

Revitalize Your Job Search Marketing Materials

Robert Hellmann

Hellmann Career Consulting
www.hellmannconsulting.com

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To Get The Slides and LinkedIn profile checklist:

bit.ly/wp32321

WHAT WE'LL COVER

Resume

LinkedIn Profile

Pitch

Which Statement is True?

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

Which Statement is True?

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

Answer: None of the above!

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

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.

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

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

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

Leslie Kwan Lee

444-444-4444 | xxxxxxx@gmail.com | www.linkedin.com/in/X

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 every organization, via:
 - Transforming **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 recruiting** through new marketing 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
 - ◆ Talent Acquisition & Development
 - ◆ Workforce & Succession Planning
 - ◆ Employee Relations
 - ◆ 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 to develop and retain top talent while supporting the company's financial objectives

- 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 improved the identification and rewarding of high performers as well as the exit of poor performers
- **Improved talent acquisition**; identified new acquisition channels and built strategic partnerships, meeting and exceeding all AA / EEO / OFCCP goals and regulations; **passed DOL audit**.

HR Director, Leadership Recruitment & Selection

2010 - 2015

PHILADELPHIA INDEPENDENT SCHOOL DISTRICT, PA

Created consistent, transparent processes to recruit and select 1,800 internal and external campus and central office leadership officers, resulting in 175 yearly hires with an **85% acceptance rate**

Leslie wanted to make clear that he had relevant HR leadership experience in Education, so he highlighted older experience up-front in his summary section



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/wp32321

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

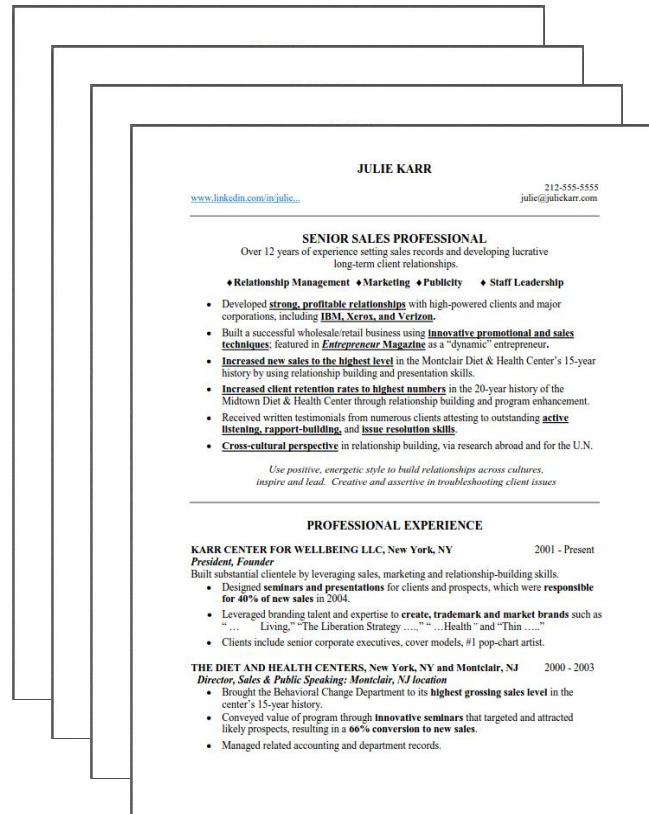
LinkedIn Profile

Leverage Resume's Verbiage

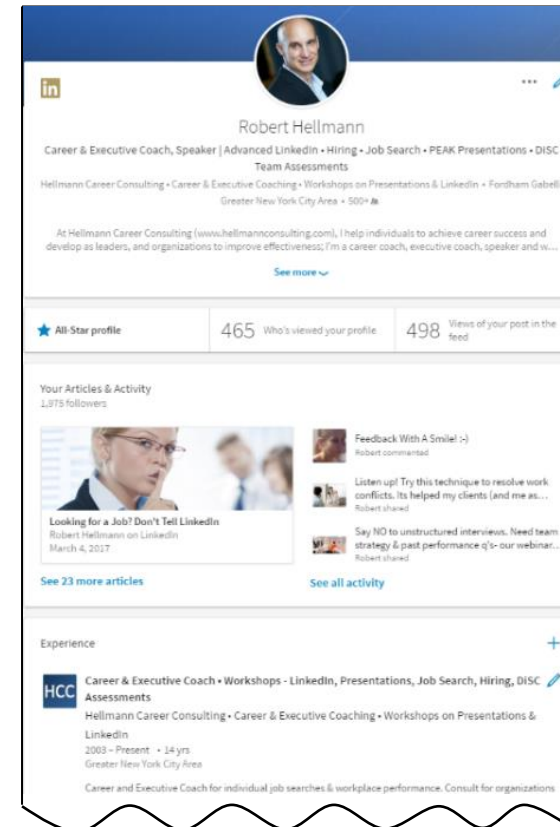
“whenever possible...”

Consider these Differences...

Resume - different versions



Profile - Just One



And...

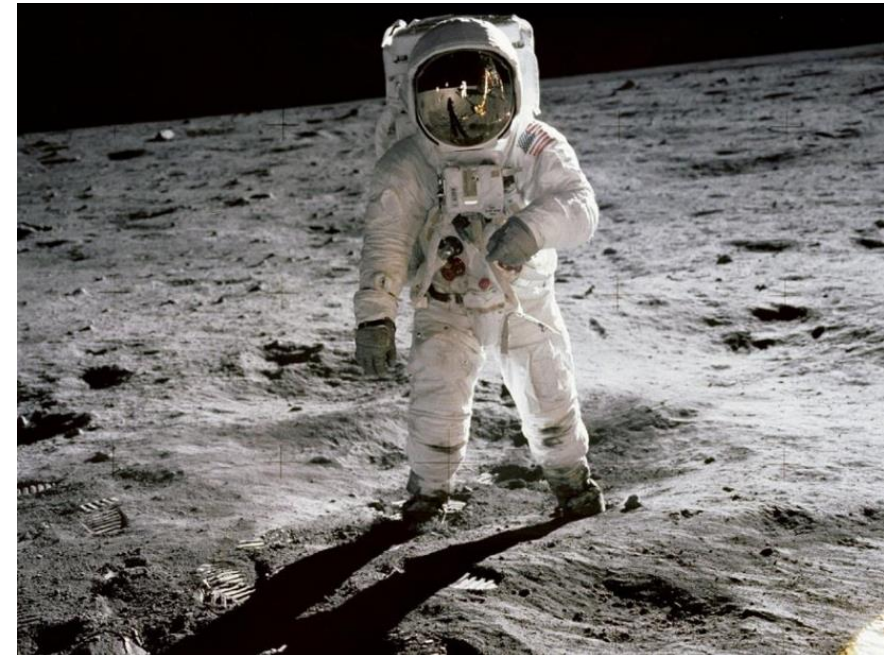
**Just a Handful of People See Your Resume
Way more view your
Profile!**



Try to Keep Resume Accomplishments, Including Metrics

Exception examples:

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



Also...

LinkedIn Profile \neq Jobseeker



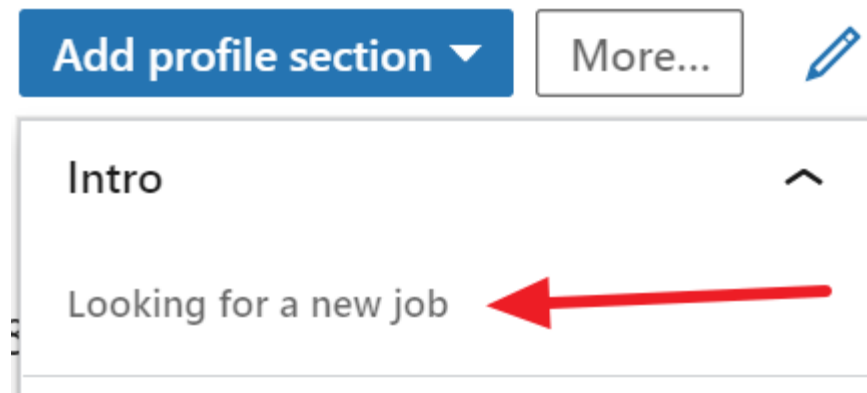
**Don't Say
You're Looking**

**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

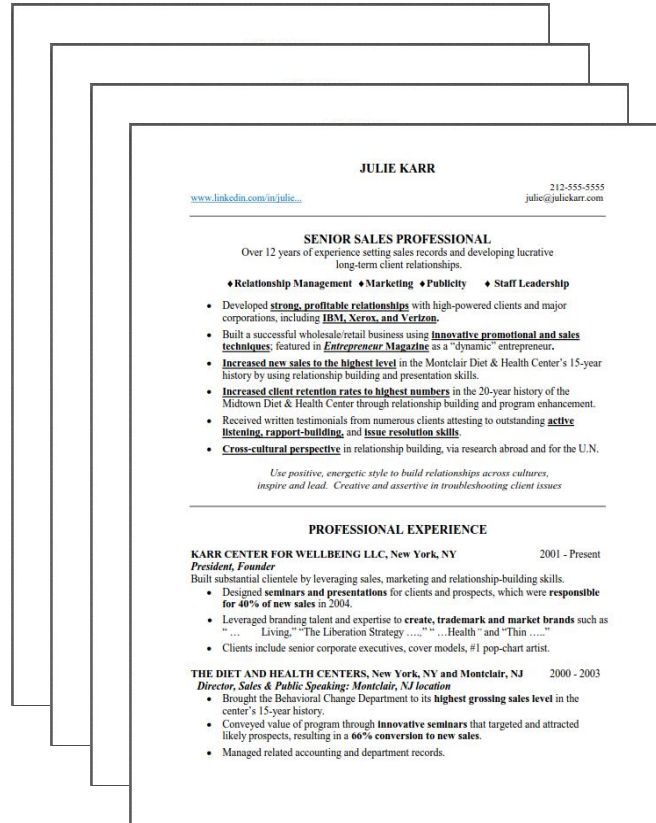
- Consulting?
- Volunteer?
- Education as a “Job”?



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...”

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

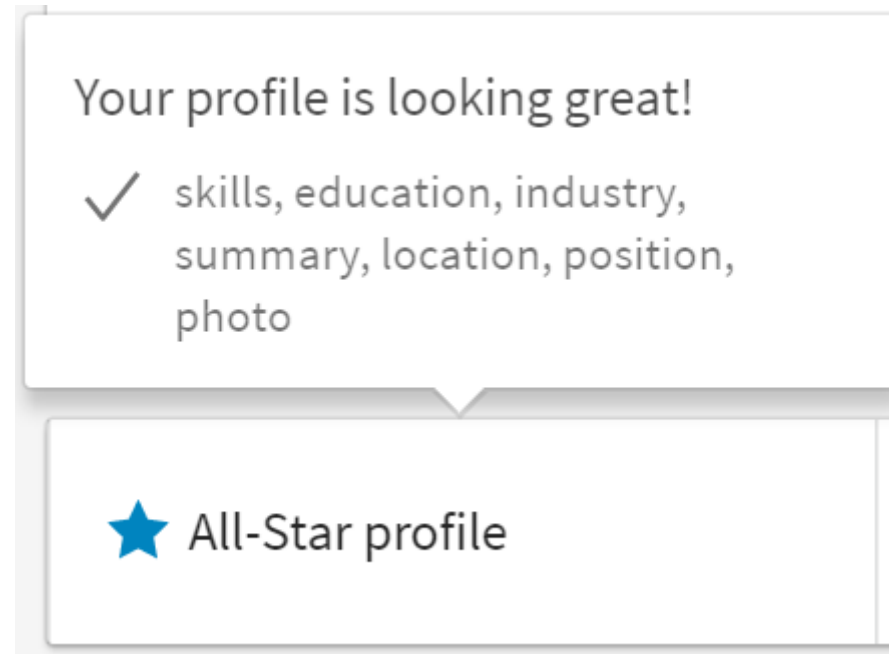
- Have a complete profile (picture, summary, etc.)

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

Common Sticking Points

- **You say:** “All the senior profiles I see are sparse, so I’ll do the same.” **Reality:** They don’t know how to use LinkedIn, haven’t thought about the benefits of keywords, etc.
- **You say:** “I wanted my profile to be different than my resume.”
Reality:
 - Your marketing message should be consistent across channels
 - Don’t miss out on an opportunity to be found.
 - Sometimes it needs to be different, but only for the reasons mentioned in this deck.
- **You say:** “My employer will see!”
Reality: So what? Everyone should be on LinkedIn! They won’t see how you’re using it.

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
-
- 5 seconds
- 20
- 30
- 2 minutes

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

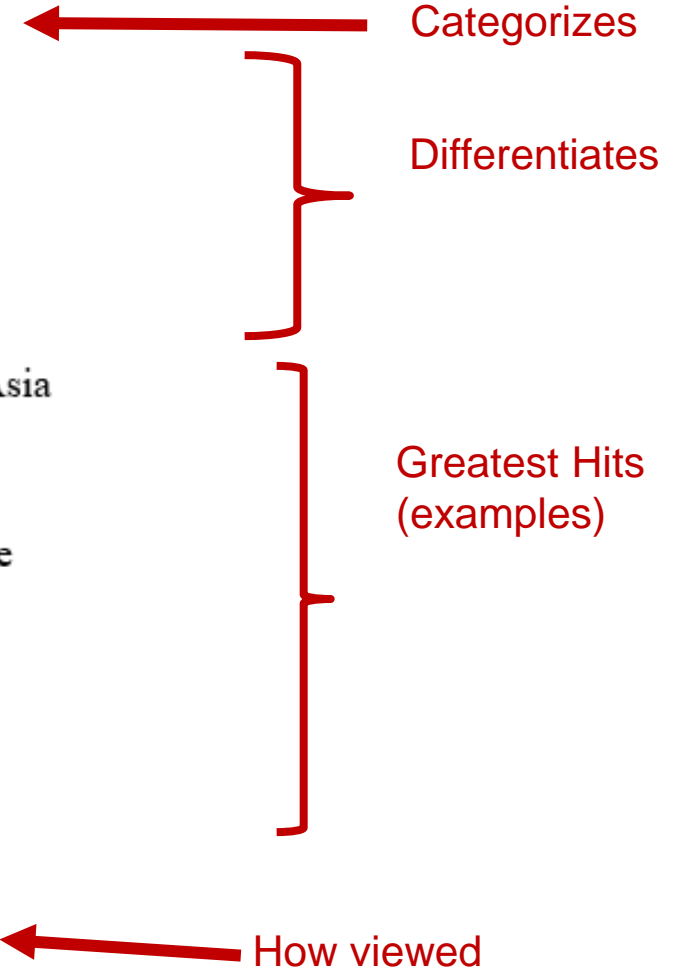
CFA Charterholder with 10+ years of progressively responsible experience in the media industry.

- Accounting
- Forecasting
- Financial Planning & Analysis
- Global Staff Leadership
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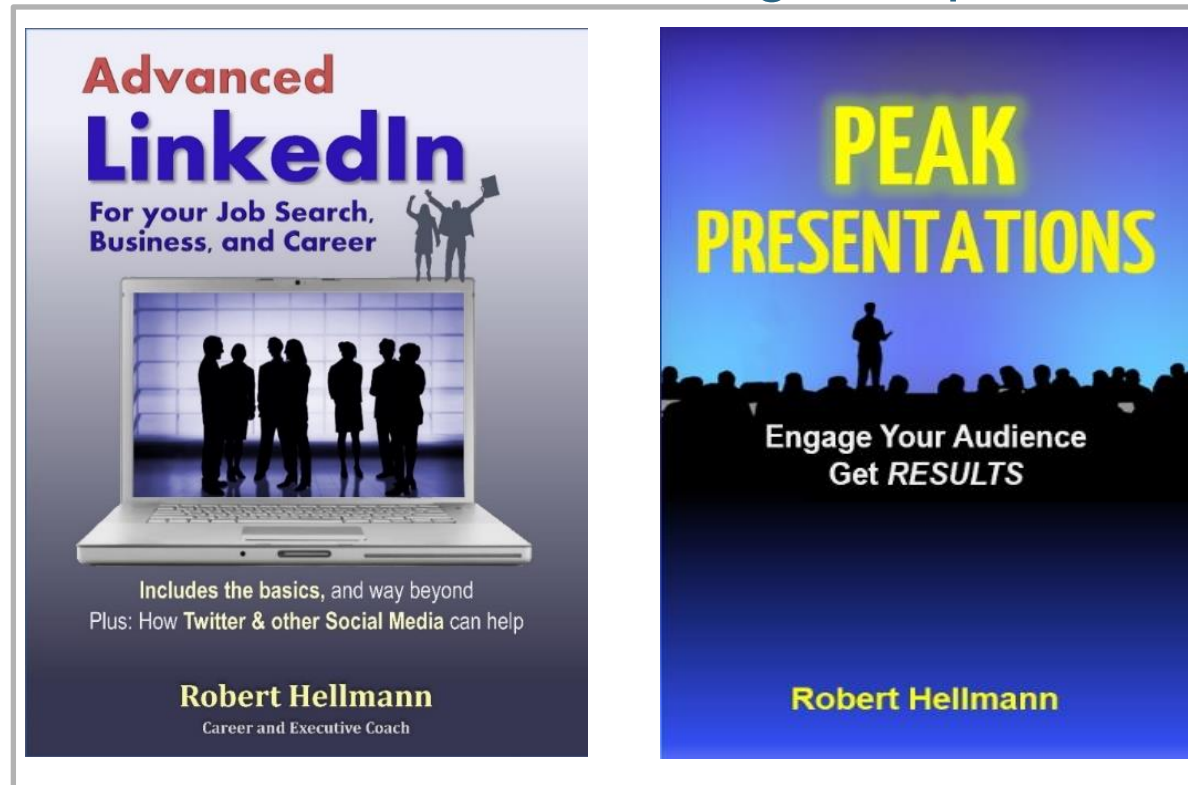
From LinkedIn Recommendations & Reviews: “Exceptional leader and team player...thought leader...delivers a top notch work product...Consistently demonstrates strong technical, analytical and presentation skills”



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Resources: www.hellmannconsulting.com

www.hellmannconsulting.com/pubs



MY EMAIL: rob@hellmannconsulting.com