

How to Build Career Security in Uncertain Times

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- Recording, slides and resource library access will be emailed to you within one day
- 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 webinar, and we may go up to ½ hour past the end time depending on the questions

**If you're 1) already in this situation or
2) concerned you could be...**



Take Control of Your Job Career Security



Via Careful Planning...

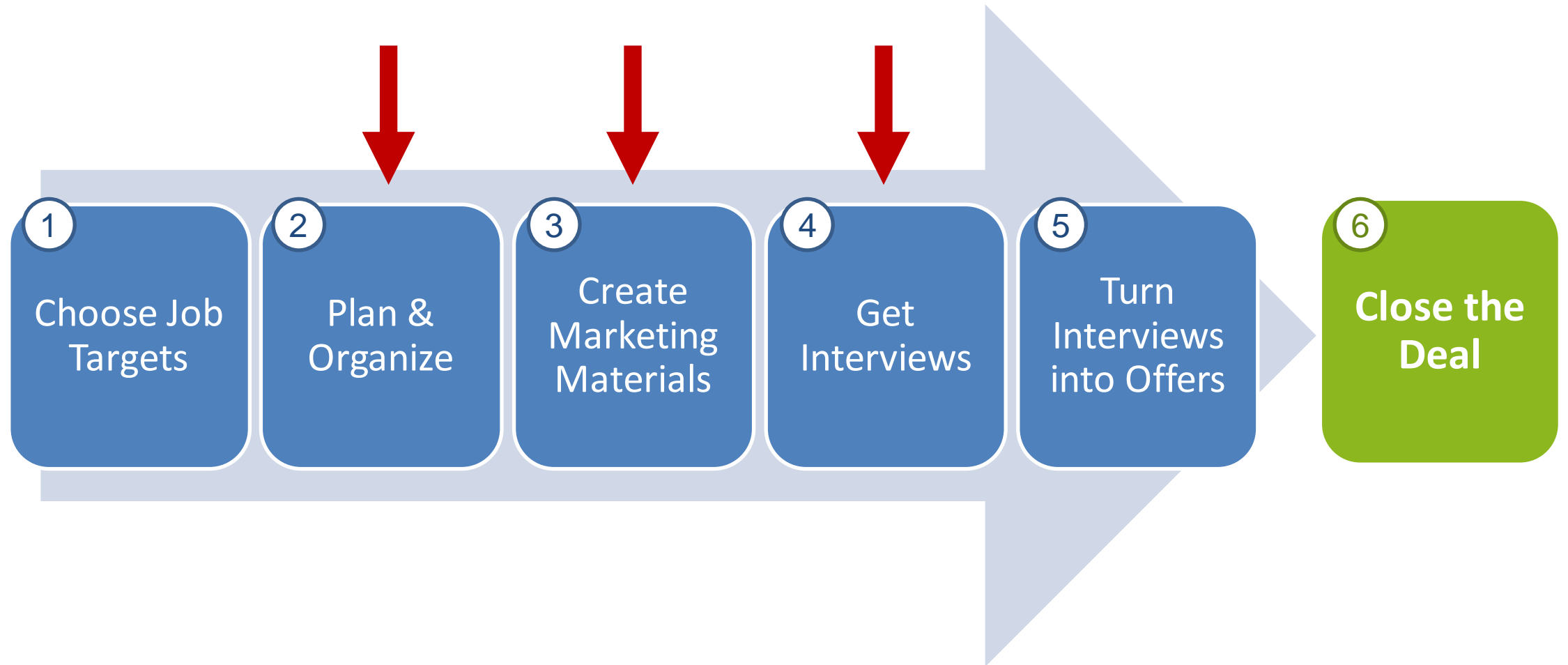


And then Action!

How to Build Career Security (what we'll cover)

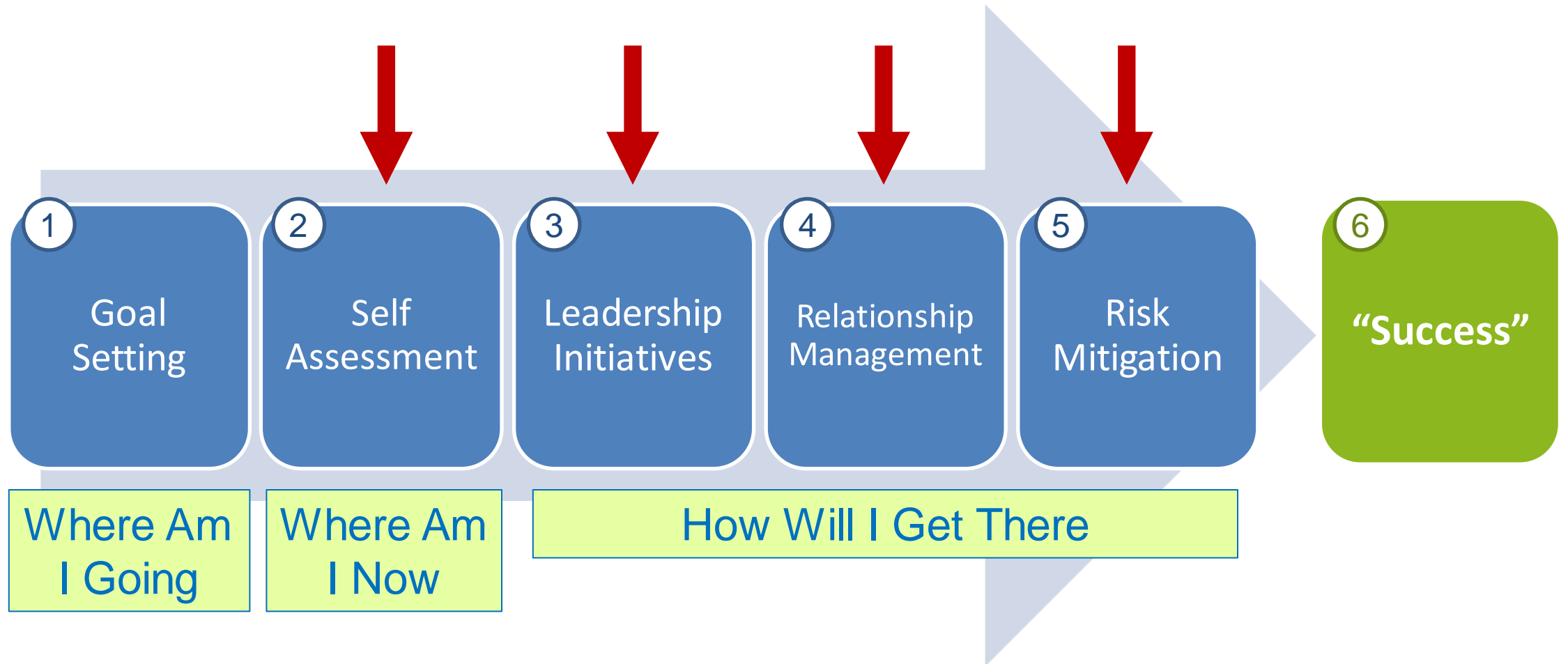
- ✓ Create the foundation for a quick career move
- ✓ On-the-job – mitigate risk: 1) leadership, 2) self-assessment, 3) situational awareness
- ✓ Negotiate your severance
- ✓ Address the Root Causes of Age Discrimination

JOB SEARCH - HCC'S SIX STEPS TO SUCCESS



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

ON-THE-JOB: STRATEGIC SUCCESS PLAN



**Create the
foundation for a
quick move**

Build and Leverage Your Network

**Think broadly about
your network.
Then reach out...**



...and Keep in Touch



Think broadly about your **INTERNAL** network

Your current boss, and their boss (or board members)

All your dotted-line bosses

Others above you that you know

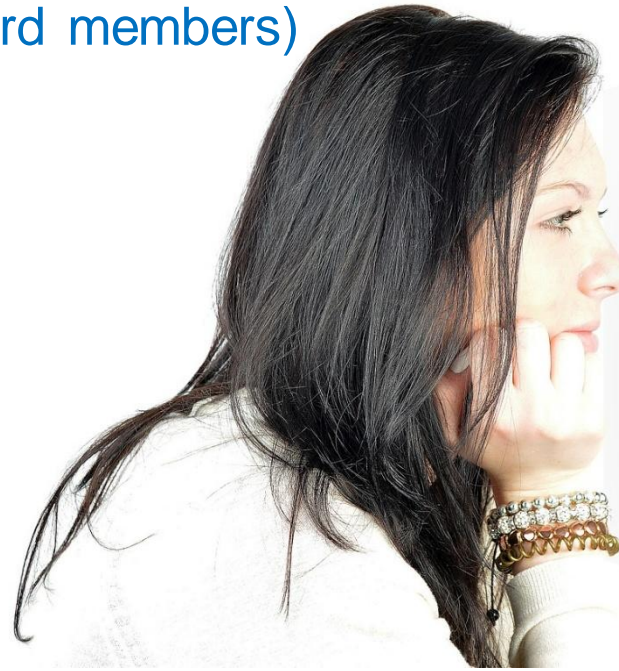
Previous Managers

Current and previous colleagues

Those in ERGs you're involved with

Acquaintances

Anyone else who you might be open to helping, and who might want to help you



Think broadly about your **EXTERNAL** network

External colleagues, including people who used to work for you

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...

(Google "Weak Ties")



Ways to Build Your Network

- Join an Employee Resource Group
- Associations – Professional, Alumni, Civic organizations
- Seek to improve visibility via projects, assignments
- Look for opportunities to present to a broader audience, e.g., at conferences
- Volunteer to lead internal initiatives
- Leverage Referrals & Introductions
- Cold outreach
- LinkedIn (and other social media)



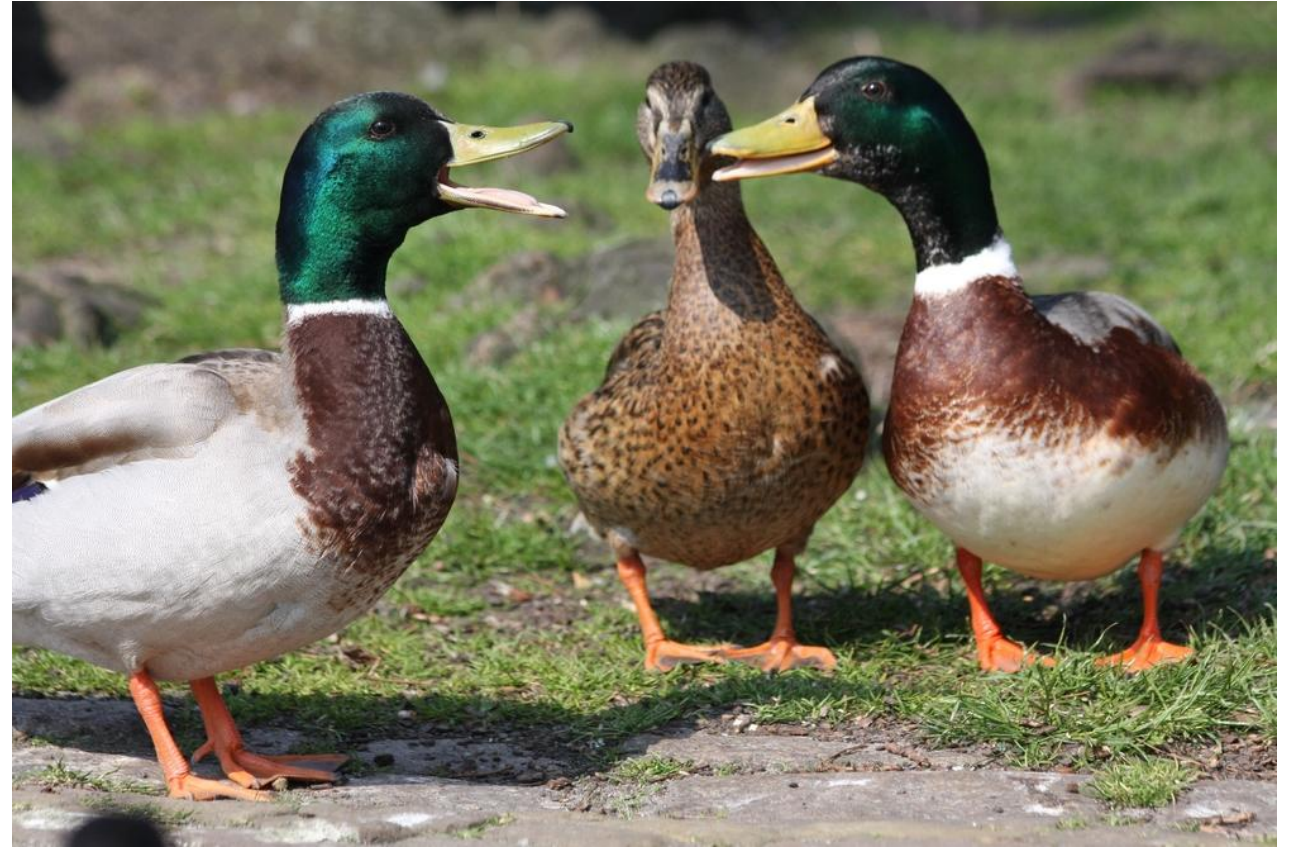
LinkedIn: Who to Connect With

**First
Quality...
Then
Quantity**



Quality Connections

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



If someone you don't know

Build a relationship – ask why they are reaching out

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

Expand Your Network via Advanced People Searches with a quality network

See who you can be introduced to:

- Retained search firms
- Executives/C-suite and Board Members



Don't Make this Mistake!

- ✗ “send me your resume and I’ll forward it on” ***black hole***
- ✓ **you need to have the relationship with the hiring manager!**
 - Ask if ok to email with “Referred by” in the subject line. OR...
 - Send a “forward-friendly email” with your pitch



Source: [European Southern Observatory](#) under [Creative Commons](#)

Make it easy for them to help you

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

If new to LinkedIn:

- “People you may know”



keeping in touch

Segment your contact frequency

Not in your field?
2-3 times a year

In your field?
Quarterly

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



If you feel you have nothing to write...

www.journalofstuff.com/usefularticle

Subject: Additional thoughts

Subject: Hello and update

Seasonal/holiday greetings

Contact Management: 50% of Success

Have a contact management system!

Inexpensive examples:

- Spreadsheet with columns for name, company, job target, **next action**, **date**, **next action**, **priority**, status notes – most clients do fine with just this
- Many other free or inexpensive CRMs - search for “free inexpensive contact management”; examples include Hubspot, Essentialpim (for Windows), Zoho, Nimble, Capsule CRM, etc.

An Essential Networking Tool



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, “encounters”

One minute

Interviews

Two Minute

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, a conclusion
6. Turn it back to them

20
sec

5 seconds

Networking
(One Minute)

Interview
(2 minutes)

To Develop Your Brand, ask...

- What makes me great at what I do?
- What value do I add?
- How do I stand out?
- What is the essence of the role I perform and the value it provides?



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

- I've been effective as a finance leader because I've been able to take the investor perspective, I know how to speak the language of investors.
- I'm not just an Operations Executive, I'm also a Diplomat and an Engineer...
- I lead my team in turning uncertainty into opportunity (Insurance Executive)
- I tell stories with data (Head of Data Science)
- As an HR Leader, I'm viewed both as a trusted advisor to the CEO and Boards and a True Business Partner
- I'm an energy insider (Corporate Development Exec - PE energy firms)
- Organizational Learning is a journey, and I provide the map (Chief Learning Officer)
- My clients tell me I get their brands better than they themselves do (Ad agency executive)



Steps 2 to 5: A subset of Resume Summary Section

SENIOR FINANCE EXECUTIVE

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

◆ 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.

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

From LinkedIn Recommendations & Reviews: "Exceptional leader and partner...commands respect...sets an excellent example...motivational...inspiring...you're the best boss I've ever had"

Categorizes

Differentiates

Greatest Hits
(examples)

Differentiates

Underlying
success

Client obtained networking meeting to share insights and learnings

Subject: Discuss sustainable product launches at YourCo?

Dear Pudra,

I noticed on LinkedIn that you are the Chief Marketing Officer at YourCo. I thought I would reach out given our shared background in sustainable product marketing and the Coatings sector.

I'm currently Chief Commercial Officer at MyCo, responsible for a \$400MM P&L across Coatings, Rubber, Adhesive sectors. My LinkedIn profile is <https://www.linkedin.com/in/x/>.

I found that having conversations with business leaders in Coatings and Rubber sectors, like yourself, can be a mutually beneficial opportunity to share perspectives and market outlook, to the benefit of both of our organizations. Would you be open to a 20-minute conversation?

As part of our conversation, I would be happy to introduce you to people in my large and extensive LinkedIn network, as well as sharing any insights you would find useful in my experience in the Coatings and Rubber sectors.

Some background: I have 16 years of leadership experience, including sustainable product launches and strategic business development in specialty and renewable chemicals. My track record includes business transformations, restructurings and new market development leading to revenue/EBIT improvements at WellknownCo, MyCo and other employers:

- **Managed five business lines** including sales, tech service, strategy, product management, new product development and manufacturing.
- **Turned around** two businesses with **transformative market-driven strategies** amidst Covid, Force Majeure, and severe global logistics challenges, achieving **double digit growth**.
- Shepherded four **disruptive products** to success; recognized in industry with prestigious **"Innovation Excellence" award**.
- Grew the sales of a **disruptive, sustainable product 30% via new product sales strategy** and sales excellence program.
- **Restructured and re-built team**; saw high retention of top performers. Increased engagement score by 30%.

Even a brief meeting would be beneficial. Would you have 20 minutes available to talk?

Pitch

Cold outreach to explore/get advice on a future transition

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

Dear John,

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

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

Pitch

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

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

My LinkedIn profile is X.

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

Your Five Second Pitch

Use it to make sure that your boss(es) and colleagues know what you want them to know about you.



The Five Second Pitch

A concise phrase that generates interest...

- When answering an open-ended question
 - How's it going?
 - What are you doing these days?
- In a meeting, to get across your value



Examples: Your 5 Second Pitch

- ✓ “When I led the merger integration at my prior company...”
- ✓ “When I was the CFO...”
- ✓ “now that I’m done with the workflow management project...”
- ✓ “I’ve been busy in-sourcing our business analytics capabilities...”
- ✓ “...since completing the Google business partner negotiation...”
- *Yours?*

**On the job –
mitigate risk**

Think About Your Work Relationships

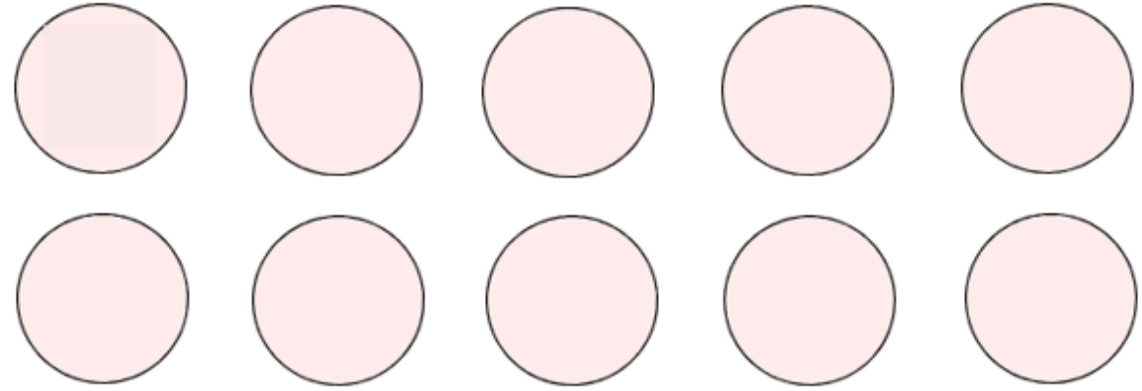
Are they solid?
Can they be
improved?

Are You
Sufficiently
“Connected?”

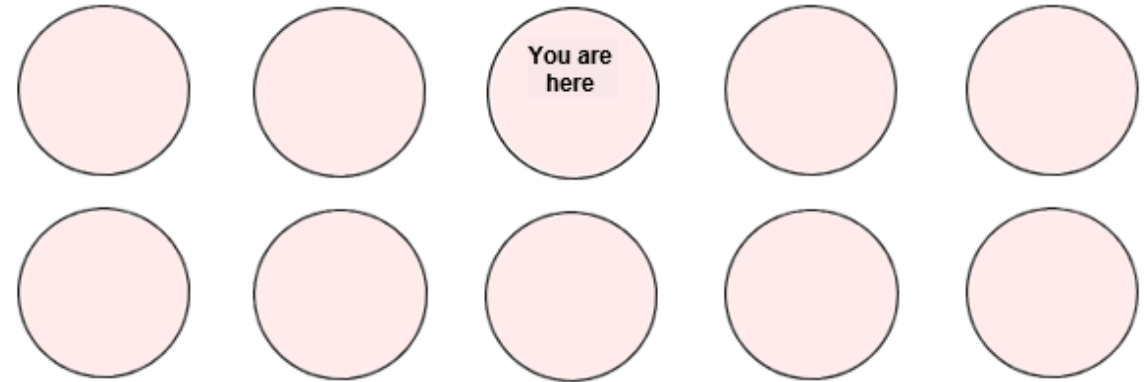


At YourOrg, who depends on you, and who do you depend on?

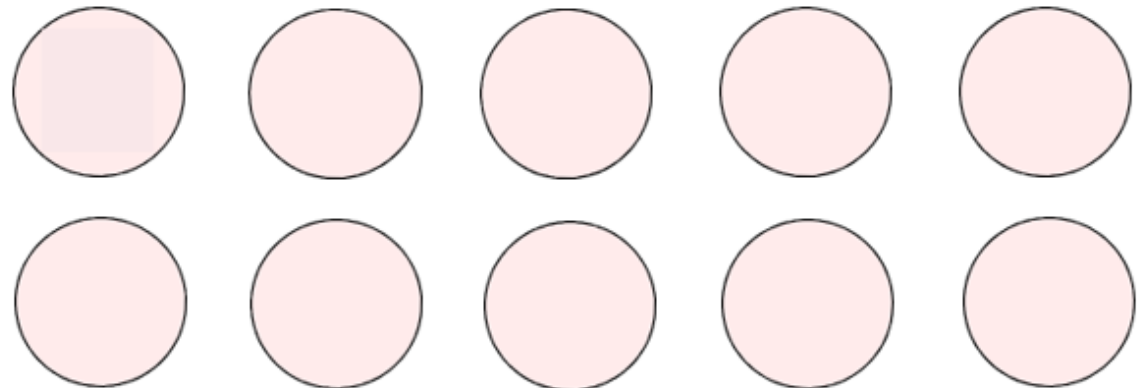
Those above you who influence your job



Peers – At Your Level



Lower Level than You

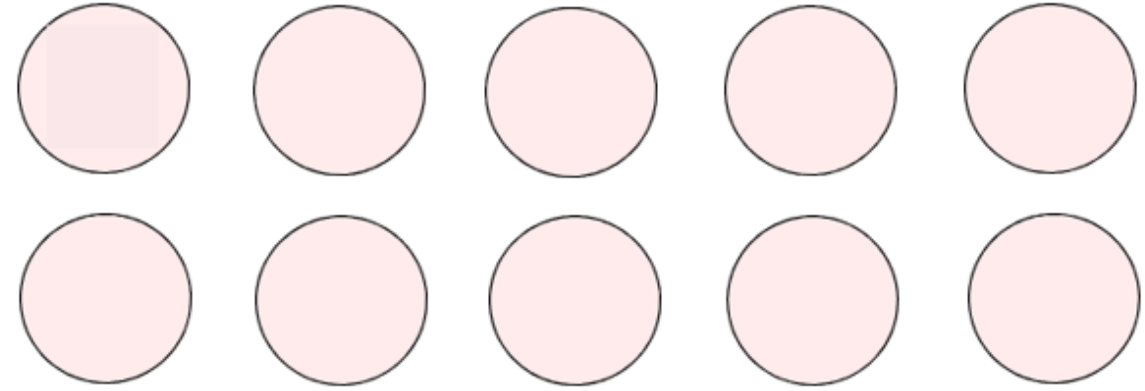


Create Your “Stakeholder Map”

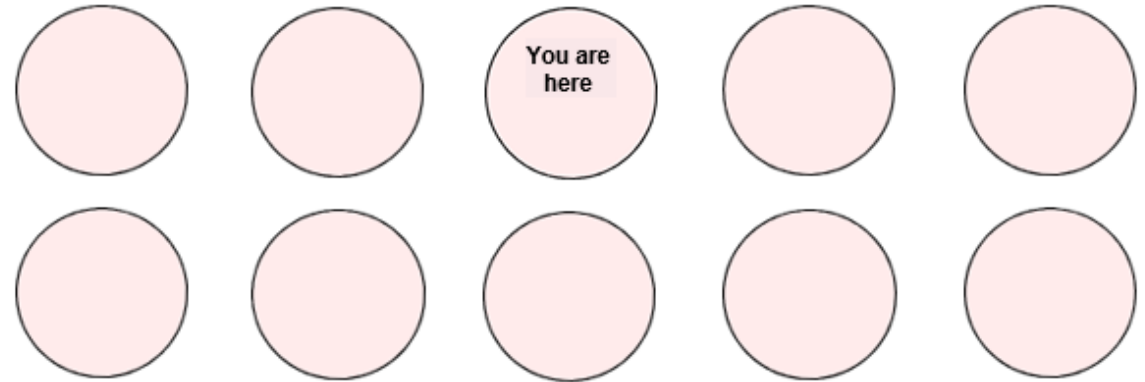
- List all your:
 - “bosses” (not just the official one)
 - peers (including business partners, vendors)
 - “subordinates” (including non-direct reports who support you)

Quarterly: Assess these relationships, address gaps

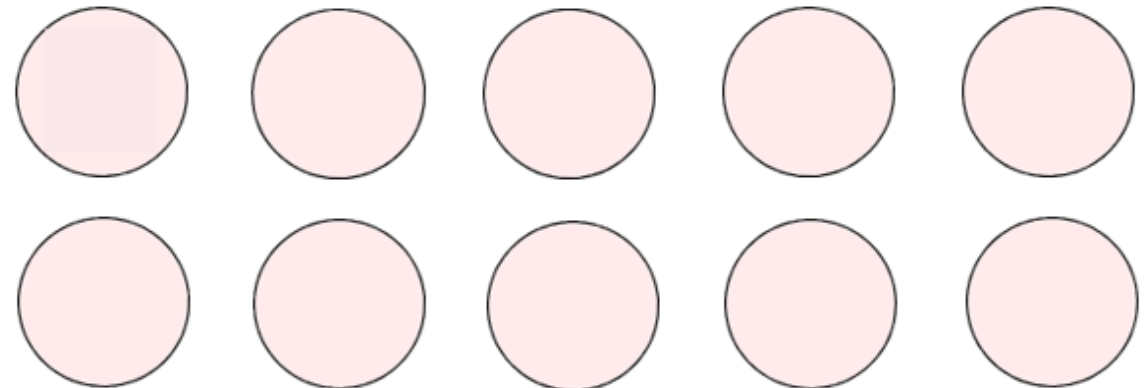
Those above you who influence your job



Peers – At Your Level



Lower Level than You



Look to Demonstrate Leadership (Be Curious)

- Vision for a better way
- Influence others to get on board
- Results



**Don't just be a leader on the org chart.
Really lead – and you'll be the one that's kept on**

Stay One Step Ahead

Know when it's time to move on.

- ❖ Are you set up for success?
- ❖ What's your personal "SWOT" analysis?
- ❖ What is being said about your industry, your department?
- ❖ Is this position still compatible with your Plan?



Are You Set Up for Success?



- Expectations (What are they?)
- Resources (staff, budget, access—any weak links?)
- Key Stakeholders (are they aligned with position?)

What's Your Situation - Opportunities or Threats?

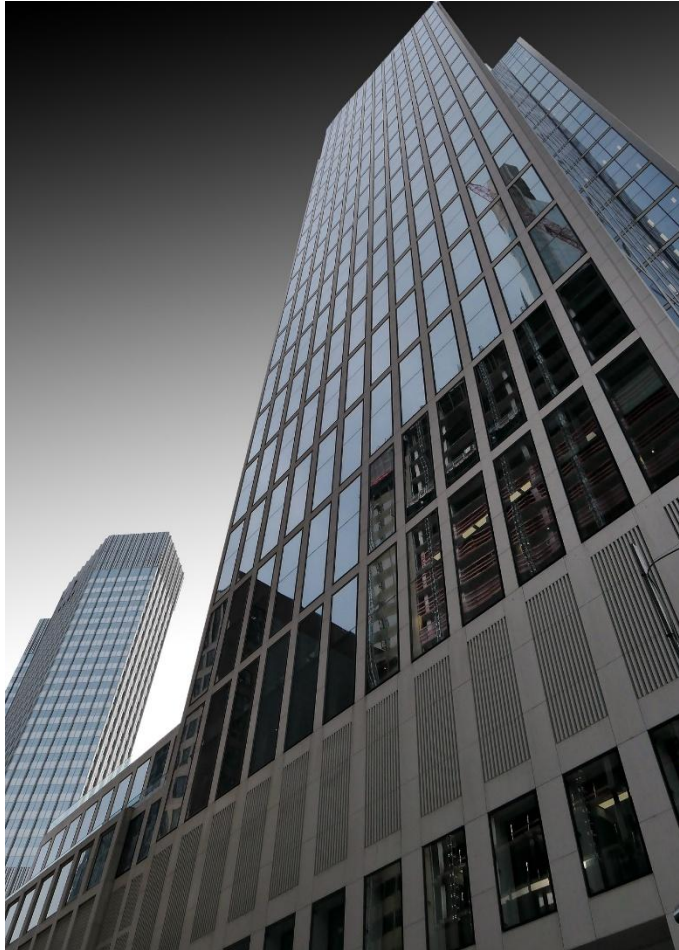


Personal Assessment (SWOT)

- Strengths e.g., strategic, relationships
- Weaknesses e.g., not technical
- Opportunities e.g., break down silos
- Threats e.g., will be relied on for technical programming

Organizational Strategy

Is it a winner, or will it hinder you?



THE 5C's

- Customers
- Collaborators
- Capabilities
- Competitors
- Conditions/Context

corporatefinanceinstitute.com/resources/management/5c-analysis-marketing/

Address the Root Causes of Age Discrimination

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



Showing **enthusiasm** addresses their real concerns: money, motivation, and fit

The average age of c-suite executives: 56 (Korn Ferry)

Negotiate departure terms/severance if/when the time comes



- Negotiate with person who has the most power and most sympathy
- Leverage
 - Sympathy
 - “market rate”
 - History of value added

Consider negotiating departure date – consulting, different title, aid with transition

Homework

1. Assess your true network - goal: 200+ , at least 200 on LinkedIn
2. Develop your “keep in touch” strategy including contact management
3. Develop your "5 Second Pitch” and your Networking Pitch
4. Explore getting involved with at least one association or presenting at a conference
5. Share an article, insight or update on your LinkedIn feed, and/or interact with someone in your extended network
6. Create and assess your Stakeholder Map
7. Identify Opportunities to Lead – Be curious, Question BAU
8. Are you set up for success? For example, do your personal SWOT analysis, 5Cs

- You'll get the slides and recording within one business day.
- If you want to schedule an appointment with me, I'm available beginning Tuesday April 1st.

Resources: www.hellmannconsulting.com/resources

Blog Posts: www.hellmannconsulting.com/blog

www.hellmannconsulting.com/pubs

Q & A

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