

The Executive Job Search: Become the Perfect Candidate

Robert Hellmann

Hellmann Career Consulting
www.hellmannconsulting.com

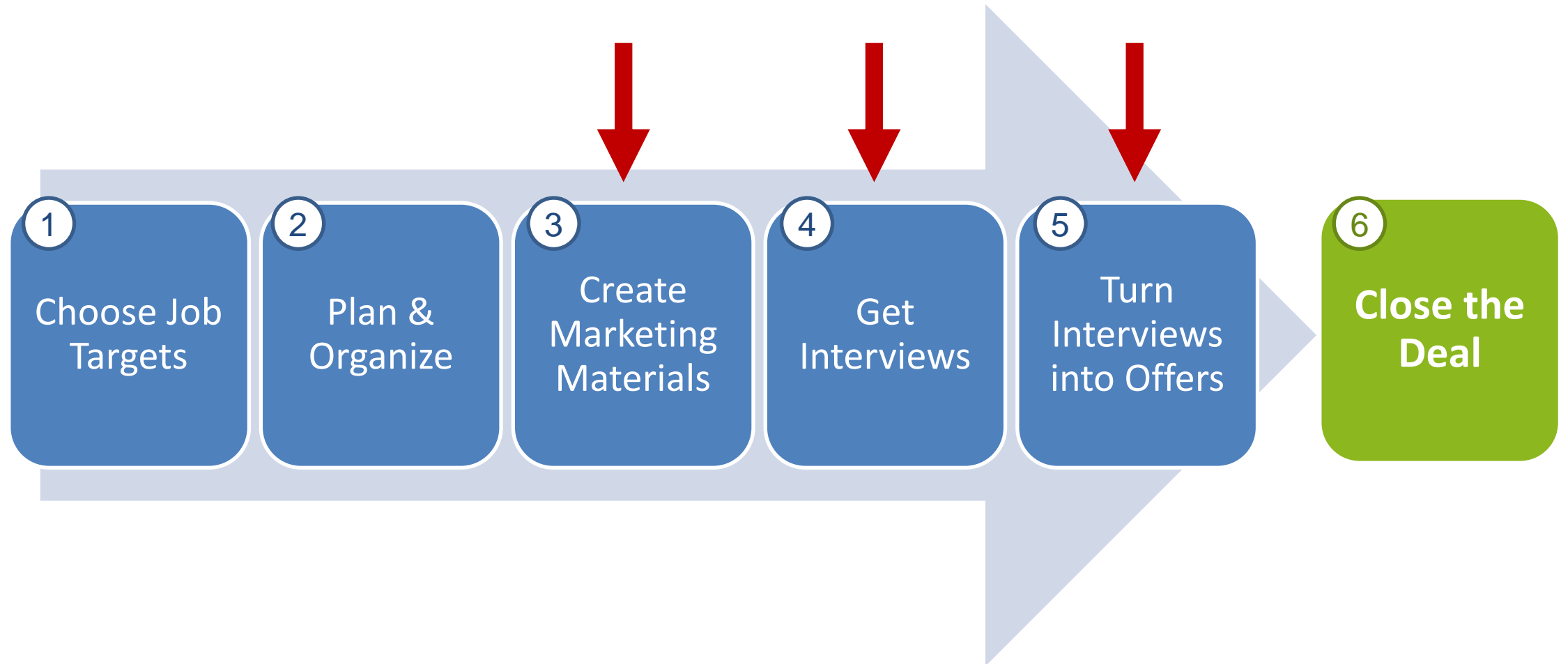
September 6th and 7th, 2023



Before We Get Started...

- Recording, slides and resource library access will be emailed to you by Friday evening.
- Type in your questions by using the “Questions” button only (you can upvote others’ questions as well).
- The Chat feature will not be monitored other than in specific instances when I’m asking for your comments.
- I’ll start taking questions roughly 50 minutes into the presentation, and we may go past the hour depending on the number of questions.

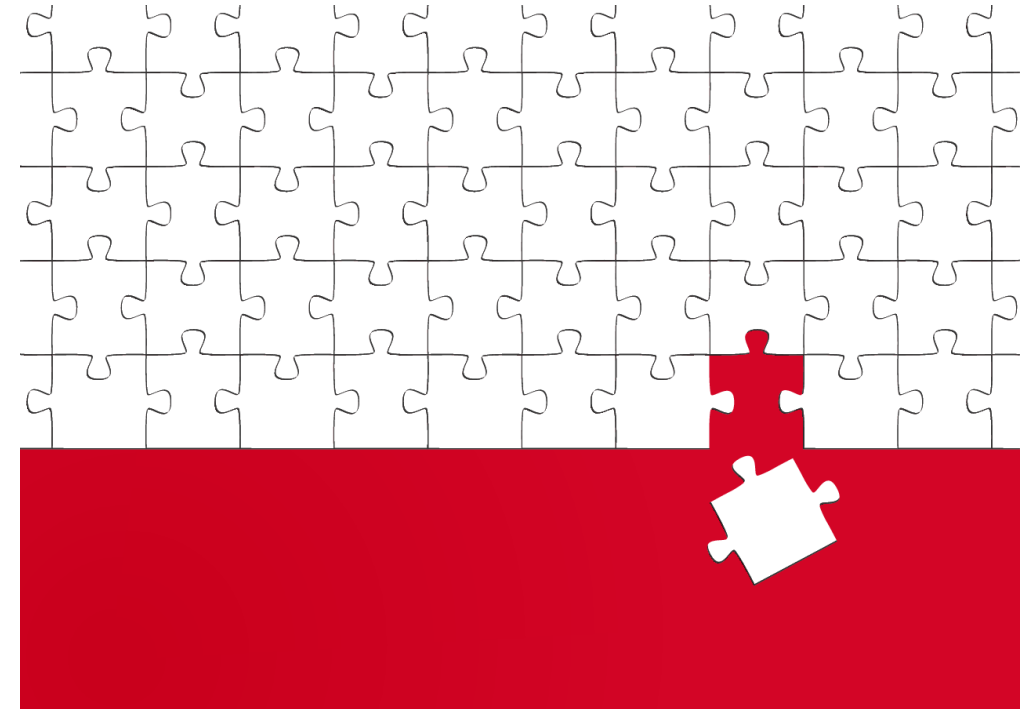
HCC'S SIX STEPS TO SUCCESS



Be the world's best consultative salesperson and marketer – for yourself

Some reasons you may feel you're not “perfect”

- Didn't manage big enough teams
- Too experienced, e.g., “overqualified”
- Others have more experience in a particular area
- Career or industry change
- You're going for a more senior role
- Resume gap or short tenure in prior role



Another reason many executive clients feel they're not “perfect”

- Perceived as too old
 - Are you really? The average age of C-suite is 56 (Korn Ferry Study)
 - “Too old” means a) want too much money, or b) not as motivated, or c) won't fit in.
The fix: show “enthusiasm,” that you get them.
 - Consider leaving dates off of education
 - Consider leaving off very old, irrelevant experience, or summarizing at the bottom of your resume.

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



Position Yourself Correctly



Example: Retail Banking Executive (Marketing) to Higher Education (Advancement)

NO

- Led doubling of credit card balances
- Drove 57% increase in revolver retention

YES

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

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

JULIE KARR
212-855-5555
juliekarr@hell.com

www.hell.com/in/julie

SENIOR SALES PROFESSIONAL
Over 12 years of experience selling sales records and developing lucrative long-term client relationships.

- Relationship Management • Marketing • Publicity • Staff Leadership
- Developed **strong, profitable relationships** with high-powered clients and major corporations, including IBM, Xerox, and Xerox.
- Built a successful entrepreneurial business using **innovative promotional and sales techniques**, featured in *Entrepreneur Magazine* as a "dynamic" entrepreneur.
- Increased new sales to the highest level** in the Montclair 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 Montclair Diet & Health Center through relationship building and program enhancement.
- Received written testimonials from numerous clients attesting to outstanding **active listening, rapport-building, and issue-resolution skills**.
- Cross-cultural perspective** in relationship building, via research abroad and for the U.S.

The positive, energetic style to build relationships across cultures inspires and leads. Creative and assertive in resolving client issues.

PROFESSIONAL EXPERIENCE

KARR CENTER FOR WELLBEING LLC, New York, NY 2001 - Present
President, Founder
Built substantial clientele by leveraging sales, marketing and relationship-building skills.

- Designed **seminars and presentations** for clients and prospects, which were **responsible for 80% of new sales** in 2001.
- Leveraged branding talent and expertise to **create, trademark and market brands** such as "Living", "The Liberation Strategy", "Health" and "Thin".
- Clients include senior corporate executives, cover models, #1 pop-chart artist.

THE DIET AND HEALTH CENTERS, New York, NY and Montclair, NJ 2000 - 2001
Director, Sales & Public Speaking; Montclair, NJ location

- Brought the Behavioral Change Department to its **highest grossing sales level** in the center's 15-year history.
- Concepted sales of program through **innovative seminars** that targeted and attracted likely prospects, resulting in a **96% conversion to new sales**.
- Managed related accounting and department records.

julietta@hiringcompany.com

Discuss UT global tax issues!

Dear Julietta,

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

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

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

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

My resume is attached for your additional information.

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

Robert Hellmann
Career & Executive Coach, Speaker | Advanced LinkedIn • Hiring • Job Search • PEAK Presentations • DISC Team Assessments
Hellmann Career Consulting • Career & Executive Coaching • Workshops on Presentations & LinkedIn • Fordham Gabelli Greater New York City Area • 500+

At Hellmann Career Consulting (www.hellmannconsulting.com), I help individuals to achieve career success and develop as leaders, and organizations to improve effectiveness. I'm a career coach, executive coach, speaker and writer.

All-Star profile 465 Who's viewed your profile 498 Views of your post in the feed

Your Articles & Activity
1,915 followers

Looking for a Job? Don't Tell LinkedIn
Robert Hellmann on LinkedIn
March 4, 2017

Feedback With A Smile! :-)
Robert commented

Listen up! Try this technique to resolve work conflicts. Its helped my clients (and me as...
Robert shared

Say NO to unstructured interviews. Need team strategy & past performance? Join our webinar...
Robert shared

Experience

HCC Career & Executive Coach • Workshops • LinkedIn, Presentations, Job Search, Hiring, DISC Assessments
Hellmann Career Consulting • Career & Executive Coaching • Workshops on Presentations & LinkedIn
2003 - Present • 14 yrs
Greater New York City Area

Career and Executive Coach for individual job searches & workplace performance. Consult for organizations



Firstname Lastname
firstname.lastname@gmail.com
C (999) 999-9999
LinkedIn: www.linkedin.com/in/firstlast

Global CPO/CHRO with experience in organization, culture, HR and systems transformations | Track record of developing talent strategy that builds high-performance teams and supports the scaling of multi-billion-dollar companies.

Areas of Expertise:
Human Capital Management
Diversity, Equity and Inclusion
Culture, Engagement, Retention
"Employer of Choice" Programs
Succession Planning/Talent Strategy
Talent Acquisition and Retention
Executive Compensation
M&A, Diverstures, Go-Private
Global Outsourcing and Contingent

RELEVANT EXPERIENCE: Firstname Lastname is the Global Chief People Officer of BigCo and a member of the Executive Team. She is responsible for the firm's human capital and talent strategy.

Firstname is the Executive Officer (NEO) and Global Chief People Officer at BigCo. Prior to BigCo, she served as Global CHRO at BigCo, and as North America HR Lead at BigCo2. In these roles, Firstname supported as many as 45,000 employees and the rapid scaling of multi-billion-dollar companies. She is viewed as a people first, empathetic leader.

A trusted advisor to the CEO and Board, Firstname is known for developing talent strategies that build world-class "employer of choice" programs, championing diversity, equity & inclusion and organizational transformation success. Her track record includes achieving high employee net promoter scores as well as external recognition including DiversityInc's "Top 50 Workplace" designation and "Best Place to Work" certification.

As CFO at BigCo, Firstname presented quarterly to the BigCo Board on Human Capital Strategy and Executive Compensation and worked directly with the Chairman of the Board and Compensation Committee.

Firstname brings substantial experience with M&A, Diverstures and Go-Private. She led the entire "people" component of 46 acquisitions, including organization redesign, workforce planning and employee communications. At BigCo2, Firstname built a global outsourcing model for HR across four continents.

Firstname has led global HR teams in achieving game-changing culture transformations. At BigCo, she successfully drove the culture shift to a growth mindset while overcoming unprecedented externalities posed by the pandemic, *The Great Resignation* and more.

Firstname's board experience includes Independent Director of a (serving on the Compensation Committee), Executive Director for Governance at BigCo Foundation and Board Director at Y, BigCo's foundation. Firstname serves as International Advisory Council Member for Z Ventures. She completed certification for the Corporate Director Academy in 20XX.

Firstname brings a strong cross-cultural competency, having lived or worked in Argentina, The Philippines, India, China, The Czech Republic, and Poland.

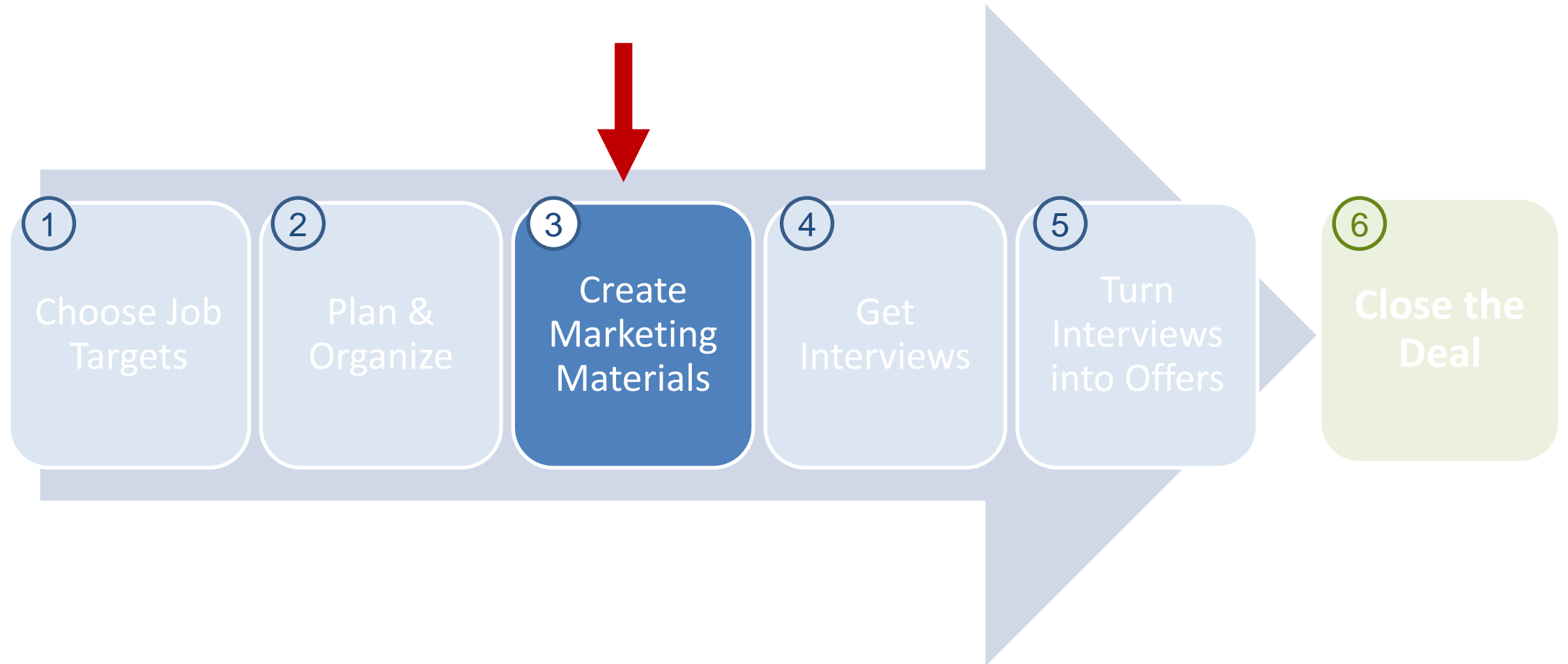


Your Job Target



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

HCC'S SIX STEPS TO SUCCESS



Be the world's best consultative salesperson and marketer – for yourself

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

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

Susan’s target was “Senior Finance Exec” in a big media company. How does her resume position her?

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"

"After"
Resume,
first of
three pages

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.

CHIEF OPERATING OFFICER

20+ years of strategic operations and business transformation leadership experience. Led teams in diverse sectors and contexts including rapid scaling, M&A, restructurings, IPOs, and fundraising. Record of transformational improvements in efficiency and organizational effectiveness that drove substantial profit gains.

- Led four successful business transformations:
 - Developed and implemented the **operational restructuring plan** for a turnaround portfolio company; achieved breakeven following a \$5M EBITDA loss.
 - At retailer, led operational improvements that **turned a revenue decline into a 3X increase** in 18 months.
 - At tech SaaS company, **added incremental 25% to EBITDA**, resulting in a successful IPO.
 - At global financial firm, enabled 4X revenue growth via **centralization of operations**.
- Experience includes merchandise assortment optimization, inventory efficiency, process optimization, and **establishing metrics and accountabilities**.
- Built and managed high-performance, diverse teams from the ground up, including hiring C-suite executives. Known for **high staff retention** and development including promotions.
- Implemented **repeatable process discipline**, while creating a cost-conscious culture across organizations.
- Partner productively with all stakeholders including CEO, CFO, CMO, Board, middle management, founders, and institutional investors. Overcame inertia and **obtained buy-in for major change** at all levels.
- Additional leadership experience includes FP&A, e-Commerce, Procurement, Logistics, Merchandising, Inventory Management.

From Reviews and Feedback: "a complete leader...very effective communicator...energizing...uncommon combination of leadership and technical skills...outstanding business partner...strategic mindset and a bias for action...an "even keel" that inspires confidence"

EXPERIENCE

MyPrivateEquityFirm

2012 – Present

Boutique operationally-focused PE firm targeting middle market, growth, and venture investments.

Director, Interim COO, Head of Business Transformation

One of four principals. Held strategic and operational leadership roles across three portfolio companies, including Interim COO. Serve on Board at two portfolio companies.

- As interim COO at portfolio company:
 - Supported the more than **doubling of revenues** in just 12 months.
 - **Transformed operational infrastructure**, leading to 10X gains in product shipping efficiency.
 - **Recruited the Operations leadership team**.
- Developed the **cost and operational restructuring plan** that achieved a near-term path to breakeven from an annual \$5M EBITDA loss.
- **Recruited top-tier leadership** across portfolio companies, including VPs, COOs, Controller, and CMO.

“After”
Resume,
first of three
pages

TARGET: COO in
retail or tech firm.

BACKGROUND:
PE firm principal
with brief interim-
COO stint, no large
team leadership.

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

“After”
Resume, first
of two pages

Client wanted to
leave Pharma and
go back to
Education in a step-
up CHRO role

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

SENIOR VICE PRESIDENT, HUMAN RESOURCES

2018 - 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 (CHRO-equivalent), Leadership Recruitment & Selection

2013 - 2018

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.
- **Reduced expenses by 40%** while improving talent acquisition outcomes.

In prior jobs, client was a therapist, a health center counselor, and a gift business owner. She positioned herself successfully for her Head of Sales target.

HEAD OF SALES

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 Verizon**.
- 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”

“After”
Resume,
first of three
pages

EXPERIENCE

KARR CENTER FOR WELLBEING LLC, New York, NY 2012 - Present
President, Founder

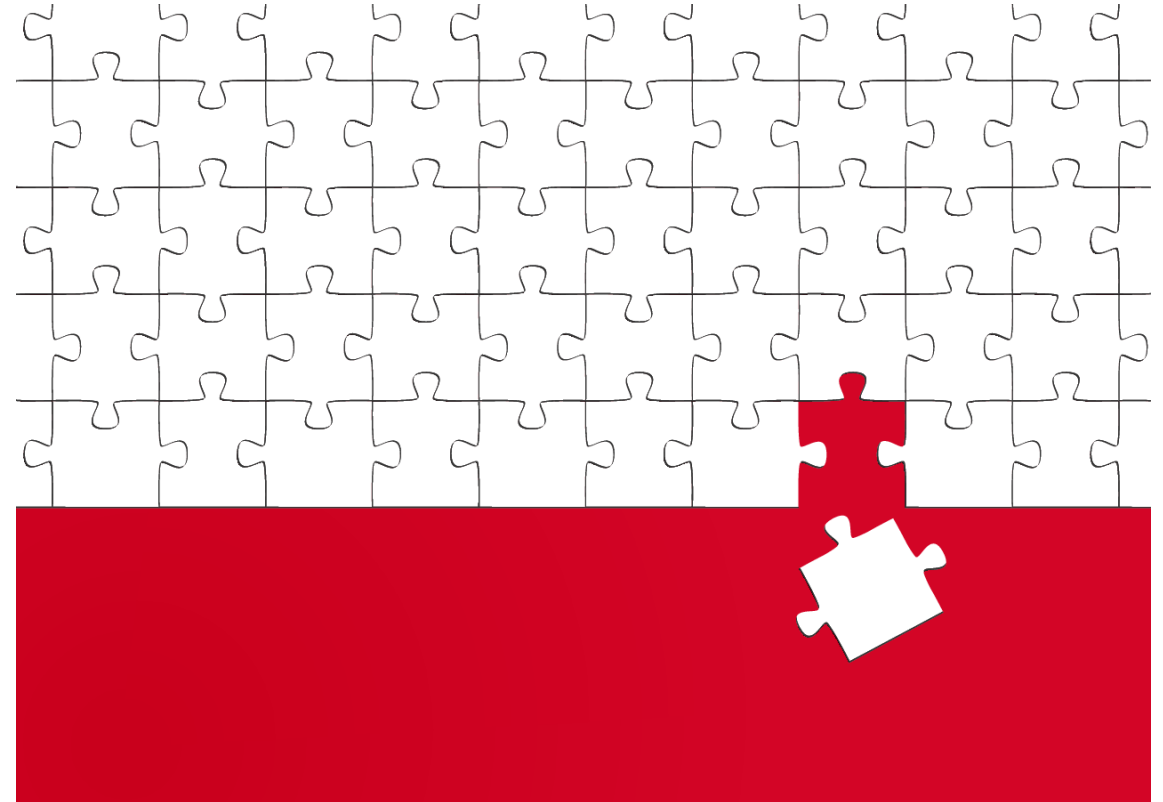
- Designed seminars and **presentations for clients and prospects**, which were responsible for 40% of new sales in 2004.
- Leveraged **branding talent and expertise** to create, trademark and market brands such as “ ... Living,” “The Liberation Strategy,” “ ...Health ” and “Thin”
- **Clients include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

THE DIET AND HEALTH CENTERS, New York, NY and Wilton, CT 2008 - 2012
Director, Public Speaker

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

Ways to Become More Perfect on Your Resume

- Have a Summary Section that pitches you
- Use the language of your job target
- Connect the dots on “equivalent” experience, e.g., “CFO-equivalent...”
- Consider leaving out a short tenure job
- Combine 2+ short-tenure jobs under one heading
- Leave out dates on education, or earlier career jobs, if age issue
- If recent gap, consider these options:
 - Build out consulting, listing specific engagements
 - Add “Continuing Education” to top of Experience
 - List unpaid experience; get involved in an association



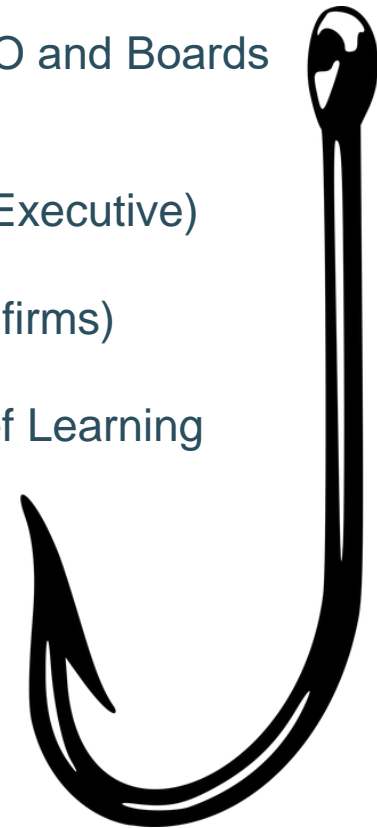
Create a “pitch,” for informational meetings, interviews, and emails

- ✓ What org-chart “box” do you fill?
- ✓ Differentiators
- ✓ Examples of Your Success



When saying your pitch (one or two min) start with your brand/hook

- I'm not just an Operations Executive, I'm also a Diplomat and an Engineer...
- As an HR Leader, I'm viewed both as a trusted advisor to the CEO and Boards and a True Business Partner
- I lead my team in turning uncertainty into opportunity (Insurance Executive)
- I'm an energy insider (Corporate Development Exec - PE energy firms)
- Organizational Learning is a journey, and I provide the map (Chief Learning Officer)
- I'm a CFO who knows how to speak the language of investors
- My clients tell me I get their brands better than they themselves do (Ad agency executive)



Use Resume Summary Section for Pitch Outline

SENIOR FINANCE EXECUTIVE

CFA Charterholder with 15+ years of leadership experience in the media industry.

- Accounting
 - Global Staff Leadership
 - Forecasting
 - M&A
 - Financial Planning & Analysis
 - 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 teams 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"



Box you're in



Differentiates



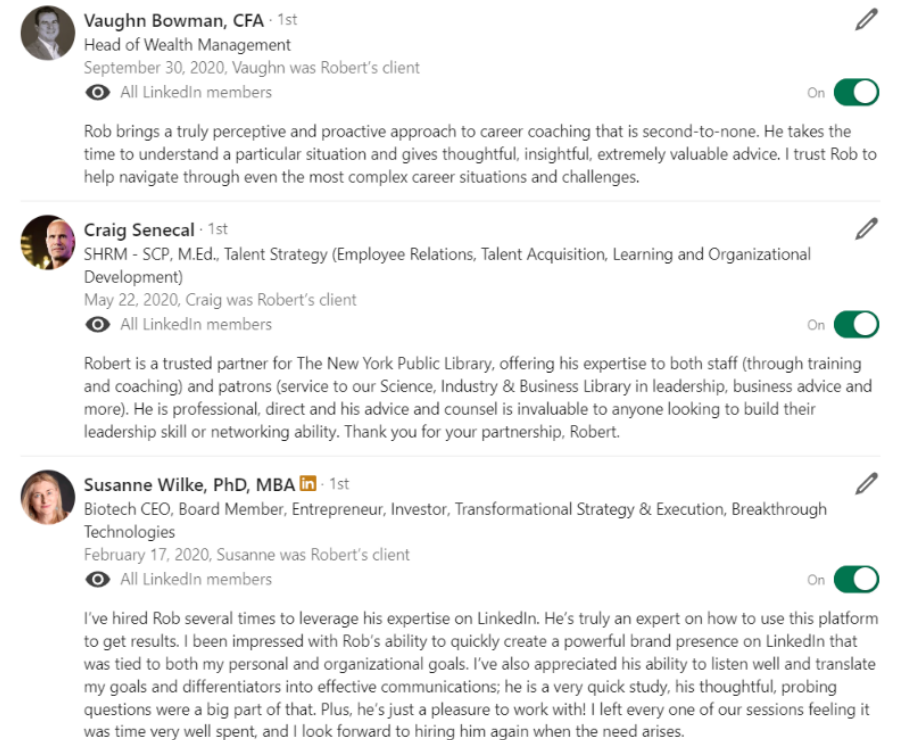
Greatest Hits
(examples)



How viewed

Get Targeted Recommendations

- Prep your references
- Consider asking for three or more targeted LinkedIn Recommendations



The screenshot displays three LinkedIn recommendation cards for a user named Robert. Each card includes a profile picture, the recommender's name and title, the date of the recommendation, the relationship (e.g., 'client'), and a public/private visibility toggle. The first card is from Vaughn Bowman, CFA, Head of Wealth Management, dated September 30, 2020. The second is from Craig Senecal, SHRM - SCP, M.Ed., dated May 22, 2020. The third is from Susanne Wilke, PhD, MBA, Biotech CEO, dated February 17, 2020. Each card also contains a short paragraph of text praising Robert's skills and expertise.

Vaughn Bowman, CFA · 1st
Head of Wealth Management
September 30, 2020, Vaughn was Robert's client
All LinkedIn members On

Rob brings a truly perceptive and proactive approach to career coaching that is second-to-none. He takes the time to understand a particular situation and gives thoughtful, insightful, extremely valuable advice. I trust Rob to help navigate through even the most complex career situations and challenges.

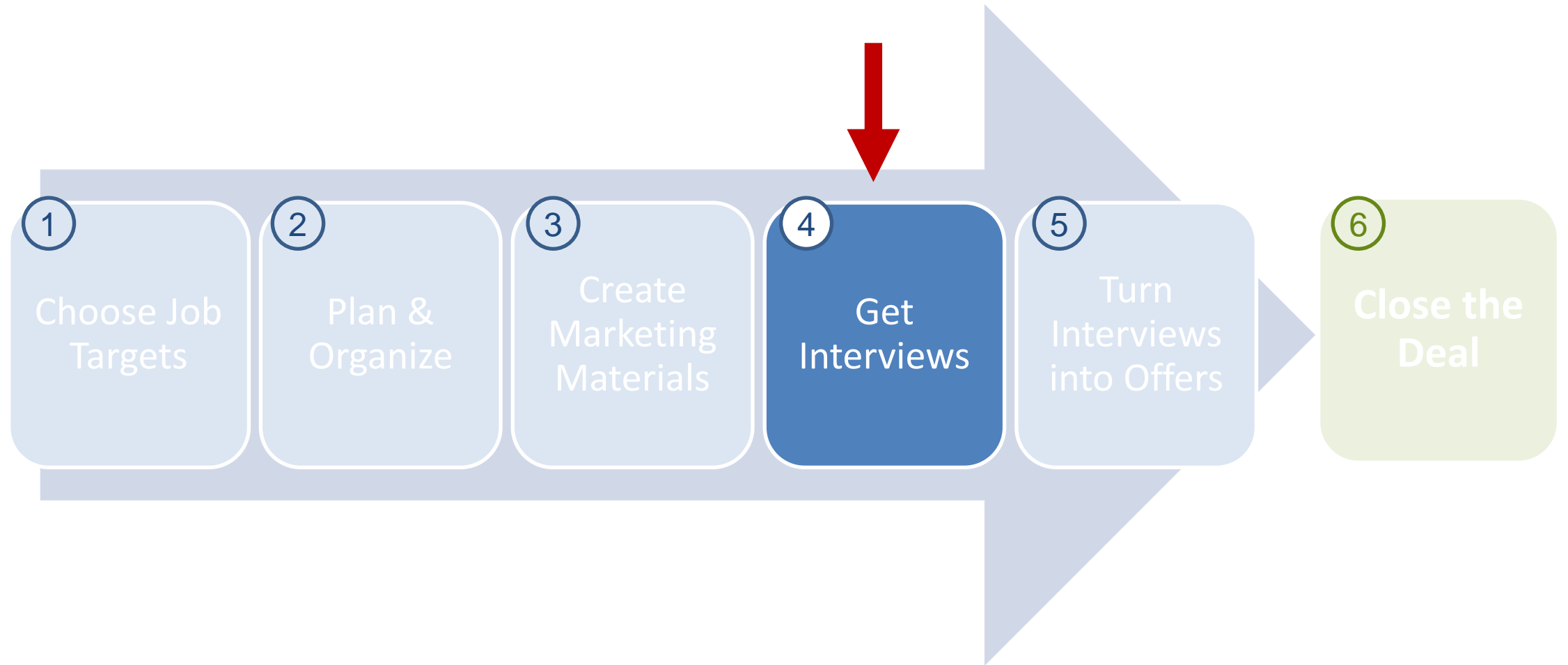
Craig Senecal · 1st
SHRM - SCP, M.Ed., Talent Strategy (Employee Relations, Talent Acquisition, Learning and Organizational Development)
May 22, 2020, Craig was Robert's client
All LinkedIn members On

Robert is a trusted partner for The New York Public Library, offering his expertise to both staff (through training and coaching) and patrons (service to our Science, Industry & Business Library in leadership, business advice and more). He is professional, direct and his advice and counsel is invaluable to anyone looking to build their leadership skill or networking ability. Thank you for your partnership, Robert.

Susanne Wilke, PhD, MBA · 1st
Biotech CEO, Board Member, Entrepreneur, Investor, Transformational Strategy & Execution, Breakthrough Technologies
February 17, 2020, Susanne was Robert's client
All LinkedIn members On

I've hired Rob several times to leverage his expertise on LinkedIn. He's truly an expert on how to use this platform to get results. I been impressed with Rob's ability to quickly create a powerful brand presence on LinkedIn that was tied to both my personal and organizational goals. I've also appreciated his ability to listen well and translate my goals and differentiators into effective communications; he is a very quick study, his thoughtful, probing questions were a big part of that. Plus, he's just a pleasure to work with! I left every one of our sessions feeling it was time very well spent, and I look forward to hiring him again when the need arises.

HCC'S SIX STEPS TO SUCCESS



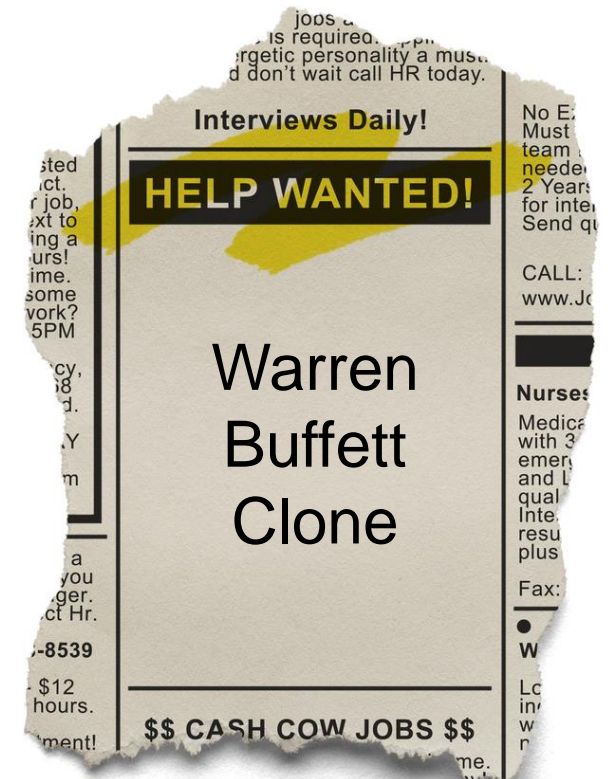
Be the world's best consultative salesperson and marketer – for yourself

The Four Ways of Getting Interviews

- Job Postings
 - Search Firms
 - Cold Outreach
 - Networking
- (passive) } ≈20%
- (passive) }
- (active) } ≈80%
- (active) }
-
- The diagram illustrates the four ways of getting interviews, categorized into passive and active methods. The top two methods, Job Postings and Search Firms, are grouped as passive and account for approximately 20% of the total. The bottom two methods, Cold Outreach and Networking, are grouped as active and account for approximately 80% of the total. The passive methods are listed in red text, and the active methods are listed in green text.

A Word on “Applying”

- Don't bother unless you match nearly perfectly
- Think of postings as the tip-off that there's a need – then reach out directly (cold or via your network)
- Set it and forget it: “Search Alerts” on Job Boards



Saw Ad, contacted C-Suite Hiring Manager

Elements of Success

- Focus on value to them
- No reference to Ad
- Mutually beneficial
- Powerful Pitch
- Hard-hitting
- Attach Resume
- Call to action

Subject: Discuss UT Global Tax Issues?

Dear Julietta,

Could United Technologies benefit from a hands-on senior 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 to deliver tailored solutions that get results. I have managed global teams in North America, Europe, Latin America and Asia-Pacific in complex projects, including

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

My resume is attached for your additional information, and my LinkedIn profile is X.

I am very interested in meeting with you and believe you will find even a brief meeting beneficial. Would you have 20 minutes available to talk?

NO to Passive / Reactive



YES to Active: Take Control



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



Rocket to it!

Take the Active Approach!

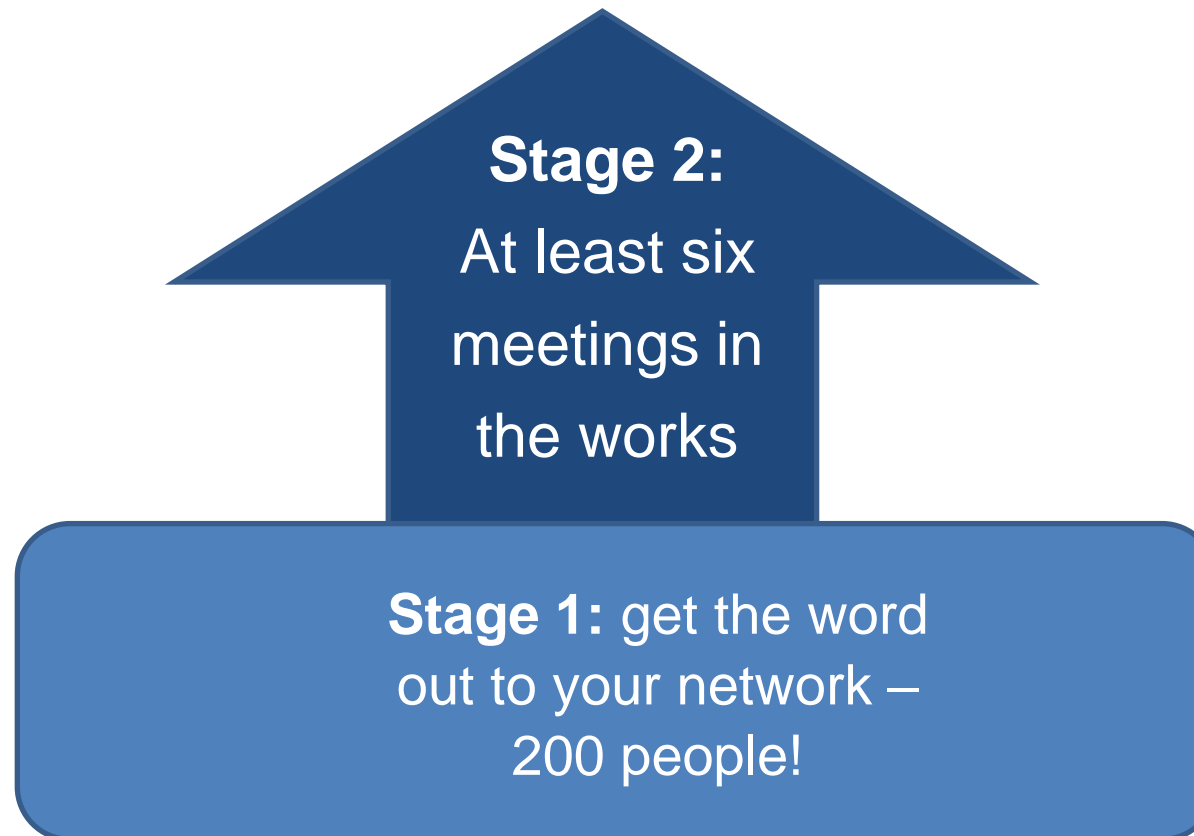


Goal: at least six meetings at a given time with people who can hire you



(it's a numbers game)

Strategy for Active Search



Think BIG about your existing network!

LinkedIn

People in your field: work/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...



Cold Outreach 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 head Business Planning and Analysis at Fortune100Co and teach part-time at GreatUniversity. In the long run I'm looking to make a move to 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 leading teams in successfully targeting and converting high-potential prospects, perhaps I could also share insights that you would find useful for Ivy's fundraising efforts.

Pitch

Some background: I bring over 15 years of experience leading teams including dozens of marketers, data scientists and business analysts, turning data into actionable insights that drive marketing initiatives and revenue. 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 changing the culture from "intuition" to "test-learn-enhance."
- **Increased retention by 57%** for high potential customers, and increased new account acquisition revenue by 79%, by developing segment-based targeting strategies.
- Led team in creating entire **analytics infrastructure**, including data sourcing, reporting, and analytic tools..

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?

In informational meetings, take initiative to share your pitch near the start of the conversation – 1 minute version

“Why don’t I take a moment to remind you of my background and what I’m looking for? Then I would appreciate hearing your perspective...”



It's all about keeping In touch

Form lifelong relationships

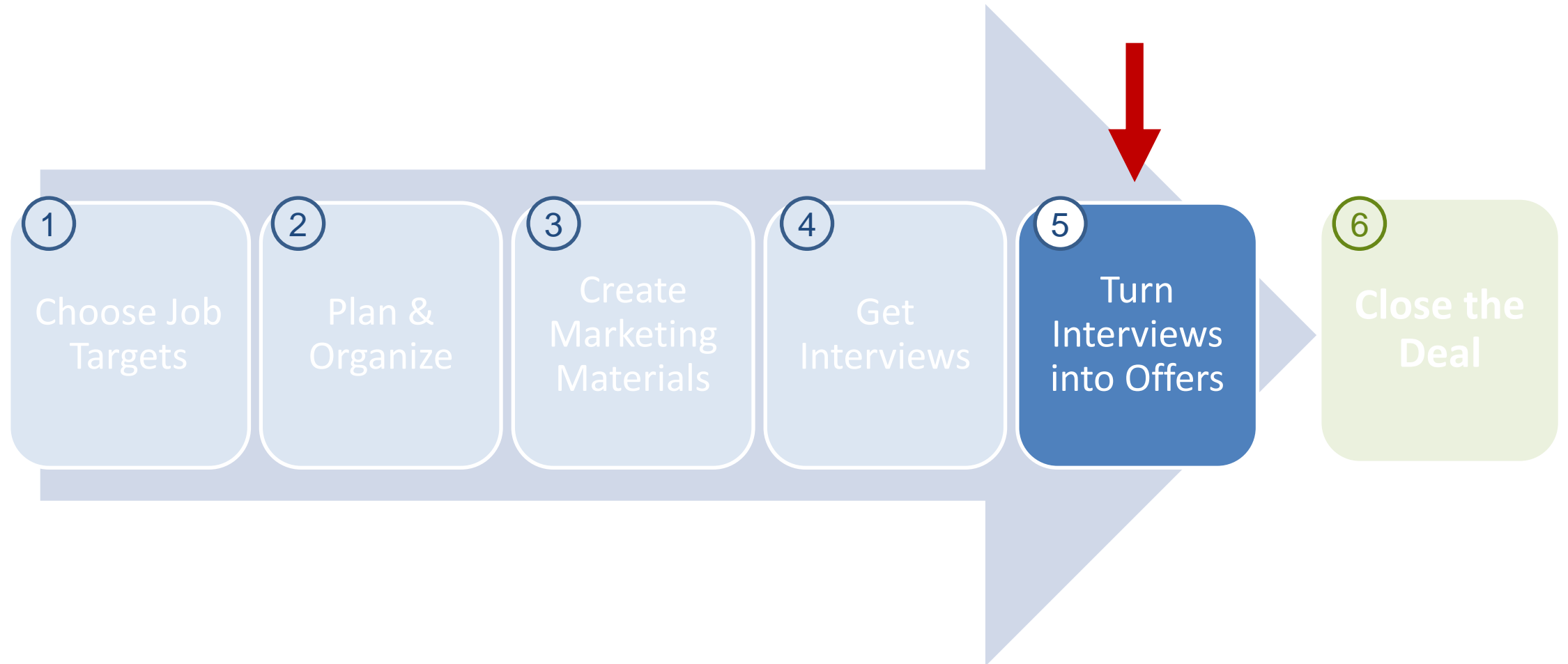


Re-contacting is key

Re-contact your network every 3-6 weeks

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

HCC'S SIX STEPS TO SUCCESS



Be the world's best consultative salesperson and marketer – for yourself

Use your two-minute interview pitch to answer open-ended questions

Tell me about yourself

Tell me about your background

Tell me about your experience

Why should we hire you?

Take me through your resume



Difficult Interview Questions

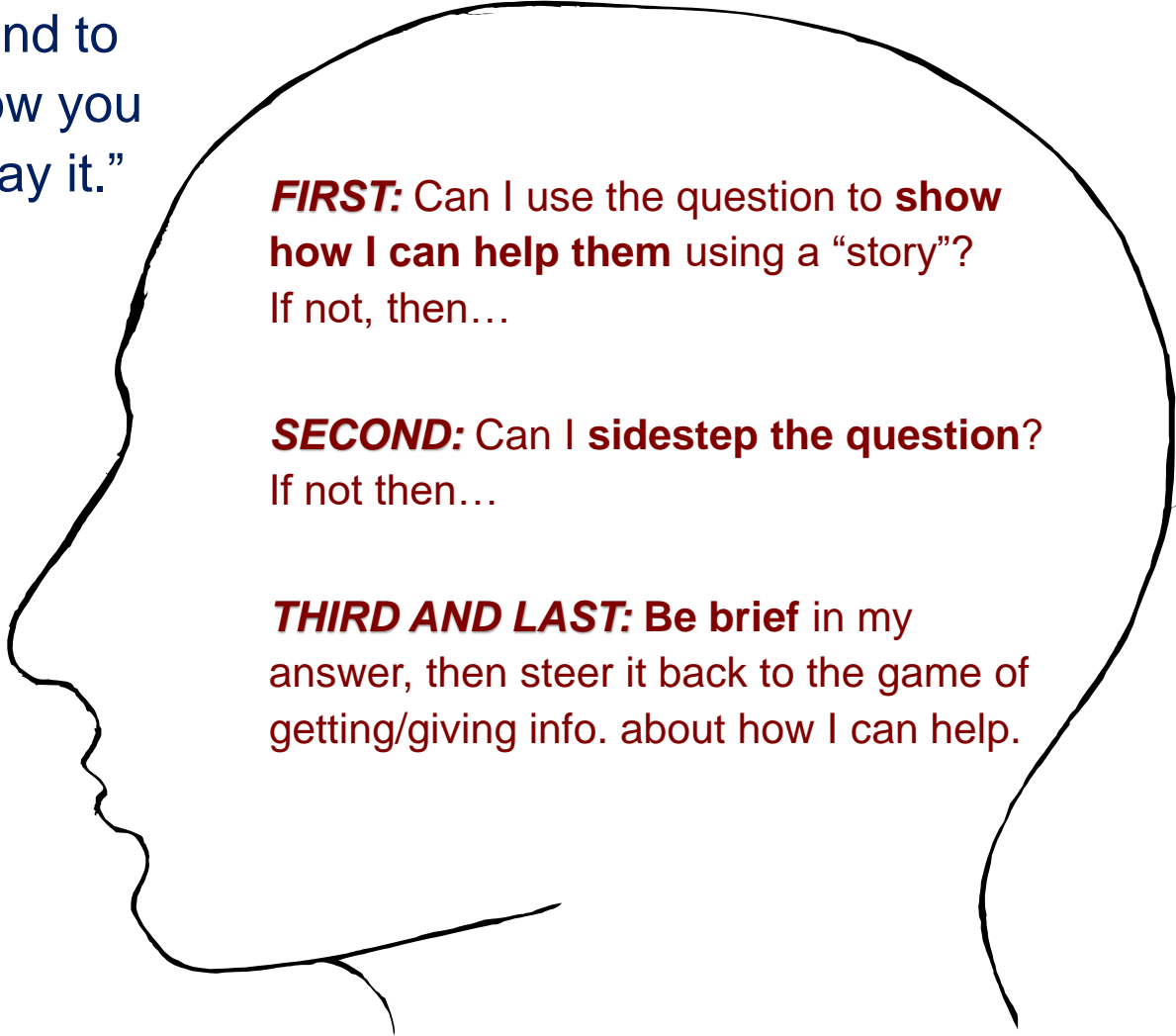
Use a strategic approach (vs. just memorizing answers).

- ❖ Don't think "what's the answer?" ***This is a game***, ask yourself how to play this.
- ❖ **Your attitude** is the most important element.
- ❖ **Have positive answers to everything.** They want this to work!



To answer questions, program your brain...

...to pause for a moment and to assess how you should “play it.”



FIRST: Can I use the question to **show how I can help them** using a “story”?
If not, then...

SECOND: Can I **sidestep the question?**
If not then...

THIRD AND LAST: **Be brief** in my answer, then steer it back to the game of getting/giving info. about how I can help.

Handling Uncomfortable Questions

- Proactively address before they ask, or...
- Answer briefly, and as positively as possible, then pivot - change the subject back to them, e.g., why you want to work there and then ask a question



Be proactive in building your case and overcoming gaps

*Missing specific experience?
Take initiative to:*

- ✓ *Show that you “get” them*
- ✓ *Sound like an expert*



Build Your Case

Examples of questions they may ask to identify “imperfection”

- Do you have experience in X?
- Why did you leave your last job?
- What have you been doing?



KEY Questions You MUST Ask

At the end of the interview:

- ✓ Just so I understand what you're looking for, I'm curious as to how I compare with the other candidates?
- ✓ How do you feel about moving my search forward?



The sale begins after the customer tells you what their objections are.

THINK YOU'RE A LETTERS

Write an “Impact Email”

- ✓ **Personal**, cannot be used for a different interview.
- ✓ Shows **you heard them**
- ✓ **Influence** decision-making by addressing:
 - ❖ How you can **help with issues/problems**
 - ❖ Areas that you **forgot to bring up**.
 - ❖ Areas that you **didn't do justice to**
 - ❖ **Objections** to your candidacy

Listen for Followup Points

- Needs/Challenges/Issues – so you can offer solutions
- Objections – so you can address
- Competition – so you can outshine and outlast



Julie's Impact E-mail #1

Dear George,

Thank you for setting up the meetings with Dan, Robert, and Cathy. It was a pleasure to meet them all.

I left yesterday with a clearer picture of the position's requirements. I understand that the Admissions Director motivates and brings out the best in the Admissions staff, and relies on measurement techniques to support the sales strategy and identify gaps and opportunities. With this understanding in mind, I would like to reiterate what I bring to the position that others may not.

I offer a superior analytical ability when working with people, which has enabled me to successfully motivate, negotiate, build relationships and sell. I have a keen ability to listen to what is being both said and not said, articulate the key issues, and remain clear-eyed in both high-pressure and highly charged situations. A common trait of strong leaders is the ability to communicate effectively, and this is my competitive advantage.

I know from my own experience that you only succeed at what you measure, so I understand the importance of data analysis to the success of this position. I have previously analyzed sales and revenue numbers, particularly in my current business. I realize, however, this was not brought out in my resume. Therefore, I would like to demonstrate my ability in this area.

If you are amenable, I propose that I analyze some of the department's spreadsheets containing sales data and I will present my findings to you. I am happy to sign any confidentiality agreement, or feel free to alter the numbers if necessary.

Looking forward to setting us both up for success.

From [Robert Hellmann](#):

“Julie was a client of mine. At the end of the first interview, Julie found out what their objections were. We wrote his impact email to emphasize her analytic skills. She included a proposal that they send him data and she would analyze it.. Her proposal was accepted, she analyzed the data they sent him, then requested another meeting to discuss it.”

Julie's Impact E-mail #2

Dear George,

I thoroughly enjoyed meeting with you on Thursday to discuss the findings of my analysis.

I'd like to expand further on our discussion of management approaches. I recently read a book based on the Gallup Organization's study of managers (entitled *First, Break All the Rules*), and felt that their findings reflect the strengths I would bring to this position. As the book states, "Great managers look inward. They look inside the company, into each individual, into the differences in style, goals, needs, and motivation of each person... These subtle differences guide them toward the right way to release each person's unique talents into performance."

This ability to "release each person's unique talents into performance" is a natural talent that I have honed throughout my professional career. As a Behavioral Change Counselor and Coach, I work with each person's temperament and learning style to guide them toward their goals. Numerous testimonials (available upon request) attest to my ability to help people reach their goals and even increase people's performance beyond what they initially thought was possible.

I also have a successful record with sales. I currently sell my counseling/coaching services with an over 80% close rate with phone inquiries. I have broken sales records at two different locations of the nationwide chain *Diet Center*, selling 4 week, 8 week and 12 week programs (not unlike selling educational programs), in my *Star Chocolate* business, which I conceptualized, developed and ran, I successfully sold to both wholesale and retail customers, including Fortune 500 companies. This strong sales background combined with my managerial ability makes me uniquely qualified to deliver outstanding results to BCA.

I look forward to bringing my talents to BCA and making a substantial contribution to the bottom-line.

I hope you and your family had a wonderful time in D. C.

From [Robert Hellmann](#):

"Now Julie went from being rejected outright to being one of the top two candidates. But by again asking the "followup" questions at the end of the interview, she found that the President preferred the other candidate because he'd done this job before. So we wrote Julie's next impact email to emphasize her unique competitive advantage-- her relevant skills that no other candidate could bring. The result? She got the job."

Influence email following rejection generated renewed interest

INITIAL EMAIL from the HIRING MANAGER TO MY CLIENT, REJECTING HER

Armando, <MY CLIENT>,

We are moving quickly toward finalizing the process. Our recruiter has recently given us a substantial number of folks who are either in, or recently in, XYZ positions with key competitors. Many of these folks are coming to us with substantial contacts at firms like BigCo Annuities and other key firms we work with. My point is that we're narrowing our search down to folks who have done this exact job, with recent experience and current contacts. Pat or I will be back in touch in the event we end up expanding the scope of our search with a wider net. Thanks.

Anne <THE HIRING MANAGER>

EMAIL RESPONSE FROM MY CLIENT TO THE HIRING MANAGERS

Anne and Pat,

I appreciate your candor. From your note, it sounds like you are identifying some highly qualified candidates.

I would like to note, however, my blend of experience that uniquely differentiates me from the competition and that makes me very well positioned to be able to deliver outstanding results. In particular, please consider the following in your decision-making:

- I bring the client perspective: Coming from the client side, I understand more than others who have done the XYZ job what the client is looking for. When pitching a prospect at, for example, BigCo Annuities or a similar prospect, I would be able to leverage my insider knowledge of their budget, presentation, and marketing needs to help close the deal.
- I get the difference between retail & sub-advisory wholesaling: Knowing how critical each meeting is for sub-advisory adds to my understanding of the partners' needs, and enhances my ability to sell to them.
- I bring a network of former colleagues: For example, at BigCo Annuities, the wholesaler relationships from my former retail wholesaling role would automatically instill confidence in others at BigCo with whom I'm partnering.
- I am a low-risk candidate-choice: My 24 years in the business, my proven track record, and my diversity of channel experience throughout my career (having worked in all three channels) should instill confidence that I will be able to perform above expectations for you, as I have for others.

I've appreciated our conversations over the last few months, and would be thrilled to work with such a top-quality company, for leaders that I hold in such high regard. I look forward to the possibility of continuing the conversation.

Make sure you highlight your competitive differentiator



“Be so good they can’t ignore you.” **Steve Martin**

- You'll get the slides and recording by Friday evening
- I'm unavailable from Saturday the 9th through Sunday the 17th.
- If you want to schedule an appointment with me, I'm back in business the week of the 18th.

Resources: www.hellmannconsulting.com/resources

Blog Posts: www.hellmannconsulting.com/blog

www.hellmannconsulting.com/pubs

Q & A

MY EMAIL: rob@hellmannconsulting.com