

Revitalize Your Job Search Marketing Materials

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Hellmann Career Consulting
www.hellmannconsulting.com

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MONTCLAIR STATE
UNIVERSITY

To Get The Slides and LinkedIn profile checklist:

bit.ly/msu6221

WHAT WE'LL COVER

Resume

LinkedIn Profile

Pitch

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**

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- **None of the above**

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.

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

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.

VICE PRESIDENT – HUMAN RESOURCES

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.

- **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

2015 – Present

WellKnown Pharmaceutical Company

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

2010 - 2015

PHILADELPHIA INDEPENDENT SCHOOL DISTRICT, PA

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.

“After”
Resume, page
1 of 2

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

HARPERCOLLINS, INC., New York, NY

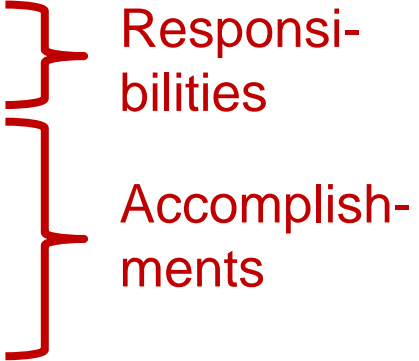
2012- 2015

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.

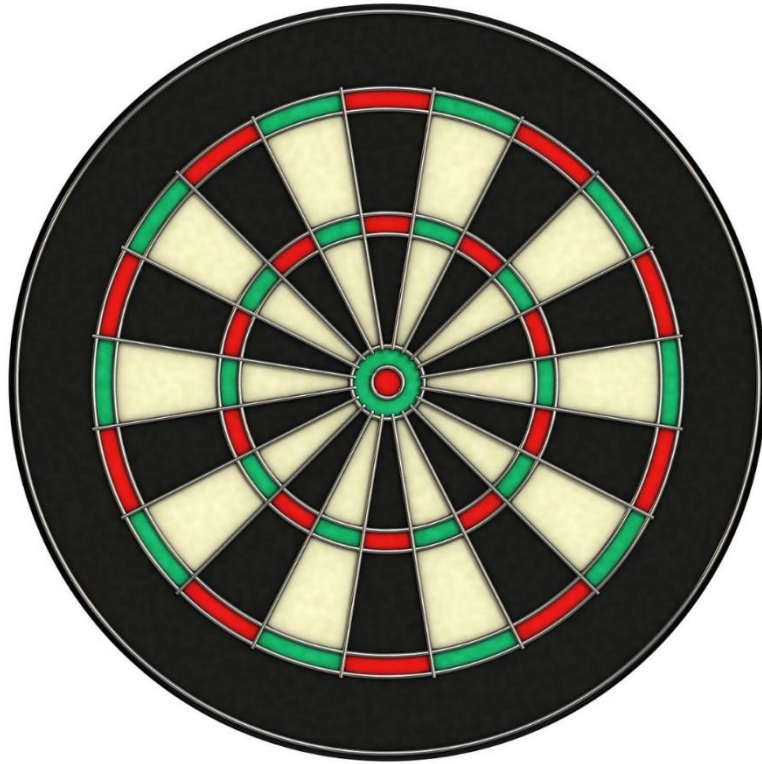
- Led the fast-tracked sale process of a non-core media business leading to **\$20 million in revenue.**
- Managed the divestiture of several unprofitable subsidiaries, as well as the unwinding of a UK joint venture and restructuring of the UK businesses, **adding over \$10 million** to the bottom line.
- Led **cost cutting** initiatives across divisions, including outsourcing and restructuring incentive compensation, **improving gross margin by 10%.**



Take a Targeted Approach

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





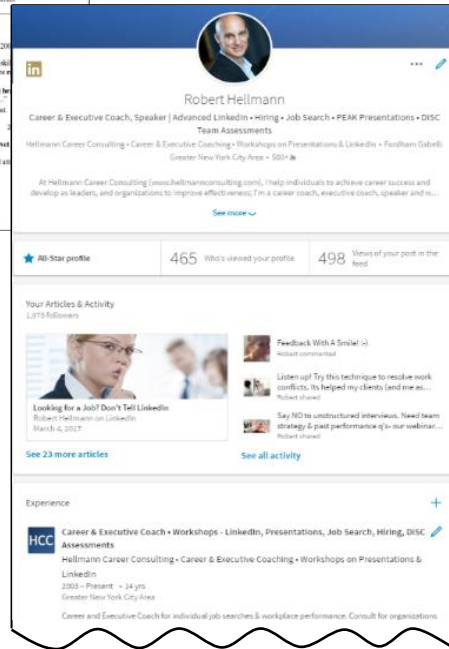
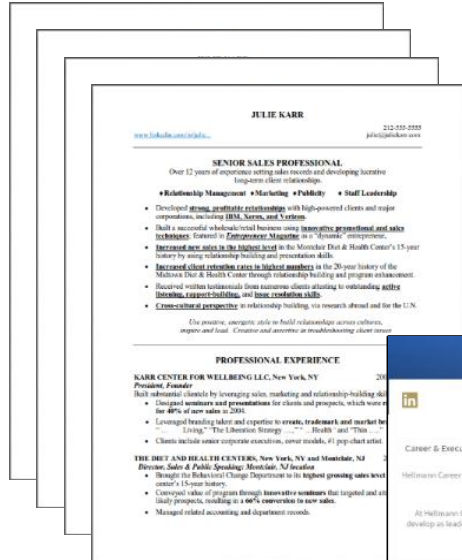
- ❖ **Job title or description**
- ❖ **Industry or Organization Type/Size**
- ❖ **Geography (sometimes)**

**Change a parameter,
change your positioning**

Position Yourself Correctly



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



rh@hcc.com

Discuss UT (global tax issues)?

Dear Julie,

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 **reduce cash flow expenses** without impacting operations or paying up front taxes.
- Implementing a global trading company to **optimize practices**, increase sales and **reduce the global effective tax rate by 50%**.
- Reorganizing a global sales organization to **optimize 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,
Robert
Robert Hellmann
914.825.9145
www.linkedin.com/in/roberthellmann



Example: Banking to Higher Education

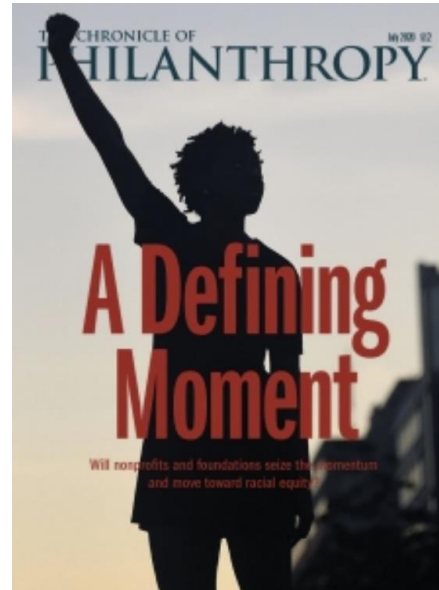
NO

- **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

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!)

To Get The Slides and LinkedIn profile checklist:

bit.ly/msu6221

LinkedIn



They're looking for you on LinkedIn!

- 95%+ of HR uses LinkedIn to source candidates
- Increasingly the first stop for hiring managers
- Countless success stories






With some possible exceptions



www.linkedin.com

Your Network of Trusted Professionals

You are at the center of your network. Your connections can introduce you to 5,190,400+ professionals — here's how your network breaks down:

1  Your Connections Your trusted friends and colleagues	381
2  Two degrees away Friends of friends; each connected to one of your connections	116,600+
3  Three degrees away Reach these users through a friend and one of their friends	5,073,400+
Total users you can contact through an Introduction	5,190,400+

Much more with LinkedIn Groups

Use LinkedIn for...

Everything

Get set up properly first

Then...

Use It!

Getting set up

1. Restrict Access
- 2. Write your profile**
3. Open up Access
- 4. Build Network Strategically**
- 5. Join groups**

Before editing your profile:

Share job changes, education changes, and work anniversaries from profile

Choose whether your network is notified

Change

No

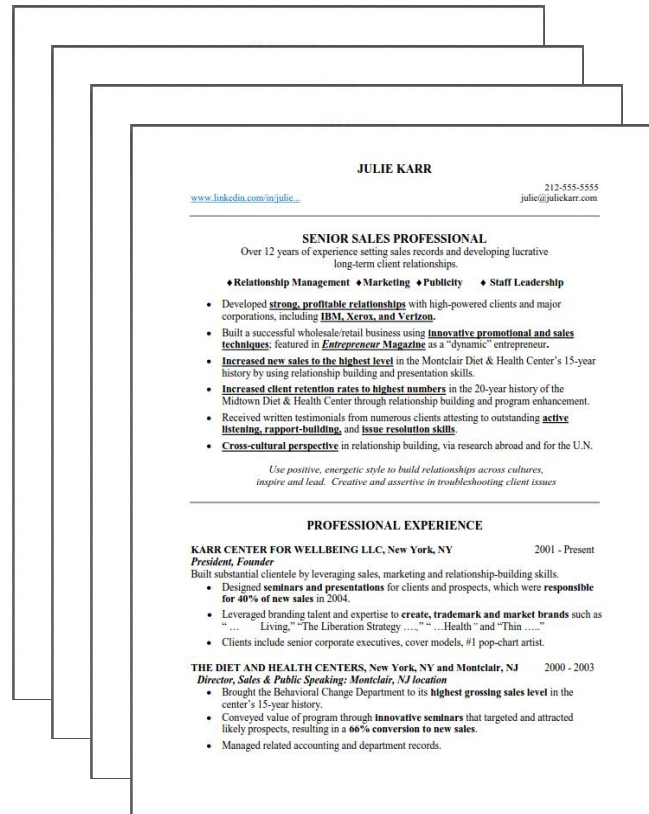
LinkedIn Profile

Leverage Resume's Verbiage

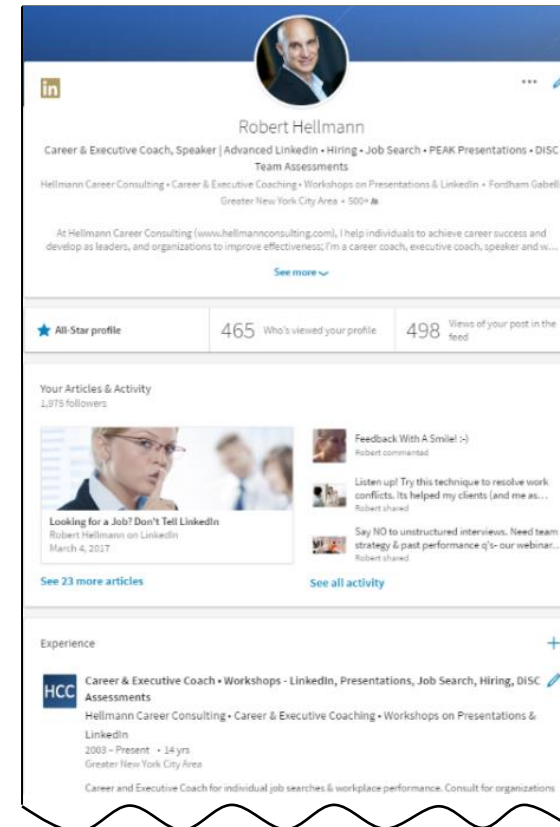
“whenever possible...”

Consider these Differences...

Resume - different versions



Profile - Just One



And...

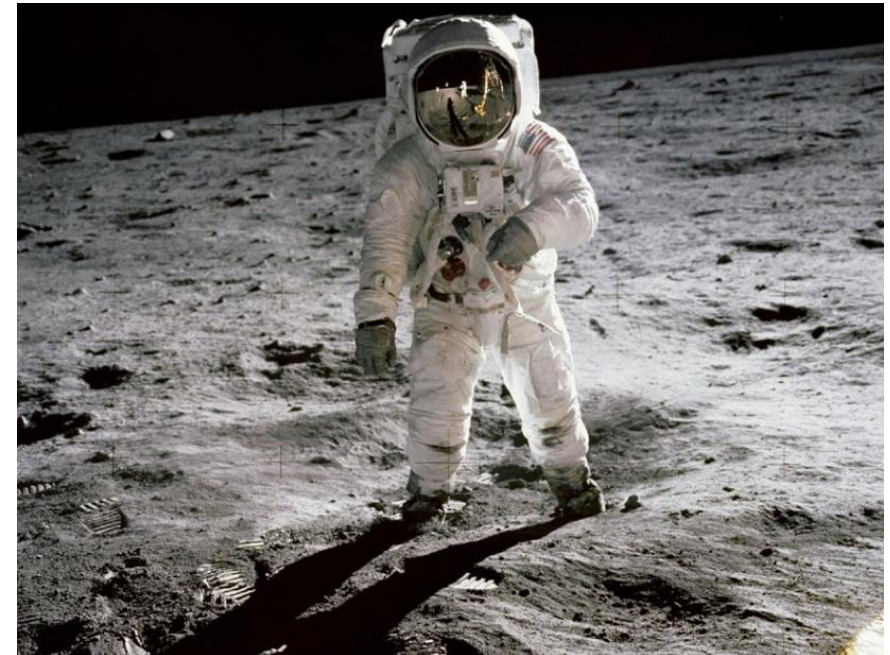
**Just a Handful of People See Your Resume
Way more view your
Profile!**



Try to Keep Resume Accomplishments, Including Metrics

Exception examples:

- Dollar amount considered proprietary?
- Claim that someone might contest?



Also...

LinkedIn Profile \neq Jobseeker



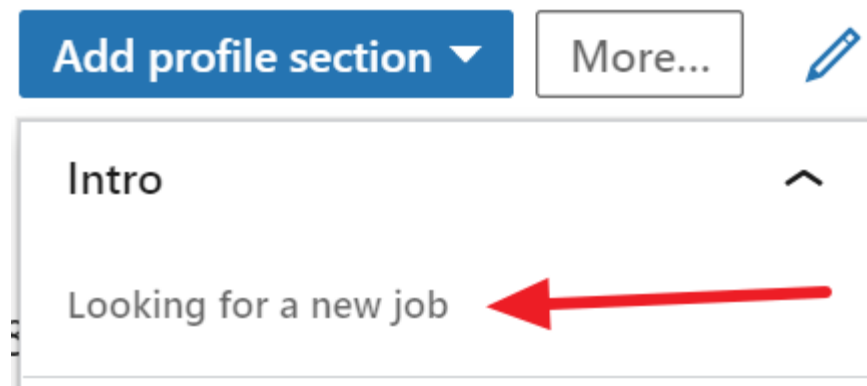
**Don't Say
You're Looking**

**They'll contact you
anyway**

**There's a bias against:
a) unemployed &
b) actively looking**

**You get the wrong
kind of attention**

Exception: New “Open to Work” Feature Use with Caution



Choose this Option



Share with recruiters only



People using LinkedIn's recruiter product

We take steps not to show recruiters at your current company you're open to new jobs, but we can't guarantee complete privacy.

DON'T Choose this Option



Share with all LinkedIn members



Adds the #OpenToWork photo frame

This could include people at your current company, recruiters, and anyone who is signed in to LinkedIn.

www.hellmannconsulting.com/job-seekers-be-careful-using-linkedins-new-open-to-work-feature/

Another Exception: switch to “Yes”



Signal your interest to recruiters at companies you have created job alerts for

This will be applied for companies that you have created job alerts for.

Change

No

If You Have No Current Job...

Try to fill in that gap

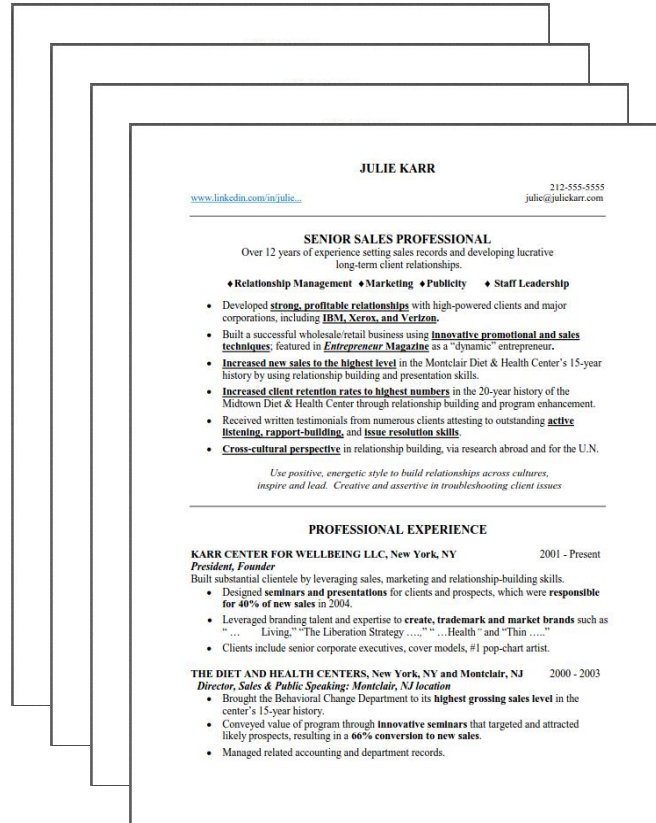
- Consulting?
- Volunteer?
- Education as a “Job”?



The reason: Many recruiters use the “current job title” field in their searches.

Lastly...

Old-fashioned Media



Social Media

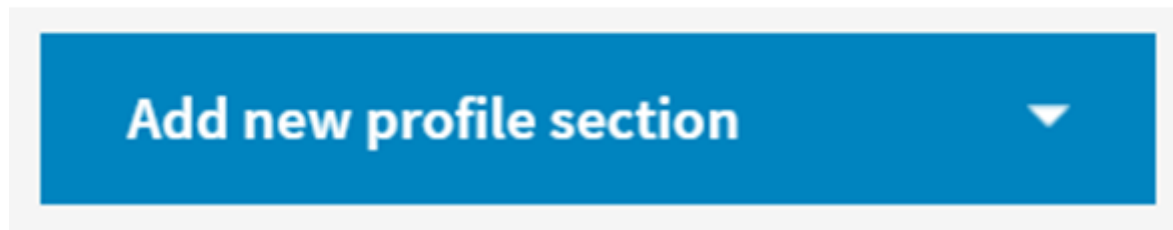


Can use “Created...” or “I created...”
Don’t use “She created...”

“Key” to being found...



PROFILE COMPLETENESS



Do you have the right profile keywords?

- ✓ Think about the search strings your audience might be entering.
- ✓ Search within your own network using the keywords your target audience is using. Look at these profiles for keyword ideas.
- ✓ Check out job postings on LinkedIn (or elsewhere), not to apply, but to see what words and phrases the postings use.
- ✓ Check out the LinkedIn company pages or websites of your target organizations.
- ✓ Follow thought leaders or journals in your sector to see what words and phrases are in vogue right now.

Headline

Career & Executive Coach, Speaker | LinkedIn Consulting • Leadership Development • Job Search • Recruiting • Presentations • Pitches

Human Resources Business Partner | Strategy • Performance Mgmt • Talent Acquisition & Development • Total Rewards • Employee Engagement

Keyword-rich beginning of Pitch (“how categorize” | “differentiators”)

- Craft in Microsoft Word (can count the characters)
- Can include nice-looking separators, e.g. bullet symbols like • . Copy these right into LinkedIn

Title & Company

Choose company name that LinkedIn recognizes.

Add keywords to job titles



Adjunct Instructor - Career Development • Career Coach • Presentations, Pitches,
LinkedIn
New York University



Don't worry about **ENDORSEMENTS** for skills section. Focus on **RECOMMENDATIONS**

Featured Skills & Endorsements

Add a new skill 

Career Developme.. · 99+



Endorsed by Marzena Ermler and 12 others who are highly skilled at this



Endorsed by 18 of Robert's colleagues at The Five O'Clock Club

Career Counseling · 99+



Endorsed by Bob McIntosh, CPRW, MBTI and 15 others who are highly skilled at this



Endorsed by 18 of Robert's colleagues at The Five O'Clock Club

Executive Coaching · 99+



Endorsed by Joshua Miller and 3 others who are highly skilled at this



Endorsed by 13 of Robert's colleagues at The Five O'Clock Club

View 47 more 

Focus on Recommendations (At least 3)

▼ 12 recommendations, including:



Paul Emata, CFA, FRM, CMT, CFP
Managing Director, First Republic
Investment Management

As a member of the Board of Directors of the
cFA Society of Philadelphia, I've booked Rob to
lead a number of seminars for... [View ↓](#)



Julie Murphy
Senior Change Execution Consultant,
Certified SIY Teacher, Mindfulness
Leadership Coach

Rob was the perfect fit for me as a coach. Any
time I felt a lull in my search, Rob pushed me
with the right amount of... [View ↓](#)

[10 more recommendations ↓](#)

Profile checklist – to be found

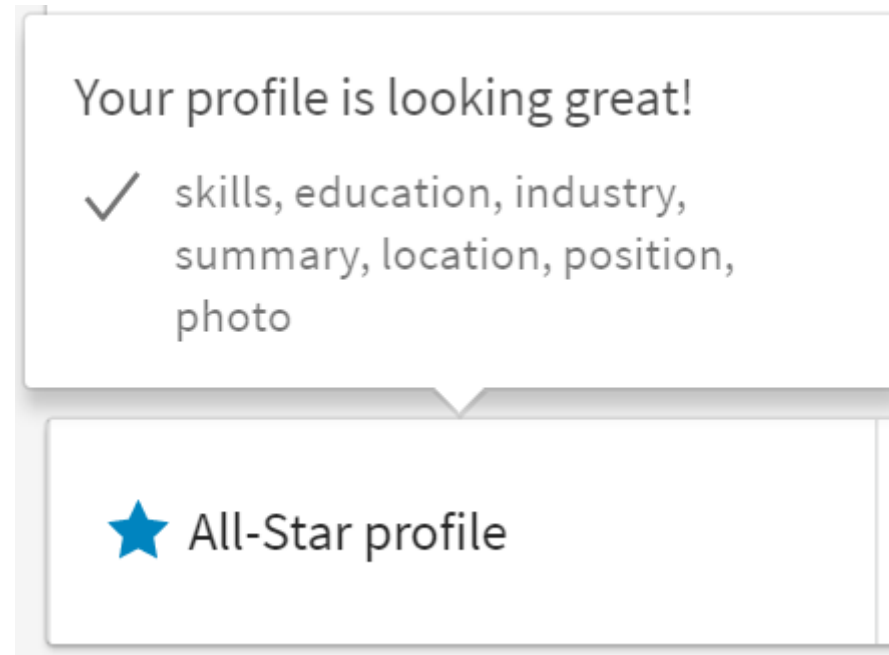
- Have a complete profile (picture, summary, etc.)

Add profile section ▼

- Have a keyword-rich headline
- Add keyword-rich functional descriptions to titles
- Fill in the job descriptions
- Include a current position
- Have the “right” organization name
- Use all 50 slots in the skills section

Profile Completeness

The goal: to be an “All Star,” but shouldn’t stop there.



Additional Findability Tips

Make profile as public as possible

Change profile url so it's user friendly:

✓ www.linkedin.com/in/roberthellmann is good,

✗ www.linkedin.com/pub/roberthellmannx133a0095d is not

Perfecting Your Pitch



Your Pitch is for..

- Networking, interviews, informational meetings, sales meetings, surprise encounters
- Answers to “what brings you here” “tell me about yourself”
- Making a memorable impression that differentiates you



Pitch Versions

At Work

Five Second

Voice message, or cold-call

20 Second

Networking, sales “encounters”

30 Second

Interviews, meetings

Two Minute

Make it Conversational

Do THIS...



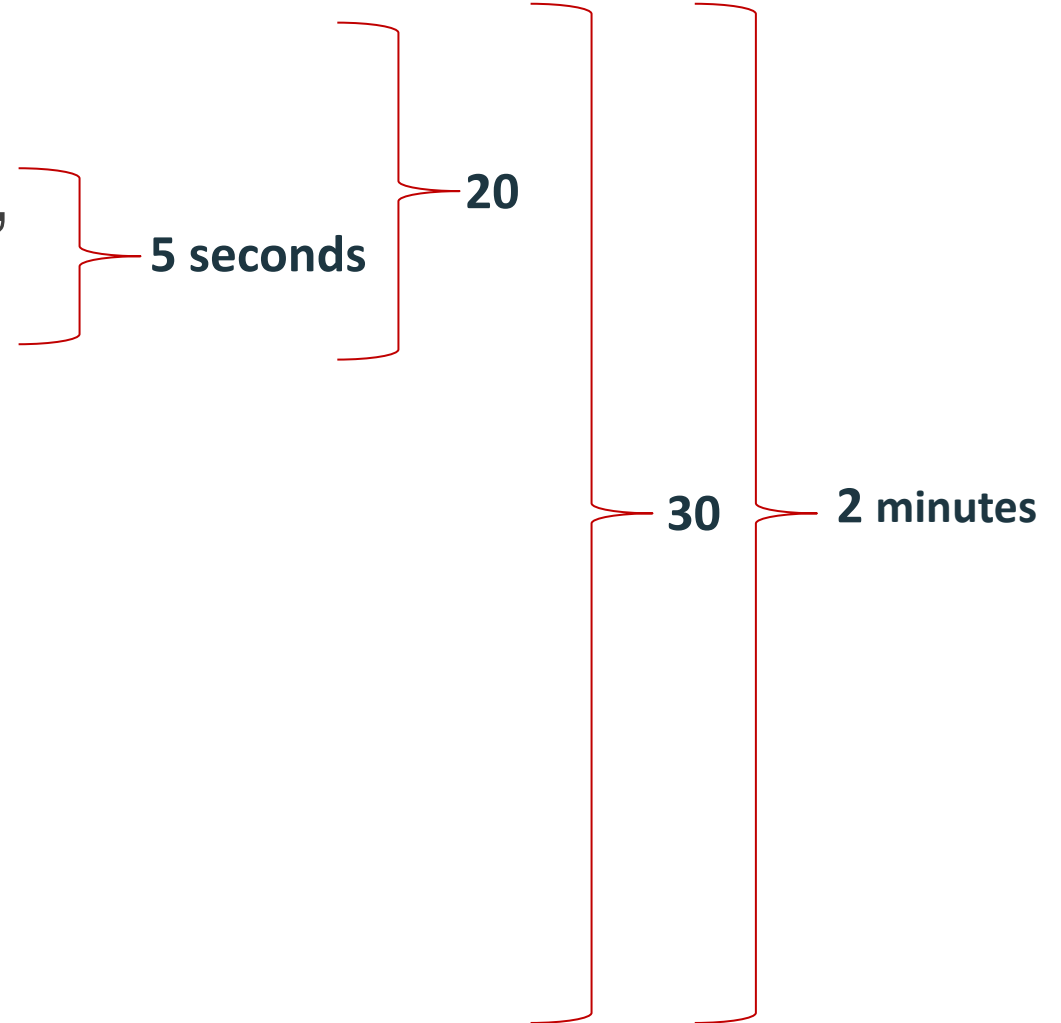
NOT THIS!!!



Organizing Your Pitch

1. Branding / Hook

2. How they should “categorize you”



3. What differentiates you

4. Examples to back it up

5. Underlying your success

6. Turn it back to them

Step 1 Examples: your brand or hook

- I turn data into actionable knowledge (business analyst)
- I turn uncertainty in opportunity (insurance analyst/"risk" underwriter)
- I'm an energy insider (analyst focusing on PE energy firms)
- Organizational Learning is a journey, and I provide the map (L&D professional)
- I make PC's dance (IT professional)
- I can catalyze anything (research chemist)

Steps 2 to 5: A subset of Resume Summary Section

FINANCE DIRECTOR

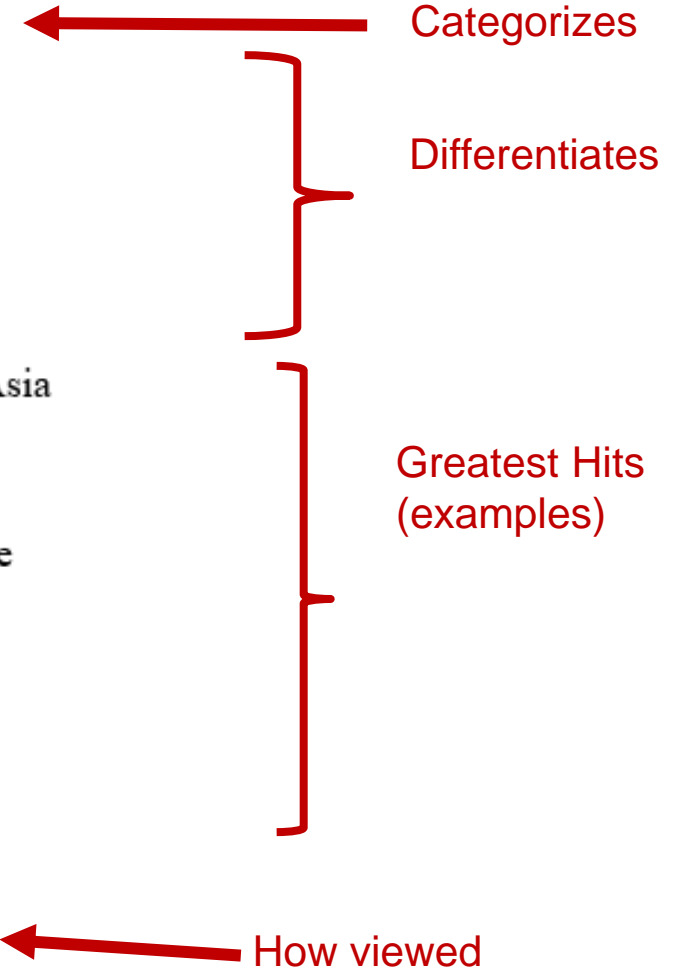
CFA Charterholder with 10+ years of progressively responsible experience in the media industry.

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

◆ Viacom ◆ NBC-Universal ◆ McKinsey ◆ HarperCollins

- **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.

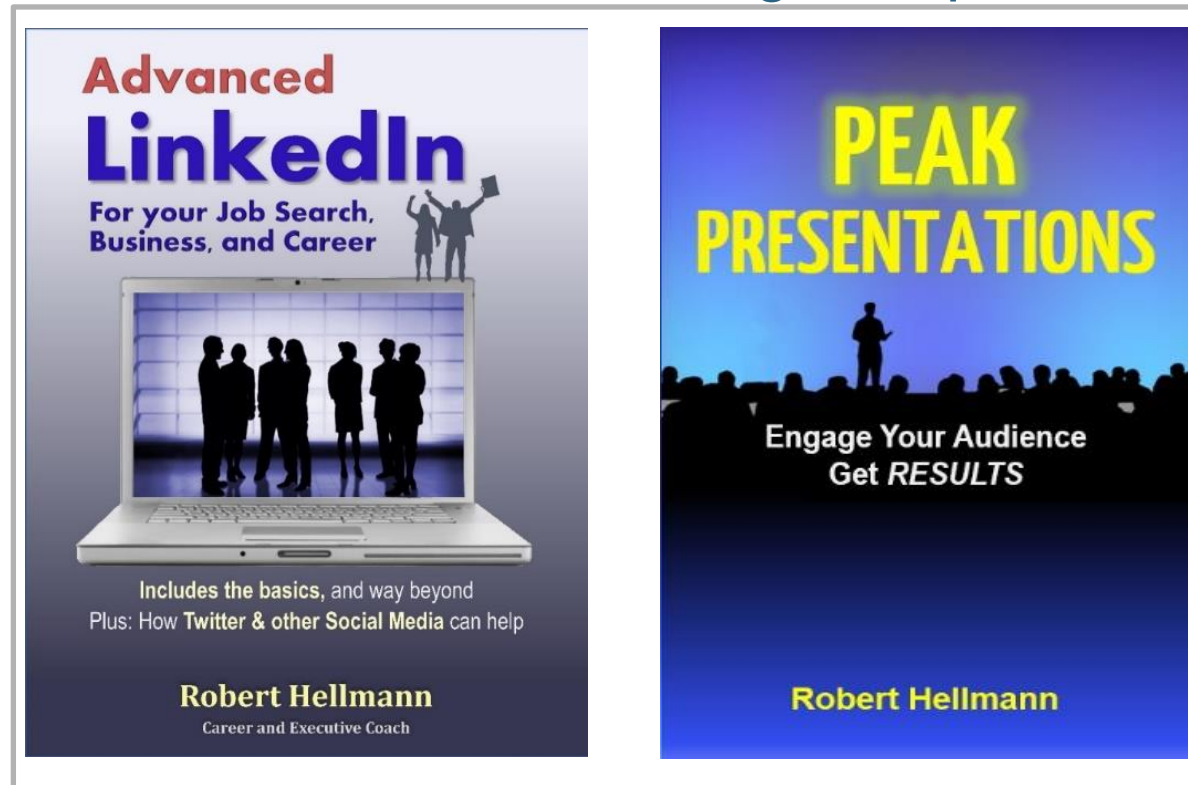
From LinkedIn Recommendations & Reviews: “Exceptional leader and team player...thought leader...delivers a top notch work product...Consistently demonstrates strong technical, analytical and presentation skills”



Get the Slides and Contact Management Template: bit.ly/msu6221

Resources: www.hellmannconsulting.com

www.hellmannconsulting.com/pubs



MY EMAIL: rob@hellmannconsulting.com