



## CAROL HENGER

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In 2008, inspired by the book, *The Tipping Point, How Little Things Can Make a Big Difference*, by Malcolm Gladwell, Carol announced the start of a résumé writing and coaching business. Since then she has helped over 700 people from many industries (including Hospitality and Hotels, Information Technology, Healthcare, Finance, On-line Media, Consulting, Pharmaceuticals, Insurance, Universities, Public Radio, Marketing, Sales, Law, Medicine and the Federal Government) find meaningful work while customizing the approach for each person's unique circumstances. She guides clients in setting goals, building targeted résumés and LinkedIn profiles, interviewing, salary negotiations and using connections and company lists to find hidden job opportunities.

In addition, she has over 25 years' experience in developing Human Resource processes for start-ups and with time-honored organizations, in the publishing industry and in the defense sector. She has led change initiatives during several mergers; developing and teaching change and stress management strategies, and coaching employees at all levels of the organization through difficult transitions.

### Expertise

- Career Transition Coaching
- Federal Government jobs
- Résumé Writing
- Executive Coaching
- Interview Practice and Preparation
- Salary Negotiations
- Optimizing LinkedIn Profiles
- CVs and Bios

### Experience

- Career Coach for 10 years working independently as well as with outplacement and search firms, and with clients from all industries, from entry level to executives.
- Built human resources infrastructure for a start-up, shared services organization in Wilmington, Delaware, producing the following services:
  - One-on-one coaching for executives and staff managers struggling with culture changes due to the rapid growth of the organization
  - Hiring 100 people via "Targeted Selection" interviewing techniques which resulted in less than 15% annual turnover over a 5-year period
  - Establishing a leadership program that resulted in retention of key employees.
- Developed a centralized human resource department from start-up at a chain of community newspapers.
- Implemented General Electric's employee empowerment program, "Work Out," transforming the culture from top-down to bottom-up management, focusing on changes to work processes initiated by employees closest to the work.
- Conducted training, "How to Prepare for Behavior Based Interviews," for career coaches at a Baltimore-based community support non-profit organization.
- As a Project Manager, managed a \$6 million software installation at the Baltimore Sun newspaper.



## **Carol Henger (continued)**

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### **Education**

M.A., University of Maryland, English and Education

B.A., Towson University

PMI (Project Management Institute) Project Management Course Series

The Tribune Company Leadership Institute for Executives

General Electric's "Work Out"™ facilitator training

Baltimore Mediation Center: Mediation Skills - The Transformative Approach

Loyola University: Counseling and Relationship Skills

### **Memberships**

Society of Human Resources Management

Maryland Nonprofit Organizations, associate member

