

The HR Career Guide

Great Answers to Tough Career Questions

MARTIN YATE, CPC

New York Times Bestselling Author

Society for Human Resource Management
Alexandria, Virginia | www.shrm.org

Strategic Human Resource Management India
Mumbai, India | www.shrmindia.org

Society for Human Resource Management
Haidian District Beijing, China | www.shrm.org/cn

Society for Human Resource Management, Middle East and Africa Office
Dubai, UAE | www.shrm.org/pages/mena.aspx



Contents

Acknowledgements	ix
I. Introduction: This Is Your Life, Make It Shine	1
II. Starting and Guiding Your HR Career	7
1. Taking the First Steps Toward an HR Job	8
2. Making the Transition to U.S. HR.....	9
3. Do You Need a College Degree to Work in HR?.....	11
4. Work Your Way into HR Management.....	13
5. Applying for Jobs Before Graduation.....	14
6. Mind the Experience Gap.....	16
7. Developing General HR Skills as a Specialist.....	17
III. Resumes	21
1. Refocus for Results.....	22
2. Tell the Story of Your Career.....	23
3. How Much Experience Is Too Much?	25
4. How to Write a Resume that Recruiters Will Read	26
5. The New Rules of Resumes.....	28
6. The Real Benefit of Cover Letters	29
7. Seeking Advancement After 17 Years in Same Job	30
IV. Job Search	33
1. Preparing for Job Transition.....	34
2. Too Long in an Organization?.....	35
3. How to Determine Your Asking Salary.....	36
4. Best Time for Job Search.....	38
5. Working with Headhunters.....	40
6. How to Job Search in a New Field with a Disability.....	42
7. Growing Your Consulting Practice	44

8. Worried that Skills Won't Translate with Age.....	45
9. HR Generalist Looking to Be Strategic Partner	47
10. What to Do When Your Job Search Is Stalled	49
11. How to Plan and Execute a Stealth Job Search	50

V. Networking..... 53

1. Networking as a Critical Career Survival Skill	54
2. Back on Track from an Economic Derailment.....	55
3. Putting Your SHRM Chapter Membership to Work.....	58
4. The Perils of Job Boards.....	59
5. Social Media and Networking Tips for Job-Seeking Introverts.....	60
6. How to Ask for Help.....	62

VI. Interviews..... 65

1. Getting the Job Offer.....	66
2. Owning Your Job-Hopping Mistakes.....	67
3. Overcoming Hurdles.....	69
4. Dealing with Incompetent Interviewers.....	71
5. Interviewing for Introverts	73
6. "Why Did You Leave That Job?"	75
7. The Effect of Communication Skills on Winning Job Offers and Promotions	77

VII. Job Stability..... 81

1. Four Ways to Make a Fast Start in a New Job	82
2. How to Increase Your Job Security.....	84
3. Struggling in New HR Position	85
4. How to Get Skill Development Opportunities.....	87
5. Changes on the Job.....	90
6. Leveraging a Lousy Job.....	91
7. Preparing for the Worst.....	93
8. Preparing for and Surviving a Layoff.....	94
9. Offer Rescinded	96

VIII. Leadership..... 99

1. Gaining Credibility in a Volatile Environment.....	100
2. Building HR from the Ground Up.....	101
3. Are You Manager Material?.....	102
4. Negotiating and Managing Up.....	104
5. How to Develop Leadership Skills in an Entry-Level Position	105

IX. Promotions and Transfers..... 109

1. How to Get Promoted.....	110
2. How to Accelerate Your Career	111
3. What to Do When Promotions Pass You By.....	113
4. The Importance of Professional Certifications.....	116
5. HR Transition Within a Company.....	116
6. Getting Ahead in an HR Department.....	118

7. Moving Up to Manager	119
8. Targeting Your Next Step and Gaining the Credentials.....	121
9. Making the Most of Difficult Transitions.....	123
X. Job Change.....	125
1. Turning a Job Interview to Your Advantage	126
2. Tailor Broad Experience to Specific Jobs.....	127
3. Should I Stay or Should I Go?	129
4. Challenges for Nonprofit-to-Commercial Sector Transitions	131
5. Where to Go When Your Career Options Are Limited.....	132
6. Taking a Step Back to Re-Align and Take Two Steps Up.....	135
7. Coming to America.....	136
8. How to Recognize When It Is Time to Leave a Job.....	137
XI. Career Change	141
1. Prepping to Switch Careers.....	142
2. Career Crossroads	143
3. Pursuing Professional Development in HR.....	145
4. A Complete Career Change	146
5. Career Change at Midlife.....	147
6. Making the Switch from HR to Headhunter.....	149
7. Research and Transferable Skills to Ease Career Change	151
8. Finding Fulfillment.....	151
XII. Step Ahead to a Successful, Secure and Fulfilled Life	155
1. Best Career Advice from a Career Advisor	156
2. Be Smart, Choose a Practical Core Career.....	163
3. Plan of Attack.....	169
Index.....	173
About the Author	183
SHRMStore Books Approved for Recertification Credit.....	185
Additional Books by Martin Yate.....	187