



CAREER
RESUME
CONSULTING

The Resume Reboot Manual

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THE RESUME REBOOT MANUAL

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Introduction

This Resume Reboot Manual is designed to give you a different way of looking for a job – one that is much more effective than just searching online job boards like CareerBuilder, LinkedIn and Indeed. What you may not know is that **the job boards only hold about 4 or 5% of all of the jobs that are available** in the market today... *And yet 92 to 95% of job seekers use the job boards as their main form of looking for a job.* Therefore, searching for a job online is so competitive that even with a fantastic resume, it is still highly unlikely that you'll get a response from the HR professionals and Recruiters that are sorting through the hundreds of resumes they receive each week. There are much more effective ways of looking for a job. Today, in 2019, my Recruiter friends tell me *they still get an average of 80 to 120 unsolicited resumes a day.* **First and foremost, you need a stellar document to put in the hands of hiring managers – one that defines your unique strengths and aggressively sells your abilities.**

By way of introduction, I am an executive career search strategist, resume writer and CEO of Career Resume Consulting, and my firm is nationally and internationally known for getting our six-figure and seven-figure clients jobs fast and shaving months off their searches, along with assisting them in negotiations to ensure they are paid what they're worth – usually tens of thousands, and sometimes hundreds of thousands, of dollars more than what they were making in their previous positions. I have been marketing my clients successfully into new careers for over 16 years, giving them both the competence and the confidence to win the position they love and deserve.

I started my career in sales and call center management, and spent a decade in Operations at American Century Investments, where I made hiring decisions for every position from front line customer service to Executive Directors. After being laid off in 2003 and spending almost a year unemployed, I was hired by the largest Executive Career Marketing firm in the industry, where I served as a Senior Marketing Director for five years. It is here that I gained the insight into what a personal marketing approach can do for an Executive career search. In addition, throughout my career, I gained 18 years of hiring manager experience for both large corporations and small companies.

In 2008, I started Career Resume Consulting as a sole proprietorship, and have built it into an internationally recognized boutique, full-service Executive Career Firm. I am now fortunate enough to be considered a national authority in the hiring industry, having been featured as an expert multiple times in The Wall Street Journal, NBC News, Bloomberg Businessweek, Monster.com, Careerbuilder.com, TheLadders.com and dozens of other online and paper publications. I have also authored *The Job Search Accelerator Blueprint* and this book, *The Resume Reboot Manual*.

In 2016, Career Resume Consulting partnered with the Veterans of Foreign Wars (VFW) Association to be their exclusive provider of career search training, and last year we were named Top Employment Firm in Kansas City in Ingram's Kansas City Magazine. We are also privileged to earn awards as the top Executive Career Firm and Resume Writing firm from Kansas City for the past seven years in a row.

I am often asked to serve as a resource for the local and national community for all topics related to hiring. Examples include serving on an expert panel for a conference on large company hiring, jointly sponsored by the AARP and the Hispanic Chamber of Commerce and attended by hiring professionals representing 150 of the largest companies in Kansas City. I also serve as an advisor to large household names to assist in hiring protocol, especially when opening a site in a new location. For instance, I was recently asked to be the resource for determining compensation levels and hiring practices in Kansas City by the leader of a \$4.5 billion dollar business area of JP Morgan's New York office.

In my experience, the job market has changed more in the last five years than in the previous 50 years. My advice as morphed significantly since I started my own client practice in 2008. But the principles of personal marketing have been consistent. The techniques and strategies in this manual are ones that have been proven effective for my clients for the last 16 years, plus some of my most recent advice to my clients based on what's been working in this current job market.



This Resume Reboot manual is designed to get you started in a new direction; one that will shave months off of your search for a new career. I will walk you through the steps needed to create the kind of resume that has kept my clients consistently busy with interviews from multiple companies. You'll learn how to determine your core strengths – your Unique Selling Proposition – and develop your "brand" through your written credentials. The quality of your resume is one of the most important factors in how fast it takes you to land a new career position. It determines an employer's first impression of you; it's

your 30-second commercial. Therefore, you need to spend a good amount of time to craft a superior one.

If you do all of the activities that are laid out in this manual to create a new and improved resume from scratch, along with adding your summary and your achievements to your LinkedIn profile, you will find that you will begin to get phone calls from employers at a much higher rate than you were getting before.

This manual is specifically designed to address those people who have been looking for mid to high level professional positions for many months; especially those who have had little or no calls from employers or productive interviews during their job search. It is also a good fit for job seekers who have been recently laid off and don't know how to start working on their resume.

I guarantee you this is a much more effective resume, compared with what 95-98% of job seekers use to get their next position.



My goal with this Resume Reboot manual is to get you focused, and actually excited about your job search. If you have a resume and personal marketing materials that present you as a top performer... and you know exactly how to get them in front of the right people... and you know when you wake up in the morning, you'll know exactly what you're going to do every day to find a job... your productivity will pay off, and you will start to receive phone calls from the employers that you want to work for. And finding the *right type of company* and the *right job for*

you is what is most important for any career.

The most important advice I can give you as a reader of this manual – and as a top performing professional – is to take your time with this book. Use the tools that are within these pages to develop a resume that really defines who you are and all of the wonderful things you can do for your next employer.

So please keep in mind, if you just read this manual, and you don't act upon the strategies and the advice that I'm giving you, you have wasted the time spent at this workshop, and you are no better off than before you arrived. But if you put into action the steps that I tell you to take in crafting a new resume, you may find in a matter of weeks that employers are starting to call and you are beginning to go through hiring processes (hopefully with multiple employers concurrently).

With that being said, please know that even though a new, functional resume – written with the direct marketing techniques I will lay out in this manual – will increase your positive job search activity, I can't promise you that

employers will be pounding down the door to get to you. Even with a low unemployment rate in 2019, it is still a tough market out there; it is estimated that there are still 34 million people in the U.S. looking for a new position (20 million of which are fully employed but are dissatisfied with their current jobs). And the actual response rate will depend on a number of factors – the type of job you're looking for, your qualifications, the income you're seeking, the number of companies in your area that are in your target industry, the local unemployment rate, etc.

The actual response rate from employers for my clients varies a great degree based on these factors. But I can tell you the #1 factor that determines the amount of response you get from



your job searching activity is completely within your control, and that is: ***the amount of work 6***
you put into it.



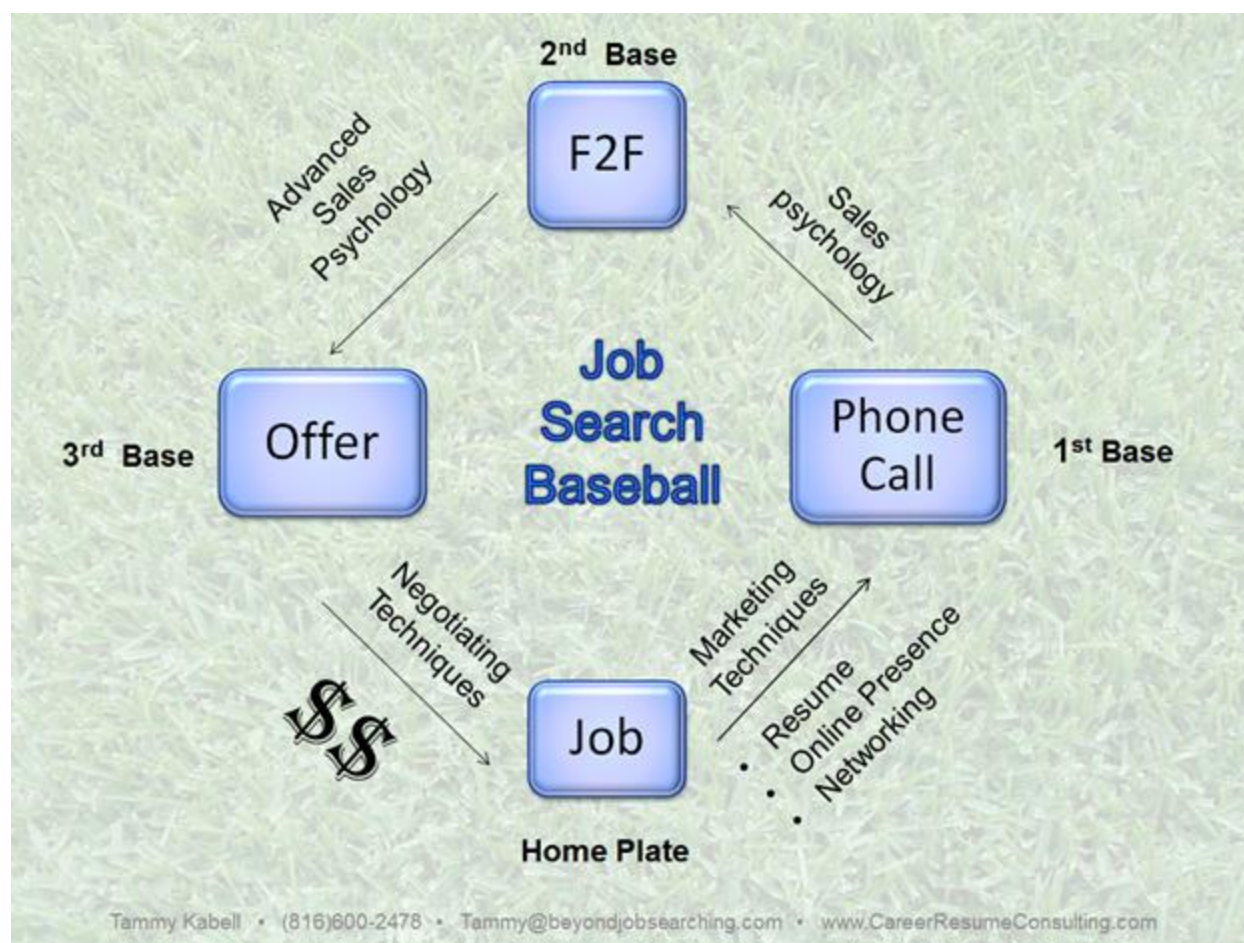
In other words, my biggest piece of advice to you is take action. **Do things differently!** If you continue to do what you've always done to try to find a job, you will get what you've always gotten (...And what you have always gotten does not include landing a job.)

In the past 12 months, from 2018 to 2019, a majority of our clients have started new positions in 12-26 weeks or less, and in the last two years, over 65% of them had their jobs created for them that didn't exist before.

This is because the resumes we build for them – the type of resume this manual will teach you to build – **positions you as a stand-alone investment, and not just a candidate.** My intention is to help you with your ultimate result – to start your new career quickly with a position you are excited to perform and a company that matches your values and culture, so that you are ecstatic to go to work for on Monday mornings!

So let's get started!

We'll begin with learning a new framework of how today's job market works. I call it, "Job Search Baseball."



Above is a new framework of thinking about the job market. Think about looking for a job like it's a baseball game. Everything you do to get to 1st base, the initial phone call, is all marketing techniques. This includes your resume, all of your online presence, including your LinkedIn profile (which is essential), and your networking, all have to have a consistent message of what you're best at – your expertise, and what sets you apart from everyone else.

Tried and true marketing principles work best to get you to 1st base. Once you're on 1st base, the best way to get you to 2nd base is to use sales techniques to control the conversation and get you into a face to face interview.

Then, using advanced sales techniques, like rapport building and find out an employer's pain points, will get you to 3rd base, which is the offer. Finally, using negotiating techniques, you can work with the employer to get you paid what you're worth!

It's time for a....

Resume Reboot

Using Your Resume to Build Your Brand

Why “build a brand” in the first place? Well, let’s face it – until an employer gets to know you, **you’re nothing but a commodity**. Therefore, you need to create for yourself what the marketing industry calls a *Unique Selling Proposition*. In other words, you need to tell an employer why they should call **YOU** instead of the other candidates with just as much or more relevant experience.

Your USP is your unique combination of skills, strengths, experience and education – it’s this combination that no one else has.

And you need to define your USP in your resume, which is your “30 second commercial” to a potential employer. Hiring managers easily receive 200-600 resumes for every position posted, and well-known companies can receive over 1,000 resumes for each opening! Therefore, it is **imperative** that you set yourself apart.

In your resume, you should state in no uncertain terms what you can do for an employer. It’s not about what you want – “I’m looking for a company that can utilize my strengths and can offer me career potential....” Your summary statement should be all about what you offer *them* – “Having grown my sales territory by 42% in the last two years, I have developed a systematic approach to business development that works and can affect your bottom line in a matter of months...”

It should be immediately apparent to a potential employer that ***it would be a safe bet to hire you.***

Ten Things You Shouldn't Have in a Resume

- Any detailed job history past 10-12 years, or putting a date on any accomplishment more than 15+ years old
- Any past salary
- Dates of graduation from college
- Anything regarding high school graduation – if you don't have any college, just don't put anything
- Beginning and ending months of employment – only put years
- Just a list of job duties or job responsibilities – hiring manager don't want a job description, i.e., what you did just showing up for work every day... they want to know what you actually accomplished in the job – *achievements, achievements, achievements!*
- Personal stuff – hiring managers don't take the time to read it, and it's not relevant to making them money
- References – the time and place is later, after a successful face to face interview, or if they ask for them, whichever comes first
- "References upon request" – everyone knows they are
- 2 or more pages – you have 20-30 seconds of someone's attention, so it needs to read like a 30 second commercial – give them a teaser so that they'll call you to find out more!

Seven Characteristics of a Great Resume

- ✓ The resume should ideally be one page in length, even if you are an executive with 35 years of experience
- ✓ At the top, the job title/titles you want must be listed – they need to know what you're looking for, and at what level you are qualified
- ✓ Your resume must be scanning-ready with key words related to the jobs you want
- ✓ The 1st third of your resume must be a summary of how you have either made a company money or saved a company money, and connect the dots for the employer by telling them how you can do the same for them
- ✓ Your resume must avoid revealing any liabilities, such as age, gap in employment, job hopping, etc.
- ✓ Your resume must sell transferable skills and experience factors
- ✓ It must present a first-class image

CHIEF OPERATING OFFICER / SR VP / HEAD OF GLOBAL SALES OPS

**Recognized Authority • Change Agent • Public Speaker • BoD Member • Cross-Matrix Leadership
Product/Margin Expansion • Open Communication • Corporate Transformation • Strategic Execution**

Having driven over \$1.6 Billion in revenue growth in my career, I have 20 years of award-winning experience in high-dollar, high-profile Executive Leadership, and have grown and turned-around multiple businesses. My unique advantage is my wide range of global experience, from Business Development and Sales to Operations and Finance, along with my ability to effectively recruit, retain and manage all levels of talent from individual contributors to a top executive team. My success is also tied closely with my ability to create compelling methods of market expansion and revenue development through inventive sales operations strategies for companies ranging from \$10M to \$4B annually. **But my intense focus on making the tough decisions to do the right things has been the cornerstone of my Leadership strategy and the key to my success.** *If you have a top quality product or service and you're ready to rise above your competition, let's have a conversation about how my talents can realize your plans.*

- **Global Visionary Leader**
- **Transformational Operations Acumen**
- **Unparalleled Revenue Growth Expert**

Key Skills: Strong executive presence with a keen business sense · Solid business ethics · Innovative problem solver · Natural leadership instincts · Thrives in a versatile environment · Easily works with & influences foreign cultures · Impeccable record of success · Unmatched work ethic · Decisive decision maker to achieve strategic objectives.

Bachelor of Commerce in Accounting, Finance & Systems, University of New South Wales, Sydney, Australia.

Advanced Business Program, Harvard Business School, Harvard University. **Certified Practicing Accountant (CPA).**

SELECTED ACCOMPLISHMENTS

Visionary Leadership – Responsible for skyrocketing global revenue **from \$2.6B to \$4B** and a 5.2% CAGR, managing up to **\$200M budget** and a **functional headcount of 260 FTEs**. Heralded with TDS's Emperor Award as the top performer within global sales organization of over 2,000 people. Additionally, **directs a discretionary investment fund of \$100M**, supporting over 10% of global revenue. For 6 months, simultaneously held VP Sales Ops, VP Finance and APAC GM roles, **achieving 225% of profit objectives**. Also, a COO/CFO for a start-up, developing Artificial Intelligence software. Sat on 5 corporate Boards of Directors – including Technology Credit Corporation and Hyosung Information Systems (currently).

Operational Excellence – Transformed sales operations role by shrinking traditional headcount by 22%, and enhancing reinvestment in emerging roles by 43% **to attain a net 12% decrease in headcount**, while achieving an unbelievable **penetration rate of 40%**. **Deployed a huge \$60M Salesforce sales/marketing/service cloud system**, *one of the largest projects in Salesforce's history*. Implemented Configure/Price/Quote system (CPQ) which slashed complex configurations **from 32 hours to 2 hours and quote-to-order time by over 50%**. Modernized company's essential accounting and financial processes, and collaborated with CEO on a 3-year restructuring plan, **setting the table for an IPO/trade sale**.

Growth Expert – Created innovative Commercial Sales Ops functions that **drove revenues by an incremental \$2B over 6 years**, with processes and systems enablement to support the revenue growth. **Eleven-Time winner of TDS's Circle of Excellence Award**. In only 2 years, **reinvigorated APAC business from \$230M to \$360M** (a 57% increase), and championed Chinese **market expansion 7-fold from \$32M to \$220M**, laying the groundwork for China to become **company's 2nd largest region**. Transformed team culture in ANZ region, catapulting growth **from \$40M-\$120M**. At the helm of an Australian food processor over 5 years, **directed 200%+ revenue growth and 400%+ profit growth over 5 years**. For a startup, closed company's first acquisition deal, which led to key Microsoft partnership status.

CAREER SUMMARY

President of Global Financial Services, Technology Data Systems (TDS), Santa Clara, CA, 2012 – Present.

Senior Vice President/VP of Global Sales Operations, Technology Data Systems (TDS), Various, 2006 – Present.

Finance Director - Australia/New Zealand, Technology Data Systems (TDS), Sydney, Australia, CA, 2003 – 2005.

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BETSY STELLER, MBA

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BUSINESS/FINANCIAL ANALYST

**Deadline Driven | Budget Management | Skilled Communication | Customer Focus
Teamwork | Public Speaking | Cost Control | Highest Integrity | Commitment to Excellence**

Having saved \$10M+ annually in my last position alone, I have won multiple awards for outstanding performance. I have represented Finance in projects exceeding \$250M, in addition to interpreting fiscal policy and supporting SOX requirements. I am a consistent source of ideas that work, using innovation to streamline processes that can positively affect your bottom line. I have the reputation of quickly becoming the "go-to" person for all subjects I learn. I have successful experience in both market leading and start-up environments. Overall, my ability to perform critical tasks with the highest degree of accuracy while maintaining composure in high stress and ever-changing environments can both drive your revenue and cut your costs, while enhancing client services.

- **Expert Problem Solving**
- **Constant Learning**
- **Consistent Top Performance**

"Betsy is probably the best employee that I've ever supervised or worked with... She is indispensable."
-Linda Sampleton, Director, UMKC Women's Center

Key Skills: Strong autonomy and proven record of success · Action oriented, analyzes situations rapidly, and gets things done quickly against tight deadlines · Communicates effectively at all levels · Remains calm under pressure and creates order out of chaos · Able to adapt and contribute to a variety of organizations · Broad administrative skills ·

MBA in Management, Avila University, Kansas City, MO. **B.A. in Psychology**, University of Missouri – Kansas City, Kansas City, MO. Psi Chi Honor Society, Alpha Sigma Lambda Honor Society.

SELECTED ACCOMPLISHMENTS

Problem Solving – Able to simplify complex problems, and design solutions to pressing needs of operations. Provided decision support for \$100M in business cases. Developed forecasting tool, saving 3 days in quarterly process. **Reduced 5% overall operating expenses** with thorough analysis of expense account. **Saved 20%** in contract labor costs by finding and correcting billing errors. Resolved phone usage problems, resulting in **17% total department phone cost savings**. Cleaned up PeopleSoft errors, **reducing error rate from 4% down to < ½%**. Created master document resolving communication issues, reducing document submittal errors **from 15% to 2%**. Also increased adherence to deadlines **from 50% to 90%** through effective departmental communication. Created training, decreasing cycle time up in new process **up to 13%**.

Learning – Quickly becomes subject matter expert in any subject immersed in. Took over bookkeeping for department with Poor/Fail rating, rapidly bringing it up to "Excellent" rating within two audits, **mitigating \$100K+ in fines and loss of millions in Medicaid funding**. Redesigned job responsibilities with a **12.5% improvement** in productivity/efficiency. Weeks after learning PeopleSoft Project Costing, maintained **98% accuracy**, promptly becoming dept. subject matter expert.

Top Performance – Managed budgets/forecasts **up to \$440M annually**, with a variance of **<2% per year**. Revamped reporting process to better quantify \$528M in inventory. Organized groundbreaking regional conference with up to 20 presenters and 500+ attendees. Met hard deadlines **100% of the time**. As owner of 2 small businesses, was fully booked with a client waiting list **within 2 months of start up**, and had **100% client loyalty** with no client turnover in 3 years.

CAREER SUMMARY

Financial Analyst, Sprint-Nextel, Overland Park, KS, 2004-2008.

Executive Administrative Assistant, Sprint-Nextel, Overland Park, KS, 2000-2004.

Earlier experience: **Administrative Intern**, UMKC; **Owner**, Service Companies; **Office Manager/Bookkeeper**, Contracting and Healthcare Companies.

INFORMATION TECHNOLOGY SPECIALIST

**Strategy to Action • Cross-Functional Leadership • Team Development • Organizational Change Agent
Innovative Technology Development • Trusted Authority to Top Executives • Internal Client Focus**

As a top-rated Strategic IT expert, I have been the catalyst for over \$320M in cost saving impacts for industry-leading companies by pioneering innovation. My 15+ years of high-level operational and technical experience affords me best practice successes, while creating and working within budget restraints. Possessing a unique combination of IT, Network Operation, and Data Analysis skills, **I have implemented leading edge automations of technology-based functions into the organization**, saving immense time and money *by seeing opportunities when others see impossibilities*. As a dynamic, collaborative team leader with a passion for working with many aspects of business, I identify gaps in processes and design innovative, efficient solutions that can save your precious company resources. *If you want transformational, innovative expertise that can turn your IT cost center into a profit center, let's have a conversation about how I can help lead your organization to the next level of success.*

- **Technology Automation Expert**
- **Process Improvement Leader with Real Bottom-Line Results**
- **Exceptional Strategic Visionary**

Key Skills: Strong executive presence · Talented troubleshooter · Manages complex projects seamlessly · Collaborative & empowering management style · Turns strategic vision into tactical direction · Unwavering commitment to excellence · Persuasively honest communicator · Highest integrity with a reputation of trust & respect at all levels.

Bachelor of Science in Applied Management, National American University, Rapid City, SD.
Six Sigma, Green Belt. **Nanodegree in Data Analytics**, Udacity.

SELECTED ACCOMPLISHMENTS

Automation Expert – Expanded automated switch translations which catapulted processed orders **from 607K to 2M in one year and slashed \$40.8M**, with projected reductions to be **\$58M in 2016**, and **\$140M through 2020**. Led cross-functional team implementing IT dual stacking automation to **eliminate \$7M** and **reduce project timeline in half**, from three years to 18 months. Partnered with team to automate network element acceptance process, **freeing up \$2.2M** with a continuing benefit of **\$450K over 3 years**. Directed another automation project which **banked \$2M**. Initiated Ethernet Virtual Circuit up-speed automation and router commissioning project, streamlining **\$1.04M** and **\$1.6M** respectively.

Bottom Line Leader – Developed a “One-touch” commissioning and remote testing solution which eliminated human error, reduced cycle time, and **slashed \$40M, plummeted overflow costs by 24% and continues to deliver up to \$1M in annually**. Communicated vision to successfully obtain funding for automated testing project, with **plunged manual testing time by >90%**, resulting in **\$3.9M in savings** with a continuing effect of at least **\$1.5M**. Streamlined cycle times by **over 50%**, from 120 days to under 60 days, cutting the need for outside overflow vendor. Invented an inventory cleanup tool, **recovering \$1.1M**. Implemented bulk testing tool to ensure network reliability, **cutting another \$420K annually**. Provided expert Level 2 technical support for 40 managers and 400+ technicians.

Strategic Visionary – Persuaded the Assistant Vice President on the need for an internal automation team, and founded the team with 2 other colleagues. Hired, led, developed and managed up to 40 FTEs (including **2 Six Sigma Black Belts**) throughout **9 different locations**. Championed and designed an automated equipment health check, **slicing \$7M in costs annually**; additionally abated plant operating errors and **cut FCC reporting incidents by 50%**. Established coding standards, collaboration methods and Agile methods including Scrum and Kanban, ticketing systems and emergency call processes. Authored work scheduling, monitoring and reporting tool for 200+ FTEs at an **annual savings of \$1.3M**.

CAREER SUMMARY

Area Manager, Network Operations, AT&T Corporation, Kansas City, MO, 2008-Present.

Senior Technical Support Manager, Network Operations, AT&T Corporation, Kansas City, MO, 2006-2008.

Manager Technical Analysis, Southwestern Bell Telephone, Kansas City, MO, 2001-2006.

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SPECIFIC JOB TITLE / TITLES YOU'RE SEEKING

**Key Skills • Things That Set You Apart • Keywords & Phrases • Pick Six to Ten
Specific Industry Experience • Desirable Qualities • No More Than Two Lines**

The first sentence of your summary paragraph has to really WOW the reader. **You can bold the first few words** of the first sentence to get their attention. You can summarize the number of years of experience you have in your selected vocation, or the total amount of **money you saved or brought in to a company or over your career**. But the first sentence is the most important, because it decides whether or not they read the rest of the paragraph. In this summary statement, **write in first person**, because people have an easier time reading it, and therefore read faster and *read more*. It's in this paragraph that you summarize the **breadth** and the **depth** of your **relevant** experience. But most importantly, it needs to **connect the dots** between what you've done in the past and what you can do for your next employer. In other words, *"I have done this and this, I'm exceptional at this, and this is how I can affect your bottom line."* End in a "call to action" that is italicized, telling them what you want them to do.

- **Bullet Point Your Key Core Strengths**
- **Pick Three Relevant to the Job You're Seeking**
- **It Could be an Experience Factor**

Key Skills: Here you can add additional skills · Words that employers and recruiters will be searching for · These could include items in a job posting · But only include the ones that you have · Include two to four lines · Or you can leave them out altogether. I suggest three lines of them in this paragraph. You can consider these "soft skills" like open communication.

Degree and Major, University Name, City Name, State.

SELECTED ACCOMPLISHMENTS

Restated First Bullet Point – Here you will add the accomplishments you've quantified. You'll first separate out these paragraph headings based on the bullet points you have listed above. After each paragraph heading, add about four to ten sentences to make a small paragraph. These sentences can include your scope of past or current responsibilities, plus the achievements you have had in each area. A great resume has at least a dozen quantifiable achievements total. Ideally, each achievement should be one sentence long, with the first half being the action you took and the last half being the quantifiable result (with a number). Feel free to switch it up, with the result first, followed by the action you took.

Restated Second Bullet Point – In these paragraphs, you won't be using first person or complete sentences. They will be more like the "resume speak" that most resumes are filled with. This is because you are trying to fit as much information as possible into a very small space. Because you aren't using complete sentences, you may find that Word will underline these incomplete sentences in green. To remove these, right click on the sentence and select "ignore once" and save the document.

Restated Third Bullet Point – When you are quantifying your achievements, don't spell out numbers, **even less than 10**. Using the actual number instead of spelling it out makes it stand out more, and is more likely to be read when someone is just scanning the page quickly with their eyes. This is a trick online journalists use in headlines. Also, every time you have an impressive number, bold it. For instance, if you **boosted a company's revenue by 25%**, you'll want the reader to notice this. The paragraph headers and bullet points above should be in **12-point font**, and the summary paragraph and the accomplishments paragraphs should be in **11-point font**. Make every attempt to keep your words at 11-point font or above – anything smaller than that is hard to read. Times New Roman is the easiest font to read, so I usually use that one.

CAREER SUMMARY

Your Job Title, Company Name, City, State, Years Worked. (no months)

Example: Marketing Coordinator, Sprint/Nextel, Overland Park, KS, 2011-2018.

Earlier Experience Includes: Relevant Job Title Prior to 10 Years Ago, Company Name

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Success Stories from the 3 Resumes Above

I want to share with you the outcomes of the three clients for whom we wrote the above resumes. Glen, who had never been a COO before, wanted to move from a long career in technology hardware software, particularly SaaS (Software as a Service). This is especially difficult in his local area, San Francisco. With this resume, and in using our search assistance, he was able to land a COO role within an Artificial Intelligence startup *within 8 weeks*.

Betsy had been an administrative assistant for a large telecommunications company for years, and because this company reimbursed tuition, she got an MBA in Finance to further her career. Once she received that MBA, the company put her into a Financial Analyst position. We wrote the above resume for her, and taught her our approach to finding a new position. One of our suggestions was to pore over her local business journal for recent good news about a company.

She found a startup wind energy company in town that just received \$40M in funding, and so she sent her resume to them along with a handwritten note expressing her interest. They called her immediately and asked her about how she kept the \$400M budget she was responsible for to within +/- 2%, which was the expectation of her present position. With some interview coaching from us, she was able to ace the impromptu interview, and they hired her immediately, saying, "if you can manage \$400M, it's a no brainer than you will be able to manage our \$40M," and gave her a Controller title. Four years earlier, she had been just an executive assistant, and with this new title came a compensation package triple what she had ever made before!

Finally, Curt was an Area IT Manager, and wanted to make a move out of telecom and into a growing company. Upon starting his search, he immediately got the attention of giant tech companies like Google for a remote position (working from home). Within 4 months, **he landed a position as an IT Director for a high-growth company**, in charge of their technology department.

Quantifying Your Achievements is Key

Exercise for building a compelling resume:

- 1) Read through the list of **transferable skills** and **experience factors** on the following pages (pages 17-21) and circle or highlight 15-20 each.
- 2) List three of them on page 22.
- 3) For each, think of a **specific** time where you have used this skill or experience and it resulted in you making a significant contribution or positively affecting your employer's bottom line. By specific, I mean a story you could tell that begins with, *"This one time I..."*
- 4) Write down each achievement and quantify the result – put numbers to the end of the story on how much you made or saved the company in dollars, cycle time, manhours, etc. If you are having trouble quantifying the accomplishment, use this simple trick: **take yourself out of the picture, and imagine what that situation would have been like if you had not made your contribution. The quantification of your achievement is literally the difference between you being there or not being there.**

Selling Transferable Skills & Experience Factors: *The #1 Key to Expanding Your Marketability*

Listed below are the transferable skills and experience factors that employers are looking for in 2019. A transferable skill is one that you can use in a position within any industry. This is especially helpful if you're looking for a different kind of job than you have held in the past, or are considering a different industry.

Identify 15-20 transferable skills and experience factors (from the list below) that you have and sell them in all your communications. Like a politician running for office, you will want to be consistently communicating certain key phrases in all your resumes and letters. You will also want to routinely use them in all your phone discussions and interviews. Consistency in all communication is the key to gaining credibility with a hiring manager, and, more importantly, getting the job.

Selling these skills is what expands your market... making you attractive at higher levels and in many industries.

The key point to keep in mind is that you need to market what employers want.

There aren't really a "top 10 list" of skills that are highly sought after; it really depends on the position the employer is trying to fill. For instance, "highly competitive" may be a great skill to have in Sales or Business Development, but not in Operations. So, keep your target position in mind when narrowing down your list of skills to 15-20; make them relevant to the position you seek.

TRANSFERABLE SKILLS & CAPABILITIES

- | | |
|---|---|
| <input type="checkbox"/> Ability to get things done quickly | <input type="checkbox"/> Creative |
| <input type="checkbox"/> Action-oriented | <input type="checkbox"/> Decisive |
| <input type="checkbox"/> Ambitious | <input type="checkbox"/> Diplomatic |
| <input type="checkbox"/> Analyze situations rapidly | <input type="checkbox"/> Direct large meetings skillfully |
| <input type="checkbox"/> Astute researcher | <input type="checkbox"/> Drive "out-of-box" thinking |
| <input type="checkbox"/> Bring order out of chaos | <input type="checkbox"/> Easily win people's confidence |
| <input type="checkbox"/> Bring out creativity in others | <input type="checkbox"/> Effective at dealing with the public |
| <input type="checkbox"/> Broad administrative skills | <input type="checkbox"/> Effective at organizing labor |
| <input type="checkbox"/> Consistently find new alternatives | <input type="checkbox"/> Effective moderator and mediator |
| <input type="checkbox"/> Conceptual thinker | <input type="checkbox"/> Enterprising / dynamic |
| <input type="checkbox"/> Contacts at highest levels | <input type="checkbox"/> Entrepreneurial strengths |

- | | |
|---|--|
| <input type="checkbox"/> Excellent recruiter | <input type="checkbox"/> Plan major conferences |
| <input type="checkbox"/> Excellent trainer | <input type="checkbox"/> Precise thinker, logical |
| <input type="checkbox"/> Exceptional people skills | <input type="checkbox"/> Problem solver |
| <input type="checkbox"/> Exceptional team player | <input type="checkbox"/> Proven record of success |
| <input type="checkbox"/> Flair for putting on events | <input type="checkbox"/> Public speaker |
| <input type="checkbox"/> Genuine & sincere | <input type="checkbox"/> Quick thinker |
| <input type="checkbox"/> Grasp technical matters quickly | <input type="checkbox"/> Recognized authority in my area |
| <input type="checkbox"/> Handle rapid change easily | <input type="checkbox"/> Relate easily to people at all levels |
| <input type="checkbox"/> Hands on / shirt sleeve | <input type="checkbox"/> Reliable / responsible |
| <input type="checkbox"/> High achiever / gives 100% | <input type="checkbox"/> Remain calm under pressure |
| <input type="checkbox"/> High energy / enthusiastic | <input type="checkbox"/> Resourceful |
| <input type="checkbox"/> Highly articulate | <input type="checkbox"/> Risk taker |
| <input type="checkbox"/> Highly charismatic | <input type="checkbox"/> Seasoned competitor |
| <input type="checkbox"/> Highly competitive | <input type="checkbox"/> Self-motivated |
| <input type="checkbox"/> Highly professional | <input type="checkbox"/> Sense of command |
| <input type="checkbox"/> Highly social / outgoing | <input type="checkbox"/> Sense of humor |
| <input type="checkbox"/> Highly organized | <input type="checkbox"/> Shirt-sleeve approach / hands-on |
| <input type="checkbox"/> In-depth technical knowledge | <input type="checkbox"/> Simplify complex problems |
| <input type="checkbox"/> Industry leader | <input type="checkbox"/> Skilled at governmental affairs |
| <input type="checkbox"/> Innovator / imaginative | <input type="checkbox"/> Skilled at union relations |
| <input type="checkbox"/> Inspire others to top performance | <input type="checkbox"/> Skillful / seasoned negotiator |
| <input type="checkbox"/> Instincts for what will sell | <input type="checkbox"/> Sophisticated |
| <input type="checkbox"/> Introduce change smoothly | <input type="checkbox"/> Source of ideas that work |
| <input type="checkbox"/> Intuitive decision maker | <input type="checkbox"/> Special visual and design taste |
| <input type="checkbox"/> Know international markets | <input type="checkbox"/> Strong at consumer selling |
| <input type="checkbox"/> Knowledge of key markets | <input type="checkbox"/> Strong at corporate selling |
| <input type="checkbox"/> Likable, friendly | <input type="checkbox"/> Strong executive image / presence |
| <input type="checkbox"/> Loyal | <input type="checkbox"/> Strong group communicator |
| <input type="checkbox"/> Make forceful group presentations | <input type="checkbox"/> Strong social skills |
| <input type="checkbox"/> Meet demanding objectives | <input type="checkbox"/> Strong theoretical grounding |
| <input type="checkbox"/> Motivator | <input type="checkbox"/> Strong verbal communicator |
| <input type="checkbox"/> Natural leader | <input type="checkbox"/> Successfully promote new ideas |
| <input type="checkbox"/> Operations-oriented | <input type="checkbox"/> Superior sales closing skills |
| <input type="checkbox"/> Perfectionist | <input type="checkbox"/> Superior writing skills |
| <input type="checkbox"/> Perform against tight deadlines | <input type="checkbox"/> Synthesize diverse ideas |
| <input type="checkbox"/> Persistent | <input type="checkbox"/> Tactician / strategic thinker |
| <input type="checkbox"/> Personal contacts for new business | <input type="checkbox"/> Troubleshooter / problem solver |

- | | |
|---|--|
| <input type="checkbox"/> Verbally persuasive / compelling | <input type="checkbox"/> Well respected |
| <input type="checkbox"/> Versatile | <input type="checkbox"/> Willing to try new approaches |
| <input type="checkbox"/> Very personable & good natured | <input type="checkbox"/> Win cooperation at all levels |
| <input type="checkbox"/> Very positive / upbeat | <input type="checkbox"/> Work alone or as part of a team |
| <input type="checkbox"/> Visionary | |

To expand your marketability beyond your obvious credentials, you want to be selling the phrases that describe what is on the mind of employers when they recruit new talent. Most of the time these phrases have to do with helping the employer solve problems or capitalize on opportunities.

Keep in mind that you will need to back up the skills you lay claim to with stories and examples.

If you have any of the experiences below, highlight them as well, and include them in your resume.

TRANSFERABLE EXPERIENCE FACTORS

- | | |
|--|---|
| <input type="checkbox"/> Achievements in international | <input type="checkbox"/> Chaired multifunctional teams |
| <input type="checkbox"/> Acquired operations | <input type="checkbox"/> Closed millions in consumer sales |
| <input type="checkbox"/> Aggressively managed new inventories | <input type="checkbox"/> Closed millions in corporate business |
| <input type="checkbox"/> Applied leading-edge technologies | <input type="checkbox"/> Closed under-performing operations |
| <input type="checkbox"/> Authored major business plans | <input type="checkbox"/> Coached winning teams |
| <input type="checkbox"/> Avoided chapter 11 filings | <input type="checkbox"/> Conceived innovative promotions |
| <input type="checkbox"/> Built cross functional teams | <input type="checkbox"/> Conducted major seminars and conferences |
| <input type="checkbox"/> Built loyal teams | <input type="checkbox"/> Consulting firm experience |
| <input type="checkbox"/> Built self-sustaining teams | <input type="checkbox"/> Corporate officer level achievements |
| <input type="checkbox"/> Built strong marketing alliances | <input type="checkbox"/> Designed efficient systems |
| <input type="checkbox"/> Built strong technical alliances | <input type="checkbox"/> Developed strategic alliances |
| <input type="checkbox"/> Chaired civic or social organizations | <input type="checkbox"/> Developed new systems |

- | | |
|--|--|
| <input type="checkbox"/> Directed diversification | <input type="checkbox"/> Manufacturing experience |
| <input type="checkbox"/> Directed startup | <input type="checkbox"/> Minimized liability exposure |
| <input type="checkbox"/> Division officer level achievements | <input type="checkbox"/> Minimized litigation |
| <input type="checkbox"/> Enhanced corporate image | <input type="checkbox"/> Modernized manufacturing |
| <input type="checkbox"/> Entrepreneurial experience | <input type="checkbox"/> Multi-plant experience |
| <input type="checkbox"/> Established new standards | <input type="checkbox"/> Multi-product / multi-market experience |
| <input type="checkbox"/> Experience with market leader | |
| <input type="checkbox"/> Experienced at change management | <input type="checkbox"/> Large company experience |
| <input type="checkbox"/> Experienced at cost control | <input type="checkbox"/> Negotiated foreign contracts |
| <input type="checkbox"/> Experienced in growth firms | <input type="checkbox"/> Negotiated mergers or acquisitions |
| <input type="checkbox"/> Experienced w/ regulatory agencies | <input type="checkbox"/> Negotiated major deals |
| <input type="checkbox"/> Formulated top policies | <input type="checkbox"/> Nonprofit experience |
| <input type="checkbox"/> Fortune 1000 experience | <input type="checkbox"/> Opened new markets |
| <input type="checkbox"/> Handled strategic planning | <input type="checkbox"/> Opened new plants |
| <input type="checkbox"/> Have had P&L responsibility | <input type="checkbox"/> Orchestrated major change |
| <input type="checkbox"/> Helped clients grow revenues | <input type="checkbox"/> Overhauled ineffective methods |
| <input type="checkbox"/> High tech experience | <input type="checkbox"/> Overhauled vendor relationships |
| <input type="checkbox"/> Implemented sweeping changes | <input type="checkbox"/> Participated in a breakthrough |
| <input type="checkbox"/> Improved customer relations | <input type="checkbox"/> Patent / invention holder |
| <input type="checkbox"/> Improved productivity | <input type="checkbox"/> Planned fundraising programs |
| <input type="checkbox"/> Improved sales / profits | <input type="checkbox"/> Private company experience |
| <input type="checkbox"/> Increased shareholder value | <input type="checkbox"/> Procured major funds, grants |
| <input type="checkbox"/> Installed superior controls | <input type="checkbox"/> Project management experience |
| <input type="checkbox"/> Integrated new technologies | <input type="checkbox"/> Public company experience |
| <input type="checkbox"/> Joint venture experience | <input type="checkbox"/> Published author of articles |
| <input type="checkbox"/> Large material responsibilities | <input type="checkbox"/> Published author of books |
| <input type="checkbox"/> Led major expansion | <input type="checkbox"/> Recapitalized organization |
| <input type="checkbox"/> Long range planning experience | <input type="checkbox"/> Recovered tax payments |
| <input type="checkbox"/> Made go / no-go decisions | <input type="checkbox"/> Recruited top performers |
| <input type="checkbox"/> Managed a large downsizing | <input type="checkbox"/> Recruited substantial volunteers |
| <input type="checkbox"/> Managed a lot of people | <input type="checkbox"/> Re-engineered processes |
| <input type="checkbox"/> Managed a successful operation | <input type="checkbox"/> Reorganized and revitalized |
| <input type="checkbox"/> Managed complex operations | <input type="checkbox"/> Restructured debt |
| <input type="checkbox"/> Managed large budgets | <input type="checkbox"/> Revamped operations |
| <input type="checkbox"/> Managed large investment portfolios | <input type="checkbox"/> Revamped supply chain |
| <input type="checkbox"/> Managed rapid growth | <input type="checkbox"/> Salvaged unprofitable operations |
| <input type="checkbox"/> Managed succession planning | <input type="checkbox"/> Served on civic boards |

- | | |
|--|---|
| <input type="checkbox"/> Served on corporate boards | <input type="checkbox"/> Substantial startup experience |
| <input type="checkbox"/> Served on key committees | <input type="checkbox"/> Succeeded in declining market |
| <input type="checkbox"/> Served on nonprofit boards | <input type="checkbox"/> Succeeded where others failed |
| <input type="checkbox"/> Service firm experience | <input type="checkbox"/> Ten+ years experience |
| <input type="checkbox"/> Skilled at crisis management | <input type="checkbox"/> Top management experience |
| <input type="checkbox"/> Skilled at outsourcing | <input type="checkbox"/> Turned around operations |
| <input type="checkbox"/> Sold off undesirable properties | <input type="checkbox"/> Twenty+ years experience |
| <input type="checkbox"/> Started prototype operations | <input type="checkbox"/> Upgraded investor relations |
| <input type="checkbox"/> Streamlined processes | <input type="checkbox"/> Work a 60+ hour week |
| <input type="checkbox"/> Substantial line experience | <input type="checkbox"/> Worked closely with top mgmt. |
| <input type="checkbox"/> Substantial staff experience | |

And, always keep in mind that an employer wants someone with a track record of either bringing in money to a company, or saving a company money, so be prepared with examples of what you've done regarding those two things. If you've done neither, then show what kind of contributions you've made to an organization in your career.

Great accomplishments don't always have to equate to dollars and cents; if you have great leadership stories, or improved processes, or automated systems, or overhauled outdated procedures... all of these are extremely impressive, but may not have dollar amounts tied to them.

Achievement Story #1:

Situation: _____

Action: _____

Result: _____

Achievement Story #2:

Situation: _____

Action: _____

Result: _____

Achievement Story #3:

Situation: _____

Action: _____

Result: _____

A List of Job Search Liabilities You Need to Consider

Liabilities are any fact about your career – any obstacle – that might keep you from getting the position you seek, or even keep you from getting an initial phone call.

Check off any of the liabilities you may have from the list below. Each liability you possess may affect you to a different degree, but with each one, you need to design a strategy to overcome them in all communications you have with a potential employer – your resume, any marketing letters, phone discussions, face interviews, and online presence.

- ☐ You're soon to be unemployed
- ☐ You're currently unemployed
- ☐ You've been unemployed for a while
- ☐ Age may be a problem that will restrict you (too old OR too young)
- ☐ You may have changed jobs too often
- ☐ You may be too specialized
- ☐ You may be too generalized
- ☐ Have been at one company/firm for a long time
- ☐ Have been in one industry a long time
- ☐ You lack a formal degree
- ☐ Your career peaked a few years ago
- ☐ You lack blue chip/large company experience that others have
- ☐ Your firm has performed poorly

- ☐ Your job titles are not as impressive as they should be
- ☐ You seem to lack career progression, especially on paper
- ☐ You have a “liability of comparison” with others who have achieved more
- ☐ Many of your jobs have been too similar
- ☐ Your career history shows certain gaps
- ☐ You may have uncertain references
- ☐ Your past achievements are losing impact
- ☐ You’ve stayed too long after the handwriting was on the wall
- ☐ You haven’t invested in yourself since college

Not dealing with liabilities that may restrict your prospects can be a career killer. Employers and recruiters won’t comment on your liabilities... they simply rule you out.

- To minimize the impact of liabilities you need to create the right story in resumes and letters.
- Another way to overcome liabilities is to design more aggressive searches, which put into play many more statements of your credentials.
- And, to overcome liabilities, you must sell your transferable skills.

The following is an example of how to overcome a common liability...

Liability – You Have Changed Jobs Too Much

In the past decade, since the Great Recession, it has become common for many people to change jobs frequently, to the point where some employers in selected industry segments will wonder "what's wrong" with an individual who has not changed jobs frequently. In fact, last year (2018), the average tenure of an employee, per employer, was only 2.8 years!

On the other hand, there are still many employers who will look on frequent changes unfavorably. The obvious implications for them are that you won't stay long enough to make any significant contributions, and that if you were hired, perhaps your tendency to leave quickly will inspire many otherwise loyal employees to leave as well.

They may even question in their minds whether the frequent changes were possibly associated with either a lack of achievement on your part, so that you "left before you got fired," or a personality problem. Fortunately, there are several ways you can address this potential liability.

Mindset

If you have not shown much progression, either with the same employer or different employers, you may be one of those people who wanted to develop a variety of skills before moving up, and did not want to move up too quickly in a specialized field, where opportunities for further advancement and/or making a switch, would be more difficult at that higher level. If that is the case, you have a solid reason for your frequent job changes.

Whatever your situation, determine that you will find a way to communicate your frequent changes in the past as a positive, not a negative.

Keep this in mind. If you have changed jobs frequently, and have each time made significant progress, there is very little stigma attached. In fact, there is no better evidence of your ability to contribute than to have an employer recognize it, by offering you a larger salary and increased responsibilities.

Resume

It is sometimes possible to group a related series of positions on the resume, under one heading with one set of dates. This can be done by using a phrase instead of a single job title. For example, a person who has held three jobs of a similar nature in four years might use a heading that reads as follows: 2014-2018 ... Account Executive for "Hot Growth Agencies." The opening statement of the first paragraph might then read, "A highly sought-after producer in a close-knit creative community, was recruited to three positions in four years."

Another common method for minimizing the impact of frequent job changes on a resume is to use a primary structure not according to dates and titles, but to principal achievements in recent years, or according to functions. You can then place dates and titles in some inconspicuous part of the resume, not in bold type, and perhaps grouping some jobs under one period of time.

It will also help if you use a summary at the top of the resume which briefly highlights your consistent record of achievements and contributions. This will immediately offset any tendency on the employer's part to place much significance on the frequent job changes.

For the same reason, be sure to make clear to your potential employer that you have several enthusiastic references with respect to performance and personal character. This is particularly effective in removing any doubts about your performance and personality.

If you are one of those people who accepted a lot of lateral shifts to gain specific skills and avoid becoming too specialized, emphasize that as a positive. Show how you were deliberately accumulating experiences which would best qualify you for the job you are now seeking.

Interviews / Email / Letters

In correspondence and interviews you can turn this to an advantage by emphasizing that one of your primary objectives in this job change is to find an employer that will provide challenges and growth opportunities over the years, so that you can move from one good position to another without having to move from employer to employer.

Emphasize that stability and permanence are at the top of your list of priorities, and that the targeted company appears to be one that, on the surface at least, would provide them.

Your success in dealing with your record of job changes will depend heavily on your reasons for leaving various situations. As mentioned above, there are several acceptable reasons, including but not limited to, mergers and acquisitions, departure of talented people who either hired or mentored you, a need for more challenge, changes in corporate policies or direction, a desire to relocate, and financial offers that were too good to turn down.

Where it is in fact the case, you could explain how you gained increased responsibility for people, dollars, and capital invested in equipment and facilities. Point out where appropriate that you were recruited from one position to the next by people who were aware of your superior performance in the prior job.



Regardless of how you treat this potential liability, be ready to focus on the positives in many ways, to offset any negatives that may be associated with the frequent job changes. Specifically, it will be to your advantage to direct the interview to a discussion of the functional areas where the employer needs help.

Ask questions that direct the discussion toward the functions that will be most important for the person who wins the job, and when they are identified, relate examples of how you have used those precise abilities and strengths to make significant contributions to your employer.

The most memorable and credible way to do that is through concise situation-action-result format stories which show that you analyzed situations well, took appropriate actions, and achieved measurable results.

The actions in particular should show that you assessed situations quickly and correctly, then took actions in rapid-fire sequence, which got the desired

results. These stories will demonstrate that you possess the confidence which stems from having addressed these challenges successfully, making frequent job changes in the past less of a concern.

You should also ask questions about the personal traits that will be most important in the person who wins the job. By introducing these into the equation, you will help your cause if you are ready to share examples of how you used those same traits to deliver specific benefits to your former employers. You can then point out that you're a close match both in terms of skills and personal characteristics, the "substance" that really matters. By implication, a record of frequent job changing becomes far less significant.



Because hiring decisions are seldom made purely on the basis of a logical match between needs and strengths, make sure you have all the intangibles going for you. *In fact, hiring decisions are based similarly to buying decisions, in that they are made on an emotional level, and then justified logically.*

Project enthusiasm, and show that you've taken the time to learn a lot about the company and the industry.

Toward the end of the interview, if you have taken the action steps recommended here, you will be able to make a statement such as, "You've heard about me from me, but you really need to hear about me from people who were in a position to see how I performed. It would be to my benefit if you did, and I hope you contact them." Then give the decision maker your reference sheet. The confidence you exhibit and the positive implications of that statement will help offset any possible negatives associated with frequent job changes in the past.

Actions

Examine your past contributions closely, then prepare several action-oriented stories that demonstrate your personal



strengths and get across your talent for moving rapidly to get results and deliver value in the types of situations that the employer can relate to.

Some of these stories can illustrate your abilities in certain job functions, and others can illustrate the personal strengths you think will be important for the type of job you seek. Many stories can illustrate both.

All of them should be good examples of your high energy level, initiative, and ability to work well with others and achieve in demanding circumstances. These are qualities that some employers may specifically question in light of frequent job changes.

Look for as many specific result indications as possible. Be prepared to give a wealth of evidence in the form of these memorable action-oriented stories which illustrate your ability to correctly size up situations and take actions that get the desired results again and again. This will reassure the prospective employer that you are valuable, ambitious, and determined to do even better things for your next employer.



Develop and coach enthusiastic references from selected individuals you can trust inside your current and former employer organization if you can, as well as a number outside of it, e.g., customers, suppliers, sales reps, consultants, etc., who will be happy to attest to your energy level, action orientation, ability to deliver results, and where appropriate, how highly valued you were at

the company or companies where you worked, and how heavily recruited you were. Review your resume with these references, and make sure they keep a copy available to scan when and if they are called.

You can, if you choose, give them "special assignments," where in addition to an overall enthusiastic endorsement, each of them will be expected to emphasize a different strength or ability in a special functional area.

This step will enable you to make the statement in an interview that, "You've heard about my achievements, but only from me. You really need to hear it from people who have seen me in action. Experience in Operational Leadership is important to you, and for that I suggest you contact Mary Jones.

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Experience in Cost Control is also essential, and for that you'll get good input from Phil White. The ability to build relationships with both internal and external customers is needed for this job, and the people who would know best about that are Sue Griffith and Tom Robbins. It would be to my benefit if you contact all of them, and I hope you will."

Such a statement will erase any lingering doubts about your ability to perform that may have arisen from your frequent job changes in the past.

If you aren't already familiar with them, conduct research on any industry and companies that are your primary targets. Visit several internet sites or use the resources in the Online Business Reference section of a good library website. ***It will be to your advantage to write a small article about the major trends in that industry as they affect someone in the function you are targeting,*** whether it is general management, purchasing, sales, production, marketing, finance, customer service, information systems, or any other function. You can publish this article on LinkedIn for free, and it will help create your reputation as a thought leader.

In this way, you take the focus of the discussion totally away from questioning your frequent job changes in the past, toward the future, and specific ways you might contribute to the potential employer in a selected function. The anticipation and excitement that are often generated in such future-oriented, constructive discussions can play a key role in a positive hiring decision.

One last note on actions to take. If your frequent job changing is an indication of a serious problem, either in performance or personality, take a hard look at what is causing your need for a frequent change. If you conclude that part of the reason lies with you, get started on changing whatever traits are involved, or on getting the additional training and education you might need to make you a better performer.

If the reason lies primarily with the type of employment situations you've been accepting, be cautious in accepting your next job. Talk with as many people as you can, inside the company and out. To the best of your ability, make certain that your next opportunity is with the right people, in the right industry, and that their overall outlook for the future is favorable.

Valuable Lists of Recruiters & Additional Resources

The following websites have lists of legitimate recruiters. You can sort by industry, function and location.

<http://www.i-recruit.com>

<http://www.headhuntersdirectory.com>

www.TheRecruiterNetwork.com

<http://www.aerotek.com>

To hear more of my advice on how to conduct an effective career search to land your next high-paying position in weeks, and not months, visit my youtube channel; it's filled with over 190 advice videos on all topics related to a professional job search. To browse through these subjects, visit: <https://www.youtube.com/user/tammykabell> or visit www.youtube.com and search for "Tammy Kabell."

Also, visit <http://www.CareerResumeConsulting.com> and get additional resources to help in your resume creation, reaching out to employers, expanding your networking, tapping the unadvertised job market, interviewing and negotiating to be paid what you're worth.

About the Author

Tammy Kabell is the founder and CEO of Career Resume Consulting, an executive career firm that is nationally known for helping six-figure and seven-figure clients land their “perfect fit” jobs and ensure they get paid what they’re worth. She has been marketing her clients successfully into new careers for over 16 years, giving them both the competence and the confidence to win the position they love and deserve.



She has five years of experience as a Sr. Marketing Director for the largest Executive Career firm in the industry. But Tammy has also been on the other side of the desk, having 18 years of hiring manager experience for both large corporations and small companies.

Tammy is considered a national authority in the hiring industry, having been featured as an expert multiple times in The Wall Street Journal, NBC News, Bloomberg Businessweek, Monster.com, Careerbuilder.com, TheLadders.com and dozens of other online and paper publications. She is also author of *The Job Search Accelerator Blueprint* and *The Resume Reboot Manual*. For the two years, she served as the resident career search expert for Talk Radio KCMO 710AM in Kansas City, and hosted a “Monday Job Market Minute” each week on that station. Currently, she is the go-to expert on job searching for Fox TV affiliates.

Serving the greater Kansas City area, the U.S. and worldwide, Tammy lives with her family in Lee’s Summit, MO.

For more information on how Tammy Kabell and her team can help you land your next high-paying job months quicker than on your own and be paid what you’re worth, visit www.CareerResumeConsulting.com , email Tammy directly at Tammy@BeyondJobSearching.com or call their office at (816) 490-7914.

“Your value doesn’t decrease based on someone’s inability to see your worth.”