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"

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.

"After"
Resume, first
of three pages

Use a Summary Section

LEARNING & DEVELOPMENT PROFESSIONAL

Bring close to ten years of experience and success developing and leading programs that have consistently improved organizational effectiveness.

- Cross-cultural L&D ▪ Talent Assessment ▪ User Experience ▪ ADDIE / SAM / Kirkpatrick
- Developed training and onboarding strategy that **improved learning effectiveness by 50%+.**
- Improved **performance management** at global organization; recognized for **reduced rater bias** and improved rating accuracy.
- Developed performance management **training tailored to all staff levels and functions**, with major role across all phases of **ADDIE**; demonstrably improved training effectiveness (**Kirkpatrick Level 3**).
- Initiated web-based **talent management assessment tool**, in partnership with executive team and IT. Received promotion based on initiative's success.
- Key role in **UX design for L&D app**; conducted interviews, created questions, eliminated bias, recommended design changes. Result: New design **drove a quadrupling of app usage.**
- Created "best practices" whitepaper that supported division-wide **internal coaching and leadership programs.**
- **MA in Organizational Psychology**, UC Berkeley, Magna Cum Laude (2013)

From reviews and [LinkedIn recommendations](#): "thought leader," "strategic business partner," "key member of the team," "proactive," "communicates challenging concepts clearly"

Categorizes

Differentiates

Greatest Hits

How viewed

Include accomplishments under individual jobs

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- 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%**.

} Responsi-
bilities

} Accomplish-
ments

SENIOR SALES PROFESSIONAL

Over 12 years of experience setting sales records and developing lucrative long-term client relationships.

♦Entire Sales Cycle ♦Strong Presenter ♦Marketing ♦Publicity

- Developed **strong, profitable relationships** with high-powered clients and major corporations, including **IBM, Xerox, and MCI**.
- Built a successful wholesale/retail business using **innovative promotional and sales techniques**; featured in **Entrepreneur Magazine** as a “dynamic” entrepreneur.
- **Increased new sales to the highest level** in the Wilton Diet & Health Center’s 15-year history by using relationship building and presentation skills.
- **Increased client retention rates to highest numbers** in the 20-year history of the Wall Street Wellness Center through relationship building, program enhancement and sales.
- Received written **testimonials from numerous clients** attesting to outstanding active listening, rapport-building, and issue resolution skills.

From recommendations: “...uses her positive, energetic style to build relationships, inspire and lead,” “...creative and proactive in solving client issues”

PROFESSIONAL EXPERIENCE**KARR CENTER FOR WELLBEING LLC, New York, NY**

2003 - Present

President, Founder

- Designed seminars and **presentations for clients and prospects**, which were responsible for 40% of new sales in 2004.
- Leveraged **branding talent and expertise** to create, trademark and market brands such as “... Living,” “The Liberation Strategy,” “...Health” and “Thin”
- Clients include **corporate executives**, cover models, #1 pop-chart artist.

THE DIET AND HEALTH CENTERS, New York, NY and Wilton, CT

2000 - 2003

Wilton, CT Location*Director, Public Speaker*

- Brought the Behavioral Change Department to its **highest grossing sales level** in the center’s 15-year history.
- Conveyed value of program through **innovative seminars** that targeted and attracted likely prospects, resulting in a **66% conversion to new sales**.

In Julie’s prior jobs she was a therapist, a health center counselor and a gift business owner. But she re-positioned herself successfully for her Sales Director target using sales-related elements of prior roles

Common Resume Issues

Jumped Around



Consider:

- ❖ **combining experience under one heading**
- ❖ **leaving something out**

Gaps



Consider a one or two line reference to fill gap.

Age Issues

HEADLINES

The World's Oldest Person, 116-Year-Old Emma Morano, Loves Raw Eggs And Being Single

by Deborah Hastings 5:24 PM EDT, May 16, 2016



“Usually” not an issue, or consider no dates for education.

Dated Experience

- Word Processor Operator (1985 - 1986)
- MS-DOS Programmer (1986 – 1988)

Include if helps, leave out if not: no “rule.”

Resume Do's / Don'ts

Do...

- ✓ Have a summary section
- ✓ Make sure your summary matches your pitch
- ✓ Make sure your resume positions you for the particular job target.
- ✓ Go beyond “responsibilities” – add the impact, the “so what”
- ✓ Use the jargon of your target, not your last job
- ✓ Use boldface and underlines for emphasis
- ✓ Use bullets, single sentences, or very short paragraphs
- ✓ Use action verbs- “Created”, “Led”
- ✓ Use white space for easier reading

Don't...

- ✗ Use dense paragraphs
- ✗ Have an “objective”
- ✗ Use a non-chronological format
- ✗ Throw in ‘no kidding’ phrases, e.g. “results oriented problem solver” or “References Available...”
- ✗ Be overly concerned about resume length (copy sells!)

COVER LETTERS

“Before” Cover Letter

Attention Human Resources,

I am writing to apply to the Business Analyst posting (position #xxxxx). I have spent eight years providing macroeconomic research on emerging markets, with a focus on quantitative analysis, for global investors. I also have rich experience in conducting strategic communications with investors, media and government.

I worked as an Economic Analyst at XXX, a consulting firm in New York. We provided US investors and government agencies with in-depth analysis of Chinese growth drivers and forecast of China's growth potential in the medium and long term. I worked directly with David Davidson, a China Economist, to write research notes and prepare client presentation on various macroeconomic topics and political issues.

My main responsibility at XXX was quantitative analysis. I used econometric models to dissect China's economic structure in comparison with the fundamentals of other emerging markets such as India and Brazil. I collected and built cross-country databases for important sectors—real estate, energy, auto, steel and services sectors etc. We used STATA and R to analyze drivers/issues and forecast growth trends. I also analyzed international trade and cross border investment flows between China and OECD countries by comparing data points from Balance of Payment, Investment Position and Flow of Funds. In Rhodium's two recent books on China's outbound direct investment into the United States and Europe, I was responsible for data mining and analysis.

Following years of experience in data analysis and economic research, I am looking to take greater responsibilities and to apply my skillsets for more practical business decisions. The Sr. Business Analyst-Economics position at your firm fits my career pursuit perfectly. I am excited that the position would provide me with the opportunity to work with a bigger team of talents and to better utilize my quantitative and analytical skills.

My contribution includes strong postgraduate education, including a masters in international economics. I'm also a CFA. I bring superior analytical and quantitative skills, as I'm well versed in using econometric tools (such as STATA, R etc) to conduct market research and build business models; I'm capable of designing research projects on important industries such as real estate, energy, banking and pharmaceutical etc. I possess a solid knowledge of emerging market fundamentals, including the national courts, monetary and fiscal policies, cross-border investment, exchange rate commodities, labor market, etc. And finally, I'm fluent in both English and Chinese, and communicate clearly and effectively in both languages when addressing different audiences.

I am looking forward to an interview opportunity for this position so that we can discuss your specific requirements and how I could contribute to your business. I look forward to talking to you soon.

“After” Cover Letter

Dear Hiring Team,

It is with great enthusiasm that I present my credentials for the Business Analyst position (posting # xxxxxx), a role which aligns closely with my expertise in quantitative analysis, emerging markets and investor relations.

For eight years, I have guided global investment decisions using research and quantitative analysis (including STATA and R) at organizations including WellKnownCo1 & WellKnownCo2. My particular focus has been China and Brazil, where I understand you are seeking to grow your presence.

I also bring experience in communicating with investors, media and government. Highlights include:

- Conducted all **data mining and analysis** for WellKnownCo1’s two recent books on direct investment in China.
- Covered emerging economies in all the **BRIC and MINT countries** for the firm and investors.
- Developed reports and **investor presentations** that led to deals worth \$10s of millions.
- “Go-to” expert for **Brazilian economy** including real estate, energy, auto, steel and service sectors.
- **Bi-lingual**: English and Chinese
- Masters in **International Economics**, and **CFA** (2013)

My career successes to date have been driven by a desire to add value for the client and help them make the “right” decisions; I understand that your company culture reflects these same values. For your additional information, I’ve attached my resume, and my LinkedIn profile is www.linkedin.com/in/x .

I am excited at the prospect of contributing to your highly regarded team and believe I could add substantial value. I look forward to hearing from you.

Do's & Don'ts for Cover Letters & Business Writing

DO: Make the format easily scannable, a quick read

- ✓ Short paragraphs (no more than seven lines in, e.g., an 8.5x11 doc using Arial 11).
- ✓ 1st sentences of each paragraph should flow when read together
- ✓ Consider using bullets, underlining, bold, headings

DO: Strive to include content that:

- ✓ Shows appreciation when appropriate – strike the right tone (e.g. assertive, deferential, etc.)
- ✓ Is relevant & useful to them if possible (including in the subject line)
- ✓ Is tailored to the individual; include verbiage about them or their organization.
- ✓ Clearly says what action you want
- ✓ Incorporates your “pitch” when introducing or re-introducing yourself

DO: Default to Email over Postal Mail (with a few exceptions)

DON'T:

- ✗ Use big dense paragraphs
- ✗ Be repetitive
- ✗ Come across as insincere
- ✗ Use clichéd language, boilerplate, obvious, e.g. “problem solver...multitasker...”
- ✗ Be annoying (e.g. “What’s the status...”)
- ✗ Make spelling/grammar errors

Ad Cover Letters

Always write a cover letter.

- Highly effective if you're a close match: Use the **“Your Requirements vs. My Qualifications”** format (see next slide).
- Don't use this format if your background is not a close match.

Ad Response Example

My client received an interview from this ad response. Other clients get interviews using this format all the time.

Dear Sir or Madam:

It is with great enthusiasm that I present my candidacy for **Senior Program Director**, an opportunity ideally suited to my background, experience and passion for enhancing opportunities for youth. Throughout my career, I have thrived in youth advocacy and the development of outcome-based, innovative programs on a national scale.

As highlighted in my resume, I have developed and implemented winning strategies for successful community-focused programs, including process improvements. Below, I have excerpted your key requirements for the ideal candidate, followed by my related qualifications. I look forward to speaking with you about this exciting opportunity.

Sincerely,
Susan L. Smith

Your Requirements Followed By My Qualifications

Bachelors degree absolutely required. Master's degree preferred.

A Master's in Public Health, including a specialty in community health, program evaluations, and statistical analysis, serves as the foundation of my successful non-profit career in program development, community relationship development, and strategic planning.

Five years of supervisory and or program development experience.

My 13-year non-profit career consists largely of developing and managing multiple after-school youth programs, many of them award-winning, affecting more than 2.5 million youth nationwide. My success at developing and administering community programs on a national level has been predicated on my ability to communicate effectively and engender trust. Highlights include:

- Developing a strong relationship-based network with more than 188 Girls Club affiliates and 20 key partners such as ONDCP, Unilever, American Girl, PepsiCo, and Paramount Pictures, resulting in \$5.7 million in direct and indirect funding.
- Developing a program and curriculum that allowed more than 300 at-risk youth on the Lower East Side of Manhattan to receive educational and work-based skills training.

(continued on next page)

Ad Response Example, continued

...continued from prior page...

Knowledge of youth development programming a plus.

My program development work with Girls Club of the USA, which has a \$65 million operating budget, has involved managing the efforts of more than 900,000 volunteers and 2.5 million members nationwide. My success and experience have encompassed all aspects of budget development, grant acquisition, affiliate consultation, event planning, and project management. I have skillfully managed collaborations leading to increased resources, innovative programs, and enhanced brand awareness. Some of my most notable accomplishments include:

- Successfully procuring a \$2.65 million grant from the Unilever Foundation to fund a self-esteem program for girls 8-17.
- Developing and supervising leadership institutes, health summits, job development trainings, and other programs that reached more than 1,400 volunteers and youth world-wide.
- Serving as content manager for teen website www.studiob.or , earning the “Parents’ Choice Silver” Award for the small screen.

Ability to work with a diverse staff.

I possess a stellar track record (over 14 years in the making) in developing, implementing and leading programs that support your target population. Two of many examples include:

- Created a comprehensive program that enabled diverse youth population to apply for and receive over \$150,000 in scholarship/award opportunities.
- Developed a program and curriculum that enabled at enabled over 300 at risk youth on the Lower East Side to receive work based skill training, coaching and mentoring support. Served as Dean of this highly regarded program for over six years.

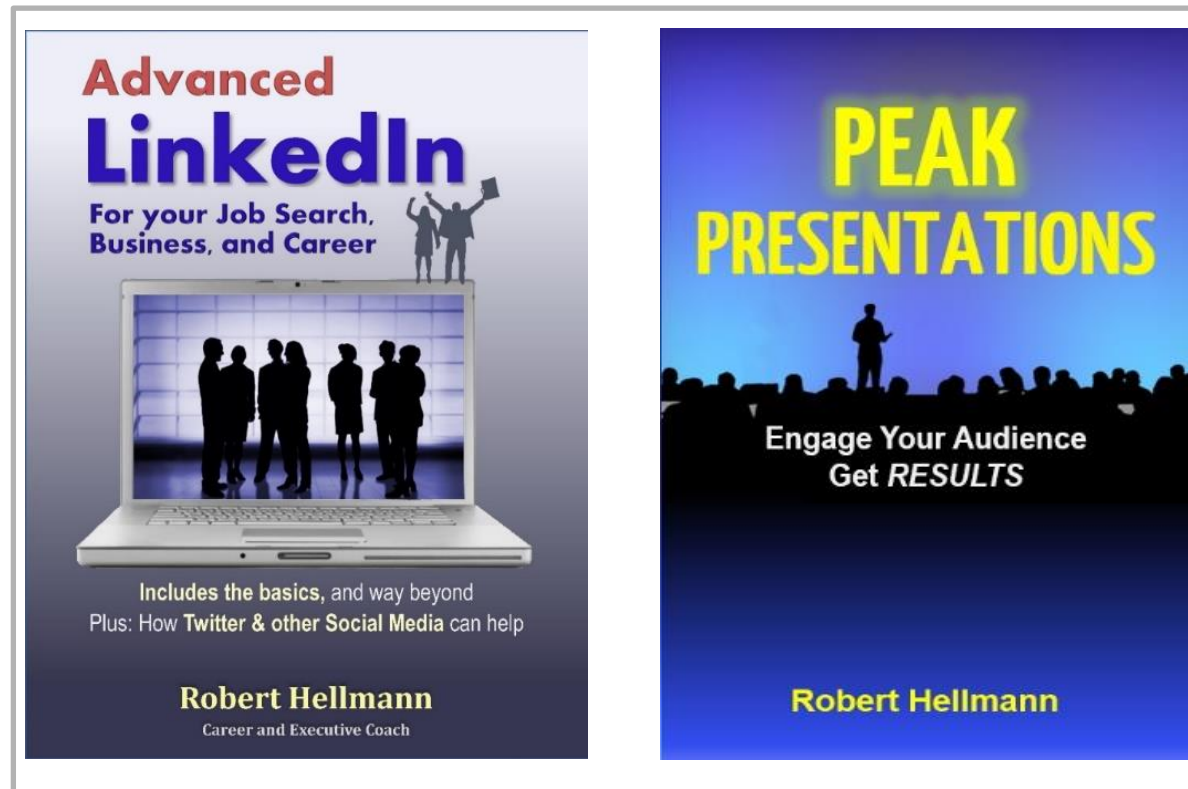
Knowledge of budgets, program reporting and government funding a plus

- Successfully managed and evaluated a \$300,000 partnership with Southern Bell Corp, promoting English-Spanish family literacy through 41 Girls Club affiliates nationwide.
- Secured \$1 million in funding from the PepsiCo Foundation and \$1.8 million of additional in-kind donations from organizations such as Paramount, DreamWorks, Lionsgate, Scholastic Inc., the White House Office of Nat’l Drug Control Policy, the U.S. Dept of Health and Human Services, and the Centers for Disease Control and Prevention.

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MY EMAIL: rob@hellmannconsulting.com