

Career Coaching Practicum 2 – 11/7/16
AGENDA

1. LinkedIn Personal and Client Success Stories – Chris
2. Personal Branding – Chris
3. [Signaling Recruiters You're in a Job Search Video is Up](#)
4. Chronological Vs. Functional Resumes & Hybrids
 - a. Demonstration - Coaching a Client on Resume Development

Chronological Versus Functional Resumes (& Combination/Hybrids)

As Coaches we need to be able to support our clients in determining whether to use a Chronological or Functional Resume.

Chronological (or Reverse Chronological)

Highlights work history.

Is the most traditional format.

Human Resources professionals are comfortable with it.

Drawback: It is sometimes hard to see whether the applicant's skills match the job the HR professionals are trying to fill.

Functional Resumes or Hybrid Resumes

Functional

Functional resumes highlight key [skills](#) by putting job description bullets under Functional Headers.

Drawback: Some Human Resources professionals are suspicious of this type of resume because they feel that the applicant is hiding something.

Combination or Hybrid Resume

Incorporates the best of the chronological and functional formats.

Leads with a description of functional skills and related qualifications, followed by a reverse-chronological employment history.

Allows the client to highlight their most relevant qualifications up front, while still providing the employment timeline that many hiring managers like to see.

“The most effective resume is a hybrid that combines both functional and chronological information, with a summary section that outlines career highlights and key qualities and accomplishments, and a chronological section that puts those elements into context in well supported blurbs for each job title that not only state where you worked and when but also the nature of your top achievements and details of your job responsibilities.” Steve Burdan, on The Ladders website.

Functional or Combination/Hybrid Format is a good choice for:

- **Career Changers**: Unless you're making a radical career change, in which case a functional resume probably makes more sense.
- **Applicants who are returning to a previous career**
- Applicants with employment gaps
- **Applicants Reentering the Job Market**: Again, this takes a little bit of emphasis off the fact that you have not been working for a while.
- **Applicants who have moved around a lot**
- **Applicants looking to move into the next level of management**
- **Older Workers**: Workers with extensive employment history need to sell their strongest credentials; inclusion of a summary section provides that focus.
- **Students, New Graduates and Entry-Level Job Seekers**: This allows job seekers to emphasize their skills rather than their short-lived employment history.
- **Workers with a Steady, Consistent Employment History**: The addition of a qualifications summary pinpoints the top credentials for the job objective so employers readily see it's a good match.
- **Older workers**
- **Applicants moving from Government Agencies to Corporate or Nonprofit jobs**
- **Anyone**

Applicants create and use both a Chronological and Functional/Hybrid format and use them with different jobs they are applying for.

Applicants can submit both Chronological and Functional formats to an employer.

Creating a functional resume can help an applicant prepare for interviews.

Questions to Ask Clients to Support Determining Which Format to Use

1. Who is your target market?
2. What do the job ads of jobs you're interested highlight as the most important skills or functions performed?
3. When have you used the skills or performed the functions that the job ad(s) are highlighting?

4. How can you best highlight what Hiring Managers or Recruiters are looking for?
5. Which format would allow you to tell the best story about how you are experienced and skilled enough to do this job?
6. Are you applying for a job that is a promotion?
7. Do you have any employment gaps?

Have you moved around to many jobs in less than 3 years?

CHRONOLOGICAL RESUME EXAMPLE (REVERSE CHRONOLOGICAL)

NAME

Email ♦ Phone ♦ Address ♦ [linkedin.com/in/](#)

HUMAN RESOURCES GENERALIST

- ♦ **Certified Professional in Human Resources (PHR)** offering a 15-year Human Resources career distinguished by commended performance and proven results.
- ♦ **Extensive background in Human Resources Generalist responsibilities**, including strong experience in employee relations, performance coaching, conflict resolution, job candidate recruitment, HR policies development, and state and federal labor law compliance.
- ♦ **Demonstrated success in negotiating win-win compromises** and developing and writing performance improvement plans, corporate policies, job descriptions, and corporate communications.

HUMAN RESOURCES SKILLS

*Employee Relations
Training
Investigations
Mediation & Advocacy
HR Policies & Procedures*

*Multi-State Employment Law
Performance Management
Organizational Change
Recruitment (exempt & non-exempt)
Orientation & On-Boarding*

*HR Project Management
LOA-FMLA/ADA/EEO/WC
Benefits & Payroll Processing
UI Claims and Hearings*

HUMAN RESOURCES EXPERIENCE

CORESTAFF AGENCY

2010 to 2011

Staffing Agency contracting with 30,000 contract workers.

Project Human Resources Consultant

- Contracted to assist with the backlog of Employee Relations cases that resulted from a large retail division acquisition.
- Worked with management, supervisors, and employees to interpret and apply HR policies and procedures consistently; executed performance improvement plans, coaching, disciplinary actions, terminations, and progressive workplace issues.

Key Results:

- ♦ Played a key role in organizing, tracking, and resolving the backlog of employee relations cases which included: lengthy and in-depth investigations (social media, harassment, workplace violence, discrimination, and retaliation) performance coaching, disciplinary actions, and terminations with management.
- ♦ Revised and created structured employee communication language for management coaching, interpreted company policy, communicated and recommended areas of opportunity for trainings, and new-employee orientation.

GREENLIGHT FINANCIAL SERVICES

2003 to 2009

Privately owned full service Mortgage Company with 350 employees.

Human Resources Manager (2006 to 2009)

- Promoted to fulfill a broad range of HR functions, including performance management, employee relations (organizational change, RIF, investigations), recruiting, on-boarding employees, administering benefits, and processing payroll (ADP).

Key Results:

- ◆ Strategic partner to Senior Management on organizational change projects, transitions, and executions.
- ◆ Fostered an open-door environment conducive to positive dialogue across the organization.
- ◆ Individualized one-on-one coaching sessions with supervisors and managers that contributed to a decline in employee relations issues.
- ◆ Restructured bi-weekly payroll to semi-monthly processing including calculations of commission and recoverable draw pays.
- ◆ Implemented web based pay statements (I-Paystatements-ADP).
- ◆ Researched, selected, and implemented web based ATS system (Taleo).
- ◆ Collaborated with outside counsel regarding mediation and deposition sessions.
- ◆ Developed new-hire interactive onboarding program to foster inclusiveness and promote employee engagement while highlighting HR information and company commitments.

Senior Human Resources Generalist (2003 to 2005)

Key Results:

- ◆ Redesigned and performed weekly new hire orientation for all locations (NV, AZ, and NJ).
- ◆ Co-developed company's first-ever standardized disciplinary procedures that insulated company from legal risk and ensured consistent and fair discipline processes.
- ◆ Re-vamped (paperless) and expanded employee handbook covering issues including disciplinary procedures, code of conduct, LOA policy and benefits information.
- ◆ Interactively created and revised job descriptions across all levels. Observed and interviewed employees to identify and construct an accurate picture of the duties and skills required for each position.
- ◆ Processed and appeared for all Unemployment Claims and Hearings.
- ◆ Recruited for multi-level positions including: Sales, Administration, CIO, and Director of Training.

DATATRAC INFORMATION SYSTEMS, Human Resources Manager

2002 to 2003

Privately owned government contractor (Homeland Security formerly INS) employing 600 employees.

CB RICHARD ELLIS, Human Resources Generalist

2001 to 2002

Worldwide commercial real estate services organization employing 10,000 employees.

DITECH.COM/GMAC MORTGAGE, Employee Relations Specialist

2000 to 2001

Full service mortgage company employing 1,500 employees.

DIGITAL GRAPHICS ADVANTAGE, Employment & Organizational Development Representative

1998 to 2001

Graphics division of Pacific Bell/SBC for the Yellow Pages employing 475 employees.

COTRAK/SOUTHWEST BUSINESS CORPORATION, Human Resources Generalist

1996 to 1998

Privately owned financial services company employing 60 employees.

EDUCATION

- B.A. in Organizational Leadership, **Brandman University**, Anticipated Completion in Spring 2013
- A.A. in Social & Behavior Science, **Coastline Community College**, 2010

PROFESSIONAL DEVELOPMENT

Human Resources Designations:

- ◆ Professional in Human Resources Certification (**PHR**), 2011
- ◆ Human Resources (HR) Certificate, **UCI Extension**, 2008

Human Resources Affiliations:

- ◆ Professionals in Human Resources (**PIHRA**) Districts 7 and 14
- ◆ Society for Human Resource Management (**SHRM**)

Organizations:

- ◆ 2010 Toastmasters International - Experian Club #00005410

Professional Training:

- ◆ Unleash the Power Within - Tony Robbins Leadership Intensive, 2008
- ◆ 2005 Franklin Covey 7 Habits of Highly Effective Managers, 2005

Computer Skills:

- ◆ ADP (PC-Payroll processing and E-time)

FUNCTIONAL RESUME EXAMPLE – 1

NAME

Address Email * Phone

PERFORMANCE SUMMARY

- Highly accomplished, results-driven business professional with extensive experience in Workforce Planning & Optimization, Performance Management, Training & Development, and Risk Management.
- Skilled in quantitative and qualitative analysis and project management within the Healthcare Industry.
- Strengths include the ability to hire the right staff, inspire and motivate staff, and effectively analyze staffing needs.
- Skilled at managing multiple projects simultaneously and consistently deliver results on time.
- Recognized for the ability to develop sound business recommendations for Senior Leaders, as well as the ability to engage and collaborate with subject matter experts throughout cross-functional disciplines of an organization.

EXPERTISE AND CRITICAL CONTRIBUTIONS

Workforce Planning/Optimization

Performed various Workforce Planning & Optimization Analyses that have resulted in labor cost avoidance, overtime cost reduction, implementation of appropriate staffing levels, and employee retention and satisfaction:

- At X Company, reduced overtime costs by \$200,000 annually by researching, formulating, and implementing a mobile psychiatric nurse evaluation team to decrease on-call psychiatrist visits to emergency rooms.
- Convinced the X Company Leadership Team to continue to contract for Radiology services rather than internalize them, which achieved a substantial avoidance of unnecessary labor costs. The basis for this cost saving recommendation was a forecast of Radiology services demand and comparing the net present value (NPV) resulting from providing Radiology services directly by X Company's providers to the NPV resulting by purchasing Radiology services from non-company providers.
- At X Company, performed a Wait Time Study that uncovered the need for adjusted staff hours and manpower at during peak customer demand times (early morning and after lunch).
- Persuaded X Company's Leadership Team and Board of Directors to relocate the Deductible Product Service Team to a new 39,000 square foot leased facility by authoring and presenting a \$29 million business case to accommodate the projected increase in employees from 70 to 200. Avoided Union challenges. Realized a 90% employee retention ratio and completed the business case in seven months.
- At X Company, as a Project Manager, created Staffing Plans and Work Plans for various projects.
- At, X Company, analyzed staffing needs and recruited, hired, mentored and developed a team of Business Consultant professionals to effectively execute business initiatives.

Performance Management

Implemented various Performance Improvement initiatives:

- At X Company, analyzed Sales Force proficiency based on Peer Group Analysis, Branch performance and market penetration, and recommended processes to improve performance.
- At X Company, led Project Teams to improve laboratory service and access. Project Teams gathered service and access data, compared data against competitive benchmarks, analyzed the processes, and created improvement recommendations.
 - After receiving management approval, led the implementation of improvement recommendations by creating, maintaining, and managing Project Plans, Timelines, and budgets for resource utilization and capital expenditures.

Training and Development

Utilized training methodologies to support employee success, improve service and processes, and increase employee retention:

- Partnered with an internet-based training firm to implement a Billing department training program (for 1100 employees) to ensure compliance with U.S. Government Billing regulations. The result was resumption of government billing after a one-year suspension.
- Developed training curriculum, in partnership with X Company's National Facilities Services Finance Leadership team, for the Finance team and other staff to remedy significant audit findings.
- At X Company, analyzed the effectiveness of Sales Force Training and recommended training process improvements.
- At X Company, recruited, engaged, oriented, trained, and developed College interns, many of whom became full-time employees.
- At X Company, performed On-Boarding and On-the-Job training of employees with regard to Company Culture, communication channels, process checklists, technical skills, and job skills.,
- Created and implemented a Department On-Boarding Checklist to ensure employees were successfully on-boarded into the Company processes and culture (the Checklist included tips for success and pitfalls to avoid).

Risk Management

Performed Risk Management activities to reduce and avoid costs:

- Initiated a General Contractor Default Risk Management strategy, which included a Risk Mitigation Plan, which shifted the cost of default risk away from X Company to the General Contractors.
- At X Company, identified fraudulent out-of-area medical claims, which reduced costs by 10%.
- Improved physician referral processing to avoid issuing routine referrals for X Company members with active Worker's Compensation claims, thereby reducing Outside Medical expense by 25%.

Financial & Business Analysis

Performed Financial & Business analysis to manage costs and increase performance:

- At X Company, managed a portfolio of special projects. Consulted with internal business stakeholders to determine requirements, gathered data, performed business analysis to develop recommendations and Financial Feasibility Reports, including costs, benefits and return on investment (ROI).
- Initiated the value realization work associated with the implementation of Kaiser Permanente's electronic medical record system in X Company's Southern California region, projected to achieve \$2 billion in system-wide savings, while achieving revenue enhancement, continuity of care, and error reductions by 10%.
- At X Company, Reviewed, analyzed, and prepared Operating Financial Statement Reports for management on 100 leased health care facilities within the company's 432-property investment portfolio.
- Created rent/additional rent financial and forecasting models, and accurately calculated, maintained, and ensured renewal of tenant letters of credit.
- Convinced management of the importance of meeting with major tenants, particularly those in distress, at least annually. The result was lower reserves for losses for the organization.
- At X Company in Pasadena, Interpreted data, summarized findings, and developed recommendations / action plans for multi-faceted special projects within the Financial Services Department.
- Served as member of a key team which provided technical support to projects managed by the Clinical Services and Strategic Business Initiatives departments.
- Collaborated on development of a financial / operational model to implement a State of California mandated newborn hearing screening program, which resulted in complete implementation one year ahead of schedule.
- Developed and directed high-level projects for the Patient Business Services department which increased patients satisfaction by 12%.
- Researched initiatives, sought out subject-matter experts across business units, analyzed growth projections, developed business proposals / cost estimates, and created project timelines and milestones.
- At X Company, produced and delivered statistical reports for senior management to help them determine whether to combine two divisions.

Management/Supervision

Managed various departments, increasing performance and employee satisfaction:

- Managed staff with a commitment to hire the best employees possible and to provide support, mentoring and training to create staff member success.
- Managed X Company's Outside Medical department that administered contracts with providers and facilities within the service area.
- Achieved improved employee engagement and satisfaction of direct reports (as evidenced by an increase of Employee Survey scores by 20%), by increasing open communication through structured and regular staff meetings, identifying and supplying training needed for career growth, and by closely mentoring staff.
- At X Company in Pasadena, managed Professional staff and improved performance by 25%.
- At X Company, recruited, hired, trained, mentored, and supervised a team of Business Analysts.

POSITIONS HELD

EDUCATION AND CREDENTIALS

HYBRID RESUME EXAMPLE (From Monster)

CHRIS ATTWATER

567 Rosewood Lane Colorado Springs, CO 81207

(960) 555-1212 cattw@somedomain.com

PROFILE

- **Motivated, personable business professional with multiple college degrees** and a successful 13-year track record of profitable small business ownership.
- Accustomed to handling sensitive, confidential records. Demonstrated history of producing accurate, timely reports meeting stringent HMO and insurance guidelines.
- **Flexible and versatile -- able to maintain a sense of humor under pressure.** Poised and competent with demonstrated ability to easily transcend cultural differences. Thrive in deadline-driven environments. Excellent team-building skills.

MEDICAL OFFICE MANAGEMENT SKILLS SUMMARY

Project Management

Report Preparation

Written Correspondence

General Office Skills

Marketing & Sales

Insurance Billing

Accounting/Bookkeeping

Front-Office Operations

Professional Presentations

PROFESSIONAL EXPERIENCE

Communication: Reports/Presentations/Technology

- Prepare complex reports for managed-care organizations and insurance companies, ensuring full compliance with agency requirements and tight deadlines.
- Author professional correspondence to customers and vendors.
- Design and deliver series of classes for local businesses and associations, providing ergonomic counseling and educating employees on proper lifting techniques to avoid injury.
- Conduct small-group sessions on meditation/relaxation techniques.
- Communicate medical concepts to patients using layman's terms to facilitate understanding.
- Rapidly learn and master varied computer programs; recently completed Microsoft Office Suite certificate course.

Customer Service/Marketing/Problem Solving

- Oversee front-office operations and provide impeccable customer service:
 - Built a clientele supported by 60% referral business.
- Develop and implement strategic marketing plan for business:
 - Launched a thriving private practice, building revenue from \$0 to over \$72K in first three years with minimal overhead.
 - Create special promotions, write/design print and outdoor advertising and coordinate all media buying.
- Won over a highly skeptical medical community as the first chiropractor to target MDs for informative in-service demonstrations, classes and booths:
 - Presentations resulted in standing-room-only crowds of 50+.
 - Four MDs subsequently became patients and referred family members as well.
 - Increased client base by one-third resulting from MD referrals.

Detail Mastery & Organization

- Manage all aspects of day-to-day operations as multisite owner and practitioner of Attwater Chiropractic:
 - Facility rental/maintenance.
 - Patient scheduling for busy office averaging 52 appointments weekly.
 - Finances: accounts payable/receivable, invoicing, insurance billing, budgeting.
 - Supervision of a total of eight medical receptionist interns.
 - Compliance with all healthcare facility, HMO and insurance requirements.

EMPLOYMENT HISTORY

- | | |
|---|-----------------|
| • ATTWATER CHIROPRACTIC -- Owner/Operator | 1997 to Present |
| • LAKEVIEW RESTAURANT & CAFÉ – Waitress | 1994 to 1997 |

EDUCATION

NORTHWESTERN COLLEGE OF CHIROPRACTIC -- Doctor of Chiropractic Degree, 1997

- Four-year advanced degree.
- Licensed to practice chiropractic in Colorado, Minnesota, Wyoming and Montana.

BARTON COUNTY COMMUNITY COLLEGE -- Associate's Degree in Pre-chiropractic, 1993

COMPUTER SKILLS

- Visio
- Microsoft Access
- Medisoft (Insurance Billing Software)



Executive Coaching, Career Coaching, Training & Consulting

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MARKETING EXECUTIVE

Product Launches ~ Overseas Partnerships ~ Presentations

Accomplished, multilingual Professional consistently recognized for achievement and performance in the fuel industry. Innovative and successful in mining new sales territories and establishing business alliances, including the recent partnership with *MJM Oil* in Korea. Proven leader with special capabilities in building teams, strategizing, and implementing workable marketing plans employing television, radio, Internet, and print media. Fluent in English, Korean, Japanese, and French.

BUSINESS SKILLS

Marketing

- ♦ Launch gasoline exports in conjunction with new production plant start-up; target overseas markets.
- ♦ Initiate sales of ULS, an environmentally-friendly new product launched in the European market.
- ♦ Establish joint venture partnerships in Europe and Far East; implement marketing for aviation fuel and asphalt as a value-added commodity.

Market Planning

- ♦ Analyze regional import / export economics and the interregional oil markets.
- ♦ Participate in contract negotiations for strategic alliances with major European and Asian concerns.
- ♦ Achieved \$25 million in revenue by developing offshore storage programs that fulfilled seasonal market trends in the region.

Product Planning

- ♦ Optimize production mode by selecting appropriate refinery; research product specification revisions by country.
- ♦ Propose and participate in the Plant Operation Committee, a team effort between production and sales.

PROFESSIONAL EXPERIENCE

TTR CORPORATION, New York, New York

1993 – Present

Vice President, Overseas Business Division

- Promoted to position in March 1996; selected as one of three employees to attend an MBA course in 2003.
- Named *Employee of the Year* in 1996 based on professional achievements.

FUEL INDUSTRY OF AMERICA, New York, New York

1989 – 1992

Manager of Marketing

- Provided analysis on fuel industry, drafting report for the White House.
- Awarded the *Honor Prize* in 1992 based on performance evaluations of oil producers.

EDUCATION

UNIVERSITY OF NEW YORK, New York, New York

Bachelor of Arts in Communications, 1988

Future Topics

1. Job Interview Preparation

Ariana's - Presentation

- **All Share:** How do you Coach clients for Job Interview Preparation?
- Donna – If Not Covered
 - 5 Interview Stories
 - Help select interview questions to practice
 - Practice aloud and/or with a friend
 - Mock interviews with feedback
 - Model how they could answer the questions more effectively

CAREER EXPLORATION

2. Career Matrix Review

- Excel Career Matrix
- Google Documents Career Matrix

3. Client Case Reviews

JOB SEARCH

4. **Supporting Clients in Determining Target Industries - Katie**
5. **Supporting Clients Who are Seeking Jobs That Cut Across Industries**
 - a. Human Resources
 - b. IT
 - c. Accounting
6. **LinkedIn Review of Good Profiles & Coaching Demonstration (rotated through participants)**
 - a. Professional
 - b. Business Owner
 - c. Review Revisions to Your Profiles Where Requested
7. **Client Case Reviews**