

GUIDE TO

CRAFTING

THE

PROFESSIONAL'S

RESUME

GREAT RESUMES

OPEN DOORS,

CAPTURE READERS' INTEREST,

AND GET INTERVIEWS.

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Introduction

CRAFTING THE PROFESSIONAL'S RESUME

Before you can launch your job search, network with colleagues, contact recruiters, or apply for that great opportunity on TheLadders.com, you must first be certain that you have the very best resume possible — whether you write it, a friend or associate writes it, or a professional resume writer writes it.

LIGHTBULB MOMENT:

What's important is that your resume is great!

Great resumes open doors, capture readers' interest, and get interviews. Think of your resume as your professional calling card, introducing you and your career in a way that entices the reader to contact you and invite you for an interview. With a great resume in hand, your possibilities are unlimited!

If you've ever asked yourself what a resume really is, you might be surprised by how professional resume writers answer that very question. Whereas many job seekers view a resume as a listing of their work history, achievements, and education, professional resume writers know that a resume is much more than that.

DEFINITION:

A resume is a career marketing document that showcases an individual's achievements, talents, employment experience, and more to support current career objectives.

The most important question to ask yourself when writing your resume is what you can do to distinguish yourself from other well-qualified candidates. What can you do to give yourself a competitive edge?

Ask yourself ... “What sets me apart from all of the other candidates competing for the same positions? What makes me special? What makes me the best?” The answers to those questions become the foundation of your resume, your job search, and your entire career. Once you know – and can clearly articulate – “who” you are and the value you bring to a prospective employer, you’ll be on your way to writing a great resume and having a great career.

After writing more than 50,000 resumes over the past three years, the team at TheLadders.com has learned what works and what doesn’t work in resume writing, job search, and candidate selection. It’s that best-in-class information that we’re going to share with you in this book so that you can learn what it takes to write a great resume and give yourself a truly competitive advantage.

LIGHTBULB MOMENT

LIGHTBULB MOMENT:

Resumes do not get jobs.
They get interviews so that YOU can get the job!

Chapter 1

WELCOME TO THE CRAFT OF PROFESSIONAL RESUME WRITING

You probably don't know many professional resume writers. Most job seekers don't. At TheLadders, we know hundreds of professional resume writers in the US, Canada, and around the world. They are an interesting and diverse group of professionals.

One thing they all agree on: Resume writing is something they love to do. If you're struggling to write your resume, you probably can't imagine how someone could possibly enjoy writing resumes for a living. However, for someone who writes resumes professionally, it's a wonderful way to make a living. Professional resume writers:

- Develop a **wealth of knowledge** across virtually every industry and profession.
- Understand the **power of words** to create perception.
- Write with **clarity, direction, and sophistication**, yet cleanly, simply, and effortlessly.
- Quickly **assess the value** – or lack thereof – of each piece of information.
- **Consolidate vast amounts** of information into very concise language.
- Select the very **best format to showcase** each individual's qualifications and achievements.
- Design resumes that are **sharp, distinctive, and visually pleasing**.

This is the information that we're going to share with you in this book. We ardently believe that every job seeker should be well prepared, and we want to help you achieve that goal by sharing more than 25 tools for strategizing, writing, formatting, and designing best-in-class \$100K resumes that we know open doors and generate candidate interest.

LIGHTBULB MOMENT:

It's our goal that every TheLadders member has a GREAT \$100K resume so they can position themselves as a great \$100K hire!

Before we can explore all of the tools, tips, and techniques to write and design best-in-class \$100K resumes, we must begin with a clear and concise definition of what a resume is. For that, we turned to two of the resume industry's most noted experts, Wendy Enelow and Louise Kursmark – authors, trainers, and owners of the Resume Writing Academy – and asked them to answer the following questions.

WHAT IS A RESUME?

A resume is a career marketing communication that showcases an individual's unique talents, achievements, career highlights, experiences, educational credentials, and more to support their current career objectives.

WHAT DOES A GREAT RESUME DO FOR YOU?

- Opens doors, piques a reader's interest, and positions top candidates for top opportunities.
- Prominently “merchandises” and “sells” a job seeker's most valuable skills and qualifications.
- Properly “positions” job seekers for their *next* opportunity, which may or may not relate to their current profession, level, or industry.
- Gives a job seeker a distinct market position and an edge over the competition.
- Most importantly, encourages a reader – generally a hiring manager or recruiter – to contact the job seeker for an interview.

Perhaps the single most valuable result of having a great resume is that it gives you the language to describe *who* you are when asked the inescapable question, “Tell me about yourself.” That invitation is not meant to be answered with a historical overview of your career. Rather, it is your chance to communicate who you are *today* and the value you bring *today*.

A well-crafted resume goes a long way toward answering that question. Once you know how to describe yourself and what matters most at this point in your career, you'll have much greater confidence when networking, introducing yourself, and highlighting your professional qualifications.

WHO NEEDS A RESUME?

Everyone. Beyond a few entry-level positions where a resume is not required, almost every position in every industry in every geographic market requires a resume as part of the hiring process.

WHY DOES EVERYONE NEED A RESUME?

The answer to that question is easy if you consider:

1. **Your resume is your personal calling card.** In today's global employment market, people generally don't meet you first. Instead, they meet your resume, most likely on a computer screen. Think about the power your resume has to entice recruiters and hiring managers either to contact you or not. Now, read your current resume and ask yourself if you're confident you're making the right first – and only – impression.
2. **Your resume serves double duty as a great interviewing tool and roadmap.** When recruiters or hiring managers on the hunt for \$100K talent encounter a resume that's well written and easy to read, it makes their job much easier. Your resume can put you on the inside track because it made the process of hiring you smooth and seamless.

WARNING: Your resume can be used to exclude you from consideration.

Think about the recruiter who receives 358 resumes for one CFO position. The first thing he's going to do is eliminate as many candidates as possible. If you don't catch the reader's attention instantly with powerful content, the right keywords, and a great visual presentation, you'll miss that opportunity.

HOW IMPORTANT IS A RESUME TO YOUR CAREER AND YOUR CURRENT SEARCH?

Occasionally a job seeker will say something like, "My resume is fine. It's good enough." Every time that happens, we're stunned. How can someone who's so successful in their career have no idea of the importance of their resume in opening doors and creating opportunities?

We're reminded on a near-daily basis of how remarkably difficult the employment market is and how the number of unemployed people continues to grow in countries worldwide. When hundreds of people are vying for every open position, your resume will often mean the difference between opening a door and closing that same door.

Average resumes that are "good enough" might have worked adequately in less competitive times. However, today "good enough" is not good enough. It's challenging to get your resume noticed when it's one in a pile of 300+. No one questions that. But there are so many things you can do to your resume and with your resume that will help you stand out from the crowd and, in turn, gain access to new career opportunities.

As you'll read in later chapters in this book, the four critical components of resume writing are strategy, content, format, and design. If you can master those four keys to resume success, you'll be well on your way to a best-in-class \$100K resume. At TheLadders, we want every one of our members to have a great resume because we know it's the foundation for a great job search.

LIGHTBULB MOMENT:

The only thing that's important is that your resume is great, no matter who wrote it.

Suppose you were the one looking through that pile of 300+ resumes. The very first thing you'd want to do is *eliminate* as many resumes as possible to get the pile down to a manageable size. Clearly, if your resume doesn't visually catch someone's attention almost instantaneously, it's going to be passed over. That's why design is so very important. ***Does your resume instantly catch a reader's visual attention?***

Once your resume has passed the visual test, it needs to pass two content reviews. The first review is still cursory, but someone is taking the time to read parts of your resume while skimming the rest. This is when both strategy and format come into play. ***Have you positioned yourself strategically as you want to be perceived, and have you presented your resume in the right format to best showcase your***

qualifications and experience?

The second content review is the most critical. This is when a recruiter or hiring manager takes the time to read your resume and learn as much about you as possible to determine if you're a viable candidate. ***Is your resume filled with outstanding content and rich with keywords and achievements?***

WHAT MAKES A \$100K RESUME A WINNER?

An effective \$100K resume is built on the performance success you've encountered during a substantial career – quantifiable financial achievements, sales results, cost reductions, productivity and quality metrics, leadership performance, new product launches, technology innovations, organizational development initiatives, mergers, acquisitions, joint ventures, and more.

A great \$100K resume is focused on the unique and distinguishing information that will set you apart from other qualified candidates. Consider this:

If you're a VP of Sales, you understand that most senior-level sales executives perform similar functions – presenting products and services, negotiating contracts, closing sales, managing client relationships, introducing new products and services into the marketplace ... The list goes on. It's all important information to include in your resume, but it

should be the backbone and not the showpiece. The showpiece is how *well* you've done those things.

Here's another example. Most CFOs manage the same functions – corporate treasury, foreign exchange (FX), cash management, banking, lending, investments, currency hedging, contracts, and other financial functions. In addition, depending on the size and complexity of the organization, many CFOs also manage IT organizations. Again, this information is important to include, but only as the structure upon which all of the achievements are broadcast.

The same concept applies to every profession – HR, marketing, law, operations, technology, science, and more. Of course there are specifics unique to each industry, each company, and each individual. That's part of what makes resume writing so challenging. How do you include the “basics” while highlighting the achievements and making your resume competitive with others vying for the same opportunities?

LIGHTBULB MOMENT:

There are commonalities across all professions, so the achievements – the showpieces – differentiate a well-written and well-presented \$100K resume from all the rest.

WHAT ARE THE VITAL COMPONENTS OF A RESUME?

The vast majority of resumes will have at a minimum four key components: Professional Summary, Core Competencies, Professional Experience, and Education. The Core Competencies can be presented either as a part of the Professional Summary or as a standalone section to draw visual attention.

Of course, there are always exceptions to the norm, and not every resume will have those four sections. A graduating student with an exceptionally strong educational background but no work experience will have no need for a Professional Experience section. Or consider the senior executive who never went to college. That job seeker is better off omitting the education section completely and discussing it at an interview. Why include something that's immediately going to raise questions or eliminate you from consideration?

You can include other categories in your resume if they are relevant to you and your career objective. No need to list your membership in a local community-service organization if you're looking for a job in purchasing halfway across the country. It's not relevant nor particularly interesting. Conversely, that same membership can be very important if you're looking for a new position in your local community because other members of that organization might be just the contacts you need. Or, more likely, they know the people who know the people you want to know!

Consider adding resume sections like these as appropriate to your background, your industry, your profession, and your personal career path:

- Board Appointments
- Technology Portfolio
- Professional Affiliations
- Publications
- Public Speaking Experience
- Professional Training & Development
- Internships & Fellowships
- Foreign Language Skills
- International Travel & Exploration
- Civic/Community Memberships
- Volunteer Experience
- Teaching Experience

CAN YOU USE A RESUME FOR MORE THAN JUST FINDING A NEW JOB?

Beyond serving as your primary tool for job search and career management, your resume is a valuable document that can also be used for:

- Appointments to boards of directors and boards of advisors
- Appointments to special committees, task forces, and industry associations
- Promotions for in-house positions with your current employer
- Business plans and capital-financing proposals for banks and investors
- Addenda to applications for grants, internships, externships, fellowships, and other programs and funding proposals
- Credibility building for a variety of opportunities and situations

WHAT DO PROFESSIONAL RESUME WRITERS WISH JOB SEEKERS KNEW?

If you were to ask 100 professional resume writers that question, 95 of them would tell you the same thing. “Resume writing is so much **MORE** than job seekers think.” What an interesting comment!

That “more” refers to the strategy underlying everything that professional resume writers include in a resume – *how* they include it, *why* they include it, *where* they include it, and *what* they anticipate will be the value of including it. Nothing is ever arbitrary, from where to position the email address for a consumer goods manufacturing manager seeking to move into the technology sector, to what five to eight significant achievements to include from a list of 20 without omitting anything of substance or value.

For professional resume writers, a resume is multidimensional. Every resume is built on an underlying strategy that leads the way and influences everything the writer does with a resume. Strategy is the critical piece in transitioning a job seeker from “past” to “future.”

In Chapter 2, “Strategy Tools for the Professional’s Resume,” we’ll explore how strategy informs resume writing for EVERY job seeker in EVERY situation. It doesn’t matter if the candidate is a 22-year-old college graduate, a 42-year-old regional sales manager, or a 62-year-old CEO. Every successful candidate must decide how he wants to position himself in the employment market and then decide – strategically – how best to accomplish that in resume content, format, and design.

WHY IS IT SO CRITICAL TO MAINTAIN AN UPDATED RESUME?

Never before in our working lives has the employment market been so volatile. No one knows what's going to happen from day to day. To ensure that you're doing everything possible to manage your career proactively, always have a resume ready to send out at a moment's notice.

It's not always the best-qualified candidates who get the jobs. It's the people who are the most prepared for their job search and stand out from the crowd thanks to their resume, networking, job-search management, and every facet of career transition. Those individuals see the opportunities and then capture them. Are you one of them?

LIGHTBULB MOMENT:

Don't miss a great new professional opportunity because you weren't willing to devote a few hours to updating your resume. Take control of your career; if you don't control it, no one will!

Chapter 2

STRATEGY TOOLS FOR THE PROFESSIONAL'S RESUME

Strategy is the most critical component of great resume writing and, at the same time, the least understood. We believe that's largely because job seekers don't understand the potential a really great \$100K resume can have to open doors, generate interviews, and get offers.

Most job seekers believe a resume documents their previous work history, achievements, and educational credentials. This is true, of course, but it's only the beginning of what it takes to create a great resume. The underlying strategy is what's most important to the effectiveness, power, and impact of any resume.

Think about strategy as the foundation of your resume. Strategy is the reason for:

- **Why** it's constructed (what your current career objective is and the types of positions for which you will be applying)
- **How** it's constructed (what format you use to position you best for your objective)
- **What's** featured (your notable achievements, experiences, qualifications, and additional information to support your objective)
- **What's** omitted (the information you delete because it just doesn't matter at this point in your career and/or it doesn't support your current objective)
- **Who** the final document portrays (the future *you* as it relates to your current career goals)

To help you understand the critical strategic elements of resume writing, we'll explore the following strategy tools:

<i>Strategy Tool #1</i>	Start with a Strong Foundation
<i>Strategy Tool #2</i>	Write to the Future
<i>Strategy Tool #3</i>	Create the “Right” Perception of the Professional You
<i>Strategy Tool #4</i>	Think Strategically About the Word “Transferable” ... and Then Don’t Use It
<i>Strategy Tool #5</i>	Remember that Nothing in Resume Writing is Arbitrary ... Nothing!
<i>Strategy Tool #6</i>	Be Careful with Your Numbers
<i>Strategy Tool #7</i>	Make it the Right Length for You and Your Career
<i>Strategy Tool #8</i>	Understand the Unique Circumstances of the 40+ Job Seeker
<i>Strategy Tool #9</i>	Take Advice With A Grain of Salt

When you master these tools, you'll appreciate how much *more* resume writing is than you originally thought. As any talented professional resume writer will tell you, there is nothing arbitrary about resume

writing, from how your contact information is positioned to where you place the dates of your employment. Everything is dictated by the underlying strategy.

Now, let's explore each of these Strategy Tools in detail.

#1: START WITH A STRONG FOUNDATION

A resume is only as good as the information its author has to work with: namely, your professional experience, educational credentials, and other “stuff” – training and certifications, foreign language skills, international experience, honors and awards, publications, public speaking, professional affiliations, community service and volunteerism ... The list is lengthy.

Step #1 in creating a great \$100K resume is to collect *all* of your information, then pick and choose experiences that line up with your current career objectives. We like to use the table analogy to explain this concept ...

Take everything about your career and lay it out on the table. Include *all* of your work experience. If you're an “older” candidate, you might not use all that information, but assembling it all is essential. For example, even if you decide not to list all the dates and details for jobs 20 years ago, you might want to include notable achievements from those early years because they communicate a very critical message: You've been a top performer your entire career. What a great consideration when

evaluating one candidate versus another. Unless those experiences and achievements are “on the table,” you won’t be able to consider and use them.

Next, add interesting and/or notable information about your personal life that helps create a strong perception of “who” you are and “what” you’re all about. Perhaps you’ve been a member of the local Elks Club that recently raised \$2M for pediatric cancer research. That achievement might not be related to your current career objective, but it certainly says a lot about your character, a key consideration in virtually any hire.

Cover the tabletop with information – old resumes and cover letters; recent, half-done resume updates; job postings that interest you; job descriptions and performance evaluations from previous jobs (great for remembering achievements that you might not remember from long ago); college degrees; training certificates; awards; letters of commendation; letters of recommendation; thank-you notes for volunteer projects; conference notes from speaking engagements; lists of projects you’ve worked on; and more.

Obviously, you can do this physically – with actual paper! – or you can do it electronically. Either way, it is the critical launch pad if you want a great resume. Remember, your resume is only as powerful and well-positioned as the information you put into it.

Once you’ve collected everything that could possibly be important to your resume and your career, you can then select the information to include based on your current objective.

Almost every resume writer will include experience and education sections on job seekers' resumes. In addition, at TheLadders, we recommend that almost every resume begin with a Summary and then a Core Competencies section.

Beyond those basic rules, the rest of the content must be relevant to your goals. Suppose you had 10 achievements in your last job. Most likely you're not going to describe them all in your resume because it's too much information. Plus, you want to save some great achievements to share during the interview.

In the above situation, you need to ask yourself what achievements matter most for your ideal position. What's going to open *that* door and get an interview? Simply put, your objective drives your decision about what information to include and why.

Here's another example. Jan has been working as an accountant for the past 10 years but recently returned to college to earn her BS Degree in Information Technology (IT). In her accounting positions, she participated in a number of system and software upgrades, so she's not a total IT novice in the workplace. At this juncture in her career, she's looking for both accounting and IT positions.

In her accounting resume, Jan will include brief information about her IT skills. They're a plus, but not essential. Conversely, her IT resume will focus on all of her IT skills, projects, and experience to create an entirely different perception of her level of involvement in workplace IT initiatives. Of course this information is 100% accurate; it's simply carefully selected and well merchandised to stand out and position Jan for IT opportunities.

The systems, software, and applications Jan includes on her resume depend entire on her objectives. However, she must have all of that information easily accessible so she has the *right* resumes for the *right* opportunities.

To help you accumulate all of the information you need for a \$100K resume, here are some representative questions that cover many of the selling points of a winning resume . Be certain to answer them all so you have the information relevant to your job goals.

CAREER PROFILE QUESTIONNAIRE

Contact information (as it will appear on your resume)

Name:

Address:

City, State, Zip:

Home and/or Cell Phone:

Personal Email Address:

Career Summary / Core Competencies

Your Career Objective:

Your Strongest Qualifications Related to this Objective:

Keywords Specific to Your Career, Your Current Objective, Your Industry, and Your Areas of Expertise

Job Information

(Repeat this section as many times as needed to create one Job Information section for each position in your career. Devote more time and space to recent and relevant jobs and less to older or less-relevant positions.)

Company Name:

Brief Company Description (primary product or purpose, annual sales, number of employees)

Job Title and Location (City and State)

Start Date:

End Date:

Brief Description of Scope of Your Position and Primary Job Functions:

Your Unique Accomplishments: (What – specifically – did you do to increase revenue or profitability, cut costs, or improve other measures of performance? What successful programs or innovations did you conceive or lead? In what other ways did you help the company be more successful? Include hard numbers and results whenever possible.)

Describe as many accomplishments as you can think of during this information-gathering stage. Then, use the Strategies, Tools, and Tips in this book to choose the best accomplishments and the right number of accomplishments to create a great \$100K resume.

Education:

Degree and Major:

School:

City and State:

(Repeat as needed for multiple degrees.)

Other Relevant/Current Certifications, Licenses, Training, and Professional Development:

Additional Information:

Current Professional Affiliations, Board Positions, Community Activities, Presentations, Publications, Language Fluency, and other Distinguishing "Extras":

#2: WRITE TO THE FUTURE

Your resume is really writing to the future ... to the position or career that you want ... to your objective.

Most job seekers think their resumes should describe past accomplishments. Indeed, that is great information, and you'll definitely include most of it in your resume. However, that's not the real point of a resume.

What drives the process is *who you want to be* ... the position you're applying for, the career track that you want to pursue, and/or the industry you're targeting. You want to leverage your previous experience to best position yourself for future opportunities.

If you've been a manufacturing manager for eight years and want to move further up the ladder to a higher-level manufacturing management position, your past experience is very relevant, and your resume will showcase it prominently. However, if you're that same manufacturing manager who now wants to transition into an outside sales position, the entire resume will be different. In fact, those two resumes would be so different that a reader might never know they described the same person!

The first resume would most likely be a two-page resume filled with great manufacturing leadership skills, achievements, operating successes, performance metrics, and more, right on track for your future opportunities within that same industry and profession.

Keeping in mind the concept of writing to the future, the second resume would be an entirely different document. It would probably be a one-page resume that shifts the focus from your operating management skills to your product knowledge and any interactions – direct or indirect – you might have had with customers over the years. Your future is in sales, and that’s what this resume must communicate.

LIGHTBULB MOMENT:

Look forward and focus your resume on the things that will matter most tomorrow!

As further demonstration of the “Write to the Future” concept, meet Kate Jordan, a senior banking executive who was downsized in 2010 when the banking and finance industry was reinventing itself and reclaiming its market position.

Kate’s two resumes follow. She’ll use the first (two-page) resume to pursue senior-level banking positions and the second (one-page) resume for general management opportunities outside of banking. Read them both and see what a dramatic difference “writing to the future” makes in how she presents herself. It really is all about the future *you*!

KATE JORDAN

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SENIOR BANKING & FINANCIAL SERVICES EXECUTIVE

Nineteen-year career building high-performance, high-profit operations, products, services, and markets in the Banking/Financial Services Industry.

Delivered double-digit growth in revenues, deposits, loans, investments, and profits in challenging B2B and B2C markets. Demonstrated expertise in team building and organizational leadership as well as unique talents in recruiting, onboarding, training, and mentoring top talent. Consistently outpaced and out-innovated competition through strong and decisive leadership of:

Customer/New Business Acquisition/CRM
Brand Building/Brand Management
New Product Development/Market Launch
Sales Leadership/Market Positioning
Technology-Driven Banking Services

Multi-Site/Multi-State Operations Leadership
Business Turnarounds & Revitalizations
Start-Up Ventures, Services & Operations
Distribution/Expansion Strategy & Management
Employee Outreach & Communications

PROFESSIONAL EXPERIENCE

INTERNATIONAL BANK, Eastern Division 2003 to 2010
(Originally recruited to Dover Bank; acquired by International Bank in 2003)

Executive Vice President & Regional Market Executive

Recruited by previous EVP from Dover Bank and given immediate leadership responsibility for managing Retail Banking for the New York Metro Market (177 branches, 500+ ATMs, 500K+ consumer households and small businesses, \$9B in deposits). Led a team of 2400. Delivered 25% increase in net new accounts in first 90 days.

Following International Bank acquisition, promoted to manage increasingly larger portfolios of up to 233 banking centers throughout the Eastern US (650+ ATMs, 800+ customers, \$19B in deposits). Directed banking and credit card operations, sales/marketing, CRM, new business development, brand building, product management, human resources, distribution strategy, facilities management and information technology.

- Delivered 140% sales growth despite economic downturn. Ranked in top 1% of company.
- Increased sales efficiency and production 30% by improving cross-selling opportunities.
- Partnered with staffing to improve interviewing, onboard and training processes, strengthening the quality of new hires. Achieved 90% associate satisfaction score (highest in company) and reduced turnover 22%.
- Captured \$700K+ in cost savings in 2008 through process redesign/standardization and expense reduction.
- Appointed to corporate task force building new systems to improve communication to all 250K employees.

KAMDEN GLOBAL BANK, Eastern Division 1995 to 2002

Fast-track promotion through increasingly responsible management positions based on record-breaking financial performance and outstanding success in developing and retaining top talent. Corporate contributions included:

- Achieved/surpassed revenue and profit goals for 9 consecutive years.
- Created CRM initiative that delivered double-digit revenue growth and was rolled out to all 650 branches.
- Built new 9-month banker training program adopted by entire Eastern training division.

KATE JORDAN – Page 2

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KAMDEN GLOBAL BANK, continued**Senior Vice President & Community President, Boston, MA (1999 to 2002)**

Orchestrated turnaround of the bank's poorest-performing division. Resolved long-standing operational issues, upgraded employee product knowledge and sales competencies, and launched targeted expansion into high-growth, ethnic customer markets. Managed staff of 900 with 7 VP-level direct reports.

- Built strong market for underserved customers in the Asian and Hispanic communities throughout the East Coast. Increased inner-city sales 75% and loan production 50%.
- Built the bank's #1 small-business development team.
- Redesigned core business processes, improved risk management, and reduced operating losses \$1.2M.
- Increased fee income \$870K by strengthening market position and outperforming the competition.

Senior Vice President & Division Manager, Norwalk, CT (1998 to 1999)

Selected for challenging position following acquisition. Tasked with integrating the divergent corporate cultures of each organization, building new business infrastructure, and restoring employee morale, while managing company's first-ever operations outside of New York. Created programs that ignited sales throughout the state and the entire Eastern Division. Recruited/trained a team of 120 producers.

- Grew deposits \$390M through innovative brand marketing strategies and integrated telemarketing program.
- Increased sales 170% with existing customers. Increased banker loan production from 4 to 23 per quarter.
- Drove 11% increase in customer retention by improving CRM and customer outreach.

Vice President & District Manager, Rochester, NY (1997 to 1998)

Managed 36 branches, 55 staff, and large acquisition-integration/cost-reduction program.

- Created customer care program that drove record sales and was implemented statewide.
- Transitioned customers from in-store to self-service, technology-driven banking.

Vice President – Premier Sales Channel, New York, NY (1996 to 1997)

Member of core leadership team that orchestrated profitable launch of new premier banking sales channel. Post-launch, managed largest territory and ranked #1 for growth and profitability among 9 start-up regions.

Previous positions as Assistant Vice President & Branch Manager (1995) and Business Banking Officer (1995 to 1996).

EDUCATION:

B.S., Business Administration, Rutgers University

Sales, Marketing & Leadership Training – NYU, Duke University, Harvard University & Insead

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GENERAL BUSINESS MANAGEMENT PROFILE

Managing Multi-Site, Multi-State Business Operations
Leading High-Profile Sales, Marketing & Business Development Organizations
Delivering Strong & Sustainable Revenue, Market Share & Profit Results

Operations Management

- **Operations Turnaround.** Orchestrated turnaround and business revitalization, restored customer confidence, and transitioned region from last to #1 and strong profitability.
- **Cost Reduction.** Captured up to \$1.2M in annual expense reductions through ongoing efforts in process redesign/standardization, quality improvement, staff training, asset management, and technology innovation.
- **M&A Integration.** Led companies through critical mergers and acquisitions, facilitating seamless integration of capital assets, people, technology, field organizations, and more.
- **Technology Leadership.** Drove customer transition from direct-service to technology-driven model, reducing operating costs 19% and increasing customer satisfaction 22%.

Sales & Marketing Leadership

- **Revenue Performance.** Achieved/surpassed sales goals for 9 consecutive years despite intense market competition and poor economy. Increased sales 170% over 2 years following massive reorganization.
- **Brand Management.** Led critical re-branding efforts to support new products and new customer demographics. Resulted in average 32% revenue growth across both high-end and emerging markets.
- **New Market Development.** Spearheaded market launch to capture underserved customers in Asian and Hispanic communities. Increased sales 75% and volume 50%.
- **Customer Relationship Management.** Championed CRM outreach initiative that delivered double-digit revenue growth and customer retention and was rolled out to 650 operating locations within the region.

Team Building & Organizational Leadership

- **Human Capital Management.** Led a staff of 900 with 7 VP-level reports through a complex turnaround and revitalization. Introduced innovative staffing, onboarding, mentoring, and career-pathing programs.
- **Training & Development.** Conceived, developed, and led new professional training program, the model for all subsequent corporate training throughout New York state.
- **Corporate Culture Change.** Led company through large-scale reorganization and transition. Restored employee morale and fostered 110% quality and productivity surge.

PROFESSIONAL EXPERIENCE

INTERNATIONAL BANK, Eastern Division 2003 to 2009
Executive Vice President & Regional Market Executive (*top 1% of company*)

KAMDEN GLOBAL BANK, Eastern Division 1995 to 2002
Senior Vice President & Community President (*75% revenue growth*)
Senior Vice President & Division Manager (*170% sales growth*)
Vice President (*#1 in growth and profitability for market*)

EDUCATION

B.S., Business Administration, Rutgers University
Sales, Marketing & Leadership Training – NYU, Duke, Harvard & Insead

#3: CREATE THE “RIGHT” PERCEPTION OF THE PROFESSIONAL YOU

A resume written to the future lets readers see you in the roles you are seeking, not just the roles you held in the past. In essence, you’re painting the picture you want prospective employers and recruiters to see when they envision the position at hand.

If your resume fails to create the right perception, you’ll immediately be excluded from consideration. As we all know, \$100K job postings generate a great deal of interest, lots of resumes, and many qualified (and unqualified) candidates. What can you do to distinguish yourself from the crowd?

That’s where positioning and perception come into play. Consider Randy, a purchasing manager who is now pursuing opportunities in retail sales management. It is critical that Randy *not* position himself as a purchasing manager who wants to be a retail manager; rather, he needs to position himself as someone who already has the requisite skills and talents of a well-qualified retail manager – purchasing, inventory control, vendor relations, staff hiring and training, team building, product management, merchandising, sales, and more.

Although Randy might not have acquired his skills in the retail industry or profession, he does possess these skills and can boldly showcase them on his resume to create the perception that he wants prospective employers to see.

#4: THINK STRATEGICALLY ABOUT THE WORD “TRANSFERABLE” ... AND THEN DON'T USE IT

Hand-in-hand with Strategies #2 and #3 is the concept of “transferable skills.” It’s true that core skills can easily be applied in different industries, environments, and positions. But when used in your resume, the word “transferable” communicates to a recruiter or hiring manager that even if you have the right skills and qualifications, you have to *transfer* them into a new industry and new position. You’ll need time and training before you’re able to use those skills for the benefit of your new employer. That’s not a great message to communicate.

Companies want to hire individuals who can hit the ground running and instantly become productive members of their organization. They don’t necessarily want to hire individuals who will have to “transfer” anything, because that takes time and costs money, and no one has either of those commodities to spare.

So don’t dwell on “transferring” skills, experiences, and qualifications. Instead, your resume should articulate what you’ve done so magnificently with those skills, experiences, and qualifications. Make yourself a part of the team already!

#5: REMEMBER THAT NOTHING IN RESUME WRITING IS ARBITRARY ... NOTHING!

In Chapter 1, we mentioned that where you position an email address on a resume is not arbitrary. You might wonder why that even matters as long as your email address is there. But it does matter in certain circumstances. For example ...

Consider the manufacturing manager with 16 years of experience in the consumer-products industry. He's now ready to change industries, from consumer products to technology, while still working as a senior-level manufacturing manager. By positioning his email address boldly right beneath his name, he communicates a remarkably important message – namely, that email is the best way to contact him. And isn't that true of everyone in the technology industry? Instantly, he's made himself a part of the tech community and not an outsider looking for a way in. Remember, it's all in perception!

Here's another great example of how you'd select which key accounts to highlight in a resume for a sales professional in the pharmaceutical industry. If she's still interested in pharmaceuticals, medical devices, or other related health care products and technologies, then listing prominent medical institutions and health care companies is quite important. Her contacts at those organizations are a great "in" for her new company. But if she's looking for sales opportunities outside the health care industry, a long list of hospitals does nothing but further entrench her in an industry that she's no longer pursuing. In that situation, the names of her key accounts could actually damage her chances of landing a great sales position in a new industry.

Now consider the situation of the technology sales executive who has sold into major companies in scores of industries. If he's now pursuing a position where he'll be selling only into broadcast-media accounts, then it's great to mention that his previous accounts included ABC, NBC, CBS, HBO, and other major media companies. But it becomes just as important that he *not* mention Kraft Foods, Quaker Oats, and Star-Kist, some of his other key accounts. They're irrelevant.

Every word, every sentence, every line ... They all mean something on a resume. There is no space to waste, so you must be certain that each has a reason for being there and that nothing is arbitrary.

#6: BE CAREFUL WITH YOUR NUMBERS

Many job seekers, thinking they're going to impress people who read their resumes, include dollar figures that might just keep them out of the running for a particular opportunity. Consider the executive who mentions that the last company he ran generated \$350 million in annual sales revenues. Even though he's well-qualified to run a \$1 billion company, the people hiring for that position might not think so because they're looking for a candidate with *bigger* company experience.

Just as likely, if he applied to a company that does \$50 million a year in business, that company wouldn't be interested either, thinking that the position might not be *big enough* for him. It's tough to win in either situation!

Whether the hiring companies' judgment is right or wrong is not the issue. Of course that executive could run either of those companies and, most likely, do a great job. But that doesn't matter at all. The perception of the hiring authority is all that matters at the initial resume-review stage. Remember, the first time a hiring manager is reviewing the 300 resumes on his computer, he's trying to exclude as many candidates from consideration as he can. Don't give him any reason to add you to the rejects.

The moral to this story: Be careful about numbers. Of course you'll want to include dollar amounts and percentages. However, think carefully about your target audience, and don't position yourself out of contention because a few numbers skewed you in the wrong direction!

#7: MAKE IT THE RIGHT LENGTH FOR YOU AND YOUR CAREER

Nowhere is it written that a resume must fit on one page or even two pages. There's no rule, no law, no industry standard, nothing that would tell you that your resume must be x number of pages. However, there are conventions.

A graduating student or young adult usually needs only a one-page resume. Of course in some situations two pages might be the right answer. A good example would be a graduating student who has had several rich and relevant internships along with some great professional experience atypical for a recent grad.

If you're a mid-career professional, manager, or executive, your resume will most likely be two pages, and that's fine. Your resume should be written to sell the highlights of your career, and if you've had four, five, or more positions, it becomes almost impossible to fit it all onto one page.

LIGHTBULB MOMENT:

There is no advantage in removing valuable information to get your resume to fit onto one page. In fact, you're doing yourself a disservice if you eliminate great experiences, achievements, activities, and contributions solely for the sake of resume length.

In today's fast-paced society, it's the rare resume that exceeds two pages. But it does happen. Consider the mid-level information technology (IT) professional who manages the design, development, and implementation of new technology solutions and applications. He's both a manager and a hands-on technology expert with a wealth of experience across multiple platforms and scores of different software and applications, networks, operating systems, and Internet technologies – all of which are important to include on his resume.

In addition, he works on a project-by-project basis, so he has numerous, significant projects to include. In this situation, a three-page resume might be the right answer. Or, alternatively, a two-page resume and one-

page addendum with complete technology portfolio would work just as well. Bottom line: It's still three pages, so he's not fooling anyone with the addendum. The real advantage to the addendum is that he can send it when he wants and only when he wants.

Another critically important consideration about resume length: the emergence of digital devices and social media and their profound effect on how we communicate. As we have moved toward briefer communications – such as instant messages, texts, and tweets – all of our written communications have become more succinct. In our digital culture, you need a tight, well-written resume that is easy to skim and easy to read.

Online or off, people are extremely busy, and attention spans are short. If your resume is too long, too dense, or too detailed, much of your great information will be overlooked and you won't be identified as a candidate of choice. If your resume is "lean and clean," you'll find your sentences are sharp and crisp, your paragraphs and bullet points are tight, and your overall resume is shorter than we were accustomed to seeing 10 or even five years ago.

#8: ADDRESS THE UNIQUE CIRCUMSTANCES OF THE 40+ JOB SEEKER

The typical \$100K job seeker is in a great position to write a resume. He has decades of solid professional experience, strong accomplishments, and the educational credentials that are necessary for his particular field.

Yet for \$100K job seekers who are 40+, some not-so-positive circumstances might come into play in writing their resumes. TheLadders' resume writers often deal with questions like these from experienced executives:

- How can I make the most of my long career without aging myself out of great opportunities?
- How can I position myself for the next step up in my career – and not be “stuck” in the same kinds of positions I’ve held recently?
- How can I add a new job onto my two-page resume without making it too long? What should I cut out?

There are no simple answers to these questions. Like everything else in resume writing, the answers depend on the individual, her current career objectives, the trajectory of her past career, and much more. However, some general guidelines do apply and can help you if you are wrestling with these questions and others related to age, length of experience, wealth of material, and other situations typical of the 40+ executive.

First and foremost: Always remember that your *current* objective must drive your resume-writing process. If material is relevant and supports your current goals, include it! If it is irrelevant or detrimental, omit it.

If you have too much information – and you believe all of it is important – think creatively about how you can include it in a very concise way. For example:

- Summarize several of your earliest positions in just a few lines or bullet points rather than giving each one the same weight as more recent roles.
- Stack two or three jobs at the same company in one job description and highlight just the most impressive accomplishments for the total time frame.
- Write a short introduction at the start of your experience section that describes your career progression within one company. Then you can be more succinct about describing the individual roles, especially those that occurred quite a few years ago.
- Omit jobs, activities, and accomplishments that are not relevant or not particularly strong.

If you are changing careers, don't think you have to start on the bottom rung. On your resume highlight all of the skills and accomplishments that relate to your new objective, even if they weren't the primary focus of your past career. Review strategies #2, #3, and #4 in this chapter to appropriately position yourself for your new career.

To add new information to an existing resume, start from the bottom and cut or edit down older material to make room for the new, highly relevant experience. However, if your resume is severely outdated, don't try just to tweak it. You'll be much more successful in creating a resume that is modern, strategic, and tightly written if you start from scratch.

The sample resumes in chapters 6 through 12 demonstrate a wide variety of effective ways to present a lengthy career within two pages. They are an excellent resource for you as you address the same challenge because of the wealth of material from your own career.

#9: TAKE ADVICE WITH A GRAIN OF SALT

Every time you show your resume to others – friends, relatives, colleagues, managers, recruiters, hiring authorities, or anyone else – they’re all going to have an opinion. If you’ve used the strategies, tools, and examples in this book, we think you’ll find that most of their comments will be positive. But not always!

Do *not* rush to edit your resume every time someone offers you advice. Granted, a few of the comments you’ll receive will be well worth considering, but most of the feedback is unfounded in terms of resume strategy and market positioning. Of course you want everyone to tell you that your resume is the best they’ve ever seen, but be forewarned that almost everyone will have *something* to say.

As we’ve discussed, there is a true art and science to resume writing. A resume is not just a piece of paper listing your employment experience and education. You’re already learning from reading this book that it’s much more than that, so don’t let a recruiter make you crazy because she didn’t like something on your resume. (Or, conversely, that you omitted something from your resume that she believed was important.)

If a recruiter wants a special resume version, great – adapt it for her. But don't feel compelled to change your resume permanently unless the recruiter's advice is solid, strategic, and substantiated.

"Take it all with a grain of salt," as the saying goes. If you're confident that your resume is the *right* resume for you, don't let others have you running in a hundred other directions!

Chapter 3

FORMATTING THE PROFESSIONAL'S RESUME

A great \$100K resume can be built on different foundations, each of which highlights a different aspect of the candidate's career.

- A reverse chronological resume emphasizes your professional experience
- A functional resume focuses on your skills and qualifications
- A resume might start with a Career Summary or an Objective; it might position Education before Professional Experience or vice versa.

Think of the resume structure as the “skeleton” that supports the resume's content and design. Select the right structure that will best present *your* content to *your* intended audience and position yourself for your next opportunity.

It would be great if there were a single resume format best for job seeker A versus job seeker B, but each format carries its own implications. We'll address many of them in this chapter as we review the following seven Format Tools at length:

Format Tool #1	Prominently Position Your Contact Information
Format Tool #2	Pay Special Attention to the First Half of the First Page
Format Tool #3	Use a Reverse Chronological Resume Format Most of the Time
Format Tool #4	Use a Functional Format Only If ...

Format Tool #5	Start with a Career Summary Section 95% of the Time
Format Tool #6	Follow Your Summary with Your Core Competencies
Format Tool #7	Include an Experience and an Education Section 99% of the Time

LIGHTBULB MOMENT:

There is never a one-size-fits-all answer in resume writing, even when it comes to format!

#1: PROMINENTLY POSITION YOUR CONTACT INFORMATION

Believe it or not, job seekers sometimes forget to include identifying information on their resumes. Specifically, we're referring to email, phone, and address.

Your email address is straightforward – and essential. Carefully position it in a prime visual spot so it’s instantly recognizable. Most potential employers will contact you via email, so make it easy for them! Be sure your email address matches the professional image your resume conveys. Ideally, your email address should include your name in a simple format – for example, `chris.masterson@gmail.com`. It should not be cryptic, suggestive, or shared with family members. Never use a work email address on your job search materials.

Next, don’t overwhelm the page with three, four, or more phone numbers. No recruiter or hiring manager is ever going to take the time to call you at four different numbers. They’ll try one or maybe two and will then leave a message. We recommend that you include your cell phone and, if you want, your home phone number. That’s it. Do not include an office phone number. Who’s going to hire someone who’s using their current work phone to manage their job search? That certainly doesn’t promote a very positive impression of the candidate.

When it comes to addresses, resume rules have changed over the past five years. Even in 2005 and 2006, employers expected job seekers to include their physical mailing addresses on their resumes. Now, the advent of online job-search tools, methods, and websites (combined with the explosion of identity theft) have convinced more and more people simply to omit their physical mailing addresses from their resumes. That’s OK; in fact, it might be a plus. As our employment market globalizes and people are more mobile than ever, it doesn’t really matter where your current job is in relation to where your next job will be.

If you live in the location in which you're looking for a new professional opportunity, however, it can be a plus to demonstrate you're a local candidate. Let's say you currently reside in Denver and will be looking for a job in the same area. In this instance, **INCLUDE** your mailing address so that people will understand you're a "local." That's a great selling point for you because there is no cost of relocation involved (not that many companies are even willing to pay for relocation anymore).

#2: PAY SPECIAL ATTENTION TO THE FIRST HALF OF THE FIRST PAGE

On average, you have only five to 10 seconds to catch a recruiter's or hiring manager's interest when they first review your resume. Research studies conducted by TheLadders and other organizations have repeatedly shown the same results – 10 seconds is all you have. That means the first half of the first page is your first (and perhaps only) opportunity to catch a reader's interest by showcasing the most important information about you and your career. Using this real estate right means your resume is more likely to be sorted into the "yes" pile ... or at least the "I'm going to read it more thoroughly" pile.

Ten seconds is an astonishingly short period of time when you consider the amount of time and effort job seekers and professional resume writers put into writing, formatting, and designing their resumes, hoping to catch attention and prompt an interview.

But remember: Faced with 100, 200, or even 500 resumes, any recruiter or hiring manager will first try to exclude as many as possible. It's the only way to winnow a reasonable number of resumes for a more thorough review. That means the first half of the first page of your resume must present your strongest and most relevant qualifications.

LIGHTBULB MOMENT:

If you don't catch a reader's interest in the first half of the first page of your resume, your resume will probably be discarded.

In the following sections, we'll outline the critical elements that appear in every \$100K resume TheLadders writes to catch readers' attention and generate interviews. Read these sections very, very carefully so your resume will make the cut.

#3: USE A REVERSE CHRONOLOGICAL RESUME FORMAT MOST OF THE TIME

Almost all job seekers should use a reverse chronological format, which focuses on professional employment experience and all of the related achievements, results, contributions, project highlights, and so much

more. It is the format of choice for recruiters, HR directors, hiring managers, resume writers, career coaches, and just about everyone else involved in the employment and career-management industries around the world.

Most reverse chronological resumes begin with a Career Summary section that must communicate – in an instant – *who* that candidate is. You'll read much more about career summaries in Format Tool #5 of this chapter. Next, a Professional Experience section details employment history: jobs, employers, dates, and much more. After that, you'll find Education and any other sections that might be included in a particular resume. Additional sections could include Professional Affiliations, Publications, Public Speaking Experience, Board Memberships, Foreign Languages, Technology Skills, Community Affiliations, Volunteerism, and, very rarely, Personal Information.

Most resumes are written in this format because it's logically laid out and easy to understand. Prospective employers want to know where you have worked, what you've done, and how well you've done it. That never changes, no matter how advanced you are in your career.

If well-written, a reverse chronological resume should flow easily from one section to the next and create a clean, concise picture of the job seeker.

LIGHTBULB MOMENT:

Reverse chronological resumes make sense to their readers, and that's why they're the preferred resume style at TheLadders.

To demonstrate visually how a typical reverse chronological resume flows, look at these sections that you might see from start to finish:

- Career Summary
- Core Competencies
- Professional Experience
- Education
- Professional Affiliations

Here's another example:

- Career Profile
- Leadership Experience
- Education
- Publications
- Community Outreach & Volunteerism

Select the categories that coincide with your career so your resume is pleasing to look at and easy to follow – and therefore attractive to recruiters, hiring managers, and other decision makers.

Because the employment experience section of a reverse chronological resume is the most vital, it's important to select the right title for that section. The “right” title will change from one professional to another. Some examples:

- Professional Experience
- Employment Experience
- Leadership Experience
- Career History
- Highlights of Professional Career
- Career Highlights
- Performance Highlights
- Sales Management Experience (Change the first one or two words so that the heading matches your career. For example, the section could be called Technology Experience or Manufacturing Industry Experience.)

Select the name that best represents your career track – yesterday, today, and tomorrow.

On the following two pages you'll find a powerful reverse chronological resume that opened doors, generated interviews, and helped a \$100K job seeker land a great new opportunity. Be sure to note the following sections as you progress from top to bottom of this resume:

- **Headline and subheadings** that instantly communicate *who* the job seeker is.
- **Summary paragraph** that highlights the job seeker's most valuable skills and successes as they related to his current objective.
- **Core Competencies** section to showcase his top 10 areas of expertise.
- **Career Highlights**, a short listing of his most notable achievements.
- **Professional Experience** section that includes job titles, company names, dates of employment, primary responsibilities, and finally, in the bulleted lists, his critical accomplishments in each position.
- **Education** section, including graduate and undergraduate degrees.

DONALD KATZ

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CORPORATE COUNSEL: ENTERTAINMENT INDUSTRY

Complex Legal Issues ■ Diversified Business Activities ■ Corporate Strategy

Skilled advocate and strategic advisor with experience as corporate counsel for diverse multimedia company as well as 5+ years as litigator in private practice. Demonstrated expertise in all legal aspects of television network and subsidiary operations, risk assessment/insurance, contract negotiations, regulatory compliance, and mergers and acquisitions. Harvard B.A. and J.D.

Strengths include:

- Business Modeling & Planning
- Legal & Business Risk Assessment
- Agreement Drafting & Negotiations
- Complex Contract Interpretation
- Mergers & Acquisitions Structuring
- Litigation & Legal Team Management
- Strategic Business Planning
- Intellectual Property Protection
- Dispute Resolution Management
- Ethical Business Practices

RECENT CAREER HIGHLIGHTS

- Propelled American Networks' expansion into digital arena as architect of 2 digital company acquisitions: Japanese portal/digital studio and domestic online social community site/studio.
- Managed overall responsibilities for due diligence for merger of American into HTTV, receiving high praise for process execution from HTTV executives and law firm.
- Shouldered daily responsibilities for litigation of mission-critical American Star case, applying previous experience to navigate complex processes to favorable settlement.

PROFESSIONAL EXPERIENCE

AMERICAN NETWORKS, Los Angeles, CA

2008–Present

- **Vice President, Legal and Business Affairs**
- **Counsel & Board Member, American Game Studios Japan**

Brought on board due to previous success on American's outside counsel team for major affiliate lawsuit with Cablevision. Challenged to create litigation policies to strengthen weaknesses and fill gaps exposed by lawsuit.

Serve as paramount legal counsel and strategic advisor to CEO, senior executives, and all department heads for smooth daily network operations. Legally support CEO's digital strategy, handling all legal issues related to emerging media during period of rapid growth. Manage networks' litigation and intellectual property matters.

- Implemented company's first email purging policy that cut costs and boosted efficiency by dramatically reducing scope of discoverable material.
- Orchestrated acquisition and subsequently appointed chief legal officer and board member for Japanese company, a digital studio and game developer.

310-555-5555

DONALD KATZ

donald.katz@mac.com

AMERICAN NETWORKS, continued

- Championed and managed acquisition of online social community site that has far exceeded traffic/page view expectations.
- Served as prime in-house counsel for critical American Star case that delivered a highly advantageous settlement to American Networks.

HENDERSON, CHAPEL, HALE & MCSORLEY, New York, NY

■ **Litigation Associate**

2003–2008

Recruited following law school graduation, traveled worldwide to handle multinational clients.

Provided sound legal advice for clients in numerous areas, including securities law, directors' and officers' liability, and entertainment law. Engaged in all stages of discovery. Prepared for trials regarding both securities litigation and complex commercial disputes.

- Provided solid defense against extensive securities enforcement investigation by captaining 40-member legal team based in client's (public company) offices.
- Took a leadership role on the firm's recruiting committee.

■ **Summer Associate**

2001

Chosen for associate role with one of the world's preeminent global law firms.

Involved in legalities of securities, corporations, bankruptcy, and white-collar crime, supporting a wide array of motions and appeals. Readied and renegotiated general corporate and project finance agreements.

- Gained valuable experience in litigation from trials and depositions as well as from mentor involved in high-stakes case.

HARVARD LAW SCHOOL, Cambridge, MA

■ **Research Assistant**

2000–2001

Contributed to *Harvard Law Review* articles by researching and drafting text. Studied legislative history and case law concerning Americans with Disabilities Act and Title VII of Civil Rights Act of 1964. Investigated and composed memoranda on employment and constitutional law issues.

EDUCATION

HARVARD LAW SCHOOL, Cambridge, MA – **J.D.**, 2003

HARVARD UNIVERSITY, Cambridge, MA – **B.A.**, 1999
Political Science Major

#4: USE A FUNCTIONAL RESUME FORMAT ONLY IF ...

Unlike reverse chronological resumes, which focus on a job seeker's employment experience, functional resumes focus on a job seeker's skills and talents. Don't all resumes focus on skills and talents? Of course they do, but functional resumes do so in an entirely different way from other resume structures.

Functional resumes are written to draw attention *away* from an individual's work experience by bringing skills to the forefront and moving employment history to the end or near the end of the resume.

For whom is this format most useful? Consider the following situations:

- A career changer whose new objective is remarkably different from past employment.
- A senior professional whose most recent position was lower level than previous career experience.
- Someone whose work history includes gaps or multiple short-term positions (which can have negative connotations of "job-hopping").
- A candidate who's been unemployed for a year or more despite an active job search.
- A professional who was unemployed for extended period of time because of illness or other personal circumstances.
- Someone transitioning into civilian employment after a military career.

- A candidate who is returning to work after raising children.
- Someone who has been incarcerated for white-collar crime.

For job seekers in the above situations, the functional format can be precisely the *right* format to use! It provides a structure that separates skills from the situations in which they were acquired; what's more, it moves those skills, achievements, project highlights, and other relevant qualifications to the beginning of the resume. This format shifts the focus of the entire resume in hope that the job seeker's skills and experiences are strong enough to compensate for interruptions in their work history.

If you look at the resume on the following page, you'll see a prime example of an effective functional resume. Examine the Professional Experience section at the very end of the document and you'll see that Celia's work history is a bit spotty. For a number of personal and family reasons, she has not been able to hold jobs for more than a couple of years at a time, and she's had some gaps in her work history. Most recently she has been doing occasional consulting work but does not have a lot of specific accomplishments to show for it.

To smooth Celia's challenging work history, all of her relevant experience and impressive accomplishments have been moved to the forefront. All of the information included in the resume is 100% honest. Celia has done all of this and much more; the functional format simply plays to these strengths.

Remember: Recruiters and hiring managers know that functional resumes are written to change the reader's perception of a particular candidate. Don't think for a minute that you're fooling anyone! Write a functional resume because you know it's the best format for you, your specific work history, and your current situation.

Celia Navarro

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MARKETING & COMMUNICATIONS LEADER

**Brand Management — Media Coordination — Creative Direction — Advertising
Vendor Selections & Management — Project Management
Team Leadership — Budget Management — Public & Media Relations**

Strategic Marketing Manager with a track record of building visibility, recognition, and positive market presence for diverse products, services, and organizations through strong creative skills and proven ability to manage projects from concept to completion. MBA.

SELECTED EXPERIENCE AND ACCOMPLISHMENTS

- **BRAND MANAGEMENT:** Stabilized and unified brand image across 15-campus community college system. Developed and executed comprehensive marketing plan and numerous campaigns to build awareness, image, and enrollments. Managed all facets from concept through creative design, photography, layout, and production.
Results: Drove enrollments up 9% (previously averaging 5%) and achieved record turnout for important marketing events such as open houses and diversity programs.
- **ADVERTISING:** Wrote brand-cohesive TV and radio commercials and oversaw production; handled media planning and buying; negotiated agency and vendor contracts and fees, seeking and gaining significant discounts.
Results: Secured \$65,000 in print and web advertising for \$12,000; boosted name recognition 32% in Arbitron ratings.
- **PACKAGING DESIGN:** Designed and managed production of client projects for flexible packaging firm. Created original artwork, adapted existing graphics, and collaborated with R&D to create sample packaging for unique customer needs.
Results: Introduced new printing process that was 10% faster, 12% less costly, easier to change on-the-fly, and provided competitive advantage to our firm.
- **PROJECT MANAGEMENT:** Revamped entire member-recruiting campaign for YMCA of Atlanta; produced effective, high-quality product on extremely tight budget. Managed project from concept through completion.
Results: Based on campaign success, was selected to develop and present program on low-cost marketing methods for National Assembly of YMCAs of US.

EDUCATION

- **MBA,** Spelman College, Atlanta, GA
- **BA,** Graphics & Design, University of Georgia, Atlanta, GA

PROFESSIONAL EXPERIENCE

- **MARKETING CONSULTANT** (Present): Advise and assist businesses and nonprofits with Brand Management, Media Coordination, Creative Direction & Graphic Design
- **MARKETING DIRECTOR** (2006–2008): Georgia Community Colleges, Atlanta, GA
- **MARKETING MANAGER** (2003–2005): Package Specialists, Atlanta, GA
- **GRAPHIC DESIGNER** (2001–2002): American Cancer Society, Atlanta, GA
- **ASSISTANT MARKETING COORDINATOR** (1999–2001): YMCA of Atlanta, Atlanta, GA

LIGHTBULB MOMENT:

Even though not the preferred format, functional resumes can change perceptions and emphasize positives. That's the beauty of resume writing ... the flexibility in formatting, writing, and designing a document that works for you and only you!

#5: START WITH A CAREER SUMMARY SECTION ... 95% OF THE TIME

Professional and executive resumes almost always start with some type of career summary section that highlights notable skills, qualifications, achievements, credentials, and attributes. Your summary should include precisely the information you want to be seen in that initial five- to 10-second review of your resume. It must clearly and powerfully communicate *who* you are and the value you bring to a particular company.

As you've already learned in this chapter, most candidates should use a chronological format to highlight their strong professional careers, associated achievements, and other accolades. Hand-in-hand with that format comes the career summary section – the introduction to the

resume and to your employment experience.

Note that in most cases, we prefer career summaries to objective statements. Why? When you write an objective, you're telling a company what *you* want to get from *them*. An objective statement is all about you and your goals, and most of the time companies don't care about that.

Here's an example of just such an objective:

- **CAREER OBJECTIVE:** Pursuing a mid-level management position in Electrical Engineering.

Or, even worse:

- **CAREER OBJECTIVE:** Pursing a mid-level management position in Electrical Engineering with a company offering opportunities for long-term career growth and advancement.

(Doesn't everyone want an opportunity for long-term career growth and advancement?)

Clearly, these two sample objectives do communicate *who* you are and *what* you do. However, you can communicate that same information much more powerfully in a career summary section that tells a recruiter or company the value you bring to *them*. Instead of the focus being on you and your goals, a career-summary section focuses on the employer – where it should be – and enhances the entire tone and style of the resume.

Take a look:

ELECTRICAL ENGINEERING DIRECTOR

Global Telecommunications Systems, Products & Technologies

Fourteen-year career designing, testing, fielding, and commercializing next-generation electrical systems and solutions. Expert in enhancing systems functionality and user experience by eliminating obstacles to performance, systems integrity, and quality. Partner with top business executives to define commercial market demand and drive forward innovative solutions that consistently outpace the competition.

When you're the recruiter, HR director, or hiring manager who receives a resume that starts with a summary section as strong as our example, the whole hiring process is easier because there's clarity. The first line of the headline instantly communicates *who* the candidate is – much like an objective – but takes it much further by including the second headline, which communicates this candidate's particular area of engineering expertise.

If you're a recruiter looking to hire an Electrical Engineering Director (or Vice President, Executive Vice President, or other senior role) for a telecommunications company, the headline for this candidate will

instantly catch your attention. Then, when you read the paragraph under the headline, you get a quick snapshot of the candidate's overall expertise in developing next-generation telecommunications technologies, managing user experiences, improving systems quality, and more.

With just a quick glance, the reader knows who this person is. That's one of the most important things a resume writer does: make it very easy for recruiters and hiring managers to hire our clients.

LIGHTBULB MOMENT:

A well-written, well-formatted, and well-presented career summary section will give your resume a remarkable boost and afford you a distinct advantage over competing candidates!

One final caveat about the career-summary section. Even though almost everyone refers to this section as the “summary,” in reality, you do *not* want to write a summary or historical overview of your career. That's boring and uninteresting. Instead, you want to use that section to position yourself for the opportunities that you are seeking today and to share your most notable skills, qualifications, credentials, and performance highlights to capture each reader's interest and attention.

Use a headline, as in our sample, or consider one of these titles for your career summary:

- Career Profile
- Management Profile
- Executive Profile
- Professional Profile
- Career Highlights
- Performance Highlights
- Executive Career Highlights
- Technology Qualifications
- Leadership Summary
- Leadership Career Highlights
- Distinguishing Qualifications

Choose a title that accurately reflects your career.

#6: FOLLOW YOUR SUMMARY WITH YOUR CORE COMPETENCIES

TheLadders has heard from many recruiters that a Core Competencies section helps them navigate a resume and identify your key skills and qualifications.

TheLadders includes this section on 95%+ of the resumes they write. Here are two examples that highlight the unique attributes of each job seeker:

Core Competencies Sample for a Sales Professional:

CORE COMPETENCIES

- Customer Relationship Management
- New Business Development
- Training, Mentoring & Team Building
- Executive Negotiations & Presentations
- Territory Planning & Management
- Process Improvement Initiatives
- Product Branding & Merchandising
- Market & Trend Forecasting

Core Competencies Sample for a Corporate Accounting Professional:

CORE LEADERSHIP COMPETENCIES

Strategic Planning ~ Project Management ~ Financial Reporting ~ Forecasting ~
SOX ~ SEC Reporting ~ Cost Accounting ~ GAAP ~ FASB ~ SFAS ~ SAP ~ MRP

Systems & Process Implementation ~ Cost Containment ~ Productivity Optimization
Hedge Fund Accounting ~ Derivatives ~ AR Hedging ~ Revenue Recognition
Training & Mentoring ~ Company Reengineering ~ Team Building

It's easy to see why recruiters, hiring managers, and others involved in the employment process like the Core Competencies section. It creates a quick snapshot of an individual's most valuable marketplace skills and experiences, and it takes only a moment for the reader to capture this important information.

The Core Competencies section serves double duty because it also includes many of the keywords and keyword phrases that are so critical to online resume scanning and applicant tracking systems. In today's electronic world of job search, a keyword-rich Core Competencies section will give you a distinct advantage in the market.

LIGHTBULB MOMENT:

Give your readers what they want ... a quick and easy-to-review list of your core competencies. Make the hire or, at least, the offer of an interview easy!

#7: INCLUDE AN EXPERIENCE AND AN EDUCATION SECTION ... 99% OF THE TIME

Most job seekers should include both Experience and Education sections on their resumes. Where did you work, what did you do, how well did you do it, and what accompanying educational credentials do you have? That's a resume in a nutshell.

It's extremely rare that a person with no relevant work experience will be vying for \$100K+ jobs. So it's safe to say that the Experience section will be one of the most prominent and meaty of any senior-level resume.

In general, the only time a resume at this level would not include an Education section is if the job seeker had no education past high school. If that happens to be your situation, we recommend that you eliminate the entire Education section on your resume. Certain things are better discussed at an interview, and this is certainly one of them.

On the other hand, even if you have no formal education but have completed a number of professional training programs throughout your career, include a section titled **Professional Training & Development** and list your most notable courses, impressive institutions, industry-specific certifications, leadership training, and other relevant items. Professional training courses communicate a message of commitment and dedication to your own professional development, to the company you work for, and to the industry you work in. This is true for both job seekers with a college degree and those without.

Now that you know to include both Experience and Education sections in your resume, the next logical question to ask yourself is in which order they should be presented. For college students, recent graduates, or young professionals, Education will come before Experience most of the time. For those young candidates, instances when Education might not come *first* include:

- They have excellent professional work experiences that are important to include and that immediately differentiate you from other new graduates.
- They completed several distinguishing internships or fellowships that deserve prominent attention on your resume.
- Most other candidates looking for the same level of job that the job seeker is pursuing have advanced degrees, so he doesn't want to call unnecessary attention to *only* a four-year degree.

You're already a \$100K+ professional, however. Therefore, your Experience section should come before your Education section 95% of the time.

Exceptions might include:

- You just earned your MBA degree and want to prominently position it.
- You just earned your BS or BA degree, a prerequisite for the new positions you're pursuing.
- You're a career-changer and your Education is more related to your current career goals than is your Experience.

LIGHTBULB MOMENT:

Nothing is ever arbitrary in resume writing. Everything – even where you position a certain section – communicates an instant message to a recruiter or prospective employer.

Take a close look and ask yourself if you're communicating the right message and positioning with the format, content, and design of your current resume.

Chapter 4

WRITING THE PROFESSIONAL'S RESUME

Welcome to the heart and soul of the resume – the content. There is nothing more important in a resume than the information it contains – job titles, employers, responsibilities, achievements, keywords, project highlights, tech skills, affiliations, language fluency, training and education, and all of your other experiences, credentials, and qualifications. Of course, formatting and design are important, but principally because they create a pleasing visual presentation to encourage recruiters and hiring managers to *read* the content.

Resume writing can be challenging because there is no single roadmap to lead the way. Every resume is a different document, and there is no one-size-fits-all template or outline to follow. Rather, resume writing must be laser focused on you and your career.

In this chapter, you'll find 11 essential tools for writing best-in-class \$100K resumes. You'll learn what professional resume writers do and how you can use these same tools, techniques, and strategies to shape your own \$100K resume!

Writing Tool #1	Make Your Own Rules
Writing Tool #2	Write with Power
Writing Tool #3	Put Relevant Information Front and Center
Writing Tool #4	Sell Your Successes
Writing Tool #5	Showcase Numbers

Writing Tool #6	Boldly Integrate & Position the Right Keywords
Writing Tool #7	Start Strong with a Great Career Summary
Writing Tool #8	Communicate Your Professional Brand
Writing Tool #9	Don't Jumble Responsibilities with Achievements
Writing Tool #10	Consolidate, Consolidate, Consolidate
Writing Tool #11	Simplify, Streamline & Tighten Your Writing

#1: MAKE YOUR OWN RULES

The single most important thing to know about resume writing is that you don't have to follow a rulebook. In fact, there is no rulebook! That's what makes the process so challenging, so interesting, and so much fun – at least for professional resume writers. Each project is unique because each job seeker is unique, so there are very few absolutes in resume writing.

You could say it's a must to include work experience, and that's true about 95% of the time. The other 5% of people don't have any work experience so, obviously, they would not include that section on their resume.

You could say that an education section is an absolute, but that's true only about 90% of the time. Consider the CEO of a publicly traded company who never had any formal education after high school. He'd be wise not to include an education section on his resume. Better to leave it off and have that discussion in person.

So, bottom line, the only real rule is to include your name and contact information. Other than that, your resume is a blank page waiting for words and design that sell your value.

The fact is that if a rulebook did exist, the process would be much easier. All you'd have to do is follow the steps, fill in the blanks, and end up with a resume that looks and sounds like everyone else's. However, resume writing is much more customized and much more creative than that. Your resume needs to be created for your unique circumstances – your past career and your future ambitions.

Consider job seekers Judy and Mark, who have precisely the same career path in corporate training and development. Now, Judy wants to leave that role and move into a more general HR leadership position. Mark, on the other hand, wants to continue in T&D, but with a larger company. The approach to writing these two resumes will be remarkably different. The writer is free to choose the content, format, and design of each resume to position Judy and Mark for their unique opportunities.

The same is true for you. As you prepare your \$100K resume, the fact that there is no rulebook gives you the flexibility to be creative, strategic, and innovative.

#2: WRITE WITH POWER

Verbs are powerful words when used effectively in a resume. Compare these two sentences, which communicate essentially the same message:

Sentence A: Responsible for daily operations at a \$22M manufacturing facility.

Sentence B: Planned, staffed, and directed daily operations at a \$22M manufacturing facility.

Sentence A states the facts. Sentence B powerfully positions and communicates the facts in a manner that is actionable rather than static and boring. Work hard to stay away from worn-out, passive resume language such as:

- Responsible for ...
- Duties included ...
- Oversight of ...

These phrases have been overused in resumes for decades and really say nothing about your capabilities or your value. Replace those words with verbs and you instantly give your resume a jolt of power, energy, and professionalism. You'll never see a "Duties included ..." paragraph written by a professional resume writer. They know how much power verbs give to everything they write.

On the following few pages is a list of 250 verbs for writing powerful resumes, cover letters, executive biographies, social-media profiles, and other career-marketing communications. Select your verbs wisely so they accurately represent you and your experience.

250 VERBS FOR WRITING RESUMES, COVER LETTERS & OTHER CAREER COMMUNICATIONS

Accelerate	Arrange
Accentuate	Articulate
Accomplish	Ascertain
Accommodate	Assemble
Achieve	Assess
Acquire	Augment
Advise	Believe
Advocate	Brainstorm
Align	Brief
Alter	Budget
Analyze	Capitalize
Anchor	Champion
Appreciate	Change
Architect	Chart

Classify	Craft
Close	Crystallize
Coach	Curtail
Collaborate	Cut
Commercialize	Define
Compare	Delegate
Compel	Deliver
Compile	Demonstrate
Complete	Design
Conceive	Detail
Conceptualize	Detect
Conclude	Determine
Conduct	Develop
Conserve	Differentiate
Consolidate	Direct
Construct	Discern
Consult	Discover
Continue	Dispense
Contract	Display
Convert	Distinguish
Convey	Distribute
Coordinate	Diversify
Counsel	Double

Drive	Expand
Educate	Expedite
Effect	Export
Elevate	Extricate
Eliminate	Finalize
Emphasize	Finance
Encourage	Formalize
Endeavor	Formulate
Endorse	Foster
Energize	Gain
Enforce	Generate
Engineer	Guide
Enhance	Halt
Enliven	Handle
Ensure	Head
Entrench	Hire
Equalize	Honor
Establish	Identify
Evaluate	Illustrate
Examine	Imagine
Exceed	Improve
Execute	Improvise
Exhibit	Increase

Initiate	Map
Innovate	Market
Inspect	Master
Install	Maximize
Institute	Measure
Instruct	Merge
Intensify	Minimize
Interview	Model
Introduce	Modify
Inventory	Monetize
Investigate	Motivate
Judge	Navigate
Justify	Negotiate
Launch	Network
Lead	Observe
Leverage	Operate
License	Orchestrate
Listen	Orient
Lower	Outsource
Maintain	Overcome
Manage	Overhaul
Manipulate	Perceive
Manufacture	Perfect

Perform	Rate
Pilot	Ratify
Pinpoint	Rebuild
Plan	Receive
Position	Recognize
Predict	Recommend
Prepare	Reconcile
Present	Record
Process	Recruit
Produce	Recycle
Program	Redesign
Project manage	Reduce
Promote	Reengineer
Propel	Regain
Propose	Regulate
Prospect	Rejuvenate
Provide	Render
Purchase	Renew
Purify	Renovate
Qualify	Report
Quantify	Reposition
Query	Represent
Question	Restructure

Retrieve	Supervise
Revise	Supplement
Revitalize	Synthesize
Schedule	Systematize
Serve	Tabulate
Service	Target
Shepherd	Teach
Slash	Test
Solidify	Thwart
Spark	Transcribe
Speak	Transfer
Stimulate	Translate
Strategize	Troubleshoot
Strengthen	Unify
Structure	Upgrade
Substantiate	Use
Succeed	Utilize
Suggest	Win
Summarize	

#3: PUT RELEVANT INFORMATION FRONT AND CENTER

Remember: Your resume should write to the future and position you for the opportunities it holds. Those opportunities might be closely aligned with what you've done in the past. Or ... they might not be! That's when it becomes extremely important to bring the most relevant information to the forefront.

When writing a resume, it's essential to present the "right" set of skills and qualifications to match your current objectives. This might mean highlighting and drawing special attention to some activities that, in actuality, represented only a small part of your recent experience but are directly relevant to your future goals. Then you might need to de-emphasize some of the things you spent a great deal of time doing but are not important for your current objectives.

Suppose you've been working as an accounting manager for the past four years and had collateral responsibility for managing computer systems, software, and application upgrades. Now, instead of pursuing another position in accounting, you want to move into a mid-level information technology (IT) position, where your accounting skills will be helpful but will not be the primary emphasis of the job.

To best position yourself for that type of opportunity, your resume will put greater emphasis on IT planning, major technology projects, and technology-related accomplishments rather than the accounting activities you managed or performed daily. This "re-weighting" strategy means the most important qualifications rise to the top and help position you for your current career goal.

Here's a more detailed example of bringing relevant information to the forefront to support two distinct career targets.

Dorothy is a 42-year-old sales professional with two different career objectives: another high-profile field sales position or a headquarters-based sales management and training role. Dorothy's primary responsibilities for the past six years have been sales, new business development, key account relationship management, revenue growth, and new product launch. In addition, she has trained new sales associates on an as-needed basis and been solely responsible for independently managing her sales regions.

In reality, Dorothy has devoted 75% of her time to sales and account management and only 25% to training and sales management. But by bringing the relevant information to the forefront, she can position herself effectively for either role.

Look closely at the two resume snapshots that follow and you'll instantly see how different they are in content, format, and presentation. Some of the most significant changes are highlighted in red so you can spot them easily. But if you read each resume carefully, you'll see that almost every word is different between the two versions.

The first example clearly positions Dorothy for another revenue-producing sales opportunity; the second creates an entirely different perception of Dorothy as a sales trainer and manager.

Resume Version #1: High-Profile Field Sales Position

DOROTHY DANIELSON

1222 Doorman Drive
Novato, MI 44323

dorothy22@msn.com
Mobile 505.555.3263

SENIOR SALES EXECUTIVE & KEY ACCOUNT MANAGER

Thirteen-year career as a top-producing sales professional. Consistent success outperforming the competition, capturing key accounts, and dominating critical markets. Recent track record of delivering double-digit revenue growth in both new and existing product categories. Dynamic presentation and negotiation skills.

New Business Development ... Key Account Relationship Management
New Product Launch ... Sales & Marketing Communications
Competitive Bidding ... Cross-Sell & Up-Sell Programs

PROFESSIONAL EXPERIENCE

Senior Sales & Account Manager
DYNAMIC PRODUCTS, INC., Detroit, MI

2008 to Present

High-profile field sales and account management position targeting Fortune 1000 corporations nationwide. Challenged to revitalize dormant accounts, introduce new products, and penetrate new B2B markets. Independently manage complex, high-dollar sales process, from initial client consultation through negotiation to final sales closing and contract delivery. Personally manage key account relationships.

- Achieved/surpassed all revenue objectives and closed 2009 at 125% of quota.
- Captured 6 new Fortune 1000 accounts within first 8 months for a total of \$28M in new business revenues.
- Launched 4 new product lines between 2008 and 2010, generating \$10M+ in revenue at a better than 22% bottom-line profit margin.
- Trained newly hired field sales associates and account managers in selling, closing, and account management techniques.

Resume Version #2: Sales Management Position

DOROTHY DANIELSON

1222 Doorman Drive
Novato, MI 44323

dorothy22@msn.com
Mobile 505.555.3263

SALES MANAGER / SALES TEAM LEADER

Thirteen-year professional career building and leading top-producing field sales organizations. Expert skills in strategic sales planning, key account management, sales training, team leadership, and mentoring. Personal record of top-digit gains in revenues and market-share ratings. Strong organizational leadership talents.

Field Sales Leadership / Performance Management
Strategic Account Development / Team Building & Motivation
Territory Alignment & Optimization / New Product Launch / Budgeting

PROFESSIONAL EXPERIENCE

Manager – Sales & Key Accounts
DYNAMIC PRODUCTS, INC., Detroit, MI

2008 to Present

High-profile sales and account management position targeting Fortune 1000 corporations nationwide. Challenged to build top-tier sales team able to revitalize dormant accounts, introduce new products, and penetrate new target markets throughout the US.

Sales Management & Leadership

- Led a staff of 6 sales professionals and 2 administrative personnel through complex, high-dollar sales processes. Orchestrated team from initial client consultation through negotiation to final sales closing and contract. Managed key account relationships.
- Recruited and trained new sales producers. Created high-impact, high-yield sales training program to accelerate field immersion and drive immediate sales growth.
- Authored annual strategic sales and market development plans.

Sales Production & Revenue Growth

- Led team that surpassed all revenue objectives and closed 2009 at 125% of quota.
- Captured 6 new Fortune 1000 accounts within first 8 months for a total of \$28M in new business revenues.
- Launched 4 new product lines between 2008 and 2010, generating \$10M+ in revenue at a better than 22% bottom-line profit margin.

As you can see from Dorothy's resume snapshots, bringing relevant skills and qualifications to the forefront instantly changes a reader's perception of *who* that job seeker is and the value she brings to a new organization.

Inevitably most job seekers "reweight" their experiences to some degree in their resumes, although perhaps not to the extremes of Dorothy Danielson. We used this example to dramatize the power of relevant positioning to pursue your career objectives.

If you use this strategy, be careful not to cross the line of believability. You'll need to "talk to" every point on the resume when you're in an interview. If you don't have solid experience to back up the information presented on your resume, you won't be seen as a viable candidate.

#4: SELL YOUR SUCCESSES

A resume is not a career biography – rather, it's a marketing/sales document, designed to position you as the ideal candidate for your target jobs. Thus, resume writing requires a sales mindset!

Always remember that you have a "product" to sell — ***yourself*** — and that you must create demand for that product by highlighting its value, benefits, and accomplishments, and not simply its features and credentials. To accomplish your goal, you must sell your successes and not just your credentials, responsibilities, and career chronology.

Read the difference in impact of these two sentences, both describing the same career experience:

Sentence 1: Member of 6-person industrial engineering team for consumer products manufacturer.

Sentence 2: One of 6 engineers hand-picked for industrial engineering team that revitalized operations, halted losses, and returned the company to profitability within 18 months.

Did you read and feel the difference?

Your resume should seize every opportunity to sell rather than simply state. Keep your job descriptions to a minimum and use your accomplishment bullets to describe when, where, why, and how you did something – as well as the results you achieved, of course.

When you include accomplishments that are rich with depth, detail, and impact, you capture the interest of readers and make them want to know more.

#5: SHOWCASE NUMBERS

Numbers are a powerful addition to your resume. They're clear, concise, and credible, and they communicate an instant message of achievement and performance excellence.

To find relevant numbers to include on your resume, start by asking yourself the following questions: What were my results, and can they be quantified?

1. What are my numbers – sales, profits, cost savings, and more?
2. What are my percentages – growth in market share ratings, improvement in customer service rankings, and so on?
3. How did I perform against specific goals?
4. Where did I rank in comparison to my peers?
5. What are the performance metrics associated with that big project?

Dig deep into your performance to come up with the most powerful numbers to fuel your resume. Taking it a step further, some resumes now include charts and graphs on their resumes to showcase strong financial contributions to a company, a team, or a project. You can see powerful and eye-catching charts in a few of the resume samples in chapters 6 through 12.

However, not everything is quantifiable. Because numbers don't exist for a specific achievement does *not* negate its value. For example, you know that you were able to increase efficiency in your department by implementing new software, but no real numbers exist to support that claim. You know that the new on-boarding process you created streamlined the integration of new employees, but no hard numbers are available for that achievement either. Claim those achievements just as boldly as you claim the achievements that are quantifiable.

LIGHTBULB MOMENT:

Numbers are great, but not every achievement is quantifiable and that's okay!

#6: BOLDLY INTEGRATE AND POSITION THE RIGHT KEYWORDS

Keywords are vital to every job search in the digital age. Companies and recruiters use keywords to find candidates, screen resumes, and even separate one qualified candidate from another.

For example, a recruiter might be interested in a candidate with a strong background in supply-chain management. Suppose that you have excellent qualifications in logistics and distribution management, and you think you're an ideal candidate. But you haven't included those specific words – supply chain management – in your resume, and as a result your resume is passed over. You never get the chance to convince that recruiter that you are the perfect person for the job.

Your resume must include all the essential keywords for your target positions, or you will be passed over in favor of candidates who *seem* better qualified because they have used the right terminology in their resumes.

Keywords fall into one of four key categories:

- **Hard Skills:** job titles, areas of expertise, industry-specific keywords, professional skills, technology skills, and the like
- **Soft Skills:** communications, interpersonal relationships, organizational and prioritization skills, and personality traits and attributes

- **Academic & Training Credentials:** degrees, certifications, training programs, and college names
- **General Information:** professional affiliations, company names, industries, cities, states, and more

How do you know which keywords to integrate into your resume? It's not an exact science, but by reviewing a variety of resources you'll quickly become familiar with the majority of terms that are appropriate for you and your career.

Here are a few of our favorite resources:

- TheLadders.com job postings
- Company websites (job postings, "About Us," or "Mission")
- Professional associations (newsletters, meetings, conferences, networking)
- Dictionaries (online business, finance and/or technology dictionaries)
- Formal job descriptions
- Informational interviews with industry contacts
- Books (related to job search, career management, and/or specific professions)
- Trade journals and publications

Many of your keywords and keyword phrases will appear naturally as you write about your experiences and accomplishments. Electronic scanners will pick them up wherever they appear, so it's not strictly necessary to create a separate keyword summary. But we at TheLadders highly recommend it!

Based on all of our research and years of interactions with recruiters, we know that they are immediately drawn to the Core Competencies section on every Ladders resume. Filled with important keywords and keyword phrases, this section gives job seekers a clear and distinct advantage over other candidates. Nearly all of the sample resumes in chapters 6 through 12 include a Core Competencies section, and you can see how quick and easy it is to identify these critical terms in just a quick glance. We strongly urge you to include a similar section in your resume.

#7: START STRONG BY WRITING A GREAT CAREER SUMMARY

Starting your resume with a powerful, well-positioned, and on-brand summary is one of the single most important things you can do for yourself. A great summary section allows you to make a strong and lasting first impression, and that's what the "game" of job search is all about – standing out from the crowd of other well-qualified candidates and landing a great new job.

Let's clarify one key point, though: Even though this section is commonly

referred to as a “summary,” the last thing you want to do is write a long-winded summation of your work history and educational credentials. All that information is already on your resume.

Rather, the summary is your opportunity to showcase your most notable skills, talents, qualifications, achievements, and other key “selling points” – as related to your current career objectives. A good summary creates momentum and makes readers excited to read more about you.

When writing your summary section, use the following four key points as your guide and your goal.

1. **Instantly communicate “who” you are and how you want to be perceived.** Remember #2 in Chapter 2 – “Write to the Future”? Never is that strategy more important than when writing your summary. This is your chance to create just the right perception that you want recruiters and hiring managers to read about *who* you are and the value you bring to their organization.
2. **Showcase your most notable achievements, honors, and awards.** Bring your greatest talents and accomplishments to the top of your resume and tell your reader why you’re the best candidate. If you increased sales 225% in 6 months, cut \$4M in operating costs in the past year, closed a multimillion-dollar deal, launched a company’s entry into the EMEA region, or led a successful turnaround ... that’s the kind of information you want to sprinkle throughout your summary to pique a hiring manager’s interest.

3. **Highlight your most unique talents, activities, and attributes.** If you've appeared on CNN or MSNBC, include it. If you've been quoted in major media nationwide including the *NY Times*, *Wall Street Journal*, or *Chicago Tribune*, mention it. If you're a published author, patent holder, or speaker at a notable international event, add it. When you're able to include this type of distinguishing information in your summary, you instantly give yourself a remarkable lead over other well-qualified candidates. These items instantly communicate that you're credible and highly regarded by others in your field.
4. **Integrate keywords essential for the industry and profession you are targeting.** In today's world of electronic job search and resume scanning, it is critical to have the *right* keywords in your resume or it will be passed over. It's that simple and straightforward.

Sometimes, including those keywords is easy. If you're a purchasing agent looking for other purchasing management opportunities, your keywords are representative of what you do every day. Your keywords would most likely include purchasing, supply chain management, inventory control, product planning, distribution, logistics, and many other terms related to your job function and industry.

Other times, adding keywords can be a bit challenging. If you're that same purchasing agent but are pursuing a career change into product sales, your keywords should change to focus on your skills most related to your sales objective. For example, our purchasing manager might integrate keywords such as product selection and acquisition, sales negotiations, sales contracts, and product management because he's probably done these things from his side of the table as the buyer instead of the seller.

Read #6 in this chapter for a more detailed discussion of keywords and their power in positioning.

Now that you know the four critical elements of a well-written and well-positioned summary section, what do you name it when it really isn't a summary? Here are a few options that might more accurately reflect the type of information you'll include in this first, important section of your resume.

- Career Profile
- Management Profile
- Executive Profile
- Technical Qualifications
- Professional Qualifications
- Career Achievements
- Leadership Achievements

Another option is to simply omit any section title and begin your resume with a headline that states *who* you are. For example, instead of the words "CAREER PROFILE," the purchasing agent mentioned above might start his resume with "PURCHASING MANAGEMENT PROFESSIONAL." Every person who sees his resume will know instantly *who* that candidate is, and that's a great thing when it comes to resume writing.

After your section title or headline, what should you include and how should you position the information? Your summary section should be unique and distinctively "you," so carefully select and position the

information for maximum meaning and impact. You have many options! Here are just a few ideas for summary sections that work well, open doors, and generate interviews. Select the style and the components that work best for you, your career, and your current objectives.

Headline and Sub-headlines

To use a headline format you must be able to write a generic yet fairly specific “job title” that encompasses the variety of roles you will be pursuing. Expanding the headline by adding one, two, or three lines of subheadings means you can include important keywords to focus the generic title just a bit, as demonstrated in this example.

INTERNATIONAL BUSINESS DEVELOPMENT EXECUTIVE

Mergers & Acquisitions, Joint Ventures, Global Partnerships, Strategic Alliances

Emerging Technology, Telecommunications & New Media

Executive MBA – Harvard Business School

Overview Paragraph

Often a title or headline is followed by a short paragraph, which should be a clear, concise overview of the most important information about you and your career, carefully selected to align with your specific job targets. Resist the temptation to add too much information! Keep your paragraph to four or five lines at most – if you want to include more information, break it into two paragraphs. Look for opportunities to integrate appropriate keywords, as shown in this example.

Insurance Industry Executive with 18 years' experience representing major insurance companies and their complete portfolios of employee benefits programs – Medical, Dental, Vision, Life, AD&D, STD, LTD, and supplemental offerings. Highly successful in building partnerships with carriers, agencies, brokerages, consulting groups, and employers. Confident and driven to meet challenges, eliminate obstacles, and capture opportunities.

Core Competencies

We've already mentioned that we strongly recommend that you include a Core Competencies section in your resume. The summary section is the perfect place to include it. When creating your Core Competencies section, limit your list to eight to 12 competencies so you don't overwhelm your readers. In the following example, you can see how all three elements – headline, paragraph, and core competency list – work together to create a powerful introduction.

HIGH-TECH PRODUCT SALES SPECIALIST

High-Performance Sales Leader with more than 10 years of documented success building new markets, spurring revenue growth, and improving competitive market positioning. Technically savvy and team-oriented professional with the drive and determination to succeed in challenging start-up and fast-growth environments.

Core Competencies

- Strategic Sales & Marketing Planning
- Product Development
- Capital Sales / Solution Selling
- Account Management
- Revenue Growth & Margin Protection
- Contract Negotiations
- Technical Service & Support
- Strategic Alliances

Career Highlights

Do you want to make sure your most notable accomplishments aren't overlooked in your resume? Considering including just a few highlights – a few “teasers” – as part of your career summary section to immediately impress your readers and give a hint of what's to come in the rest of the resume. If you choose this strategy, keep your highlights to the top two to four accomplishments of your career, be very succinct (fewer words means greater impact), and make sure not to repeat your achievements word-for-word later in the resume.

See how well a short paragraph and three career highlights paint the picture of a highly qualified project manager who's a top performer.

TECHNOLOGY PROJECT MANAGER who approaches IT from a business mindset and uses decisive leadership skills to drive critical initiatives through complex organizations. Expert in devising business process solutions that support stringent reporting, compliance, security, and government certification requirements. MS Technology – MIT.

Career Highlights:

- Spearheaded business integration of 2 multimillion-dollar companies, devising and executing **\$10M project plan that delivered positive ROI in just 2 years.**
- Led \$28M SAP implementation for ChannelGo Communications, on schedule and **17% under budget.**
- Created blueprint for successful ERP implementation nationwide, **seamlessly integrating 147 locations.**

The preceding summary-section samples are just some of the formats and styles that are used by professional resume-writing organizations. You can review a variety of creative formats, sharp content, and interesting designs in chapters 6 through 12, where we share sample resumes for finance, HR, law, marketing, operations, sales, and technology.

#8: COMMUNICATE YOUR PROFESSIONAL BRAND

With each passing year, it seems as though resume writing, job search, and career management become increasingly complex and difficult. Long gone are the days of a quick phone call to a friend, a job interview the next day, and an offer two days later. That world no longer exists.

Today's job search landscape is remarkably more sophisticated and involves many more people – recruiters, network contacts, colleagues, business partners, previous managers, friends, neighbors, and others. The more people who know about you and your job search, the better, because visibility is key to landing a great new job.

But do all of those people really know *who* you are and the value you bring to an organization? It is critical that the answer to that question is yes. If not, you'll find that it's difficult for them to help you because they don't really know what you do or what you want.

Writing a powerful and well-positioned branding statement will change that instantly – for people on your “job search team” and for recruiters, hiring managers, and others who review your resume.

A well-written branding statement communicates the real essence of you and the true value you bring to an organization. Consider this branding statement for a very senior-level IT executive:

- *Managing from the intersection of business and technology to drive long-term gains and dominate key markets around the world.*

What a powerful statement and indicator of what this job seeker can do! Now your challenge is to write that same type of “wow” branding statement for yourself.

The easiest way to do that is to start with a list – a long list – of your core attributes, talents, key skill sets, and other assets.

Start gathering this information by asking yourself these questions:

- What do you do best?
- What comes most naturally to you?
- What do you enjoy most?
- What do your supervisors and managers say about your performance and your capabilities?
- What do your performance evaluations say about your strengths and successes?
- What interests you professionally?
- What energizes and excites you professionally?
- What are the most notable achievements in your career?

Answering those questions and writing down every word and thought that comes to mind is the beginning point in identifying your brand. As you capture information, you should begin to see certain trends and patterns in your work behaviors and results. Drill down to what's at the foundation of those behaviors and you'll have identified your "sweet spot" – your professional brand.

Writing a branding statement doesn't happen in an instant. Each word must be the *perfect* word and communicate the *precise* message that you want. Play around with different words, change the order of the words, replace one word with another, and continue editing your branding statement until it's 100% you as related to your current career objectives.

Once you've written your branding statement, you'll need to decide where to place it in your resume.

Here are just some of your options:

- Position your branding statement immediately **UNDER** the headline in your resume. The sample that follows is a good example.
- Position your branding statement **AS** the headline so that it starts off your resume.
- Position your branding statement **AFTER** your career summary section, but before you start your core competencies and/or professional experience sections.
- Position your branding statement **ON** the top line of the resume. Normally, you'll see this format when the job seeker's name is on the left side of the page and the short branding statement is on the right side of the page. In this situation, the branding statement can be one, two, or even three short lines, depending on the visual presentation.
- Position your branding statement **IN** a shaded box somewhere in the top half of your resume. The box can be to the right, to the left, underneath, or above. You'll make that decision based on all of the other design elements in your resume.

Here's one example of how to integrate everything into one concise career summary section at the top of your resume. This example includes **headline**, **branding statement**, **paragraph**, and **notables**.

AMY S. LEWIS

222 E. 9th Street #808, New York, NY 10015

646.555.9263 ... amyslewis@gmail.com

GLOBAL MARKETING & COMMUNICATIONS EXECUTIVE

Leading Marketing & Communications Campaigns from Strategy & Concept Development through Creative Design & Messaging to Full-Scale Tactical Execution & Winning Results

Recognized Thought Leader with 15+ years' experience orchestrating best-in-class, integrated marketing and communications programs for Fortune 500 companies, consumer product brands, global hospitality and tourism brands, media and entertainment events, and entrepreneurial start-up ventures. Wealth of multinational experience across B2B and B2C markets in North America, South America and Europe.

Generated significant media coverage in newspapers, magazines, broadcasts and online outlets: Wall Street Journal, NY Times, Chicago Tribune, AP, USA Today, CBS, GMA, Fox, Telemundo.

Here's another copy of that same summary section – without all of the colors – so you can see how sharp and professional it really looks.

AMY S. LEWIS

222 E. 9th Street #808, New York, NY 10015

646.555.9263 ... amyslewis@gmail.com

GLOBAL MARKETING & COMMUNICATIONS EXECUTIVE

**Leading Marketing & Communications Campaigns from Strategy &
Concept Development through Creative Design & Messaging to
Full-Scale Tactical Execution & Winning Results**

Recognized Thought Leader with 15+ years' experience orchestrating best-in-class, integrated marketing and communications programs for Fortune 500 companies, consumer product brands, global hospitality and tourism brands, media and entertainment events, and entrepreneurial start-up ventures. Wealth of multinational experience across B2B and B2C markets in North America, South America and Europe.

**Generated significant media coverage in newspapers, magazines,
broadcasts and online outlets: Wall Street Journal, NY Times, Chicago
Tribune, AP, USA Today, CBS, GMA, Fox, Telemundo.**

While developing a branding statement that is precisely you and sharply on target is quite a challenge, it is well worth the effort. A branded resume will set you apart from the competition and make you immediately recognizable and memorable.

#9: DON'T JUMBLE RESPONSIBILITIES WITH ACHIEVEMENTS

Have you ever seen a resume where achievements were interspersed with the responsibilities of each position? Sometimes all of that information is mixed together in a long list of bulleted items, while at other times it is compacted into several lengthy and non-reader-friendly paragraphs. Either way, it's rarely a good strategy to mix the two.

A much better strategy for writing job descriptions is the combined format of a paragraph with bullets. Use the paragraph to define your overall scope of responsibility in a specific position (job functions, people, projects, budgets, facilities). Then, use your bullet points to highlight your unique and specific results, numbers, and other achievements.

One of the key advantages to the combined paragraph/bullet structure is that everything is very clear and comprehensible to the reader.

Here's a great example:

SENIOR VICE PRESIDENT OF MARKETING

2008 to Present

Generations Solutions HQ, New York, NY

Recruited by CEO to reinvigorate marketing and communications, drive differentiation in the marketplace, forge deeper emotional connection with consumers, and introduce best practices. Manage brand perception, market segmentation, and product positioning in markets throughout EMEA.

- Restructured and revitalized marketing team to deliver the best financial results in the company's 12-year history.
- Generated 39% increase in patient visits, 277% improvement in web page views from new ad campaign, and unprecedented attendance at monthly special health care events.
- Led comprehensive brand and consumer research and presented to senior leadership. Won full buy-in for new global market positioning and ad campaign strategy.
- Traveled around the world to provide on-site marketing leadership and training to teams of physicians and health care administrators in developing nations.

When you separate achievements and showcase them individually, you increase their impact exponentially. In turn, your resume is more likely to catch the attention of a recruiter or hiring manager who can easily understand what you did (the paragraph) and how well you succeeded (your achievements).

#10: CONSOLIDATE, CONSOLIDATE, AND CONSOLIDATE

Good resume writing involves a constant process of consolidation. When you're writing your resume, what you're really doing is taking your entire career and consolidating it onto one, two, or maybe three pages.

Then, when you write the summary section, you're consolidating your entire resume into a short paragraph or a few bulleted items. Taking it one step further, when and if you write a branding statement, you're consolidating your entire professional career into one brief sentence or phrase that communicates the essence of who you are.

This is one of the most challenging aspects of resume writing – effectively consolidating a great deal of material to create a powerful and meaningful resume that supports your career goals. It's also why some job seekers choose to work with professional resume writers, who have mastered the art of consolidation.

#11: SIMPLIFY, STREAMLINE & TIGHTEN YOUR WRITING

Good writing is simple, straightforward, clear, precise, and concise.

Professional resume writers work hard to simplify, streamline, and tighten their writing on every occasion.

You can learn from some of their most valuable lessons:

- Don't say it in six words when you can say it in four. Don't say it in four words when you can say it in two. Don't say it at all if it doesn't add value.
- Limit each paragraph to six lines at the most. If a paragraph is longer, you have two choices: edit to reduce its length or break into two smaller paragraphs. Either of these strategies will enhance the readability of your resume.
- Don't create long "laundry lists" of bullet points. If you have more than six points and all are critically important, separate your bullets into clusters of three to four and use subheadings to separate one cluster from the other.

If you interviewed 100 professional resume writers, they would all tell you the same thing about their *process* for writing resumes. They write and they edit ruthlessly, all at the same time, so that they can communicate important messages in the fewest words and the least amount of space. Write it, chop it, finalize it.

Here's a great example:

Before (35 words): Led sales, marketing, and business development initiatives throughout Europe, the Middle East, and Africa to coordinate the introduction of new products in those areas and recruit new sales professionals to continue to manage those areas.

After (19 words): Led sales, marketing, and business development across EMEA with an emphasis on new product launch and sales recruitment/training.

Writing your resume is the important first step. The second stage – editing, reviewing, proofreading, trimming, and tightening – could take just as long or even longer! These guidelines will help keep you moving forward through the writing and editing process.

1. **Write it once.** Get everything down on paper and roughly where you want it to go.
2. **Review, edit, and polish.** Read through every word very carefully. Eliminate what's not essential, tighten up your writing, and clarify any confusion.
3. **Take a break.** Go away from your document for a few hours or overnight. You'll return refreshed, renewed, ready to finalize, and with a fresh eye for errors, inconsistencies, and discrepancies.

4. **Polish, finalize, and let it go.** Don't make writing your resume a never-ending task! Review everything carefully one last time, make final changes, and move on to design (which we'll discuss in detail in chapter 5) and distribution – getting your resume in the hands of people who can help you land your next position.

Chapter 5

DESIGNING THE PROFESSIONAL'S RESUME

Have you ever seen a resume that looked great and instantly stood out from the crowd? A resume that you picked up in your hands or saw on a computer screen that immediately caught your attention for its presentation, sophistication, depth, and visual richness? Without reading a word, you formed a positive image of the person whose resume you were viewing simply because of the design aesthetics – the font, borders, headings, perhaps color or shading or even graphics, and the way the entire document was laid out on the page.

Good design is remarkably important in terms creating a positive first impression and encouraging recruiters and hiring managers to read the content of your resume. Most resume writers work tirelessly to showcase achievements, honors and awards, career successes, and other distinguishing information. The challenge then becomes how to get someone to read all of that information, and that's where design comes in.

LIGHTBULB MOMENT:

Resumes that get read look good and are easy to peruse – not necessarily the ones for the most highly qualified candidates.

Be certain that your resume is sharp and distinctive, or chances are that no one is going to read it. That is the reality of competitive job search at the \$100K level.

In this chapter, we're going to tell you how resume design creates a competitive advantage. You'll learn these important design tools and concepts:

Design Tool #1	Make Your Resume Inviting to Read
Design Tool #2	Choose the Right Font
Design Tool #3	Use the Right Font Size
Design Tool #4	Set Appropriate Margins
Design Tool #5	Use Bullet Points Wisely
Design Tool #6	Enhance Visual Appeal with Borders, Shading, and Graphics
Design Tool #7	Eliminate Widow (or Orphan) Lines
Design Tool #8	Make Your Resume Electronically Scannable
Design Tool #9	Test Your Resume's Readability Factor

#1: MAKE YOUR RESUME INVITING TO READ

Visual factors and design elements are important considerations in any winning resume. Not only must the content be solid and clearly communicate your value to a prospective employer, the visual presentation must be sharp, professional, and easy to read.

Because design is a subjective concept, we can't provide you with hard-and-fast rules for what makes a good-looking document. Nor do we want to create a "formula" or dictate a single design for every resume! Remember, you want your resume to be distinctive to help you stand out from all other candidates.

However, the following guidelines will help ensure you get a resume that is attractive to look at, inviting to read, and allows readers to pick up key information quickly.

- **Use ample white space.** White space is a page's "breathing room." It lets readers mentally pause and absorb the information they've just read before moving on. We're not recommending that your resume includes vast amounts of blank space, but it should allow some "breathing room" between sections of the resume to avoid creating a document that is a dense block of text from margin to margin.
- **Make good use of font enhancements – bold, italic, all caps, small caps, and underlining.** Font enhancements allow you to call attention to some information, distinguish one type of information from another, and create a

hierarchy and a consistency that promote readability. Each change in typeface should serve a specific purpose; when reviewing your finished resume, make sure that your enhancements make the right information stand out.

- **Write in short paragraphs.** Long, dense paragraphs are hard to read and uninviting. Break up any paragraph that is too long by editing to reduce length or dividing into two paragraphs.
- **Organize information using bullet points.** Because they signal that each point is a separate item, bullets are the perfect way to present your specific experiences, unique achievements, and finite projects.

Used strategically and creatively, design improves both the readability of your resume and the first impression that it leaves.

LADDERS FORMULA FOR DESIGN SUCCESS:

Organization + Appearance + Readability =
Higher Potential for Positive Results

#2: CHOOSE THE RIGHT FONT

Font selection is largely an individual choice. Bottom line, the most important considerations are that the font is easy to read and presents the most important information most prominently. Aside from selecting something that's too fancy or too decorative, it's hard to make a wrong choice.

Professional resume writers tend to be a bit more particular about font selection for several reasons:

1. **Some fonts look and read better in smaller sizes, some in larger sizes.** This is an important consideration when trying to create an attractive and well-balanced page. For example, Verdana 12 point looks almost elementary and much too large, while Garamond 12 point is conservative and readable.
2. **Different fonts have different personalities and seem to better “fit” different professions.** Verdana is a popular font for technical professionals because it's clean and non-fussy. Georgia is a “softer” font and therefore is great to use for professions such as sales and human resources. Each font has its own look and feel, so be certain your resume includes a font that suits your profession, your industry, and your personality.
3. **Not all fonts translate well from one computer to another.** We recommend that your resume employ a font that is

universal to most computers – both PCs and Macs using a variety of different operating systems. Do not use an obscure font that, although it looks great on your computer, might be corrupted when your resume is viewed on a prospective employer's computer.

To be certain your document retains its visual integrity, choose one of the common fonts listed below.

Arial

Helvetica Neue

Arial Narrow

Lucida Grande

Book Antiqua

Lucida Sans

Bookman Old Style

Microsoft Sans Serif

Calibri

Tahoma

Century Schoolbook

Times New Roman

Garamond

Trebuchet MS

Georgia

Verdana

LIGHTBULB MOMENT:

Follow TheLadders' recommendations for font selection and you can't go wrong!

#3: USE THE RIGHT SIZE FONT

Have you ever seen a resume where the font was so large that it looked elementary in its presentation? Even worse, have you ever had to struggle to read teeny-tiny type that was chosen just so a job seeker could cram all of the information onto one page?

Font size is important for several reasons, including aesthetic presentation, professionalism, and spacing. After you've made your font selection, you then need to decide what size font you're going to use that will be readable, look attractive and professional, and allow you to maximize your use of space on the page.

In the preceding font list, every font is in 13-point type. Yet some of the text clearly seems much larger than others. Some fonts are wide, while others appear slim and condensed. Because there are so many font variations, there is no one-size-fits-all point size that you should choose for the text of your resume.

At TheLadders we recommend that you use 10, 10.5, or 11 point for your resume text and 13, 14, or 15 point for your name and major headings, such as Professional Experience and Education.

In the following three examples, notice how different fonts at different sizes create remarkably different looks for the same content.

Example #1 – Bookman (13-point heading; 10-point text)

CAREER PROFILE

Ten years' progressively responsible sales leadership experience
driving revenue growth through emerging markets in Asia.

Example #2 – Times New Roman (14-point heading; 10.5-point text)

CAREER PROFILE

Ten years' progressively responsible sales leadership experience
driving revenue growth through emerging markets in Asia.

Example #3 – Arial Narrow (15-point heading; 11-point text)

CAREER PROFILE

Ten years' progressively responsible sales leadership experience
driving revenue growth through emerging markets in Asia.

As you work on your resume design, play with font sizes to find the size that looks good, remains highly readable, and best fits your content. Try a couple of different fonts in a couple of different sizes to see which creates the right image for you.

#4: SET APPROPRIATE MARGINS

When you're trying to fit many years of an executive career onto a couple of sheets of paper, it's tempting to use every quarter-inch of space – from top to bottom, left to right. But squeezing too much text onto a page won't guarantee it will be read – in fact, just the opposite, because a too-crowded or too-dense page is visually unattractive and uninviting to read.

When you use the right margins, you will enhance the readability and visual appearance of your resume.

We recommend that your resume includes margins between 0.75 inch and one inch on all four sides. Our recommendation is supported by the research we've done over the years: There is no advantage to minimizing margins to fit your resume onto one page or to cram too much text onto two pages.

#5: USE BULLET POINTS WISELY

Bullet points are generally a great addition to the resume. Their specific purpose is to draw attention to your most important accomplishments, projects, numbers, percentages, or other valuable information. In addition, they're a great visual complement to a document that has a good bit of text and a number of paragraphs.

The Professional Experience section of a resume often includes an introductory paragraph followed by bullet points. The paragraph outlines the overall responsibilities and scope of a particular position. Then the unique achievements related to that position are highlighted using bullet points.

We wholeheartedly recommend this format because it accomplishes two key objectives. First, it tells your reader precisely what you were responsible for in a particular position. Then, using individual bullet points, it tells the reader how well you did it. It's clean, concise, and easy to understand, and isn't that at the very core of every successful resume?

If bullet points are so easy to understand, why not present *all* of your information in bullet points? Remember, the purpose of bullets is to draw visual attention to discrete and specific information on your resume – namely, your achievements, honors and awards, project highlights, and other contributions. If you use bullet points for everything, nothing stands out and the final product becomes a laundry list of information rather than a high-impact document showcasing your finest achievements.

The plain round bullet is the default choice, and it is entirely appropriate for all resumes. But the shape of your bullet offers a chance to be creative and establish visual distinction.

Here's a list of other symbols your resume can include:

◆	Diamond	≈	Wavy Double Lines
■	Square	>	Greater Than Symbol
→	Single Arrow	∴	Triangle Dots
⇒	Double Arrow	...	Three Dots
➤	Stylized Arrow		
~	Tilde		

By no means is this a complete list – there are hundreds of symbols. Search for a symbol that you like and that goes well with your profession and/or industry. (Because your resume should be a dignified and professional document, stay away from “cute” symbols.)

One final recommendation: Don't mix and match symbols in the same document. Pick one style and use it throughout your resume. If you mix and match, your resume becomes visually confusing and that's a real turn-off for most recruiters and hiring managers.

#6: ENHANCE VISUAL APPEAL WITH BORDERS, SHADING, AND GRAPHICS

Whether a simple bold border line beneath your name or a sophisticated chart, graphic elements will help set your resume apart from the crowd. What's more, these enhancements serve a function. Borders

separate one section of the resume from another. Shading calls attention to specific information. And graphics are unique, eye-catching, and memorable – not to mention, they can communicate important information without a word.

BORDERS AND SHADING

One of the most effective places to use a border is between your name/contact information and the body of your resume. The border creates a visual barrier that draws readers' eyes to the content below the border. Thus, your headline or career summary section is where they'll first focus their attention.

Your resume might also feature borders between major sections or individual positions listed under Experience. A full-page border creates instant visual appeal, and colored borders can create a distinctive appearance without compromising the readability of your text.

Here's an example of the top part of a resume that uses a full-page border and a border below the name. Notice how unique yet professional the document looks.

Shading is another technique that draws attention to specific areas of your resume. For example, a shaded Core Competencies box is attractive and attention-getting, and because shading tends to be subtle, it won't overwhelm the rest of the resume.

THOMAS P. PUTNAM	
7943 Winding Way	513-555-5555
Blue Ash, OH 45242	tputnam@cinci.rr.com
AREA VICE PRESIDENT	
Communications • Channel Sales • Public/Private Sector • Call Centers	

If you decide to shade portions of your resume, use a light tone (10%, 12.5%, or 15%) so that you don't compromise readability. Print your resume and confirm that everything in the shaded areas is fully readable.

The following resume section shows how using a combination of borders and shadings creates great visual appeal while maintaining excellent readability and a tasteful, professional presentation.

Alan Vandenburg

Los Angeles, CA alan.vandenburg@mac.com 413-555-5555

HEALTHCARE INDUSTRY SALES EXECUTIVE

Expert leadership in Business Development and Sales Operations learned from having served industry leaders Schering-Plough and Abbott Labs. Measurable success as District Trainer, Regional Market Specialist, Specialty District Sales Manager, and Regional Account Manager.

AREAS OF EXPERTISE

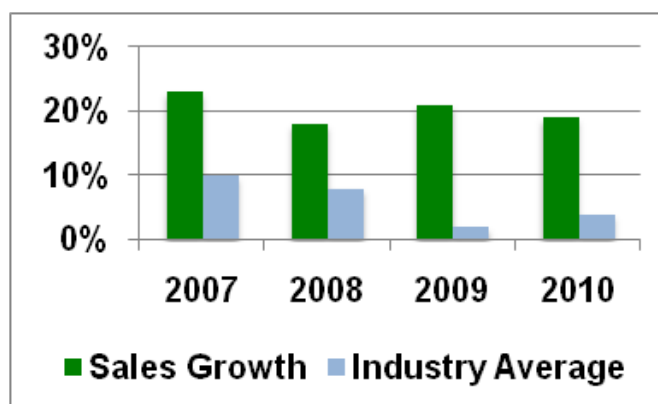
Revenue Growth	Team Leadership
Market-Share Increase	Start Ups / Turnarounds
Recruiting, Hiring, Training	Product Marketing & Launches

Review the sample resumes in chapters 6 through 12 to see how borders and shading draw your interest and highlight different areas of the resume.

GRAPHICS

Graphics are never required in a resume, but when used appropriately they create huge impact, strong visual appeal, and clear messaging.

Consider the sales executive who has led his organization to double-digit growth every year for the past four years, when our economy has been so challenging. Certainly he'll claim this accomplishment in the text of his resume, but think how quickly, clearly, and impressively he might communicate that same information in a chart:



Consider adding a chart to your resume if it will effectively illustrate your performance. You can create your chart in Excel or other spreadsheet software or use the chart feature embedded in Word.

If space is at a premium in your resume, don't sacrifice meaningful content just to add a chart. And finally, be certain that any accomplishments in a chart are also explained in your bullet points so that your resume is just as meaningful with or without the chart.

Be careful about adding graphics other than a performance chart to your resume. While graphics can certainly capture interest and add visual appeal, it's important to maintain an executive appearance. We've seen some really sharp-looking resumes that feature corporate logos that communicate the right message and enhance the document. But we've also seen how amateurish graphics, poor integration of graphics into the resume, and over-reliance on graphics to tell the story can weaken an otherwise strong \$100K resume.

#7: ELIMINATE WIDOW (OR ORPHAN) LINES

Let's start with a definition of widow and orphan lines. A widow or orphan is a word that appears on a line all by itself at the end of a paragraph or bullet point. What does this matter? Widows and orphans create excess white space on a page and waste a remarkable amount of

space! When you're trying to comfortably fit a substantial career onto a couple of pieces of paper, it doesn't make sense to waste an entire line for just a word or two.

When you spot a widow line, closely review that paragraph or bullet point to see if you can omit anything without changing the meaning or impact of the sentence. Often just a slight edit is enough to eliminate the widow line. If omitting one word doesn't do it, you might need to rewrite the sentence to communicate the same message more succinctly. Try it – we think you'll find that it's relatively easy to do.

Sometimes it's impossible to accomplish – every word is important and the sentence says precisely what you want to say. And that's fine. Removing widow lines isn't mandatory, but it creates a pleasing appearance, saves valuable space, and can be accomplished 99% of the time with just a little effort. And don't you want your resume to be the very best it can be?

#8: MAKE YOUR RESUME ELECTRONICALLY SCANNABLE

In this chapter we have outlined some of the most important things you can do to make your resume visually attractive as a way of giving yourself an advantage over other candidates competing for the same position. Now, we're going to switch gears for a moment and talk about how to create a resume that is scannable.

By “scannable,” we mean a document that is readable by any automated applicant processing system or resume-scanning software. In today’s world of electronic-based job search, it’s likely you’ll be uploading your resume to scores of websites, so the scannable resume – stripped of all visual appeal – is a necessary evil!

In addition to that well-designed, sharply formatted, visually distinctive resume, you’ll need an ASCII text version that strips out all those wonderful design features! Gone are bold print, italics, and underlining. Gone are the right-margin tabs that separate information such as dates, phones, and email addresses. Gone are most symbols, and gone are borders, shading, charts, and other graphics that make your resume so visually outstanding.

Resume pros refer to this version as “Plain Jane” – a resume in Courier (the default typestyle) that is stripped of all of the above-mentioned aesthetic elements.

You should use the scannable version when uploading your resume to a resume database or job site. It’s the only way you can be sure that your resume will translate properly. The formatting in a typical Word file is easily corrupted, and you don’t want to take the chance that any of your carefully written career information will be omitted, rearranged, truncated, or otherwise changed.

The text version is also useful as a source document for copying-and-pasting sections of your resume into individual text blocks within online profiles.

Here are step-by-step directions for creating your scannable ASCII text resume.

1. Create a new file using Word's "Save As" feature. Under "format" select "text only."
2. Close the new file.
3. Reopen the file, and you'll find that Word has automatically reformatted the resume into Courier font, removed all formatting, and left-justified the text.
4. Review the resume and fix any "glitches" such as odd characters that may have been inserted to take the place of "curly" quotes, dashes, accents, or other nonstandard symbols.
5. Remove any tabs and adjust spacing as necessary.
6. If necessary, add extra blank lines to improve readability.
7. Consider adding horizontal dividers to break the resume into sections for improved skimmability. You can use any standard typewriter symbols such as *, -, (,), =, +, >, ^, or #.
8. Don't worry about the length of the resume. Saving as a text file almost always increases the length. Then, if you add in a few more blank lines, it will be even longer, and that's fine.

Compare these two versions of a resume – both with identical content. The first is sharp, distinctive, and visually appealing. The second is visually unexciting but extremely useful! Make sure to equip yourself with both versions.

CYNTHIA ROWLEY

89 East 83rd Street | New York, NY 10028 | 212-555-5555 | c.rowley@aol.com

SECURITIES & BANKING INVESTIGATIONS | REGULATORY COMPLIANCE

Accomplished attorney with specialty in securities law and compliance. Represent corporate and individual clients in civil and regulatory proceedings. Investigate complicated transactions and conduct meticulous document review. Interact with clients, government agencies, and opposing counsel. Explain complex financial and legal issues in clear, concise manner. *Legal specialties include:*

• Legal Negotiation	• Litigation
• Document Review	• Financial Analysis
• Research/Discovery	• Real Estate Transactions
• FINRA/SEC Investigations	• Staff Supervision/Team Leadership

LEGAL EXPERIENCE & ACHIEVEMENTS

STAFF ATTORNEY (2008–Present) | DEWEY & HOWE, LLP New York, NY

Oversee legal research for SEC and FINRA investigations for a mid-sized litigation firm representing institutional and individual clients.

- ❖ Conducted internal investigation into complex debt securities trading issues on behalf of large Wall Street investment bank. Uncovered illegal communication between investment bank desks.
- ❖ Represented former senior executive of large insurance company in parallel civil litigation and regulatory proceedings. Prepared client for multiple depositions and drafted an outline for a motion for summary judgment.
- ❖ Represented family of a bestselling author in a multimillion-dollar trust dispute. Conducted legal research that led to removal of 3 trustees.

ASSOCIATE (2003–2008) | **LAW CLERK** (2001–2003) | EDDY, OTT, LLP New York, NY

Represented clients in commercial and residential real estate transactions. Managed daily firm operations and supervised law clerks.

- ❖ Increased the number of banks represented by the firm from 2 to 10 by establishing strong business connections through networking and business transactions.
- ❖ Expanded the number of title companies represented by the firm from 4 to 12.
- ❖ Doubled the firm's monthly transactions through expanded business outreach.

EDUCATION & CREDENTIALS

JD – NEW YORK UNIVERSITY – 2003

BA Political Science – UNIVERSITY OF CONNECTICUT – 2000

Bar Admissions:

New York, Southern District of New York

Member, American Bar Association, New York State Bar Association

Skills:

Windows, Westlaw, Lexis/Nexis, Other Litigation Software/Data Management Programs

CYNTHIA ROWLEY

89 East 83rd Street, New York, NY 10028
 212-555-5555
 c.rowley@aol.com

SECURITIES & BANKING INVESTIGATIONS * REGULATORY COMPLIANCE

Accomplished attorney with specialty in securities law and compliance. Represent corporate and individual clients in civil and regulatory proceedings. Investigate complicated transactions and conduct meticulous document review. Interact with clients, government agencies, and opposing counsel. Explain complex financial and legal issues in clear, concise manner. Legal specialties include:

- * Legal Negotiation
- * Litigation
- * Document Review
- * Financial Analysis
- * Research/Discovery
- * Real Estate Transactions
- * FINRA/SEC Investigations
- * Staff Supervision/Team Leadership

LEGAL EXPERIENCE & ACHIEVEMENTS

DEWEY & HOWE, LLP New York, NY

STAFF ATTORNEY (2008-Present)

Oversee legal research for SEC and FINRA investigations for a mid-sized litigation firm representing institutional and individual clients.

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EDUCATION & CREDENTIALS

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Bar Admissions:

New York, Southern District of New York

Member, American Bar Association, New York State Bar Association

Skills:

Windows, Westlaw, Lexis/Nexis,
Other Litigation Software and
Data Management Programs

We expect that resume-scanning technology will continue to improve with each passing year and, in future, your designed resume will be the one that you can upload to company databases. But for now, use the text version to be 100% certain your information translates correctly.

#9: TEST YOUR RESUME'S READABILITY FACTOR

We've discussed how critical the first half of the first page is. That's the acid test of your resume's "readability factor" – a measure of how easily someone can scan your resume and quickly identify the most important information. That's the information that will get you noticed and give you an instant advantage over your competition.

To ensure that your resume passes the readability test, ask yourself these critical questions:

1. Can someone glance at my resume and instantly know “who” I am?
2. Is there plenty of white space on my resume to break up the text into short sections that are easy to read?
3. Have I limited my paragraphs to no more than four to six lines?
4. Have I limited my lists of bullet points to no more than four to six items? If not, have I separated the bullets with white space and/or used headings to create clusters of bullets around certain skills, functions, projects, or achievements?
5. Have I used a font that is pleasing to the eye and large enough to be easily read?
6. Have I effectively used type enhancement such as bold, italics, underlining, and capitalization to highlight the most important information about myself and my career? Is my resume a reasonable an appropriate length – most likely one or two pages? (Exceptions to this resume guideline are rare, so if your resume is three pages or more, are you truly certain that all of the information you’ve included is critical?)
7. Have I included both a summary section and a core competencies section?
8. Can someone easily peruse my resume in five to 10 seconds and capture the most critical information about me and my career?

Chapter 6

FINANCELADDER: RESUME SAMPLES & KEYWORDS

FINANCE: IT'S ALL ABOUT MANAGING THE MONEY!

Finance professions are all about the money – how a company gets it, manages it, accounts for it, spends it, invests it, reports it, and, most importantly, keeps it! Your finance resume should address these key “money issues,” of course, but needs to go beyond the numbers to reveal your core skills, breadth of expertise and experience, leadership qualities, and more.

Follow “Five Fundamentals for \$100K+ Finance Resumes” to create a resume that perfectly conveys *who you are and what you do so well*.

FIVE FUNDAMENTALS FOR \$100K+ FINANCE RESUMES

- 1. Use the right kinds of numbers.** Because finance is all about money, it's essential to include specific numbers in your resume. In many cases you'll use actual dollar amounts, but circumstances like the following it's more beneficial to use percentages:
 - When the dollar amounts are either so large or so small that they'll put you out of consideration or distract from the significance of the achievement.

- When you can't reveal specific numbers without breaching a confidentiality agreement.
- When you need to find a new way to talk about something you've already discussed elsewhere in the resume.
- When the percentage conveys a more powerful or more meaningful message.

1. **Speak the language of money.** Although you never want to overwhelm your readers with jargon, you do want to paint yourself as an insider, an expert, someone knowledgeable about the world of finance. A great way to succinctly convey your expertise is to use acronyms and terms that mean everything to a finance professional – ROI, ROA, ROE, EBIT, EBITDA, CAGR, SOX, FX, and oh-so-many more. If a term is obscure or you think it might not be understood, be sure to spell it out; but if it's the everyday language of your finance world, feel free to use the acronym.
2. **Show your strategic side.** Especially if you're vying for a role as CFO or other top finance executive, you need to show that you are much more than a "bean counter." Describe how you led strategic cross-organization initiatives, identified global growth opportunities, helped steer the company through a crisis, negotiated and orchestrated a complex merger, and otherwise contributed to long-term goals. Think big and go beyond the scope of finance to include your impact on the entire organization.

- 3. Focus on the bottom line.** Literally, the bottom line means profit, and you certainly want your resume to detail the many ways you helped your company be more profitable. In other meanings, the bottom line refers to the end result. As you write about your activities and accomplishments, dig deep to uncover the end result. Be as specific as possible about what you accomplished – in revenue growth, cost reduction, efficiency improvement, productivity increase, morale surge, waste reduction, cost avoidance, automation benefits, and also less-quantifiable areas such as partner or customer relationships, competitive intelligence, risk avoidance, PR benefits, and more.
- 4. Be a people person.** Never lose sight of the fact that results are obtained through people. Your strengths as a relationship builder, manager, mentor, team leader, negotiator, alliance builder, mediator, and other people-centered roles are critical to your success as a finance executive. Be certain to communicate these strengths and related accomplishments on your \$100K+ resume.

250 KEYWORDS FOR FINANCE RESUMES

While you want to include as many appropriate keywords a possible in your resume, it's essential to choose keywords that accurately describe your expertise and experience. Select words from this list and find others in job postings and on company websites so that you can create a keyword-rich resume that will give you a distinctly competitive advantage as you vie for \$100K+ opportunities.

Accounting	Board of Directors
Accredited in Business Valuation (ABV)	Budget Analysis
Acquisition	Budget Deficit
Actuarial Science	Budget Development
Alternative Financing	Budget Planning
Appraisal	Budgeted Costs
Appropriations	Budgeting
Asset Management	Business Cycles
Asset Valuation	Capital Budget
Audit	Capital Expenditure
Balance Sheet	Capital Investment
Banking	Cash
Bankruptcy	Cash Flow Management
	Cash Flow Projections

Chapter 11 Bankruptcy	Credit Management
Chapter 7 Bankruptcy	Credit Ratings
Claims	Credit Union
Collections Management	Creditworthiness
Commercial Banking	Data Analysis
Commodities	Data Integrity
Competitive Analysis	Debit
Compliance	Debt
Consumer Finance	Debt Financing
Corporate Finance	Demand Analysis
Corporate Governance	Demographic Economics
Corporate Reporting	Demographic Trends
Corporate Tax	Divestiture
Corporate Valuation	Due Diligence
Cost Accounting	Earnings Before Interest & Taxes (EBIT)
Cost Analysis	Earnings Before Interest Depreciation Taxes and Amortization (EBITDA)
Cost Avoidance	Earnings Forecast
Cost Estimating	E-Commerce
Cost Reduction	Economic Analysis
Cost-Benefit Analysis	Economic Forecasting
Costs	Economic Growth
Credit & Collections	Economic Impact
Credit Analysis	

Economic Modeling	External Auditing
Economic Policy	Feasibility Analysis
Economic Practices	Finance
Economic Principles	Financial Accounting
Economic Risk	Financial Analysis
Economic Sampling	Financial Audits
Economic Theory	Financial Controls
Economic Trends	Financial Data Analysis
Economics	Financial Forecasting
Electronic Financial Services	Financial Instruments
Employee Retirement Income Security Act (ERISA)	Financial Management
Employee Stock Ownership/Option Plan (ESOP)	Financial Markets
Employment Trends	Financial Models
Enterprise Resource Planning (ERP)	Financial Planning
Equity Financing	Financial Records
Estimating	Financial Regulations
E-Trade	Financial Reporting
Exchange Rate	Financial Resources
Expenditures	Financial Services
Expense Budget	Financial Statements
Expense Control	Financial Strategies
Expenses	Financial Transactions
	Fiscal

Fiscal Management	Interest-Bearing Instrument
Fixed Assets	Internal Auditing
Forecasting	Internal Controls
Forecasting Models	Internal Revenue Service (IRS)
Foreign Exchange (FX)	International Finance
Forensic Accounting	International Monetary Fund (IMF)
Funds Accounting	International Trade
Funds Management	Investment Banking
Generally Accepted Accounting Principles (GAAP)	Investment Management
Global Banking	Investment Planning
Global Financial Markets	Investor Accounting
Governmental Accounting	Investor Relations
Income Statement	Joint Venture
Incorporation	Labor Market
Industrial Economics	Legal Affairs
Industry Analysis	Legal Compliance
Industry Forecasting	Legislative Hearings
Inflation	Letters of Credit
Information Technology	Leveraged Buy-Out (LBO)
Initial Public Offering (IPO)	Liability
Institute of Management Accountants (IMA)	Limited Liability Corporation (LLC)
Interest Rate	Line of Credit

Macroeconomics	Pension Plan Administration
Make/Buy Analysis	Policies & Procedures
Management Accounting	Portfolio Analysis
Margin Improvement	Portfolio Management
Market Demand	Premium Rating
Mathematical Modeling	Price-Earnings Ratio (P/E Ratio)
Merger	Private Equity Financing
Microeconomics	Product Pricing Analysis
Monetary Economics	Productivity
Money & Banking System	Profit & Loss (P&L)
Money Market	Profitability Analysis
Mortgage	Project Accounting
Mortgage Finance	Project Financing
National Association of State Budget Officers (NASBO)	Project Management
Net Worth	Public Accounting
Operating Budget	Public Records
Operating Costs	Receivables
Operational Audit	Regression Analysis
Operational Risk Analysis	Regulations
Overhead Expenses	Regulatory Affairs
Partner	Regulatory Compliance
Partnership Accounting	Regulatory Reporting
Pension Benefits	Relational Database

Research	Strategic Planning
Resource Allocation	Subchapter S Corporation
Return on Assets (ROA)	Supply & Demand
Return on Equity (ROE)	Tax
Return on Investment (ROI)	Tax Liability
Revenue	Tax Planning
Risk Analysis	Tax Preparation
Risk Management	Tax Regulations
Road Show Presentations	Tax Return
Sarbanes Oxley (SOX)	Tax Shelter
Savings & Loan Association	Trade Policy
Securities	Transaction
Securities & Exchange Commission (SEC)	Treasury
Securities Analysis	Trend Forecasting
Shareholder Relations	Trust Accounting
Spreadsheet	Underwriting
Stakeholder	Urban Economics
Statistical Analysis	Valuation
Statistical Modeling	Venture Capital
Statistical Reporting	World Bank
Statistics	
Stock Purchase	
Stockholder Reporting	

FINANCELADDER: SAMPLE RESUMES

On the following pages you will find five \$100K+ finance resumes written by talented writers at TheLadders. The strategy, content, structure, and design of each resume were carefully created by the writer to align with each individual's current career goals, showcase their most notable achievements, and paint the picture of a highly qualified candidate. Make sure your \$100K+ resume does the same!

Midori Fukuoka: Senior Cost Accountant 149

This resume showcases Midori's strong blend of finance and technology expertise. It effectively balances detailed information in the job description with high-impact achievements that are clearly identified by the subheadings. Tasteful blue borders elevate visual appeal, and a generous font size makes this resume highly readable.

Neil Raghavan: Director of Internal Audit 151

Neil's global financial credentials are displayed right next to his name, and gray shading throughout the resume calls attention to his core competencies and diverse experience. Notice that each paragraph and bullet point is very concise – most are just two lines. "Tight writing" promotes understanding and is a hallmark of a great \$100K+ resume!

Adam Berg: Finance Director/Controller 153

A sharp black-and-white appearance and ample white space make this resume a pleasure to view and to read. The format calls attention to Adam's progressive career in finance and financial management to position him for the next step up to Finance Director or Controller. Accomplishments are strong and on point throughout the resume.

Mary Davenport: Senior Wealth Management Executive .. 155

The first half of the first page of Mary's resume is a succinct and powerful snapshot of her career, her core competencies, and her notable achievements with well-known companies in the wealth management industry. Her job descriptions showcase her core responsibilities and prominently display her most notable achievements. The additional information at the end of the resume – Technology Skills, Professional Affiliations, Education, Licenses, and more – paints the picture of a finance executive with multiple areas of talent and performance expertise.

Robert Matthews: Chief Financial Officer 157

Robert's branding statement – positioned directly below the headline – is a great way to differentiate himself from other well-qualified candidates. After detailing his progressively responsible roles and key accomplishments with three different companies, Robert's resume just briefly lists his five earliest positions, showing his career history without making the resume too lengthy or weighing it down with information that is less relevant at this stage of his career.

Midori Fukuoka

2939 Lake Mary Drive, Orlando, FL 32820 • 407-555-5555 • midori.fukuoka@verizon.net

SENIOR COST ACCOUNTANT

Dedicated Finance Leader with more than 15 years of experience supporting strategic decision-making in manufacturing environments through the collection, analysis, and reporting of standard cost and inventory data. Technically proficient professional with significant ERP experience, including multiple SAP implementations, and advanced Excel skills.

Areas of Expertise

AP/AR • Audits • Budgeting • Cost Accounting • Cost/Benefit Analysis • Expense Control
Financial Analysis • Financial Statements • General Ledger • Internal Controls • Inventory Management
Cost Reduction • Operations Management • Process Improvement • Team Leadership/Motivation

PROFESSIONAL EXPERIENCE

MEDI-SOLUTIONS, INC., EP TECHNOLOGIES GROUP, Orlando, FL 2009–Present
One of world's largest medical device companies. Electrophysiology (EP) group represents 1% of total annual sales of \$1.7B.

Principal Cost Accountant

Provide expert Cost Accounting strategies and services for Medi-Solutions' largest manufacturing facility. Perform month-end close, including journal entries, accruals, and reporting. Maintain weekly metrics for manufacturing management. Forecast inventory requirements and analyze inventory count/trends and manufacturing/purchase-price variance. Lead cost-reduction program, evaluate and tracked projects, and develop monthly reporting.

Accounting & Cost Accounting Achievements

- Discovered disconnect between purchase price and bill of material, resulting in estimated \$500K PPV, and partnered with team to resolve standard cost error on related Bills of Material.
- Identified error on Bill of Material that resulted in incorrect signals to MRP. Worked closely with cross-functional team to correct error and ensure that purchasing personnel had access to true requirements for major component.
- Implemented tool for detailed manufacturing variance analysis, providing visibility to drivers of significant variances.
- Developed trend reports that equipped materials group to gain better control of inventory and inventory adjustments.

SOUTHERN ELECTRONICS, Atlanta, GA 2003–2009
\$10.3B global provider of engineered electronic components for thousands of consumer and industrial products

Cost Accounting Manager

Spearheaded Accounting and Cost Accounting for 6 manufacturing plants, directing a team of 3 in financial planning, forecasting, monthly/annual reporting, and variance analysis. Reviewed and approved journal entries. Analyzed financial data for new product development and capital requests. Prepared financial metrics for manufacturing, managing annual manufacturing budgets of \$90M for 100+ departments.

Midori Fukuoka • Page 2

407-555-5555 • midori.fukuoka@verizon.net

Cost Accounting Manager, SOUTHERN ELECTRONICS, continued***Accounting & Cost Accounting Achievements***

- Developed comprehensive manufacturing variance analysis, enabling manufacturing leadership to identify key variance drivers and implement efficient and cost-effective solutions.
 - Contributed directly to elimination of variances of \$100K+ for 2 largest plants processing 1K+ orders/month.
- Ensured uniform quality for reviews and established accountability through creation of detailed checklists for monthly close and pre-close.
- Successfully represented finance area in two SOX audits with no findings.
- Enhanced thoroughness of standards analysis for specified product groups through design and implementation of continuous cost-review processes.
- Designed and prepared summary and detail reports for manufacturing managers, enabling rapid analysis and resolution of key issues and by clearly defining dollar impact of trends and variances within each plant.

Business & Technology Achievements

- Identified SAP issue that had created inventory overstatement of \$500K. Worked closely with cross-functional team to resolve issues and created monthly review of related inventory items.
- Served as Local Finance Lead on multiple SAP implementations including Hot Pack fixes, new SAP version, and plant consolidation.
- Contributed directly to Six Sigma team as finance representative. Evaluated and monitored cost-reduction projects.

Previous professional experience with XYX Systems as Credit Supervisor, Tech-Form Corporation as Senior Credit Analyst, and XPress Corporation as Division Credit Manager.

EDUCATION

Emory University, Atlanta, GA
BS, Business Administration

TECHNOLOGY PROFILE

Power User: SAP for FI/CO Modules
Advanced User: Excel, including Pivot Tables, Look Ups, and Linked Worksheets/Books

NEIL RAGHAVAN, CIA, CPA, CA (INDIA)

4350 River's Edge Drive, Kansas City, MO 64127
H (816) 555-5555 – nraghavan@aol.com – C (816) 505-5555

DIRECTOR INTERNAL AUDIT / FINANCIAL PLANNING, REPORTING & ANALYSIS

Accomplished financial leader with a proven history of success developing and implementing cost-saving, risk mitigation, and process improvement solutions at global organizations.

Identify opportunities for improvement and lead initiatives to increase organizational effectiveness in fast-paced environments with changing priorities. Possess exceptional interpersonal and communication abilities combined with strong analytical expertise; collaborate with executive management and motivate interdisciplinary teams toward project completion.

CORE COMPETENCIES

P&L	Accounting	Financial Analysis	Project Management
Audits	Reporting	Cost Accounting	Process Improvement
Budgeting	Cost Reduction	Internal Controls	Financial Statements

ACCOMPLISHMENT & QUALIFICATION HIGHLIGHTS

- Varied background encompassing a broad range of industries; comprehensive knowledge of U.S., Saudi, and Indian GAAP; and extensive audit and SOX compliance, implementation, and testing.
- Project leadership skills – analyzing, presenting, defining timelines, and driving initiatives that improve control frameworks, risk management practices, pricing strategies, and overall financial management.
- Flexibility and versatility; ability to see the big picture and manage budgets, forecasts, and resources while determining appropriate alternative capital investment strategies.

PROFESSIONAL EXPERIENCE

Chaudri & Associates, Kansas City, MO

2007–Present

Global professional services firm specializing in internal audit, technology risk management, tax, finance, and accounting.

ENGAGEMENT MANAGER – INTERNAL AUDIT & CONTROLS

Provide leadership, project management, and oversight of analysis, recommendations, and implementation of financial process improvements at client sites.

- Developed a project management structure to enhance accurate and timely internal reporting.
- Drove multifaceted client projects, including reduction of risk exposure, standardization of corporate processes, and establishment of integrated IT practices to support business objectives. *Highlights:*
 - *Leading Mexican distributor:* Performed root cause analysis across all LOBs to identify key control areas for improvement; recommendations resulted in \$1.5M reduction in inventory shrinkage in 12 months.
 - *Large U.S. retail company:* Reviewed A/R process and simplified control procedures. Increased working capital, reduced days sales outstanding (DSO) by 6 days, and improved average receivables turnover.
 - *Online retailer:* Implemented a streamlined, product-focused pricing strategy; developed action plans and timeline for implementation; realized a 5% improvement in EBITDA.
 - *European bank:* Led a team of cost accountants to conduct a comparison of costing processes across two newly merged financial institutions. Increased efficiency and effectiveness.
 - *World's largest producer of plastics:* Led implementation of Sun system financials at 18 global sites. Reduced financial close process by 3 days.
 - *Regional U.S. brewery:* Guided the strategic planning process and shepherded company through process overhaul to ensure compliance with Sarbanes-Oxley.

NEIL RAGHAVAN, CIA, CPA, CA (INDIA) – PAGE 2

H (816) 555-5555 – nraghavan@aol.com – C (816) 505-5555

PROFESSIONAL EXPERIENCE (CONTINUED)**Ryson's Department Stores, Chicago, IL****2005–2007***One of the nation's largest department store retailers with more 300 stores across 3 formats.***MANAGER – AUDIT & SOX**

Managed multiple projects and direct reports in the completion of auditing processes and documentation.

- Performed in-depth analysis of audit department efficiency and recommended multiple opportunities for improvement. Established a 5-day deadline from audit conclusion to respond to queries
- Led team-based strategic planning process. Assessed financial and IT internal controls in addition to controls for internal reporting; identified gaps for remediation.
- Decreased the reporting cycle by over a day through the implementation of simple procedural changes and improved process controls, including the automation of daily reporting metrics.

Reflective Industries, Inc., Chicago, IL**1996–2005***A leading manufacturer of flat and fabricated glass products.***CONTROLLER**

Worked in multiple worldwide locations over a 9-year tenure: Chicago and Schaumburg, IL (2001–2005), Saudi Arabia (1999–2001), and India (1996–1999). Developed and maintained internal control systems to safeguard the financial assets of the organization. Resolved audit issues and ensured compliance and financial statement preparation in accordance with local and U.S. GAAP. Managed up to 19 direct reports and ensured smooth functioning of plant operations.

- Directed day-to-day financial, tax, and accounting activities; coordinated and oversaw all fiscal reporting and documentation, including production of monthly reports and cash flow projections.
- Collaborated with IT to improve daily reporting metrics and transitioned the organization from a 5-day accounting close cycle to a worldwide 1-day financial ledger close.
- Devised and implemented a features-based costing system that resulted in improved production efficiency, identification of areas of cost control, and a 6% increase in EBITDA.
- Expedited company's entrance in a new market. Reviewed Australian customer accounts and implemented credit policies and control guidelines that contributed to penetrating the Australian market.
- Consolidated credit analysis function. Reduced outstanding receivables from 75 to 54 days, minimized risk from marginal customers, increased cash flow by up to \$2M per month, and enabled earlier settlement of shorter borrowings, resulting in a \$80K decrease in interest cost and increased EBITDA.

SENIOR MANAGER – FINANCE (PLANT CONTROLLER) – Singh Heavy Chemicals Ltd, Mumbai, India**CHIEF INTERNAL AUDITOR – Zimbabwe Housing Corporation, Harare, Zimbabwe****EDUCATION & CERTIFICATIONS****BACHELOR'S DEGREE IN COMMERCE - UNIVERSITY OF BOMBAY, India****CERTIFICATIONS AND PROFESSIONAL MEMBERSHIPS**

Certified Public Accountant – Member of the American Institute of Certified Public Accountants

Certified Internal Auditor – Member of the Institute of Internal Auditor (USA)

Chartered Accountant (India) – Member of the Institute of Chartered Accountants of India

ADAM BERG, CFE

513 Muir Drive, Carrollton, TX 75006 • 972.555.8725 • aberg@gmail.com

FINANCE DIRECTOR / CONTROLLER

Internal Audits • Compliance • Fraud Detection • Risk Management

Performance-driven business strategist with 20 years of high integrity accounting and audit leadership experience in prominent global corporations.

Influential change agent with demonstrated success in improving productivity, accuracy, honesty, and transparency at worldwide locations through audit program launches, M&A financial integrations, and complex, multinational Sarbanes-Oxley compliance projects.

Natural leader with strong record of building and guiding high-morale and high-performance teams through training, mentoring, and coaching.

AREAS OF PROVEN STRENGTH

Audit Programs:	Internal Audits, Fraud Audits, SOX/Regulatory Compliance, Inventory Management, Risk Management
Accounting/Finance:	Budgeting, Expense Control, Financial Analysis, Reporting, P&L Reporting, Inventory Accounting, Fixed Asset Accounting
Operational Leadership:	Change Management, Mergers & Acquisitions, International Business, Restructuring, Team Leadership, Strategic Planning, Process Improvements

EXPERIENCE AND ACHIEVEMENTS

TRI-D MINING

Dallas, TX • 2005–Present

GLOBAL AUDIT PROJECT MANAGER (2007–Present)

Challenged to strengthen operations of \$4B global drilling services and capital equipment company by leading global process, compliance, forensic, and fraud audits across 40+ countries on 6 continents. Identify and assess business and financial risk and prepare findings and recommendations for Board of Directors.

- **Created consistency in company processes** by recommending standardized practices for accounting and finance, inventory management, payroll administration, and fixed asset management.
- **Co-developed global risk profiles** to steer strategy development focused on minimizing threats and safeguarding company assets.
- **Influenced design of process and fraud audit programs** for global application.
- **Identified risks and gaps of planned Oracle ERP implementation** as member of team mapping all financial and operational processes.

GLOBAL MANAGER, FINANCIAL PROCESSES & CONTROLS (2005–2007)

Recruited to develop standardized global policies, processes, and controls following 2006 consolidation of 40 autonomous business units into single corporate structure. Created tools to smooth company's fast growth resulting from acquisitions during this period. Partnered with internal audit team to track progress of remediation plans. Presented findings of internal audit's remediation progress to Board of Directors.

- **Co-created acquisition / integration action plan** as global finance team lead, featuring timeline and comprehensive checklist to guide all steps of acquisition activity from pre- to post-purchase.
- **Pioneered global policy program** for company, writing its initial global policies for accounting and operational practices and centralizing them in global policy library.
- **Developed corporate dashboard with global metrics** that listed internal audit issues and tracked progress of corrective action plans for executive management and Board of Directors.
- **Played key role in implementing initial ERM** Governance and Compliance Program and Global Expense Reporting system.

QT LOGISTICS

Sherman, TX • 2003–2005

MANAGER II – FIELD FINANCE

Achieved breakthrough results for \$6B global transportation and logistics outsourcing company. Held full P&L responsibility for 3PL and supply chain logistics operations for a major client generating \$30M in revenue for company. Teamed with Operations Director at client sites to fulfill warehouse and logistics services. Charged with segment reporting, budgeting, process improvements, internal controls, and management reporting. Developed annual budgets for numerous client contracts.

- **Achieved 6% contractual cost-reduction obligations each year** by partnering with Operations Management Team to maximize efficiencies through operational metrics analysis.
- **Produced first systematic monthly close** for client by completely reengineering complex processes over a 6-month period to ensure accurate and streamlined best practices.
- **Generated timely and accurate management reports** by redesigning and automating processes for gathering productivity metrics.

CANOPY HEALTH NETWORK

Raleigh, NC • 2000–2003

FINANCE DIRECTOR

Set strategic direction for accounting, financial, and technology activities of large nonprofit organization. Led accounting team and created financial policies, procedures, and reporting requirements.

- **Developed agile response** to state-mandated contract fee reduction with operational and financial reorganization that cut expenses by 20% while maintaining commensurate level of service.
- **Deepened financial oversight** through internal controls and by analyzing financial and operational metrics.
- **Instituted comprehensive technology plan** to ensure compliance with federal HIPAA requirements. Introduced policies and procedures for computer usage.

CHANDRA TECHNOLOGY SOLUTIONS

Research Triangle Park, NC • 1996–2000

FINANCE MANAGER

Recruited to turn around startup software company through overhaul of revenue model. Strengthened sales results by negotiating strategic alliances and leading sales teams to visit key accounts.

- **Raised second round of financing** to enable development of company's second-generation software.
- **Changed pricing model** from annual to monthly contracts and increased renewal rate from 60% to 75%+.
- **Created new sales channels and revenue stream** by negotiating strategic alliances and acquisition of competitor's software.

EARLY CAREER

SENIOR FINANCIAL ANALYST, NEWELL-RUBBERMAID — Palm Coast, FL

1993–1996

STAFF AUDITOR / SENIOR AUDITOR, BOWIE INFRASTRUCTURES — Ocala, FL

1991–1992

FINANCIAL ANALYST, APEX VENTURES — Tallahassee, FL

1990–1991

PROFESSIONAL PROFILE**EDUCATION**

MBA — University of North Carolina, Chapel Hill, NC

BS in Public Affairs — University of Florida, Gainesville, FL

CERTIFICATIONS

Certified Fraud Examiner (CFE), 2010

Mary P. Davenport

29 Winding Way, Ridgefield, CT 06877 • 203-555-5555 • marydavenport@gmail.com

◆ SENIOR WEALTH MANAGEMENT EXECUTIVE ◆

Astute strategist with a 20-year track record of building and aligning organizations to achieve excellence, profitability, and unparalleled client service. Skilled relationship builder and trusted advisor with clients in separately managed accounts, unified managed accounts, mutual funds, structured investments, and capital markets. Pivotal resource on business expansions, turnarounds, and M&A integrations at Vanguard, TD Ameritrade, Merrill Lynch, and UBS (Paine Webber). High achiever, driving teams to #1 ranking and consistently among the top company recruiters in identifying and developing talent.

AREAS OF EXPERTISE

Strategic Planning	Sales/Operations Management	New Business Development
Startups/Turnarounds	IPOs/Joint Ventures	P&L/Budget Accountability
Change Management	Recruiting/Training/Team-Building	Portfolio Management
Product Development	Marketing/Branding	Client Presentations
Client Relationship Management	Due Diligence/Compliance	Project Management

SELECTED ACHIEVEMENTS

Vanguard: Assumed control of lowest-ranked region and led team to achieve #1 position within 2 years.

TD Ameritrade: Only Senior Regional Executive in firm to build, staff, and manage 2 profitable regions. Produced strong client metrics for average/median account size and median account annual revenue.

Merrill Lynch: Took control of underperforming branches and grew both to top production statistics. One of the top-tier managers nationwide and among top 10% of recruiters for 10 consecutive years ("Recruiter of the Year" twice).

Asheville Capital Group: Established holding company and regional broker-dealer with 8 office locations.

PROFESSIONAL EXPERIENCE

The Vanguard Group, Inc., Fairfield, CT

2008–Present

Regional Vice President, Wealth Management Group – Northeast Region

Supply leadership and oversight for \$850M division providing sophisticated financial and estate planning services to high-net-worth clientele, encompassing fee-based discretionary portfolio management and full suite of trust company products. Accountable for revenue growth, staffing, training, compliance, and customer relationship management. Lead and empower 8 direct reports (7 Directors, 1 Business Support Manager) and 70 wealth management advisory personnel. Partner with institutional representatives and field consulting group.

- Transformed region from worst to first in client experience/distinctiveness, 2009 and 2010.
- Guided team to #1 ranking in life, annuity sales, brokerage sales, and pension sales.
- Named #1 recruiter back-to-back years; sourced and hired 3 new Directors.
- Successfully introduced managed accounts to the region.
- Achieved 107% of sales goal YTD.

TD Ameritrade Investment Services, Stamford, CT / Omaha, NE / Des Moines, IA

2003–2008

Senior Vice President/Senior Regional Investment Executive – Northeast Region (2006–2008)

Expanded accounts and managed business conducted by 10 SVPs, 1 Regional Administrative Director, and 450 professionals, requiring coordination with compliance, banking, and legal executives.

- Created integrated business development, public relations, and marketing strategy that effectively addressed the unique challenges of integrated banking and brokerage model.
- Led team to #2 ranking in region for life insurance sales; grew fee-based business by 36.25% annually.
- Recruited 50 financial advisors and several senior managers.
- Introduced and improved products and services, including fixed income and portfolio creation and analysis.

– Continued

TD Ameritrade: Senior Vice President/Senior Regional Investment Executive – Northeast Region (continued)

- Attained highest rankings in client satisfaction survey.
- Generated revenue of \$111M, a YOY increase of 8.14%.
- Established a specialized service team to handle active trader and affluent clients.
- Reduced non-sales practice complaints by 50%.

Senior Vice President / Regional Investment Executive – Omaha, NE (2005–2006)

Selected to transition Major Bank onto TD Ameritrade platform. Influential resource on committees for compensation, best/price and execution, and state/national compliance matters.

- Conducted thorough profitability and unit cost analysis; aligned operations to reduce costs by more than \$2M.
- Enhanced sales force product knowledge through training; taught fee-based solutions to advisors.
- Recruited top talent at all levels and instituted comprehensive financial planning tools and techniques.
- Introduced structured products and investment banking opportunities to the region.
- Improved integration and cross-sell effort between Premier Banking and Investments and investment/ institutional banking units.

Senior Vice President Regional Investment Executive – Midwest – Des Moines, IA (2003–2006)

Converted legacy firm into a “full service” environment, involving extensive staffing, training, and coaching.

- Grew sales force by 100+, recruited new management team, and closely aligned team to bank partners.
- Aggressively grew recurring revenue and Private Banking business.

Merrill Lynch, Chicago, IL / Des Moines, IA

1995–2003

1992 – 2002

Senior Vice President, Branch Manager – Chicago, IL (1999–2003)**Vice President, Branch Manager** – Des Moines, IA (1995–1999)

Assumed control of problematic offices and grew them into the most profitable enterprises in the region. Hired and trained 100+ new financial advisors.

- Drove firm to top production in syndicate and fee-based business.
- Ranked in top tier of all branch complex managers nationwide.
- Among the Top 10% in recruiting firm-wide; named “Recruiter of the Year” 2 years in a row.
- Took over branch with largest “selling away case” problems; stabilized market and rebuilt profitability.
- Identified, then successfully exited, several bad credits before losses occurred.

PRIOR EXPERIENCE

Asheville Capital Group, Inc., Des Moines, IA – Co-Founder, President & CEO

UBS (Paine Webber), Des Moines, IA – Vice President and Financial Advisor

PROFESSIONAL AFFILIATIONS

Trustee for The American College

Former Board of Governors, Midwest Securities Dealers and NYSE Enforcement Board

TECHNOLOGY SKILLS

MS Word, Excel, PowerPoint, Siebel, MAC OSX

EDUCATION / LICENSES

Master of Science, Management Science & Leadership, The American College, Bryn Mawr, PA, expected 2011

Bachelor of Business Administration, International Finance & Marketing, University of Illinois, Champaign, IL

Series 7, Series 8, Series 24, Series 63, Series 65 (NASD Securities)

ROBERT MATTHEWS

29 Maple Terrace, Wellesley, MA 02181 ▪ (617) 555-5555 ▪ rmatt@gmail.com ▪ www.linkedin.com/in/robmatthews

CHIEF FINANCIAL OFFICER

Dynamic change agent, improving people, processes, and technology to optimize financial performance.

Executive finance leader with 20+-year portfolio of success driving financial operations and devising strategies to measurably improve corporate bottom lines through revenue boosting, margin increases, and cost reductions. MBA; Six Sigma Green Belt. Areas of expertise include:

Finance Operations ▪ Financial Reporting & Analysis ▪ Accounting ▪ Internal Controls ▪ Financial Planning
Budget Administration ▪ Process Improvements ▪ M&A Integrations ▪ Supply Chain/Purchasing Management
Project Management ▪ Compensation Planning ▪ G/L & Sales Reporting ▪ Six Sigma Methodologies
Capital & Cash Flow Management ▪ Financial IT Systems ▪ Systems Conversions/Integrations

PROFESSIONAL EXPERIENCE

HEALTH PARTNERS, INC. – Boston, MA

2008–Present

Largest medical group in Massachusetts with 130 Physicians and 800 total employees; \$125M revenue.

Chief Financial Officer

Drive overall financial leadership and direction across Financial Reporting, Accounting & Internal Controls; Financial Analysis, Forecasting & Budgeting; Medical Supply Chain Operations/Purchasing; Accounts Payable; and Treasury/Cash Flow Management. Lead a team of 13 finance and purchasing professionals.

- Saved \$200K+ by initiating treasury operations improvements and annual banking fee reductions.
- Implemented new top-down/bottom-up budget process with Patient Demand and Physician Capacity planning models, new OLAP technology, and 4 reporting cubes focused on financial, physician, patient, and daily performance tracking and analysis.
- Introduced financial systems automation projects, including Concur Travel and Entertainment Payments Processing Automation; Purchase Card vendor payments system; Direct Deposit/ACH vendor payments; and Automated Check printing and processing.
- Enhanced finance department processes, technology, financial controls, accounting operations, accounts payable, and purchasing functions.
- Improved cash flow management through new funding sources, payment methods, and tracking capabilities.

NATIONAL INSURANCE SERVICES, INC. – Cambridge, MA

2005–2008

10th largest insurance brokerage and top employee benefits broker in US; 250 employees, \$40M revenue.

Chief Financial Officer – Northeast Region

Directed regional financial management functions, including Financial Accounting & Internal Control; Financial Analysis; Forecasting & Budgeting; Accounts Receivable; Accounts Payable; and Sales Compensation & Reporting. Led regional budget, planning, forecasting, pricing, deal negotiations, due diligence, and integration activities.

- Established CFO function for newly expanded region and hired 16 accounting professionals.
- Piloted 7 small acquisition integrations into region within 2-year period.
- Migrated accounting, A/R, and A/P functions from a shared services center to Northeast region.
- Converted 2 accounting and insurance systems into one integrated system.

COLUMBIA INVESTMENT SERVICES, INC. – Boston, MA

2000–2005

*Leading US retail brokerage; \$1B revenue, 4K+ employees.***Chief Financial Officer & Senior Vice President**

Commanded Financial Accounting & Internal Control; Regulatory Reporting; Budgeting; Forecasting; and Sales Compensation & Reporting for retail brokerage division. Supervised 65-member finance team across 5 cities. Supported 3 Retail Brokerage CEOs located in 3 HQ cities during 4-year period.

- Integrated Sales Compensation and Sales Reporting/Information Management teams from line of business functions into Finance; improved processes and technologies supporting these functions.
- Raised internal and external audit standards and improved financial accounting and internal controls.
- Implemented Six Sigma tools—Kaizen Now, FMEA, process mapping—into daily finance activities.
- Led project teams through successful financial systems conversion of America Bank and ABC Investments.

Previous Career Experience

- **Director of Financial Infrastructure**, ABC Capital Holdings, Inc.
- **Senior VP/Finance Manager**, BankBoston
- **Chief Financial Officer**, Cambridge Securities/Assent Management
- **Financial Analyst II/Finance Manager II**, BankBoston
- **Assistant to Controller/Accounting Department Manager**, Fleet Bank

PROFESSIONAL PROFILE**Education and Certifications****Master of Business Administration**, Boston University, Boston, MA**Bachelor of Science in Economics**, Tufts University, Medford, MA**Graduate School of Retail Bank Management**, Bentley College, Waltham, MA**Six Sigma Greenbelt Certified****Professional Affiliations**

- Financial Executives International (FEI); National & Northeast Chapter Member
- Medical Group Management Association (MGMA); National & Massachusetts Chapter Member
- American College of Medical Practice Executives (ACMPE); Enrolled in certification process
- Center for Financial Training/American Institute of Banking; Board Member/VP Finance since 1994

Technical Proficiencies

Financial Modeling ■ Spreadsheet ■ Database ■ MS Office Suite ■ Financial Reporting & OLAP Software

Chapter 7

HRLADDER: RESUME SAMPLES & KEYWORDS

HUMAN RESOURCES: IT'S ALL ABOUT THE PEOPLE!

Human Resources (HR) is the heart of any organization, representing the management of its most valued asset: its people. Your HR executive resume needs to show how you have contributed to organizational success even if you haven't been directly involved in the more measurable professions such as sales and finance. In fact, your influence has probably been across these areas and more, affecting every function within the company.

Follow “Five Fundamentals for \$100K+ HR Resumes” to create a resume that perfectly conveys who you are and what you do so well.

FIVE FUNDAMENTALS FOR \$100K+ HR RESUMES

1. Accept that not every accomplishment can be measured.

Unlike those in more numbers-focused professions, Human Resources professionals do not always have measurable results to show for their efforts. If you've transformed a culture, boosted morale, or strengthened the talent pool, you probably can't prove it with numbers – but that doesn't mean you can't include it on your resume. Be sure to describe all of your relevant achievements, even if the results are “soft” or non-specific.

1. **Make the most of metrics.** When you do have measurable performance results, be sure to include them! Numbers show that you're business-focused as well as people-focused. They add credibility and realism to your resume and will contrast and balance any softer achievements you include.
2. **Paint the big picture.** Be certain to communicate how you have helped advance the organizational mission and goals. What strategic, organization-wide projects did you lead or contribute to? How did the HR function support critical company initiatives? If you can address these questions in your resume and supply specific examples of how you aligned HR with company objectives, you'll establish yourself as a strategic thinker who truly understands the underlying purpose of HR – to boost organizational success through its people.
3. **Don't overlook basic HR processes.** People and project successes might be your most exciting career stories, but HR positions often include more routine responsibilities that need to be done and need to be done right. As such, notable accomplishments in your resume might include improving the data security of personnel records, or achieving flawless compliance with federal and state hiring regulations, or orchestrating a large-scale recruiting effort, or ensuring the training of thousands of employees in new security procedures.
4. **Show that you are creative, innovative, and up to date.**
HR is a traditional function, but nothing stands still in today's

fast-paced business environment. Look for opportunities to demonstrate that you are a forward-thinking HR leader who taps into new technologies and trends – for example, recruiting through online social media, transitioning HRIS to a cloud-computing environment, introducing cyber-security procedures to protect personnel data, launching e-training initiatives, or implementing innovative employee benefits and incentives.

250 KEYWORDS FOR HR RESUMES

While you want to include as many appropriate keywords as possible in your resume, it's essential to choose keywords that accurately describe your expertise and experience. Select words from this list and find others in job postings and on company websites so that you can create a keyword-rich resume that will give you a distinctly competitive advantage as you vie for \$100K+ opportunities.

Affirmative Action

American Society for Training & Development (ASTD)

Americans with Disabilities Act (ADA)

Applicant

Applicant Eligibility

Applicant Testing

Applicant Tracking System (ATS)

Appraisal

Arbitration

Behavioral Interview	Compensation Analysis
Benefits Administration	Compensation Management
Benefits Analysis	Competency
Benefits Design	Computer-Aided Instruction
Candidate	Corporate Culture
Candidate Screening	Corporate Recruitment
Career Path	Corporate Training
Career Pathing	Cross-Cultural Communications
Change Management	Culture Change
Civil Rights	Data Analysis
Claims Administration	Data Collection
Classroom Instruction	Discrimination
Classroom Materials	Discriminatory Practice
Classroom Training	Distance Learning
Coaching	Diverse Workforce
Collective Bargaining	Diversity
Collective Bargaining Agreement	Diversity Management
College Recruitment	E-Learning (Electronic Learning)
Compensation	E-Training (Electronic Training)
Compensation & Benefits Administration	Education & Development
Compensation & Benefits Analysis	Electronic Applicant Screening
Compensation Administration	Employee Assistance Program (EAP)

Employee Benefits	Employee Training
Employee Benefits Management	Employee Welfare
Employee Communications	Employment
Employee Counseling	Employment Application
Employee Education	Employment Law
Employee Evaluation	Employment Practices
Employee Handbook	Employment Verification
Employee Incentive	Equal Employment Opportunity (EEO)
Employee Insurance	Equal Employment Opportunity (EEO) Officer
Employee Interview	Evaluation
Employee Morale	Executive Coaching
Employee Orientation	Executive Recruitment
Employee Recordkeeping	Exempt Status
Employee Records	Expatriate Employment
Employee Recruitment	Family Medical Leave Act (FMLA)
Employee Relations	Grievance Proceeding
Employee Retention	Group Instruction
Employee Screening	Group Training
Employee Selection	Harassment
Employee Skills Development	Health Care Insurance
Employee Survey	Hire
Employee Termination	Hiring
Employee Testing	

Human Capital	Job Requirements
Human Factors	Job Satisfaction
Human Resource Planning Society (HRPS)	Labor & Employment Relations Association (LERA)
Human Resources (HR)	Labor Arbitration
Human Resources (HR) Consulting	Labor Contract Negotiation
Human Resources (HR) Management	Labor Economics
Human Resources Generalist Affairs	Labor Law
Human Resources Information Systems (HRIS)	Labor Relations
Incentive Planning	Layoff
Incentives	Leadership Assessment
Industrial Psychology	Leadership Development
Industrial Relations	Leadership Training
Insurance	Life Insurance
International Employment	Long-Term Disability Insurance
Internet Recruitment	Management Development
Interview	Manpower
Interviewing	Manpower Allocation
Job Classification System	Manpower Planning
Job Description	Medical Insurance
Job Order	Merit Promotion
Job Placement	Morale & Welfare
	Multimedia Instruction
	Multimedia Training

Multinational Workforce	Performance Appraisal
New Employee Orientation	Performance Evaluation
New Hire Training	Performance Improvement
Non-Exempt Status	Performance Incentive
Occupation	Performance Management
Occupational Analysis	Performance Measurement
Occupational Classification System	Personnel Affairs
Occupational Interest Inventory	Personnel Benefits
Occupational Safety & Health Administration (OSHA)	Personnel Clerk
Occupational Trend Analysis	Personnel Counseling
On-the-Job Training	Personnel Evaluation
Onboarding	Personnel Handbook
Organization(al) Design	Personnel Policies
Organization(al) Development (OD)	Personnel Procedures
Organization(al) Needs Assessment	Personnel Recordkeeping
Orientation	Personnel Records
Participative Management	Personnel Recruitment
Pay-for-Performance System	Personnel Relations
Pension	Personnel Retention
Pension Plan Administration	Personnel Screening
Performance	Personnel Testing
	Personnel Training
	Placement

Policies & Procedures	Selection
Position Classification System	Self-Directed Work Teams
Position Description	Sexual Harassment
Position Vacancy	Short-Term Disability Insurance
Process Improvement	Skills Assessment
Process Redesign	Skills Testing
Profit-Sharing Plan	Society for Human Resource Management (SHRM)
Promotions	Staff Development
Recordkeeping	Staffing
Recruit	Stock Options
Recruitment	Succession Planning
Reference Checking	Talent Management
References	Talent Pipeline
Regulations	Team Building
Regulatory Affairs	Team Exercises
Regulatory Compliance	Team Leadership
Regulatory Reporting	Technical Training
Reporting	Termination
Retention	Testing
Safety	Train-the-Trainer
Salary	Training & Development
Savings Plan Administration	Training Manual
Screening	Training Program

Union Negotiations	Work
Union Relations	Workforce Development
Union Workforce	Workforce Management
Union-Management Relations	Workforce Planning
Vacancy Announcement	Workforce Reengineering
Video Training	Working Conditions
Wage & Salary Administration	Working Environment
Wages	Workplace Conditions
Wellness Program	Workplace Hazard

HRLADDER: SAMPLE RESUMES

On the following pages you will find five \$100K+ HR resumes written by talented writers at TheLadders. The strategy, content, structure, and design of each resume were carefully created by the writer to align with each individual's current career goals, showcase their most notable achievements, and paint the picture of a highly qualified candidate. Make sure your \$100K+ resume does the same!

Daniel Hellman: Learning & Development Leader 171

This well-organized resume incorporates simple graphic elements (color, borders, and check-mark bullets) to create visual appeal,

while the strong content blends job details with unique, specific accomplishments. Bold type introduces each achievement and creates a sense of energy and urgency.

Trina L. Molinari : Employee Relations/EEO Executive 173

There's no need to create a two-page resume if you can say everything important on one page, as in this concise and powerful resume for an Employee Relations attorney. The brief accomplishment highlights listed in the summary are interesting and attention-getting yet save most of the detail for the appropriate experience section.

Patricia Taylor: Director of Compensation 174

This resume is flush with strong accomplishments related to the compensation and benefits area of human resources. Notice how two similar jobs are combined into one job block in the 2004–2009 timeframe. This strategy helps avoid repetition and lets you describe activities or projects that extend across more than one job title.

Melissa Sandler: Senior Human Resources Executive 176

Melissa's SPHR credential – prized in the HR industry – is prominently displayed next to her name. Her resume also features a branding statement, placed just below the headline for maximum impact, along with a mention of her coaching and Olympic

experience, bound to catch a reader's attention. Job descriptions are rich in both content and achievement, and create the perception of a remarkably talented and successful \$100K+ HR executive.

James Madison: Chief Human Resources Executive 178

After a comprehensive summary section that includes a powerful branding statement, this resume describes the bulk of James' experience at one company using the "stacking" technique to list all his progressive job titles in one job block. Key accomplishments appear on page 2 and are quite detailed, painting a rich picture of a talented HR leader with significant contributions to corporate success.

Daniel Hellman

Learning & Development Leader

745 Jamaicaaway, Unit #7
 Boston, MA 02118
 617-555-5555
 dan.hellman@gmail.com

Fifteen+ years' experience developing and implementing traditional, distance, and web-based learning systems by synthesizing highly complex material to generate straightforward, user-friendly, and mission-advancing educational approaches. Outstanding consultative abilities combined with strong project management skills and the solid academic foundation to deliver learning systems that achieve desired outcomes, mesh with existing learning systems, and result in high client satisfaction.

Educational Technology

Project Management ~ Technical Writing ~ Deployment & Migrations ~ Instructional Design
 Social Media ~ Blackboard ~ User Experience Design ~ Adult Learning ~ Training Media

Leadership & Management

Change Management ~ Consulting ~ Strategic Planning ~ Team Motivation ~ Sales & Marketing
 Leading Virtual & Remote Teams ~ Operations Management ~ Customer Service

Professional Experience

Educational Accelerator, Inc., Boston, MA 2009 – Present

Innovator in distance learning – converts traditional programs of study and coursework to accelerated online learning platforms for colleges and universities that are poised for growth in the alternative delivery arena. Key clients include University of Massachusetts, Williams College, University of Michigan, and State University of New York; 100 employees.

Program Director

Collaborate with leadership of as many as 12 partner schools to assess needs, facilitate strategic planning, conduct market analysis, and develop distance-learning programs that enhance existing traditional learning models and align with the university's mission and vision. Work closely with faculty in structuring programs; prepare course blueprints and content maps. Strictly follow budgetary, time, and quality expectations to produce highly satisfactory results and strong customer satisfaction ratings. Supervise program coordinators.

- ✓ **Increased user satisfaction** by identifying and integrating usability and accessibility standards across all partner programs to ensure that users have a consistently positive experience.
- ✓ **Grew partner program enrollment** at one school from 30 students to more than 2,000 in one calendar year by partnering with college faculty and marketing, sales, and IT staff to rework curriculum for online delivery; achieved comparable results at all partner schools.
- ✓ **Delivered the consultative services**, including extensive student satisfaction data and feedback, that caused all university partners to assess and re-work their traditional learning delivery methods.

Express Learning, Inc., Burlington, MA (Recently acquired by Blackboard) 2008 – 2009

Provides collaborative learning technology solutions used to engage students and increase retention rates while saving educational institution money and advancing mission; 150 employees.

Senior Manager, Professional Services

Consulted with clients to strategically implement web-conference technology and enhance distance-learning programs for statewide educational systems and educational consortia. Developed training and support materials necessary to ensure smooth implementation and ongoing program success.

- ✓ **Increased profitability** by developing and launching high-dollar, high-value implementation consulting service focused on change management to incorporate new communication technologies into an existing system.
- ✓ **Reduced staffing costs**, increased output, and improved quality of service by redefining business policies and procedures to ensure consistency and efficiency across organization.

Salem State College, Salem, MA

1999 – 2009

Distance Learning Instructor

Designed, developed, and presented professional development courses in communication, leadership development, management, and presentation skills via Internet for adult learners.

Edu-Topia, Boston, MA

2004 – 2009

A global leader in enterprise technology and innovative solutions to improve the learning experience for higher education, K-12, professional, corporate, and government organizations. 1,000+ employees.

Training Services Manager

Developed implementation plans in collaboration with senior staff, key constituencies, and faculty for distance learning programs, professional development, and certification programs. Maintained and enhanced online courses; developed and delivered consultative workshops and webinars to international audiences. Collaborated with sales staff to generate additional revenue streams with existing clients.

- ✓ **Drove \$150K in new annual revenue** by conceptualizing and co-authoring Edu-Topia's certified trainer program, a six-week professional development course granting graduate-level credit from Boston University.
- ✓ **Developed the Edu-Topia Implementation Service** that focused on strategic implementation and change management aspects of deploying distance-learning products. New service doubled revenue for professional services division and served as foundation for a suite of services.
- ✓ **Recognized by CEO** at annual sales meeting in 2005 for generating an additional \$100K in service revenues by selling additional products and services to existing customers.

Tel-Tech, Inc., Waltham, MA

2001 – 2003

Provides measurement and monitoring technology for telecommunication companies; 200 employees.

Senior Training Consultant / Instructional Designer

Developed instructor-led and web-based training programs involving gap analyses, estimates, project plans, design specifications, course outlines, objectives, and lesson specifications; liaised with programmers, business analysts, and marketing department to bring projects to fruition.

- ✓ **Implemented a learning management system and authoring tool** to develop training, track student enrollment, and schedule courses and instructors.

Education

Northeastern University, Boston, MA

M.A., Organizational Communication & Behavior

M.A., Applied Technology, Training, and Development

B.A., Communication Studies and English Composition

Training

Certified Edu-Topia Master Trainer
Franklin Quest Time Management

Tandy Corp's Leadership Development & Train the Trainer Programs
Certified "Targeted Selection" Administrator & Facilitator

Professional Affiliations

American Society for Training & Development
ASTD Boston Chapter (VP, Communications)

National Communication Association
Founding member of Sabre Diversity Council

Presentations *(Sampling)*

Keynote Speaker, New England Digital Learning Association: *Email is for Old People*

Presenter at multiple Edu-Topia Impact conferences

Conference Presenter, National Communication Association: *Informational Receptivity*

Conference Presenter, American Society of Training & Development: *Diversity*

Express Learning User's Conference – *Best practices in Implementation Strategies* (#1 ranked conference session)

TRINA L. MOLINARI

513-555-5555

6062 Blue Hill Drive, Cincinnati, OH 45241

tlmolinari@aol.com

EMPLOYEE RELATIONS LEADER • EEO EXPERT**Consulting • Training • Investigation • Mediation • Dispute Resolution
Diversity • Employment Law • Negotiations • Team Leadership • Mediation**

Strategic and tactical expert on employee relations, EEO, and workplace issues. Consistently apply skills, knowledge, and experience to achieve tangible and lasting results, including risk mitigation, cost reduction, legal compliance, employee engagement, and stronger organizational performance.

Valued advisor to managers; trusted resource at all levels. Exceptional communicator who has delivered countless training sessions and speeches in local, national, and international forums. Accomplished researcher and writer. JD.

- Investigated and resolved more than 400 EEO claims without lawsuits.
- Crafted EEO curriculum and delivered highly rated training to 10,000+ employees.
- Researched and successfully closed dozens of sensitive, high-profile investigations.
- Saved ~\$1 million by mediating/negotiating settlements with EEOC and other agencies.

EXPERIENCE AND ACCOMPLISHMENTS**LABOR RELATIONS SPECIALIST, Ohio Department of Natural Resources, Columbus, OH** 2007 to 2010

Directed labor and employee relations for agency of 300 people (\$100+ million budget) and 4 unions. Consulted with management on interpretation of labor contracts, policies, and employment laws. Served as member of senior management team. Investigated EEO violations and resolved complex employment problems. Prepared managers for mediations, hearings, and dispute resolution.

- **Successfully researched and closed 50+ sensitive, high-profile EEO investigations.**
- Tapped to expand responsibility to new department, saving cost of hiring 2nd investigator.
- **Mediated numerous hearings, settling employee and labor relations complaints** and grievances and avoiding dozens of labor contract disputes.
- Developed and delivered consistent manager training on key issues, including performance coaching, discipline, contract interpretation, and anti-discrimination policies.

EEO/DIVERSITY ANALYST, Hamilton County Human Resource Management, Cincinnati, OH 2004 to 2007

Served as county's lead subject matter expert on EEO and diversity and as chief spokesperson in negotiating claims before federal, state, and local human rights agencies. Consulted with and trained elected officials and management on resolution of EEO issues and employment barriers. Created conflict resolution and employee intervention plans.

- **Crafted and delivered core EEO training to more than 10,000 employees in 2 years.**
- **Represented County as mediator** for all county-wide discrimination complaints; saved county ~\$1 million in mediated/negotiated settlements.
- **Directed diversity program for 11,000 employees**, ensuring that compliance with federal/state regulations.

SUPERVISOR, Ohio Criminal Justice Training Commission, Columbus, OH 2003 to 2004

Hired to coordinate statewide formal training program for criminal justice professionals across multiple agencies. Managed 3 full-time training coordinators and 60 part-time instructors and test evaluators.

- Managed large-scale project to deliver new 6-week training to criminal justice professionals statewide.
- Crafted and spearheaded adoption of 16 new state policies on EEO and employment.

AFFIRMATIVE ACTION OFFICER, Dept. of Corrections: Investigated 100+ alleged legal violations. **EEO CONSULTANT:** Created and led award-winning training programs on anti-discrimination laws for major companies (Nationwide, P&G).

EDUCATION & PROFESSIONAL NOTES

JURIS DOCTOR, The Ohio State University School of Law, Columbus, OH
BACHELOR OF ARTS, POLITICAL SCIENCE, Miami University, Oxford, OH
 Certified Mediator • Current Member, Ohio State Bar

PATRICIA TAYLOR

206-555-5555 | 6321 35th Avenue SW, Seattle, WA 98136 | ptaylor@mac.com

HUMAN RESOURCES LEADER | DIRECTOR OF COMPENSATION

Highly qualified strategic and tactical compensation manager with extensive experience designing, implementing, and managing corporate compensation programs, including executive pay, stock, options, and other incentive plans that result in high employee performance and retention. Strong qualitative and quantitative capabilities that produce competitive and cost-efficient strategies. Articulate communicator, adept at advising key stakeholders, preparing data analysis for presentation to the Compensation Committee of the Board of Directors, and building consensus among interdisciplinary teams.

Areas of Expertise

- Consultative Business Skills
- Interdisciplinary Team Collaboration
- Job Evaluation & Salary Recommendation
- Policy & Procedure Development
- Equity & Incentive Plan Administration
- Market Research & Competitive Analysis

PROFESSIONAL EXPERIENCE

PAXTON CORPORATION, Seattle, WA

2002–Present

Manager, Compensation & Benefits (2009–Present)

Direct all compensation programs, including employee benefits, and supervise a Benefits Specialist who maintains health and welfare, employee stock ownership, and savings plans. Lead benefits administration committee and cross-functional compensation task force in addressing key issues, resolving areas of concern, and developing best practices.

- **Addressed issues related to benefits strategy**, including the economic downturn, 401(k) funds' performance, and Paxton's plummeting stock price, leading to decision by Board of Directors to terminate the Employee Stock Ownership Plan (ESOP).
- **Maintained regulatory, legal, and financial compliance**, including 409A, ERISA, Sarbanes Oxley, executive compensation disclosures, and stock option backdating.

Manager, Compensation (2004–2009) / Senior Compensation Consultant (2002–2004)

Advised all business units within 900-employee company on employee compensation initiatives, including evaluating job functions, conducting benchmarking analysis, and issuing compensation recommendations. Oversaw annual salary survey, merit and bonus distribution, and analysis and recommendations for the merit budget and salary structure.

- **Initiated framework for stock options and restricted stock administration**; managed short- and long-term incentive plans and annual bonus incentive payout.
- **Directed executive compensation structure**, including salary, incentive plans, and perquisites. Partnered with outside counsel and senior management to prepare materials and data to be presented to Compensation Committee.
- **Instituted a corporate policy and standardized process** for granting and exercising stock appreciation rights (SARs) in a foreign currency.
- **Translated U.S. short-term restricted stock incentive plan into a non-U.S. SAR plan** for executives in India; adapted program based on Indian tax codes, foreign currency strike and exercise price, and the granting and exercising process.
- **Served as human resources representative** on a task force to address new SEC executive compensation proxy disclosure requirements. Redesigned proxy to identify and disclose elements of executive and board of director compensation in compliance with SEC requirements.

(continued)

PATRICIA TAYLOR – PAGE 2

06-555-5555 | ptaylor@mac.com

XPAR PHARMACEUTICALS (FORMERLY MISSION MEDICAL), Collegeville, PA

1990–2001

Transition Manager (2000–2001)

Directed the consolidation of Mission Medical's global stock option plan and employee share offer plans into the XPar programs as a result of the corporate merger.

- **Spearheaded implementation of stock option outsourcing model;** researched and selected vendor to administer plan for 6,000 global participants. Trained administrator and transitioned current data and historical plan details to XPar.

Senior Compensation Analyst (1996–2000)

Led annual global salary administration process, including planning budget and securing Board approval for compensation payout. As compensation expert, provided corporate job evaluations, grade/salary recommendations, comparative analysis, internal parity assessment, and benchmarking data for HR generalists and line managers. Supported HR departments in 200 countries; provided job data and analyzed inflation data to determine merit budget and salary planning.

- **Realized \$200,000 annual cost savings** by consolidating shareholder accounts with the transfer agent.
- **Trained HR generalists and line managers** on salary administration and PeopleSoft system capabilities.
- **Communicated restricted stock, stock option, and dividend guidelines** to U.S. and international employees; answered questions and resolved discrepancies.

Senior Executive Compensation Analyst (1992–1996)

Advised the global stock administration team; addressed and resolved daily operating and tax issues; granted stock options and restricted stock; distributed dividends; and calculated and tracked outstanding shares. Interfaced with transfer agents and legal department for compliance and accuracy.

- **Analyzed and presented data to senior management** in support of strategic decisions related to executive compensation, short- and long-term incentive plans, and severance policies. Obtained proxy data from peer group and conducted a competitive and financial analysis to establish short-term plan matrix.
- **Created a stock option model** for employees to calculate estimated and future value based on a stock appreciation growth assumption.

Stock Administrator (1990–1992)

Collaborated with plan participants, transfer agents, and internal payroll, finance, and legal departments to administer company stock plan. Issued stock options and restricted stock grants and exercised options.

- **Audited and reconciled system to expedite stock option** and restricted stock split for 6,000 optionees in 1992. Created communication plan to educate participants on how the split impacted the value of shares.

EDUCATION & CREDENTIALS

UNIVERSITY OF WASHINGTON, Seattle, WA
Bachelor of Arts in Organizational Management

Certification: Certified Compensation Professional (CCP), World At Work
Professional Affiliations: The National Association of Stock Plan Professionals | World At Work

MELISSA SANDLER, SPHR

191 Olmstead Road • Manhasset, NY 11030
516.555.5555 • msandler@epbnet.com

SENIOR HUMAN RESOURCES PROFESSIONAL

Strong focus on bottom-line accountability to control costs while increasing productivity and morale.

Certified professional delivering consistency, stability, and trust to all phases of HR operations, leading to greatly improved perception of HR among employees at all company levels. Innate ability to clearly communicate with, educate, and unite people to work toward a common goal.

Highly developed motivation and leadership skills cultivated through coaching Division I collegiate women's basketball, two Gold Medal Olympians, and numerous All-Americans.

AREAS OF EXPERTISE

• Benefits and Compensation	• Operational Streamlining	• Corporate Communications
• Employee Relations	• Benefits Contract Negotiations	• Team Motivation
• Recruitment/Training/Development	• Budgeting	• Staff Management
• HRIS Technologies	• Cost-Saving Initiatives	• Team Leadership and Development
• Policy Development	• Metrics	• Analytical Problem Solving

PROFESSIONAL EXPERIENCE

MANHASSET METALS, INC., Manhasset, NY 2006–Present
\$80M subsidiary of NHK International of Japan. Tier-1 manufacturer of tubular- and solid-stabilizer bars to foreign and domestic automotive nameplates. Primary customers: Toyota, Nissan, Honda, Ford, Yamaha. Employees: 251.

Human Resources Manager (2008 – Present)

Develop systems to manage human resources functions and provide strategic planning. Foster culture of continuous learning through creation of training programs. Maintain monthly metrics, including absenteeism, turnover, medical loss, and staffing budget. Negotiate contracts with benefits providers. Budget: \$645K. Direct reports: 3.

Accomplishments:

- Saved company \$27K by changing ancillary benefits provider.
- Decreased cost of PPO option by introducing a Health Savings Account with higher company contribution.
- Reduced benefits and uniform costs through meticulous recordkeeping to ensure that company did not pay for benefits for which employees were ineligible.
- Ensured continuous improvement through ongoing management of suggestion system, resulting in 407 implemented suggestions that delivered nearly \$900K savings for company.
- Improved training program through acquisition of more than \$70K in state training grants for 2010.
- Implemented a flexibility and stretching program to help reduce repetitive W/C injuries, and a Physical Capacity Profile to establish pre-existing injuries or physical capabilities prior to hiring.

Senior Human Resource Specialist (2006 – 2008)

Coordinated the administration of all medical, dental, vision, and life insurance benefits. Facilitated and tracked Family Medical Leave Act (FMLA) and Leave of Absence (LOA). Developed evaluation guidelines for new positions. Trained and assisted with use of HRIS system.

Accomplishments:

- Brought internal and external stability and credibility back to HR by establishing cohesiveness and diplomacy within work teams throughout plant.
- Saved company thousands by revamping benefits audits and carefully monitoring existing benefits.
- Improved communication by reestablishing monthly Consistency Committee meetings with Team Leaders.

MANPOWER, Bowling Green, KY

2000–2006

\$17B global provider of HR services and the second-largest staffing organization in the world, offering temporary, permanent, and outsourced placement services.

Branch Manager, HR Generalist, Agent

Generated new business through sales calls, visits, and proposal presentations. Screened and interviewed candidates. Processed payroll using PeopleSoft; managed worker's compensation and unemployment claims; performed in-house drug screening. Provided OSHA classroom certification for forklift and machine operators.

Accomplishments:

- Reduced turnover 25% at a large distribution-center account by establishing rapport with management and union personnel, carefully listening to the customer, and providing clear communication throughout process.
- Placed 300% more temporaries into positions than the national agent average.
- Exceeded business goal by 250% in the first 2 quarters of 2003.
- Generated \$105M gross margin in 2003; acknowledged as market leader in "direct hire" placements.

YALE UNIVERSITY, New Haven, CT

1996–1998

Prestigious private institute of higher education.

Associate Director of Admissions for Operations

Managed staff of 15 in all aspects of processing 14,000 deadline-driven university applications. Reduced processing time 30% by streamlining procedures and receiving "buy-in" from staff.

Early career experience at The University of Georgia as **Associate Director of Admissions** and **Assistant Women's Basketball Coach**.

EDUCATION & TRAINING

THE UNIVERSITY OF GEORGIA, Athens, GA

Master of Science

THE UNIVERSITY OF FLORIDA, Gainesville, FL

Bachelor of Arts

PROFESSIONAL DEVELOPMENT

Compensation & Benefits, Employee & Labor Relations, Leaves of Absence, Strategic Planning
TEMA Supplier Training: **Unique to the World, Conflict Resolution, Conducting Internal Investigations, Teambuilding & Leadership**

PROFESSIONAL CERTIFICATION & AFFILIATIONS

- SPHR (Professional in Human Resources) 2006 – Present
- FMLA (Family & Medical Leave Act) Master Class 2006, 2007
- M. Lee Smith Publishers, HR & the Law Conference 2006 – 2008
- SHRM National Member 2004 – Present

JAMES MADISON

630-555-5555

1234 Main Street
Elmhurst, IL 60126

jmadison@yahoo.com

CHIEF HUMAN RESOURCE OFFICER***Driving the Business and HR Transformation that Evolves the Organization***

Highly experienced and accomplished Senior Human Resource Executive with a record of innovation, achievement, and rapid promotion through the HR leadership ranks of Apex Computer, a leading technology company. Currently Vice President, Human Resources – Enterprise Services, an HR business function supporting a \$20B business unit with more than 70,000 employees around the globe.

A key player in Apex's 2008 acquisition of G-Force, one of the largest acquisitions of its kind in the history of the technology industry. A rapidly rising star within Apex's ranks, known for integrating and transforming companies, including employees, cost structures, and cultures. Natural leader who quickly pivots from integration to management and innovation in a high-growth environment.

Exceptional presenter, motivator, and mediator for professionals ranging from individual contributors to C-level executives, in both small and large settings. Thought-provoking HR leader who clearly delineates strategy, defines methodology, and delivers the tools, environment, vision, and empowerment to improve employee performance.

Core Competencies

Strategic Planning • Change Management • Corporate Communications • Training • Policy Development
Profit Building • Operations Streamlining • Staff Management • Team Leadership • Workforce Planning
Acquisition & Integration • Restructuring • Talent Management • Employee Engagement • Succession Planning

PROFESSIONAL EXPERIENCE**APEX COMPUTER**, Chicago, IL

2000 – Present

A leading technology company providing end-to-end technology solutions and services to customers across every aspect of global commerce. Rapidly promoted through a series of increasingly responsible leadership positions, driving the delivery of services at regional, national, and global levels.

Vice President, Human Resources – Enterprise Services (formerly G-Force), (2008 – Present)**Director, HR – Global IT /Director, HR – EMEA** (2004 – 2008)**Manager, Learning & Development – U.S. Enterprise Sales** (2003 – 2004)**Lead HR Business Partner – U.S. Enterprise Sales** (2002 – 2003)**HR Business Partner – U.S. Enterprise Sales, Western Region** (2000 – 2002)

Lead 12 direct reports and dotted-line manage more than 75 professionals serving as generalists or specialists in Compensation, Learning and Development, and Recruitment. Closely manage a \$4.1B regional labor budget as well as a \$350M non-labor budget. Conceive, establish, and drive the implementation of workforce planning, acquisition and integration, talent management, and employee engagement strategies.

Ensure the development of a workforce with skills strategically aligned to meet the needs of a high-growth technology service business. Work in close collaboration with business unit managers to facilitate the continued professional development of skilled individual contributors, sales executives, and senior business leaders.

APEX COMPUTER: KEY ACCOMPLISHMENTS

Played a lead role in transformation initiatives, driving Acquisition Integration, Business and HR Transformation, and Talent Management while instilling a culture of leadership and innovation. HR leader in 2 of Apex's industry-leading internal business transformations.

- **Key contributor in the successful 2008 acquisition and integration of G-Force** – widely regarded as one of the largest and most successful acquisitions in the history of the technology industry. Executed the integration plan in only 14 months, 22 months ahead of schedule.
 - Cut labor costs by \$2B and non-labor costs by \$500M while driving a net margin improvement of 8 points.
 - Created an organization design and cost structure to grow top-line revenue by \$1B since acquisition.
 - Reorganized the leadership structure as well as the delivery and service organizations.
- **Pivotal participant in the design and development of a best-in-class HR structure** featuring an industry-recognized and award-winning HR Optimization Model (HROM).
 - Envisioned and developed the strategy that determined how to separate business/strategic HR from transactional HR. Moved the HR organization to a managed self-service model for common HR transactions. Cut HR costs 40%.
 - Acquired world-class HR professionals to enhance every HR practice within the company.
- **Principal driver in eliminating >\$2B in internal IT costs.** Transformed a bloated 22,000-person workforce to a re-skilled 10,000 person organization that developed 6 next-generation data centers and transformed Apex's internal IT function into a world-class infrastructure. Eliminated thousands of IT applications company-wide.
 - Changed the IT organizational skill mix to 75% innovation and 25% "system sustain" resources.
 - Transformed the workforce from 50% contingent/50% badged to 90% badged/10% contingent.
 - Served as Global IT HR Director for EMEA while successfully collaborating with European Works Councils and Unions to reduce the European workforce by 25%, retrain the remaining teams, and attract new talent in the face of a difficult market.
 - Developed robust Talent Management program that focused on strict adherence to Apex's performance management philosophy and a commitment to refresh the bottom 20% of performers every year.

HEALTHCARE FOOD SPECIALISTS, INC., Atlanta, GA

1997 – 2000

Provider of food and nutrition services to over 650 hospitals and senior living facilities throughout the U.S.

Director, Human Resources – Midwest Region

Drove the delivery of HR services to 1000 professionals staffing more than 35 acute care and senior living facilities. Provided vision and leadership in Training and Development, Organizational Design and Succession Planning, Client and Team Relationships, and Employee Relations.

Early career success providing Human Resource Leadership as Director of Training, Development, and Employee Relations for Perkins Restaurants, and as Manager of Training and Development for The Shoe Barn. Developed The Shoe Barn's training department from the ground up.

EDUCATION

Bachelor of Arts, University of Illinois, Champaign-Urbana, IL

Chapter 8

LAWLADDER: RESUME SAMPLES & KEYWORDS

LAW: IT'S ALL ABOUT EXPERTISE AND PERFORMANCE!

Law is a complex profession, and most attorneys have broad skills and experience that might encompass multiple industries as well as a broad cross-section of functions – beginning with legal affairs but extending to corporate strategy, financial operations, regulatory and legislative affairs, social issues, and more. Your law executive resume needs to demonstrate your specific areas of legal knowledge, of course. Just as importantly, you need to show how your influence, expertise, and counsel have contributed to organizational success – operationally and financially.

Follow “Five Fundamentals for \$100K+ Law Resumes” to create a resume that perfectly conveys *who you are and what you do so well*.

FIVE FUNDAMENTALS FOR \$100K+ LAW RESUMES

- 1. Share your specialization.** Your definitive knowledge and expertise will make you extremely valuable to employers looking for those specific talents. Whether it's a law firm seeking to build its intellectual property practice or a corporation planning an aggressive M&A strategy, the goal is to hire someone with a precise set of legal skills, knowledge, and experience. Show them you are that person.

- 2. Balance legal jargon with business language.** Of course, you need to use the keywords and terms that are appropriate to your legal expertise. But don't make your resume so jargon-filled that it is incomprehensible to the average non-lawyer reader. And if your primary target is corporate law – whether legal counsel, M&A advisor, corporate strategy executive, or another role – it's absolutely essential that you speak "business" as well as "legal."
- 3. Be distinctive.** Any time you can share that you were the "first," "best," "largest," or "most" of something, you establish yourself as a leader, innovator, and precedent-setter. Did you staff the first legal department at your company? Win the largest settlement in your law firm's history? Negotiate the first, largest, or best M&A transaction at your company? Set a legal precedent in court? These notable achievements must be prominently featured in your resume.
- 4. Highlight negotiation, mediation, and problem-solving skills.** Lawyers like to say that they can solve any problem, given the analytical approach and logical thinking skills they hone in law school and in legal practice. Your ability to solve problems is a valuable asset! Equally valuable are the negotiation and mediation skills you probably use every day. In your resume, highlight examples of problems you solved, solutions you negotiated, situations you mediated, and all the results and benefits your efforts produced.

- 5. Leverage your relationships.** Throughout your career you have probably built a strong network of contacts in regulatory, legislative, judicial, and other agencies or organizations, or perhaps across corporations in a specific industry or geography. When you join a new organization, you bring these relationships with you – and they are extremely valuable. Your resume should reflect your “insider” status with these influential groups and individuals.

250 KEYWORDS FOR LAW RESUMES

While you want to include as many appropriate keywords a possible in your resume, it’s essential to choose keywords that accurately describe your expertise and experience. Select words from this list and find others in job postings and on company websites so that you can create a keyword-rich resume that will give you a distinctly competitive advantage as you vie for \$100K+ opportunities.

Acquisition

Admissibility

Adjudicate

Advocacy

Administrative Law

Affidavit

Administrative Precedents

Agency Rules

Administrative Proceeding

Agreement

Alternative Dispute Resolution (ADR)	Chapter 7 Bankruptcy
American Bar Association (ABA)	Civil Judgment
Antitrust	Civil Litigation
Appeal	Claims
Appeals Process	Client Management
Arbitration	Closing
Argument	Collective Bargaining Agreement
Background Check	Commercial Law
Background Investigation	Conciliation
Bankruptcy Proceeding	Conflict Resolution
Billable Hours	Conflicts
Billing	Constitutional Law
Board of Directors	Continuing Legal Education (CLE)
Brief	Contracts Law
Business Law	Copyright Law
Business Transaction	Copyrighted Material
Buyer	Corporate By-Laws
Capital Crime	Corporate Espionage
Capital Murder	Corporate Law
Case Law	Corporate Minutes
Case Management	Corporate Recordkeeping
Chapter 11 Bankruptcy	Corporate Resolution

Court	Easement
Courtroom Hearing	Elder Law
Courtroom Procedures	Employee Stock Ownership/ Option Plan (ESOP)
Courtroom Proceedings	Employment Contract
Courtroom Rulings	Employment Law
Courtroom Testimony	Encumbrance
Criminal Defense	Environmental Law
Criminal Justice	Estate Law
Criminal Law	Estate Planning
Criminal Liability	Ethics
Criminal Litigation	Evidence
Cross-Border Transaction	Evidentiary
Custody	Executive Order
Deed	Expense Control
Defendant	Fact Finding
Defense	Fact Investigation
Deposition	Family Law
Discovery	Federal Bar
Disputants	Federal Bar Association
Dispute Resolution	Federal Court
Divorce	Federal Jurisdiction
Document Filing	Felony
Due Diligence	Filings

Foreclosure	Judicial Decision
Fraud	Judicial Precedents
General Partnership	Juris Doctor (JD)
Government Affairs	Jurisdiction
Government Regulations	Jurisprudence
Government Relations	Juror
Health Care Law	Jury
Hearing	Labor Arbitration
Identity Theft	Labor Law
Illegal Activity	Landmark Decision
Immigration	Law
Insurance Claim	Law Firm
Insurance Fraud	Law Library
Insurance Law	Law Review
Intellectual Property	Laws
Interdiction	Lawsuit
International Bar Association (IBA)	Lease
International Law	Legal Action
Interrogatory	Legal Advocacy
Investigation	Legal Agreement
Joint Venture	Legal Argument
Judgment	Legal Decision
Judicial Affairs	Legal Document Preparation

Legal Documentation	Litigation
Legal Instruments	LLM (Master of Laws)
Legal Investigation	Management Buy-Out (MBO)
Legal Judgment	Map
Legal Obligation	Mediation
Legal Precedent	Mediation Techniques
Legal Proceedings	Medical Malpractice
Legal Records Research	Memoranda
Legal Research	Merger
Legal Rights	Misdemeanor
Legal Statutes	Moot Court
Legal Transactions	Mortgage
Legal Volumes	Motion
Legal Writing	Negotiations
Legally Binding Decision	Paralegal
Legislative Analysis	Patent Law
Legislative Review	Personal Injury
Leveraged Buy-Out (LBO)	Piracy
Liability	Plat
Licensing	Pleading
Lien	Precedent
Limited Liability Corporation (LLC)	Private Practice
Limited Partnership	Private Records

Private Records Search	Seller
Probate	Settlement
Property Law	Shareholder Agreement
Property Ownership	Shareholder Relations
Property Restrictions	Signatory Authority
Property Title	State Bar
Property Use	State Court
Prosecution	State Jurisdiction
Prosecutorial	Statute
Public Employment Mediation	Stock Option Plan
Public Presentations	Strategic Alliance
Public Records	Subpoena
Public Speaking	Summation
Real Estate Law	Survey
Recordkeeping	Tax Law
Regulations	Technology Transfer Agreement
Regulatory Affairs	Testify
Regulatory Compliance	Testimony
Regulatory Reporting	Theft
Risk Management	Title
Royalty	Tort
Ruling	Trade Secret
Securities & Exchange Commission (SEC)	Trademark

Transactions Law

White Collar Crime

Trial

Will

Trial Law

Witness Preparation

Trust

Witness Protection

Unfair Competition

Workers' Compensation
Litigation

Union Arbitration

Written Opinions

LAW LADDER: SAMPLE RESUMES

On the following pages you will find five \$100K+ law resumes written by talented writers at TheLadders. The strategy, content, structure, and design of each resume were carefully created by the writer to align with each individual's current career goals, showcase their most notable achievements, and paint the picture of a highly qualified candidate. Make sure your \$100K+ resume does the same!

Ellen Reilly: Compliance Officer 192

Ellen's resume shows impressive corporate compliance stints with two companies prior to her current role as a contract attorney handling diverse issues for her clients. Together, these experiences paint the picture of an attorney who has broad legal experience but specific expertise in her targeted field of compliance.

Thomas Rogers: Director of Taxation 194

Thomas' resume focuses on his achievements – beginning in the summary and continuing through every role. It is clear that he has been a major contributor to corporate success through his leadership of tax law operations, regulatory compliance, and all of the other core competencies showcased on page 1 of his resume.

Rachel Spears: Commercial & Criminal Litigator 196

Notice how Rachel's resume brings her litigation experience to the forefront, summarizing each relevant role on page 1. This helps cement the image of Rachel as a litigator even though her experience has covered multiple areas of law. This is a great example of a resume structure that works well when you want to shift the focus of your legal experience into one key area.

Mark Winfield: General Counsel 198

In this resume, specific areas of expertise are called out in the summary and reinforced with examples. The remainder of the resume is quite succinct and emphasizes accomplishments and results in every role he has held since early in his career track.

Donald Mann: Law Firm Managing Partner 200

Donald's role as Managing Partner requires him to manage the business performance of a law firm in addition to overseeing the legal practice of the firm. Thus, his resume showcases business initiatives and financial performance along with his deep understanding of, and experience with, multiple areas of the law. This resume paints the picture of both business executive and legal authority.

Ellen Reilly, Esq.

120 Boon Drive • Port Jefferson, NY 11777
Phone: (631) 555-5555 Email: Ereilly@sample.com

COMPLIANCE OFFICER | SENIOR CORPORATE COUNSEL

New Jersey Bar Admission

Senior-level Attorney and Corporate Integrity Expert with a unique blend of consultative and in-house counsel/compliance experience. Accomplished in writing corporate policies, procedures, and codes of conduct and clearly communicating same to all levels of personnel. Adept at instituting corporate compliance programs, identifying risk areas, and gaining key stakeholders' alliance to achieve a favorable end product.

Strong working knowledge of healthcare industry laws and regulations, including Anti-kickback Laws, Product Liability, False Claim Acts, FDA, and CMS Rules and Regulations. Exceptional interpersonal skills with a natural ability to build rapport and establish trust with clients, management and co-workers. Recognized expertise in:

➤ Regulatory Compliance	➤ Change Management	➤ Internal Investigations
➤ OIG Compliance	➤ Streamlining/Reengineering	➤ Compliance Training
➤ Proposal Development	➤ Staff Management	➤ Policy/Procedure Development
➤ Advertising/Promotion Review	➤ Staff Development	➤ Policy/Procedure Implementation

MS Word, Outlook, PowerPoint, Excel. Grants/Request Management systems. Compliance Training programs.

CAREER HISTORY

Contract Attorney

Present

Secured and managed consulting engagements for start-up and established corporate clients, applying expertise to:

- Rewrite policies/procedures and reengineering processes.
- Establish Corporate Compliance Program and Code of Ethics and conduct compliance training for sales force.
- Assess and identify client needs and provide sound and efficient problem resolution.
- Ensure that projects are delivered expeditiously and under budget.
- Clearly communicate project goals, objectives, and strategies to all levels of personnel, including researchers, sales/marketing and support teams, non-lawyers, and management.
- Mentor staff to develop confidence, improve problem-resolution skills, and propel career advancement.

ALLEGHENY PARTNERS, Freehold, NJ

2007–2009

Management consulting firm helping companies with their compliance, finance, sales, and marketing processes.

Compliance Manager

Recruited by Allegheny for subject matter expertise in Corporate Compliance. Provided small and large client companies with expert advice, interpretation, and consulting related to grants, state law requirements, and advertising/promotions.

- Operated as Ad-hoc Compliance Officer at small company.
- Integral part of consulting teams challenged to identify project scope, manage resources, deliver privileged presentations to client senior management, communicate findings, and recommend course of action.
- Collaborated with clients to assess direction, establish vision, and implement action plan towards change. Developed compliance tools, codes of ethics, and branded corporate compliance programs.

Ellen Reilly, Esq.**Phone: (631) 555-5555 • Email: Ereilly@sample.com***CAREER HISTORY, CONTINUED...*

AMGEN INC., Thousand Oaks, CA
World's largest independent biotech firm.

2004–2007

Director, Compliance, 2006–2007
Manager, Compliance, 2004–2006

Recruited by Amgen to establish compliance department and implement corporate integrity agreement (CIA), reporting to the VP of Compliance. Responsibilities increased to support US sales and marketing teams; subsequently acknowledged for exemplary performance with promotion to support business heads (Corporate Medical Directors) globally.

- Implemented first-year corporate integrity agreements and IRO (Internal Review Organization) without findings and diligently filed annual report.
- Worked in tandem with senior management to brand company corporate compliance program.
- Reviewed and approved final promotional materials prior to FDA submission, ensuring accuracy and content propriety.
- Advised and aided Medical Directors in the development of medical plans, quantifying research, publications, medical education grants, pharmacoeconomics, Phase IV trials, and contracts.
- Served on Direct to Consumer Advertising Review Committee to assess palpability of potential advertisements to consumers. Reviewed storyboards and provided input and recommendations to Advertising department.
- Reviewed, updated, and negotiated speaker and consulting agreements.
- Delivered required training programs by developing/conducting live training, creating online training programs, creating CD-ROM, and collaborating with software company to launch training.

RX ADVISORS, INC., Cherry Hill, NJ

2003–2004

Professional services firm providing assurance, advisory, and tax services to leading health industry companies.

Senior Associate, Healthcare Consulting Group

Integral member of cross-functional team reporting to Partners within Healthcare Consulting Group during government investigation. Served as advisor to clients during investigation process and liaised with government representatives.

- Identified gaps, recommended corrective action, and implemented corrective action plan.
- Investigated Sales and Marketing practices, including on- and off-label requests for information.
- Gathered market research regarding perception of company during investigation by proactively surveying all sales and marketing personnel.
- Assessed need and developed strategy to ensure sales force awareness of regulatory environment/compliance and presented recommendations to senior management.

EDUCATION, AWARDS AND RECOGNITION

Juris Doctor, Hofstra University Law School, Hempstead, NY
Master of Public Policy, George Washington University, Washington, DC
Bachelor of Arts, Social Science, New York University, New York, NY

THOMAS K. ROGERS

7573 Liana Street
Walnut Creek, CA 94597

tkrogers@gmail.com
(925) 555-5555

DIRECTOR OF TAXATION

Accomplished Attorney and Certified Public Accountant (inactive) with 15+ years of proven results delivering tax strategies that improve the bottom line for Big Four accounting and Fortune 500 companies. Expertise complemented by an LL.M. in Taxation.

- Slashed tax obligations by hundreds of millions of dollars overall for multibillion-dollar companies and other organizations in the United States, Europe, and Asia.
- Captured \$50+ million in tax savings for Med-Tech Company through an innovative approach to a major divestiture involving stock redemptions; crafted strategy that secured savings by structuring transaction to treat redemptions as dividends and not capital gains.
- Repatriated \$185 million tax free by orchestrating complex transactions under tremendous time pressure, coordinating cross-functional teams with members around the world.

CORE COMPETENCIES

Legal Strategies | Federal Taxation | State Taxation | International Taxation
Due Diligence | Mergers & Acquisitions | Joint Ventures | IPOs | Start-Up Operations
Contracts | Negotiations | Transactions | Restructuring | Project Management
Internal Controls | Audits | P&L | Leadership | Strategic Planning

EXPERIENCE & ACHIEVEMENTS

MED-TECH COMPANY, San Francisco, CA

2001–2010

Fortune 500 provider of global medical technologies; \$7.5 billion in annual sales and 29,000 employees.

Senior Tax Attorney

Strengthened tax strategies for acquisitions, divestitures, restructuring, and transactions. Advised executive management on aligning business goals with legal requirements, tax-efficient business planning, tax exposures for multiple legal entities, Sarbanes-Oxley implications, IRS reporting requirements, and other matters. Improved controls and facilitated state and federal tax audits.

- Cut tax liabilities by \$50 million by structuring large-scale divestiture of subsidiary to ensure stock redemption received favorable tax treatment as a dividend, in stark contrast to earlier strategy that may have resulted in treating redemption as capital gains.
- Captured additional multimillion-dollar tax savings through astute handling of capital losses to realize tax benefits; leveraged knowledge of international taxation to repatriate \$185 million tax free while leading cross-functional team to meet requirements under strict deadlines.
- Obtained \$5 million in annual tax savings by recognizing and utilizing benefits of excess foreign tax credit limitations for Brazilian operations.

THOMAS K. ROGERS

tkrogers@gmail.com • (925) 555-5555

SMITH-RIVERDALE COMPANY, San Jose, CA

1999–2001

*Fortune 500 global industrial products and services company; \$13 billion in annual sales and 57,000 employees.***Manager, Tax Planning & Research**

Leadership role developing state and federal income tax strategies as well as deploying tax research, tax planning, and contract review programs. Ensured proper responses to audits and built compliance practices. Facilitated acquisitions and divestitures by calculating FAS 109 figures.

- Structured \$1 billion divestiture involving foreign and domestic entities to realize \$60 million in previously unrecognized tax credits; solution created credits to offset IRC 1248 gain.
- Played an instrumental role on team that secured optimal terms for major divestiture; spearheaded analysis of 10 years of financial data that improved negotiating positions while advancing tax goals.

ENERGY SYSTEMS, INC., San Francisco, CA

1993–1998

*International provider and distributor of energy products; revenues of \$5.5 billion and 10,000 employees.***Manager, Income Taxes**

Key member of team optimizing corporate federal and state tax policies to maximize revenues while meeting legal requirements for corporate and partnership entities. Directed successful audits in multiple states. Presented tax recommendations to senior management.

- Introduced “Cross-Curative Allocation” plan that maximized revenues following purchase of and subsequent partnership with bankrupt company; optimized depreciation allocations across two entities, cutting taxable income by \$55 million and generating \$16 million in tax savings.

ADDITIONAL EXPERIENCE

Extensive experience providing tax solutions in corporate settings. Excelled at taxation analysis and planning as Senior Tax Attorney with KCI Industries (1998–1999), Tax Associate with KPMB (1992), and Tax Specialist with Price Waterhouse (1989–1991), among other positions.

EDUCATION & CERTIFICATION

LL.M. IN TAXATION

University of California, Hastings College of Law – San Francisco, CA

JURIS DOCTOR

University of California at Berkeley, Boalt Hall School of Law – Berkeley, CA

BACHELOR OF SCIENCE: ACCOUNTING

University of California at Los Angeles – Los Angeles, CA

CERTIFIED PUBLIC ACCOUNTANT

California (inactive)

MEMBERSHIPS

California State Bar
Tax Executives Institute

RACHEL SPEARS, ESQ.

7509 Bookman Drive | Red Rock, TX 78662
M: 512.555.5555 | E: rachelspears@yahoo.com

COMMERCIAL & CRIMINAL LITIGATION/BROAD LEGAL EXPERTISE

Dynamic attorney and business professional with experience representing large companies in all phases of complex commercial, labor and employment, appellate, civil, and criminal litigation matters. Apply a knowledgeable approach and strategic planning and negotiation skills to meet the diverse needs of high-profile clients. Conduct and manage trials, hearings, depositions, motion practice, and legal research; draft pleadings, memoranda of law, and trial and appellate court briefs to achieve legal goals.

Extensive knowledge of civil, criminal, and appellate court practice and procedure, labor and employment law, settlement negotiations, and litigation and appeals preparation. Broad experience handling civil and criminal cases and appeals in state and federal court proceedings. Relevant skills include:

*Trials and Appeals • Legal Research • Discovery Management • Witness Preparation
Client Relationship Management • Settlement Negotiation • Employment & Labor Law Expertise*

Highlights of Relevant Experience

As Litigation Associate, Dewey Ferns & McIntosh, LLP

- ❖ Represented large employers in complex commercial and labor/employment law matters, including settlement negotiations, litigation and motion practice, discovery, legal research, and appeals.
- ❖ Defended employers in employment-related litigation brought under Title VII/Title IX and related federal and state statutes; drafted and edited legal briefs for submission in state and federal courts.

As Litigation Associate, Cohen Howe & Partners, LLP

- ❖ Collaborated in the preparation of trials, hearings, appeals, briefs, and motions and assisted in the discovery process, including obtaining and defending depositions and conducting pretrial discovery practice in complex commercial insurance coverage cases.
- ❖ Represented large-scale automotive and telecom industry clients in toxic tort and environmental-based insurance coverage litigation matters, in nationwide state and federal courts.

As Litigation Associate, Sanford Epstein & Barr, LLP

- ❖ Contributed in a joint trial in Texas State Supreme Court relating to landmark asbestos action. Prosecuted hearings, motions, and appeals.

Professional Experience

DEWEY FERNS & MCINTOSH, LLC – Austin, TX – **Litigation Associate** 2007–2010

Provided legal advisory services and represented employers in complex commercial, labor, and employment litigation and appeals, including researching labor and employment law. Contributed to settlement negotiations and litigation and appeals preparation. Participated in all phases of motion practice and discovery, including obtaining and defending depositions, and conducting pretrial discovery in state and federal court proceedings. Performed legal research and drafted pleadings, memoranda, and trial and appellate court briefs.

COHEN HOWE & PARTNERS, LLP – Austin, TX – **Litigation Associate** 2005–2007

Collaborated in all areas of complex commercial, white-collar criminal, and insurance coverage litigation matters, including participating in hearings and trials, conducting legal research, and drafting pleadings, memoranda, and trial and appellate court briefs. Participated in discovery and motion practice, including obtaining and defending depositions in state and federal court proceedings.

RACHEL SPEARS, ESQ. – PAGE TWO

M: 512.555.5555 | E: rachelspears@yahoo.com

Professional Experience Continued...

SANFORD EPSTEIN & BARR, LLP – Dallas, TX – Litigation Associate

2001–2005

Represented clients in complex commercial, mass tort products liability, and labor and employment litigation. Managed the discovery process, motions practice, and witnesses preparation. Obtained and defended depositions. Participated in trials, hearings, motions, and pleadings. Performed legal research and managed appeals in complex commercial, labor and employment, and mass tort products liability cases and actions arising from pharmaceutical and asbestos claims.

TEXAS COURT OF APPEALS – Dallas, TX – Law Clerk

1999–2001

Provided legal research and support for the Honorable Alexander McCrae, Senior Associate Judge of the Texas Court of Appeals. Researched and analyzed legal issues related to civil and criminal matters, including jurisdictional and preservation issues; interpreted state and federal statutes; and drafted decisions and memorandum opinions for pending appeals. Analyzed civil and criminal motions for leave to appeal to the Court of Appeals. Prepared advisory case reports and supporting memoranda.

DALLAS COUNTY DISTRICT ATTORNEY – Dallas, TX – Assistant District Attorney

1997–1999

Served as first and second chair during pre-trial hearings and jury trials for numerous misdemeanor criminal cases. Investigated and charged felony and misdemeanor cases, argued bail applications, and negotiated plea bargains. Drafted felony and misdemeanor complaints, motions, search warrants, sentencing memoranda, and legal briefs.

- ❖ **Decided and implemented final pleas,** settlements, and/or dismissal decisions in more than 2,000 local criminal court cases.
- ❖ **Responded to local police to assist in conducting perpetrator, victim, and witness interviews.** Gathered evidence and authorized and/or declined charges. Provided charging decisions for numerous high-profile homicide and serious felony cases.

Additional Experiences:

US ATTORNEY'S OFFICE, Northern District of Texas – **Law Clerk** (1996); THE HONORABLE MARCIA AMES, US District Court – **Judicial Intern** (1995); US ATTORNEY'S OFFICE, Western District of Texas – **Legal Intern** (1994); THE HONORABLE LUIS SALAZAR, Texas Supreme Court – **Law Clerk** (1994)

Education

TEXAS SOUTHERN UNIVERSITY, Thurgood Marshall School of Law, Houston, TX – **Juris Doctor**
Fellowship Recipient, 1995

Dallas County Lawyer's Association Judicial Clerkship Award, 1994

RICE UNIVERSITY, Houston, TX – **Bachelor of Arts in Criminal Justice & Law Enforcement**

Admissions: Texas State, US District Court, US Supreme Court

MARK P. WINFIELD

732.555.5555

943 Sunnyfield Court, Old Bridge, NJ 08847

winfieldmark@gmail.com

General Counsel – Litigation & Compliance

Develop and implement legal strategies to successfully resolve litigation disputes and manage compliance matters.

Focused and accomplished Legal Counsel with a record of achievement overseeing the development and delivery of strategies to successfully address complex litigation matters. Expert at evaluating and recommending risk management programs in support of profitable and productive operations. Advisor to executive team regarding business strategies and protection of intellectual property. Retain and manage external counsel and litigation budgets; conduct settlement negotiations; direct and maintain regulatory compliance; support development and training of junior-level attorneys.

Legal & Business Analysis & Decision Making

Directed the legal function for a technology and service-solutions provider. Created new templates for sales representative and non-disclosure agreements; increased business unit productivity and streamlined contracting practices.

Litigation Disputes, Strategies & Corporate Issues Management

Defended Pathway, Inc., against \$450 million suit for misappropriation of trade secrets; settled case post-trial for a fraction of plaintiff's requested damages. Advised corporate leadership regarding tactics and strategies to avoid further costly litigations.

Ethics & Regulatory Compliance

Directed activities related to regulatory compliance for OSCEN, Inc. Ensured ethical business behavior and managed internal investigations. Oversaw compliance with the Foreign Corrupt Practices Act and successfully avoided a government investigation.

Risk Review & Mitigation

Identified and avoided potentially costly issues under the WARN Act; created a tracking system to monitor actual and forecasted layoffs. System prevented triggering the Act, saving hundreds of thousands of dollars.

Professional Experience**OSCEN, INC., New York, NY, 2008–Present**

Provides technology and risk management solutions for financial services, transportation, and aerospace industries.

VICE PRESIDENT AND GENERAL COUNSEL

Lead the legal function and advise executives on compliance, risk management, contracts, litigation, labor/employment, and intellectual property issues. Direct activities related to compliance with SEC regulations. Create and implement firm-wide policies. Prepare, evaluate, and negotiate complex contracts and real estate leases. Manage internal investigations. Ensure protection of intellectual property. Oversee external counsel.

- **Led the company through a whistleblower investigation**, ensuring an outcome that entailed no litigation or SEC investigation and led to attainment of a clean external audit.
- **Reduced fee amounts paid to outside counsel 30%** by reallocating work to internal resources.
- **Negotiated proposed penalty with the Contract Agency**, saving the company approximately \$340,000.

OCULAR LENS, INC., Morristown, NJ, 2007–2008

Global publicly traded company providing security and integrated network solutions.

GENERAL COUNSEL / CHIEF LEGAL OFFICER

Advised executives on legal matters, ensuring ongoing compliance with U.S. and Canadian anti-corruption laws and U.S. regulatory requirements. Prepared and negotiated complex corporate contracts and real estate and employment agreements. Oversaw application process for SAFETY Act certification. Conducted due diligence on proposed transactions.

- **Revised and streamlined contracting templates and processes**, increasing productivity and efficiency 15%.
- **Identified and averted issues** arising under U.S. and Canadian anti-corruption laws in connection with potential transaction with European nation.
- **Managed complex process that led to the inclusion** of the company's products and services on the U.S. government's GSA schedules.

NIERO LOWE COMPANY, New York, NY, 2006–2007

An industry leader in electronics, information technology, and technical services.

SENIOR COUNSEL

Advised leadership of government contractor on dealings with U.S. and foreign governments, compliance with regulatory requirements, and business with domestic and international competitors, partners, and consultants. Acted as senior legal counsel for \$1 billion security business unit. Reviewed and resolved contract-related indemnification concerns; consulted on global M&A activities. Drafted, analyzed, and negotiated complex corporate contracts, including executive-level employment and consulting agreements, partnership and cooperation agreements, and foreign sales representative agreements. Conducted multiple internal investigations. Managed external counsel in litigation matters in the U.S., Italy, and the Asia Pacific region. Mentored manager and director-level employees, leading to their eventual promotion.

- **Achieved favorable settlement agreement with a terminated senior executive** of one of the company's foreign subsidiaries, avoiding costly litigation and negative publicity.
- **Negotiated consulting agreement** with a former U.S. Ambassador to a Middle Eastern country.
- **Resolved 95%+ of all possible indemnification issues** in advance of final review, allowing the operations division to bid on and win hundreds of millions of dollars of new business in the U.S. and abroad.
- **Recommended against contracting with Italian Government** and Italy-based suppliers of complex weapons systems, avoiding antitrust concerns.

WALKER, SMALLINGS, BRENT LLP, New York, NY, 1986–2006

A leading global law firm recognized for its strength in litigation and appellate work.

PARTNER (1993–2006); ASSOCIATE (1986–1992)

Managed high-profile litigation on behalf of Fortune 500 and other corporate clients. Served as first chair in numerous trials. Supervised teams of associates, legal assistants, and other personnel. Advised clients on litigation strategy and developments; drafted legal pleadings and briefs. Trained and mentored associates.

- **Acted as lead counsel for the Brasny Corporation in a \$100 million whistleblower suit** alleging government contracts were obtained in violation of the False Claims Act. Obtained summary judgment on fraud claims and favorably settled wrongful discharge claim prior to commencement of trial.
- **Represented Cline Smith in debarment proceeding** arising out of the company's plea to criminal antitrust violations. Negotiated settlement that preserved Cline Smith's right to contract with the government and to act as supplier to other government contractors.
- **Served as one of two attorneys defending Microfilm Tracking Corporation (MTC)** in a lawsuit in Western District of New York alleging that MTC monopolized the market for indexing and microfilming services in violation of antitrust laws. Deposed witnesses and represented client at court hearings. Efforts led to favorable settlement.
- **Conducted an internal investigation for the Board of Celle Management, Inc.**, regarding allegations of potential breach of fiduciary duties. Findings led to changes in management practices and served as basis for settlement between management and minority shareholders.

Academic Credentials

GEORGETOWN UNIVERSITY, Washington, DC

Juris Doctor

UNIVERSITY OF CONNECTICUT, Storrs, CT

Bachelor of Science in Business Management**Bar Admissions:****New York and New Jersey; Member, American Bar Association**

DONALD MANN JR

73 W. Montana • Glendale Heights, IL • 630.555.1012 • mann@aol.com

SKILLED LEGAL STRATEGIST with 15 years of added value and expertise in litigation, mediation, and negotiations. Experienced in debt recovery, Worker's Compensation, motor vehicle cases, and slip-and-fall; prosecute plaintiff claims through negotiation, trial, and appellate practice, promoting client interests across a wide range of legal arenas. Anticipate and meet the needs of clients, effectively establishing a foundation of service, integrity, and trust.

- Accomplished public speaker; presented before the Supreme Court at four swearing-in ceremonies for new lawyers and served as keynote speaker at multiple Continuing Legal Education seminars on topics that included Worker's Compensation and Rainmaking.
- Company spokesperson who generates positive media relations.
- Strategic planner, problem solver, and decision-maker with strong communication and negotiation skills.
- Admitted to practice in Colorado and Illinois; served a term on the Illinois Bar Association Board of Governors (2006).

KEY QUALIFICATIONS

New Business Development
Client Relations
Negotiations
Interviewing

Regulatory Compliance
Safety Regulations
Employee Relations
Policy Development

Staff Management
Recruiting
Team Leadership
Team Motivation

CAREER HIGHLIGHTS

MANAGING PARTNER • 2001–PRESENT

Cricket & Mann, Chicago, IL

Effectively bridge the gap between legal and business realms through insightful leadership and skill at quickly gaining and maintaining the trust and respect of staff and clients. Compiled a dynamic record of top performance in litigation, discovery, mediation, negotiations, trial and appellate practice, quantum evaluation, accident scene investigations, Workers' Compensation, slip-and-fall, and motor vehicle cases. Direct all operational activities, including accounting operations, marketing, resource allocation, client relations, and loss prevention with an eye on sustainability.

PERFORMANCE HIGHLIGHTS

- Co-developed the business from a zero-revenue startup, propelling it to astronomical growth of million-dollar recovery revenues by the second year - and every year since - through multiple performance factors that drive consistent revenue growth.
- Expanded the company's competitive edge and community presence through proactive client management and business relationship handling, effectively establishing the firm as a client-centric organization.
- Optimized the efficiency of customer-facing service levels by recruiting and hiring the right talent.
- Leveraged analytical expertise to develop and implement strategies for clients to maximize bad-debt recoveries while ensuring associated products and documents are FCRA-compliant.
- Through unparalleled expertise in relationship building, knowledge management, mediation, and negotiation, mediated more than 90% of cases and earned a 75%+ success rate at the appellate level.
- Partnered with key client stakeholders to define and formulate appropriate legal strategies, including procuring physicians and financial assistance for clients while maintaining stringent compliance to preserve case integrity and timely delivery.

DONALD MANN JR.

630.555.1012 • mann@aol.com

LITIGATION ASSOCIATE • 2000–2001*Law Office of Walter Jackson, Chicago, IL*

Responded quickly and carefully to client needs in personal injury cases and assisted in litigation files. Met with clients and developed effective motion/trial practice, sitting as first and second chair at trial in municipal, state, Federal, and Worker's Compensation courts. Provided written discovery and deposed lay and expert witnesses.

PERFORMANCE HIGHLIGHTS

- Ensured comprehensive, timely, cost-efficient medical records analyses for quantum case evaluations.
- As the firm's sole attorney with Worker's Compensation experience, personally conducted multiple business development initiatives, including development of a plaintiff's WC business, that expanded shareholder value.
- Created a cooperative culture of improved communication through conflict resolution skills and by taking initiative to research and provide early understanding of cases while exploring solutions to issues for disputants. These efforts eliminated risk, time, and cost of trial and resulted in an 80%+ settlement success rate.

ASSOCIATE ATTORNEY • 1998–2000*Mathvin, and Hughes, Rosemont, IL*

Oversaw full case management during all litigation stages in municipal, state, and Federal courts. Reported on all litigation files to high-profile insurance and grocery chain clients; performed initial file setup, case budgeting, and defense strategies; performed lay/expert witness discovery.

PERFORMANCE HIGHLIGHTS

- Established a strong working relationship with the client to fully understand the nuances of projects to ensure highly effective legal assistance.
- Offered recommendations in risk management procedures and policies, performed meticulous accident investigations, retained experts, and sat as first- and second-chair attorney during trial.

PRIOR EXPERIENCE

ASSISTANT ATTORNEY GENERAL – Arizona Department of Justice, Phoenix, AZ (1996-1998)

ASSOCIATE ATTORNEY – Johnson, Peters, and Day, Colorado Springs, CO (1994-1996)

EDUCATION & PROFESSIONAL DEVELOPMENT**JURIS DOCTOR***Southern University Law Center, Baton Rouge, LA***BACHELOR OF SCIENCE** – Political Science & Economics*Illinois State University, Baton Rouge, LA***SPECIALIZED TRAINING***Sarbanes-Oxley Act and continuing legal education each year***PROFESSIONAL AFFILIATIONS***Past Chair Illinois State Bar Association Young Lawyers Section**Member Illinois State Bar Association Board of Governors**Member Illinois State Bar Association House of Delegates**Past Chair Alexandria Bar Association Young Lawyers Section**Member of Alexandria Bar Association Executive Board*

Chapter 9

MARKETINGLADDER: RESUME SAMPLES & KEYWORDS

MARKETING: IT'S ALL ABOUT IDENTIFYING & FULFILLING CUSTOMER NEEDS!

Marketing encompasses all stages of identifying, creating, delivering, and evaluating products and services that meet customer needs. It is an interesting combination of creative processes – including advertising, customer communications, and sales – and rigorous, scientifically based practices and principles – such as market research, market segmentation, and business planning. Marketing leaders are intimately involved in defining overall business strategy.

Follow “Five Fundamentals for \$100K+ Marketing Resumes” to create a resume that perfectly conveys *who you are and what you do so well*.

FIVE FUNDAMENTALS FOR \$100K+ MARKETING RESUMES

- 1. Balance the art and the science of marketing.** Even if the science-based aspects of marketing (e.g., market analysis, statistical analysis, consumer preferences) are the bulk of your expertise, be sure to make room for creativity and insight in your resume. This is especially important if you are seeking a leadership role overseeing all aspects of marketing, from market research through campaign development and global

execution. You need to show that you understand the dual aspects of your profession and can lead teams and individuals on both sides of the equation.

- 2. Think long term to find results.** Many marketing tasks and projects are conducted in the early stages of identifying customer needs and, as such, don't necessarily have hard results to relate. But if you dig deeper, often you can find meaningful numbers that will strengthen your resume. For example, perhaps you can quantify the size of the problem your research addressed, the market potential for a proposed new product, or increases in market share, revenue, segment penetration, or other long-term results that can be traced back to your research and marketing strategy.
- 3. Emphasize cross-organization initiatives.** Because marketing is so fundamental to business strategy, it affects every area of the company. Demonstrate that you understand this fact by including cross-functional projects, organization-wide efforts, and other broad initiatives on your resume.
- 4. Showcase innovation.** Creativity and innovation keep companies ahead of the competition. You'll be in demand as a marketing executive if you can show that you introduced successful new products, captured new market segments, pioneered a new marketing channel, or used innovative advertising and PR strategies to reach new consumer segments.
- 5. Showcase web-based marketing activities.** As marketing and advertising continue to shift from traditional methods

and media to web-based platforms and messages, it's essential to demonstrate that you are up-to-date with web media and current with web-based marketing trends. Your accomplishments should reflect your use of new technologies and media and explain – using numbers if possible – how they benefited your company.

250 KEYWORDS FOR MARKETING RESUMES

While you want to include as many appropriate keywords as possible in your resume, it's essential to choose keywords that accurately describe your expertise and experience. Select words from this list and find others in job postings and on company websites so that you can create a keyword-rich resume that will give you a distinctly competitive advantage as you vie for \$100K+ opportunities.

American Marketing
Association (AMA)

B2B

B2B Marketing

B2B Marketing Management

B2C

B2C Marketing

B2C Marketing Management

Brand

Brand Development

Brand Identity

Brand Integrity

Brand Marketing

Brand Marketing Management

Brand Positioning	Competitive Analysis
Brand Strategy Development	Competitive Contract Award
Branding	Competitive Market Intelligence
Brochure Development	Competitive Market Lead
Budget Management	Competitive Product Positioning
Business Building	Consumer Behavior
Business Development	Consumer Brand
Business Development Management	Consumer Buying Behavior
Buying Habits	Consumer Packaged Goods
Buying Trends	Copywriting
Campaign Management	Corporate Brand
Catalogs	Corporate Branding
Category Management	Corporate Identity
Category Marketing	Corporate Identity Campaign
Category Marketing Management	Corporate Image
Classic Brand Marketing	Corporate Image Campaign
Classic Marketing	Creative Design
Client Development	Creative Media
Client Focus Groups	Creative Services
Co-Brand	Creative Writing
Commercial Marketing	Cross-Cultural Communications
Communications	Customer Demographics

Customer Feedback	Economics
Customer Focus Group	Electronic Commerce
Customer Preferences	Electronic Media
Customer Relationship Management (CRM)	Emerging Markets
Segmentation	Endorsements
Customer Survey	Exhibits
Data Analysis	Expense Control
Data Collection	Expense Reporting
Demand	Features & Benefits
Demand Forecasting	Focus Group
Demographic Analysis	Forecasting
Demonstrations	Fulfillment
Direct Mail Marketing	Global Marketing
Direct Marketing	Global Marketing Management
Direct Marketing Association (DMA)	Global Markets
Direct Response Marketing	Global Sales
Displays	Global Sales Management
Distribution Channels	Graphic Design
Distributor Network Management	Inbound Marketing
E-Business	Inbound Marketing Management
E-Commerce	Incentive
Economic Trends	Incentive Campaign
	Incentive Planning

Interactive Marketing	Market Launch
International Marketing	Market Planning
International Marketing Management	Market Positioning
International Trade	Market Research
Internet Marketing	Market Research Management
Internet Marketing Management	Market Risk
Key Account Management	Market Risk Assessment
Key Account Relationship Management	Market Segmentation
Licensee	Market Share
Licensing	Market Share Ratings
Line Extension	Market Strategy
Margin	Market Survey
Margin Improvement	Market Trend Forecasting
Market Analysis	Market Trends
Market Assessment	Marketing
Market Capture	Marketing Administration
Market Characteristics	Marketing Budget Development
Market Conditions	Marketing Budget Management
Market Development	Marketing Campaign
Market Economics	Marketing Category
Market Identification	Marketing Category Management
Market Intelligence	Marketing Communications

Marketing Management	Outbound Marketing Management
Marketing Plan Development	Packaged Goods Marketing
Marketing Plan Implementation	Packaging Creation
Marketing Strategy	Packaging Innovation
Mass Marketing	Personal Branding
Mass Merchants	Point-of-Sales (POS)
Merchandise	Policies & Procedures
Multi-Channel Distribution	Presentations
Multi-Channel Sales	Pricing Strategy
Multimedia Marketing Campaign	Print Communications
Multimedia Marketing Communications	Private Branding
Negotiations	Private Label
New Business Development	Product Analysis
New Market Development	Product Demand
New Market Identification	Product Design
New Packaging Innovation	Product Development
New Product Development	Product Innovation
New Product Innovation	Product Launch
New Product Introduction	Product Licensing
Newsletters	Product Lifecycle
Niche Markets	Product Line Extension
Online Content Development	Product Line Management
	Product Line Rationalization

Product Literature	Research & Development (R&D)
Product Management	Return-on-Investment (ROI) Analysis
Product Marketing	Revenue
Product Merchandising	Revenue Forecast
Product Packaging	Revenue Growth
Product Portfolio	Revenue Stream
Product Positioning	Sales Trends
Product Pricing	Sales Volume Projections
Product Samples	Segmentation
Product Specifications	Service Portfolio
Product Testing	Services
Product Warranty	Social Trends
Products	Special Events
Profit & Loss (P&L) Management	Sponsorship
Profit Growth	Statistical Analysis
Profitability Analysis	Statistics
Project Management	Strategic Customer Relationship
Promotions	Strategic Growth
Prospects	Strategic Market Planning
Psychographic Analysis	Strategic Planning
Public Relations	Strategic Positioning
Relationship Management	Strategic Product Plans
Reporting	

Strategic Relationship Management	Trend Analysis
Survey	Trend Forecasting
Tactical Market Plan	Trends
Tactical Marketing	US Institute of Marketing (USIM)
Technical Illustrations	Vendor Negotiations
Technical Writing	Website Marketing Management
Telemarketing	
Trade Shows	

MARKETINGLADDER: SAMPLE RESUMES

On the following pages you will find five \$100K+ marketing resumes written by talented writers at TheLadders. The strategy, content, structure, and design of each resume were carefully created by the writer to align with each individual's current career goals, showcase their most notable achievements, and paint the picture of a highly qualified candidate. Make sure your \$100K+ resume does the same!

Christine Wong: Marketing Manager 214

Christine's resume begins with a powerful branding statement that ties her marketing expertise to specific areas of value – sales, brand awareness, and operating efficiency. A touch of color heightens the

visual appeal of this well-designed resume that itself communicates a strong marketing message. If you're in marketing, let the resume show that you know how to do your job!

Carl Davidson: Senior Product Marketing Manager 216

Notice that each of Carl's job descriptions starts with a brief explanation of the specific challenge he was hired to solve. This context information helps us better understand Carl's skills and value, and can be a great resume format for others who have met similar challenges.

Luis Tavares: Creative Director 218

The resume for this creative director is professionally designed and distinct! His profile includes a short list of distinguished accomplishments as well as a summary paragraph and list of core competencies. In each job description, bold headings for each bullet point showcase keywords as well as diverse areas of accomplishment.

Debra Axminster: Senior Marketing & Partnership Manager 220

Every bullet point in this resume is two lines or less. This succinctness makes for quick reading and ensures that Debra's accomplishments don't get lost in a "sea" of text. Also note how nicely the keyword summary works in the top section on page 1 of this resume.

Luisa Valdez: Chief Marketing Officer 222

Core competencies appear as a brief list just below the headline in this richly detailed resume for a senior marketing executive. Key numbers and results in the bullet points are highlighted so they don't get overlooked. Notice the "Professional Profile" at the end of the resume – it is a distinctive, polished, and space-saving approach.

CHRISTINE WONG

87127 Port Washington Road | Madison, WI 53726 | 608-555-5555 | christine.wong@gmail.com

SUMMARY OF QUALIFICATIONS

Catalyst for business growth and improvement – identifying and translating business needs into communications strategies that drive sales, brand awareness, and internal efficiencies.

Accomplished Marketing Professional with more than 10 years of experience shaping corporate and marketing communications strategies to facilitate business development, project management, public relations, and analytics. Expertise in conceptualizing innovative ideas, developing a network of strategic partners, and delivering ideas to help clients and employees raise funds and drive new sales.

Designed and executed innovative PR and marketing campaigns for a global organization, maintaining a strong vision for campaigns that generated organizational awareness, strengthened revenue positions, and enhanced growth in key markets. Recognized for ability to establish a common understanding of the business environment in which a project or solution must be defined, designed, created, deployed, used, and supported.

CORE SKILL AREAS

☐ Project Planning	☐ Key Account Management	☐ Work Flow Planning
☐ Special Event Planning	☐ Database Management	☐ Special Project Execution
☐ Multimedia Advertising	☐ Consumer Trend Analysis	☐ Partnerships & Alliances
☐ Marketing Communications	☐ Strategic Business Planning	☐ Multi-Campaign Management

MARKETING EXPERIENCE

PROPERTY INVESTORS, INC., Madison, WI

2001–Present

MARKETING MANAGER (2007–Present)

Lead sales/marketing management, database management, and corporate event planning for a global real estate investment management firm with \$33.3 billion in assets under management. Collaborate with managers across the country to improve client tracking and communication functions; coordinate annual events and meetings; and create best practices and systems to better market multiple investment programs. Administer \$400K event budget for the company's bi-annual client conference.

Key Contributions:

- Orchestrated the design and implementation of a company-wide proprietary database system, working closely with internal and external partners from original concept through final implementation.
- Planned and hosted the Global Investment Symposium for three years; directed venue selection, event marketing, catering, entertainment, gifts, lodging, and transportation to ensure a successful event.
- Designed templates, master calendars, and systems to improve the flow of internal communications and streamline administrative processes that were adapted across the organization.
- Expanded the quantity and quality of investor touch points through such activities as monitoring the investment needs of current and prospective clients and their consultants, collaborating in the creation and distribution of marketing materials, and organizing road shows and new business initiatives.

BUSINESS DEVELOPMENT ASSOCIATE (2004–2007)

Directed business development efforts for the investment properties group, specializing in the sale of office and industrial properties throughout Wisconsin and Illinois. Managed multi-faceted marketing campaigns to target clients that included investors, family trusts, institutional lenders, pension funds, and REITs. Advised clients on the acquisition and disposition strategies for their properties and provided advisory services to market and reposition assets to maximize cash flow and disposition value of their property.

(CONTINUED)

CHRISTINE WONG - PAGE TWO555-5555 | christine.wong@gmail.com

(CONTINUED)**Key Contributions:**

- Closed more than \$100 million in office and industrial transactions by consistently delivering premium prices in the real estate market for both stabilized and value-added properties.
- Directed the migration from REA to SLX database; acted as the single point of contact with Best Software in the design, customization and implementation of SLX Database.
- Developed a master list identifying the Top 100 Investors in the marketplace and a comprehensive system to maintain/establish relationships in an effort to generate new business as well as foster repeat business.

CLIENT RELATIONS AND MARKETING ASSOCIATE (2001–2004)

Performed general marketing and database management activities to attract new clients and market the team's current property listings. Maintained PR efforts and coordinated production of a diverse range of branding materials, including RFPs, website mass marketing teasers, postcards, and print ads. Managed a data entry team to produce reliable database information on more than 2,500 office properties across a large market area.

Key Contributions:

- Planned and executed multiple marketing campaigns that included creative design and electronic dissemination to more than 25,000 investors and 80,000 brokers.
- Recognized with the "Most Innovative" award for producing team's new website; contracted the vendor and oversaw the development and ongoing maintenance of the site.
- Demonstrated **capacity to provide a broad range of administrative services, including the analysis and processing of new listings, promotion of new communications tools, and implementation of new software.**

EARLY CAREER EXPERIENCE

Associate (Completed 2-years sales training) – Property Investors, Inc., Chicago, IL (2000–2001)

Sales Associate – Nordstrom, Chicago, IL (1998–2000)

ACADEMIC BACKGROUND & LICENSURE**Bachelor of Arts in Communications (2000)**

NORTHWESTERN UNIVERSITY, Evanston, IL

Real Estate Salesperson License – Illinois

TECHNICAL PROFICIENCIES

Microsoft Word, Excel, Access, and PowerPoint; various proprietary database systems

CARL DAVIDSON555 W. 98th St. • New York, NY 10024 • (212) 555-1234 • carldavidson@email.com**SENIOR PRODUCT MARKETING MANAGER*****Start-Up / High-Growth / International Experience Across Diverse Industry Segments***

Creative and business-savvy marketing and communications professional with 10 years' progressive experience across a broad range of marketing functions. Proven ability to combine vision, creativity, and strong business acumen with well-developed project management and leadership qualities to support go-to-market efforts, product launches, and branding/re-branding initiatives, positioning companies and products for success.

—Key Areas of Leadership & Expertise—

Product Marketing ~ Strategic Business Planning ~ Project Management ~ Marketing Communications ~ Corporate Communications ~ Branding & Re-Branding ~ Public & Investor Relations ~ Event Coordination/Management ~ Collateral ~ Presentations ~ Public Speaking ~ Direct Marketing ~ SEO ~ Advertising ~ Campaign Management ~ Channel Marketing ~ Business Development ~ Verbal & Written Communications ~ Team Building & Leadership

PROFESSIONAL EXPERIENCE

NATIONAL INFORMATION SYSTEMS • New York, NY • 2006 to Present

Product Marketing Manager (2007–Present)**Marketing Communications Manager** (2006–2007)

Recruited to re-establish a Marketing Communications team to execute branding, PR, events, copywriting collateral, and online advertising; subsequently promoted to orchestrate product marketing initiatives. Established project management system and formulized plan for new product launches. Directed team of 6 in executing all MarCom efforts: event coordination, branding, public relations, messaging, online advertising, and business development relationships. Managed budgets from \$1M to \$3M.

Representative Accomplishments

- Directed go-to-market activities for new product launches, including Salesforce.com CRM integration on \$1M budget and (API) Application Programming Interface with \$1.6M budget.
- Built event management program from the ground up. Constructed exhibits to showcase products, managed logistics, and trained a “telesales” organization. Generated \$5M revenue return to date.
- Spearheaded re-branding initiative and messaging platform that elevated division's profile as a stand-alone brand—both internally and among consumers.
- Served as the “face” for the organization, participating on industry and company panels, providing interviews, and executing all events, sales, and MarCom initiatives.

SEMICONDUCTOR LABORATORIES INC., New York, NY • 2000 to 2006

Marketing Communications Manager

Hired as second member of marketing team to support company's high growth from start-up organization. Coordinated events and tradeshows (8–10 events annually with budgets to \$250K), executed go-to-market product marketing strategies, project-managed PR timelines and deliverables, oversaw collateral creation, and managed internal and external investor relations and communication. Contributed to initial branding and messaging for employees, customers, and IPO.

Representative Accomplishments

- Orchestrated company's first overseas regional sales conference, a 5-day event held in Tokyo, Japan, featuring 5 product lines, 300 attendees, and a slate of presenters from around the world.
- Spearheaded launch of new product that achieved sales of \$229M in 2003. Executed aggressive PR campaign on limited budget of ~\$400K.
- Supported IPO with brand elements and copywriting for printed materials distributed to investors and Wall Street; participated in IPO activities, including managing logistics and social events.
- Produced first worldwide sales conference, hosting 300 sales reps from around the world for 3 days of comprehensive training and product awareness. Scheduled daily training sessions, social activities, and awards ceremony; secured sponsorships and promotional gifts; prepared speeches for and managed daily activities of top executives.

CARL DAVIDSON • PAGE TWO
(212) 555-1234 • carldavidson@email.com

NEW YORK FINANCIAL SERVICES, New York • 1999 to 2000

Marketing Communications Specialist

Joined Marketing Communications Team to contribute copywriting (collateral), campaign management, and communications to key marketing initiatives. Improved, updated, and managed collateral; analyzed campaign success; ensured consistent brand messaging of internal communications.

Representative Accomplishments

- Created new marketing templates, enabling brokers to deliver more effective messages.
- Developed collateral directory for new customer portal.
- Obtained Series 6 & 7 licenses to gain industry expertise.

POPULAR COMPUTER CO., Austin TX • 1999

Account Representative

Leased computers to small/medium businesses. Provided expert product knowledge; prepared lease contracts and reviewed with finance and legal; ensured quotas were met.

Representative Accomplishment

- Closed 11 deals in 3 months, generating more than \$200K in sales revenue.

EDUCATION / ADDITIONAL INFORMATION

BBA in Marketing—UNIVERSITY OF TEXAS, Austin, TX 1999

Computer Skills

Microsoft Office (Word, PowerPoint, Outlook, Excel, Access)
Microsoft Visio, Adobe Photoshop, Illustrator, Framemaker, CorelDraw, HTML, FrontPage
Internet Explorer, Firefox, Safari
Saleslogix, Salesforce.com, Siebel On-Demand

Community Activities

Volunteer—American Red Cross

LUIS TAVARES

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497 West Barclay Street #4B • New York, NY 10021

CREATIVE DIRECTOR • MARKETING STRATEGIST • PRODUCT INNOVATOR

High-Impact / World-Class / Cost-Effective Marketing

CAREER PROFILE

Thrive in both the creative and business spheres to produce powerhouse consumer brands through a unique blend of product development, marketing, messaging, and creative leadership.

More than 20 years of global experience generating artistic concepts and working with world-famous advertising photographers and creative teams to produce memorable campaigns in beauty and skin care, hospitality, spirits, entertainment, and automotive categories.

Recognized for developing new products, including celebrity fragrances, hair care products, and skin care products.

AREAS OF EXPERTISE

- Brand Strategy & Management
- Small-Budget Marketing Strategies
- Internet Marketing / Social Media
- Marketing Communications
- Product Development
- Print & Digital Media
- Experiential Marketing
- Advertising
- Creative Direction
- Team Leadership

Book Author — *Make Your Mark* (published 2008 by Harper Collins)

Thought Leader — Featured in *Brand Week*, *Ad Week*, *Ad Age*, *The New York Times*, CNN, Brand Channel

Public Speaker — Conference Board, Institute for International Research, Marcus Evans, and multiple global events

Award Winner — 2009 CNBC Property Awards, 2008 Best Fragrance Launch, AIGA Design Awards

EXPERIENCE AND ACHIEVEMENTS

FIREFLY DESIGN AGENCY

New York, NY • 2006—Present

Creative Director

Propel revenue growth of major consumer brands as creative director, message innovator, and brand strategist for agency clients. Conceptualize multi-platform campaigns, strengthen corporate identities, and write compelling copy.

Clients: BFD Advertising Agency, NYC • Tello Advertising, Paris • Mille Design, Paris • Claire Redon Worldwide, NYC • Murphy and Keller Advertising, NYC • Brand Luminaries, Inc. • Fashion International

Representative Brands: VIP Clothing • Sasha Cosmetics • Femme Fragrances • Mode Television • Tommy Derringer • Baby Phun Fragrances • Global Leather • Fast Car International

Representative Projects:

- **Brand Innovation.** Created Sasha's trademark/name for new line of cosmetics, enabling company's ambitious launch that includes a full-length film.
- **New Product Launch.** Led rollout of Fleet's largest-ever new fragrance launch for **Diadem** product.
- **Global Relaunch.** Strengthened iconic Italian fashion label **Caruso** through development and execution of concept, advertising campaign, and opening of first concept store in Hong Kong in 2010.
- **Brand Revitalization.** Reversed **Chronos** brand's decline, growing market share in select regions including both Eastern and Western Europe.
- **Award-winning Campaign.** Won coveted MSNBC awards for Best Resort Marketing, Advertising, Concept, and Architecture for **Serenity** eco-friendly Caribbean resort.

L'HUMANITE

New York, NY • 1996–2006

Vice President & Global Creative Director • Vice President of New Ideas

Primary driving force behind the innovation and creative evolution of world's largest perfume manufacturer and cosmetics leader, resulting in unprecedented revenue growth, industry-leading product development, and strong global recognition of both new and longstanding brands. Guided creative outcomes of in-house and agency teams, directing advertising, packaging design, and Web strategies. Structured global licensing deals.

- **Revenue Growth.** Ignited company's revenue **from \$2.2 billion to \$4 billion** within 6 years.
- **Product Development.** Succeeded in reintroducing celebrity brands to the fragrance industry with brands, including **Paris Hilton**, that gained rapid consumer popularity.
- **Repositioning Success.** Transformed **Quintet London** into #1 UK cosmetics brand with new advertising campaign featuring a leading celebrity spokeswoman.
- **Rebranding.** Delivered fresh and captivating identity for every brand in company's fragrance and color cosmetics/skin care categories, resulting in consistent year-over-year growth for 40+ brands.
- **Business Development.** Negotiated agreement with **NASA** to produce skin care, toiletries, and sun protection products specifically for use in the International Space Program.
- **Thought Leadership.** Coined the term "**living media**" as the concept of applying digital strategy to all brands, enabling consumer-to-brand communication that strengthened company's ability to understand real consumer need and develop fitting products.

RADIANT LABORATORIES

New York, NY • 1989–1996

Director International Marketing – Europe

Expanded company's embrace of "consumer as creator," using customers and stylists to influence advertising campaigns and product development.

- **Revenue Growth.** Tripled sales from \$30 million to \$90 million.
- **New Market Entry.** Led full-scale European reimagining campaign to gain entry into 18 European countries, steering creation of advertising, collateral, promotions, and new product development.
- **Product Development.** Launched multiple leading salon brands, including pioneering in-salon hair analysis computer HairScience, into European markets.

EDUCATION

MBA in Marketing — COLUMBIA BUSINESS SCHOOL, New York, NY

BA in English Literature — DUKE UNIVERSITY, Durham, NC

Debra Axminster

4309 Ocean Drive, Manhattan Beach, CA 90266
310.555.5555 • debra.axminster@msn.com

Senior-Level Management Corporate Marketing and Partnership Management

Senior Executive with extensive experience developing multimillion-dollar strategic partnerships that enhance market leadership position. Innovator in identifying potential partner opportunities, assessing best-in-class partners, developing preliminary business cases, and presenting partnering recommendations. Creative thinker able to expand on partnered offerings and fully integrate into the broader business. Driver of product and project management efforts spanning core business functions and aligning with corporate mission and goals.

Client and Partner Relations ... Product Marketing ... Sales Cycle Management ... Merchandising
Strategic Planning ... Joint Ventures ... Change Management ... Event Planning ... Presentations
Purchasing ... Inventory Management ... Budgeting ... Expense Control ... Logistics
Operations Management ... Strategic Sourcing ... Training and Development

Career History

Shopp-It, Inc., Los Angeles, CA

2007–Present

Free consumer service that loads electronic coupons directly to participating grocery store savings cards.

Partner Management and Marketing – Shopp.com (2009 to Present)

Serve in senior-level partner acquisition and management capacity for start-up online division. Cultivate and engage with partners such as General Mills, Hormel, and Kellogg's. Spearhead short-term tactical and long-term strategic business planning to drive online consumer engagement. Oversee program management, daily reporting, and integrated marketing. Manage P&L.

- Propelled startup to rapid launch and swift revenue generation, directing all marketing efforts and personally leading initial outreach to partners.
- Achieved 115% of revenue goals in 2009 and 123% (to date) in 2010.
- Streamlined partner implementation process across third-party vendors, technical specifications, communications, and integration by leading design of new partner on-boarding process.

Sr. Manager of Partner Management – Paid Services Division (2007 to 2009)

Joined organization as key resource for partner marketing and management of third-party relationships with Dell, HP, Sony, Wal-Mart, Target, and Best Buy. Steered affiliate marketing platform creation and operations standardization as well as call center sales and marketing. Managed pricing portfolio for 7 million members, orchestrating program details such as price testing, analysis, migration campaigns, call center communications, accounting, and system integrations.

- Ignited \$3.3B in revenue over a 2-year period while leading paid member pricing strategy.
- Exceeded sales forecast while delivering more than 21% of division's revenue target by developing and managing in-store and online acquisition programs with Wal-Mart.
- Welcomed more than 25 new partners in 7 months following a high-impact sales and marketing presentation model.
- Ensured high quality across all website activities by orchestrating QA efforts.
- Created and continuously strengthened an affiliate marketing network that produced \$1B in revenue for paid services division.
- Spurred OEM and retailer purchases while driving new member internal registrations by building and managing relationships with large third-party vendors.

Exec Advisory, Inc., Los Angeles, CA

2006–2007

Consulting and advisory services to C-Suite Executives at Fortune 500 companies.

Director of Marketing

Chosen to lead development and marketing for Western US territory. Built relationships with C-level executives of Fortune 500 companies, sharing Exec Advisory intelligence regarding market conditions, trends and forecasts, and strategies to move organizations forward.

- Captured 17 new accounts, leading a team tasked with qualifying new leads, marketing, negotiating contracts, and managing a smooth on-boarding process for all new client.
- Developed team members through training and development, cross-training, motivational strategies, and quarterly performance reviews.

Premium Distributors of California, Hollywood, CA

2005–2006

Largest beer & wine distributor in the state of California.

Merchandising Manager and Account Manager

Developed and managed relationships with 25 major retail accounts with annual sales of \$2.25M. Within months, expanded role to encompass managing team of 25 associates delivering and merchandising product at retail accounts.

- Spurred increased sales in 70% of accounts in one quarter despite a 3% national decline in category sales.
- Increased employee performance 10% in 3 months and retention 30% in one year by implementing new hiring, training, development, and evaluation processes.
- Ensured correct strategy, ordering, delivery, and merchandising at all accounts by creating integrated communication flow for sales, merchandising, and delivery teams.

Big Box Wholesale, Los Angeles, CA

1995–2004

International chain of membership warehouses carrying name-brand merchandise.

Assistant Buyer

Cultivated internal and external supplier relationships, holding full accountability for on-time and accurate purchasing and delivery of all products within department. Serviced 130+ locations on the west coast – tracked inventory, oversaw purchasing and pricing, and managed vendor relations. Worked with senior management to set and achieve annual business goals.

- As leader of alcohol buying team, played a key role in Big Box becoming largest seller of Chablis wine in the world and largest seller of fine wines priced above \$10.
- Supported long-term growth of organization by helping launch 17 new locations.

Education

B.S. in Economics (1995)

University of California at Los Angeles

LUISA VALDEZFlat 24, Westerdijk 57... 1013 AE Amsterdam ... The Netherlands
+31 (0) 20 5555555 ... luisa.valdez@gmail.com

SENIOR MARKETING EXECUTIVE

**Brand Strategy / Competitive Market Positioning / Channel Development
Market Analysis / Product Design, Launch & Marketing / New Business Development**

Start-Up, Turnaround, Restructuring & High-Growth Environments / P&L Leadership

Creative, innovative, and forward-thinking executive with track record of delivering thoughtful and clearly defined strategies that drive double-digit revenue and profit growth in competitive, international markets. Pioneer in the leadership of branding, online marketing, private labeling, merchandising, e-commerce, social media, and business development concepts, programs, and opportunities that outperform the competition and dominate key business sectors. Multicultural and multilingual (English, Spanish, French) business leader with broad cross-functional experience across all core business functions.

PROFESSIONAL EXPERIENCE

NUMBER PLEASE (Owned by US brand and parent company YP.com)

Amsterdam, The Netherlands ... 2008 to Present

Leading European brand in directory services and related advertising; 67% market share, €150M revenue.

Chief Marketing Officer: EMEA

Executive role maximizing growth for EMEA business (B2C and B2B ventures) that delivers 75% of global parent company's profits. Provide strategic and tactical direction to 10-person board of directors and 1000+ personnel in 3 centers in Amsterdam, Madrid, and Cairo. Charged with developing strategic product functions, minimizing call volume decline, and driving forward the diversification of brand offering in an aggressive effort to maintain profitability and establish new, lucrative revenue streams. Key member of Global Board, playing a vital role in the development of local and global brands and markets. Full P&L; \$40M operating budget.

- **Delivered record-breaking year-over-year growth despite decline in core business.** Produced 8% profit increase in 2008, 11% in 2009, and 12% in 2010 – with 8% of all revenues spawning from new revenue streams. Grew gross margins 19%.
- **Championed development of new B2B team that grew orders 150% in 5 months and will generate £20M profit in 3 years.** Defined team strategy and business model; restructured and shifted sales force focus; outsourced sales of existing mass-market products; formed inventory program to drive sales targets; and reorganized all B2B contracts to achieve explosive results.
- **Spearheaded successful launch of SMS product that generated £2.6M EBITDA and 7M surge in new customer contacts.**
- **Crafted plan to broaden market segment and counteract company downturn,** launching new text product, web channel and service, and transactional services. New restaurant reservation service is currently the largest aggregator of its kind in Europe.
- **Transitioned marketing concentration from TV to online channel,** developing new website, SEO, social network, and advertising. New website generated 450K visits per month with 9% bounce rate 4 months post-launch.
- **Led successful restructuring of EMEA management team,** unifying all business units under one brand.

LE DRUGSTORE, Paris, France

2005 to 2008

World's largest health and beauty retailer, operating 954 stores in 34 countries; 14K employees and €1.1B in revenue.

Group Marketing Director

Challenged to reposition brand, restore company direction, and lift gross margin in highly competitive market. Supervised, motivated, and mentored 6 management and 45 high-performance staff as head of all marketing, private label, retail space planning, and new store development functions. Managed €20M budget.

- **Drove €25M profit growth in 3 years,** regenerating a dying brand while maintaining core value message and instating critical performance milestones that were later incorporated into senior leadership team's 5-year plan.
- **Propelled the design and rollout of 20 next-generation beauty stores,** building and directing a 14-person cross-functional team to create new concept that encapsulated new brand vision. Opened first store opened within 14 weeks of initial planning session and delivered ROI for entire rollout in 9 months.
- **Introduced private-label brand that generated 10% new volume at gross margin 6% above industry average.**

- **Achieved 23% increase in linear-foot performance across entire chain** through strategic space planning and ultimately the complete redesign of store layouts that was key to **successful turnaround of 67 loss-making stores**.
- **Increased profitability 15% and gross margin 2% in first year** with the creation of *Only at Le Drugstore* plan, focusing marketing message on beauty product exclusivity and consistency.
- **Designed and launched company's first transactional website** before critical holiday shopping season. Within first 3 months, new site drew in 250K active members and produced €3M in net income.

Matalan PLC, Lancashire, UK

2001 to 2005

Privately-owned fashion and housewares retailer with 450 stores across the UK employing 9K personnel; £650M in revenue.

Head of Marketing

Promoted through Store Manager and Regional Head of Marketing roles to high-profile position as sole Head of Marketing within 6 months of hire, overseeing 15M nationwide shopper database and £40M+ budget. Guided a 22-person Marketing & Data team in the management of all marketing functions – from mailers to production to advertising campaigns, reporting efforts to CEO and Chairman. In addition, served as critical team member contributing to and attending city presentations for Matalan as a publicly held company.

- Introduced invitation-only preview night initiative to give top customers the best availability prior to product / offer launches, achieving immediate growth with **£1.8M sales increase on preview day and £500K return on launch week**.
- Pinpointed and capitalized on opportunities to maximize cost effectiveness / ROI while maintaining efficiency, developing an advanced contact strategy that called for a 2M decrease in monthly mailers and enabled a **£6M marketing budget reduction**.
- **Fashioned buying scorecard later implemented in every level and facet of the business**, developing objective metrics for mailers based on historical performance and driving significant improvements to buying volumes, pricing, and deals.
- **Reduced production costs 13% and overall production process by 2 days** through outsourcing paper buy and print to Poland, facilitating the introduction of smaller-scale, seasonal mailers without additional company expense.

TOYLAND, Paris, France

1999 to 2001

US-based toy store chain with more than 1500 locations throughout the US, Europe, Asia, Oceania, Africa, and Canada.

Retail Manager

Hired to direct store operations for various European locations, culminating in responsibility for a top-5 store. Additionally appointed to lead a task force charged with combating the launch of Wal-Store supercenters throughout Europe to protect core toy business.

- **Key player in European launch and implementation of Teenland that captured 12% market share in first 3 months.**

SPORTS EUROPE, Amsterdam, The Netherlands

1992 to 1999

Start-up retailer providing US sports products ranging from clothing to memorabilia.

Owner / Manager

Built company from the ground up to €1M turnover, utilizing multiple channels including agency sales, stores, mail order, and direct customer engagement to exploit NFL, NHL, and NBA popularity in Holland and offer products not typically imported by major sporting brands. Managed all facets of business operations including sourcing, buying, distribution, and marketing,

Prior leadership experience increasing profitability for the Tulip Foods chain and heading a time and motion study across the Dutch Home Stores chain to improve operational efficiency.

PROFESSIONAL PROFILE

EDUCATION

BA Business, dual majors in Marketing and Spanish – LEIDEN UNIVERSITY, The Netherlands

PROFESSIONAL AFFILIATION

Member ~ Global Marketing Association; Past President – European Chapter

PRESENTATIONS

Keynote Speaker ~ Master Class in Marketing, E-Commerce Industry Summit, London, 2010

Keynote Speaker ~ "The Future of Retail" Conference, Barcelona, 2007

Chapter 10

OPERATIONSLADDER: RESUME SAMPLES & KEYWORDS

OPERATIONS: IT'S ALL ABOUT PERFORMANCE AND PROFITABILITY!

Operations is the nuts-and-bolts of a business – the functions, systems, processes, and technologies that keep it running. Functions that typically fall under the Operations umbrella include purchasing and procurement, logistics and supply chain management, manufacturing and production, customer service, and service or product delivery. However Operations is defined or structured within a particular organization, its primary goal is to drive up profitability by improving performance and reducing costs. Your Operations Executive resume must show how you have done this throughout your career.

Follow “Five Fundamentals for \$100K+ Operations Resumes” to create a resume that perfectly conveys who you are and what you do so well.

FIVE FUNDAMENTALS FOR \$100K+ OPERATIONS RESUMES

1. **Show me the money.** Because the primary goal of operations is to improve performance and profitability, be certain your resume is rich with numbers, percentages, and specific examples of how you have cut costs, reduced waste, increased efficiency or throughput, slashed time, and otherwise driven

dollars to the bottom line. Dig deep into the challenges, projects, and key initiatives of each of your roles to uncover the hard numbers that prove how effective you have been in each of your positions.

- 1. Demonstrate breadth of expertise.** To position yourself for a leadership role overseeing the broad array of functions that represent operations, cite examples and experiences across a wide range of operational areas, from supply chain management to multi-site operations leadership and profitability, and everything in between.
- 2. Position yourself as an expert.** Conversely, if you are targeting a specific operational area such as supply chain or manufacturing, you'll want to showcase the depth of your expertise in those specific areas that tie directly to your current career goals. Highlight the activities and accomplishments related to your areas of specialization by prominently presenting them – both in content and in visual appearance – and downplay less-relevant experiences.
- 3. Don't forget the people.** Operations is very process-oriented and numbers-focused and often entails automated systems and technology-based solutions. But nothing gets done without people, so your resume should also include evidence of your ability to lead, develop, mentor, and manage the people who are so essential to your bottom-line results.

- 4. Paint the big picture.** Particularly if you are seeking a very senior-level operations leadership role, your resume must show that you understand and embrace the overarching mission and goals of your organization. If you've developed long-range corporate strategy, presented major programs to the Board of Directors, or spearheaded a company-wide change initiative, for example, include these on your resume as evidence of your strategic thinking and organizational leadership capabilities.

250 KEYWORDS FOR OPERATIONS RESUMES

While you want to include as many appropriate keywords as possible in your resume, it's essential to choose keywords that accurately describe your expertise and experience. Select words from this list and find others in job postings and on company websites so that you can create a keyword-rich resume that will give you a distinctly competitive advantage as you vie for \$100K+ opportunities.

Accelerated Growth

Benchmark

Acquisition

Board of Directors

Acquisition Candidate

Bottom Line

Advanced Technology

Bottom-Line Profit

Budget	Corporate Mission
Budgeting	Corporate Policies
Business Analysis	Corporate Procedures
Business Process Redesign	Corporate Reporting
Business Reengineering	Corporate Vision
Capital	Cost Avoidance
Capital Asset	Cost Reduction
Capital Investment	Costs
Capital Project	Crisis Management
Change Management	Cross-Border Transaction
Client Presentations	Cross-Functional Team
Communications	Cross-Functional Team Leadership
Competition	Culture
Competitive Intelligence	Customer Relations
Competitive Market Position	Customer Relationship Management (CRM)
Consensus Building	Customer Retention
Consulting	Customer Service
Continuous Improvement	Customer-Driven Management
Continuous Process Improvement	Data Analysis
Corporate Administration	Data Management
Corporate Benchmark	Decision Making
Corporate Culture Change	Divestiture
Corporate Finance	

E-Commerce	Feasibility Analysis
Earnings Before Interest & Taxes (EBIT)	Finance
Earnings Before Interest Depreciation	Financial Analysis
Taxes and Amortization (EBITDA)	Financial Forecasting
Economic Development	Financial Leadership
Efficiency	Financial Management
Efficiency Improvement	Financial Markets
Emerging Growth	Financial Planning
Emerging Markets	Financial Reporting
Enterprise Resource Planning (ERP)	Foreign Affairs
Entrepreneurial	Foreign Investment
European Union (EU)	Foreign Language Fluency
Evangelist	Franchise
Executive Consulting	Franchisee
Executive Leadership	Franchisor
Executive Management	General Management
Executive Presentations	Global Business Development
Executive Recruitment	Global Expansion
Executive Relations	Global Investment
Executive Staffing	Global Market Position
Export	Global Marketing
	Global Operations
	Global Sales

Goal Setting	Intrapreneurship
Growth	Investment
High-Growth Organization	Joint Venture
Human Capital	Leadership
Import	Leadership Development
Import/Export	Leadership Style
Industrial	Licensee
Industry	Licensing
Information Systems	Licensing Agreement
Information Technology	Licensor
Infrastructure	Long-Range Planning
Initial Public Offering (IPO)	Management Analysis
Intellectual Property	Management Consulting
International Business Development	Management Development
International Division	Margin Improvement
International Finance	Market
International Financing	Market Development
International Liaison	Market Entry
International Marketing	Marketing
International Sales	Marketing Management
International Subsidiary	Matrix Management
International Trade	Matrix Organization
Intrapreneurial	Media Relations

Mentor	Organization(al) Evaluation
Merger	Organization(al) Leadership
Metrics	Organization(al) Studies
Multi-Channel	Participative Management
Multi-Function Experience	Partnership
Multi-Industry Experience	Performance
Multi-Site Operations Management	Performance Improvement
New Business Development	Performance Measurement
New Media	Performance Metrics
North American Free Trade Agreement (NAFTA)	Policies & Procedures
Offshore	Policy Development
Offshore Manufacturing	Privately Held Company
Offshore Operations	Privately Held Corporation
Operating Infrastructure	Proactive Leadership
Operating Leadership	Problem Solving
Operations	Procedural Manuals
Operations Management	Process
Operations Manuals	Process Analysis
Organization(al) Analysis	Process Design
Organization(al) Assessment	Process Development
Organization(al) Culture	Process Improvement
Organization(al) Development	Process Ownership
	Process Redesign

Process Reengineering	Regulations
Process Simplification	Regulatory Compliance
Productivity	Reorganization
Productivity Improvement	Resource Allocation
Profit	Resource Management
Profit & Loss (P&L)	Restructure
Profit & Loss (P&L) Improvement	Restructuring
Profit & Loss (P&L) Management	Return-On-Assets (ROA)
Profit Growth	Return-On-Equity (ROE)
Project Management	Return-On-Investment (ROI)
Project Management Institute (PMI)	Revenue Growth
Public-Private Partnership	Road Show Presentations
Publicly Held Company	Sales
Publicly Held Corporation	Stakeholder Communications
Quality Assurance (QA)	Stakeholders
Quality Assurance (QA) Management	Start-Up
Quality Control (QC)	Strategic Alliance
Quality Control (QC) Management	Strategic Development
Quality Improvement	Strategic Leadership
Quality Management	Strategic Partner
Reengineering	Strategic Partnership
	Strategic Planning
	Strategic Positioning

Strategy	Technology Transfer
Systems Design	Total Quality Management (TQM)
Systems Development	Transition Management
Tactical Leadership	Turnaround
Talent Management	Venture Capital
Team Building	Venture Capital Financing
Team Leadership	Venture Capital Investment
Technology	Work Ethic
Technology Development	Work Simplification
Technology Licensing	

OPERATIONSLADDER: SAMPLE RESUMES

On the following pages you will find five \$100K+ operations resumes written by talented writers at TheLadders. The strategy, content, structure, and design of each resume were carefully created by the writer to align with each individual's current career goals, showcase their most notable achievements, and paint the picture of a highly qualified candidate. Make sure your \$100K+ resume does the same!

Allen Richmond: Director of Purchasing/Procurement 236

Allen's branding statement immediately communicates his value to his next employer, and to further support his candidacy, each of his positions include measurable results that support his brand. Notice how prior career experience is summarized in such a manner as to mention the most notable achievements from those early years as they relate to his career professional goals.

Evelyn Land: Operations Leader 238

Evelyn's operations experience encompasses supply chain management and project management as well as a broader operations leadership role. She is pursuing opportunities in all of those areas so includes the specifics of each in her summary and throughout her resume. This style of resume positions a job seeker for lots of opportunities, all related to operations.

Samuel Phipps: Operations Executive – Military Background 240

Most of Samuel's experience occurred in the US Army, where he held highly responsible roles managing operations during extremely challenging circumstances. He supplements that experience with an entrepreneurial venture that again took him to countries and regions in upheaval around the world. Samuel's expertise has been proven "under fire," making him a most unique and well-qualified \$100K+ candidate.

Richard Lee: Senior Operations Executive – Healthcare 242

Richard's summary is like a "mini-resume," including brief descriptions of his most notable roles and accomplishments and additional credentials, capabilities, and notable activities. It clearly conveys his deep expertise in healthcare operations which is where he current job search is targeted. In addition, the information in the last section of his resume communicates an important message about his high-profile image within the industry; in turn, strengthening his professional credibility.

Brianna Jensen: Senior Operations Executive/General Manager 244

A highlight of Brianna's resume is the striking chart that instantly sends a message of accomplishment and results. Notice how key challenges and projects are included in some detail in the experience section, with bold introductions and multiple bullet points. Yet this resume is just two pages long – a great example of tight writing to keep it sharp, succinct, and on-brand.

ALLEN RICHMOND

allen.richmond@gmail.com ■ 410-555-5555
1590 Washington Street, Baltimore, MD 21218

Director of Purchasing/Procurement

~ Instrumental in enhancing gross margins, cutting expenses, and boosting revenue ~

Seasoned purchasing professional with 20+-year portfolio of success devising and executing purchasing strategies within the manufacturing industry. Sharp negotiator and problem-solver, experienced in developing new vendor selection processes to significantly shave overhead expenses. Proven ability to adroitly coordinate 100+ projects simultaneously. Negotiation skills formed by early success in purchasing.

Areas of expertise include:

Budget Administration ■ Project Management ■ Vendor Negotiations ■ RFQ Coordination ■ Vendor Selection
Cost-Saving Initiatives ■ Cost Control ■ Purchase Order Processing ■ Vendor Relations ■ Marketing
Press Run Approvals ■ Staff Management/Training ■ P&L Management

Professional Performance

Direct-to-You, Inc., Baltimore, MD

2008–2010

\$500M direct marketing company.

Manager Direct Mail, Manager Print Purchasing

Facilitated purchase of \$4M in print and non-postage related direct mail annually. Selected vendors, issued purchase orders, approved press runs, and reviewed vendor invoices. Evaluated vendors based on project quality, timeliness, and customer service. Hired, trained, and supervised 1 direct report.

- **Initiated new purchasing procedures** that eliminated unnecessary vendors. Implemented comprehensive multi-vendor quoting process that enabled cost-saving negotiations.
- **Cut overhead costs and ensured on-time project delivery** by spearheading development of ftp site for online transmission of art files to select vendors. Speeded file transfer and approval of proofs by an average of 2 days.
- **Orchestrated 100–175 lettershop/printing projects** concurrently for 6 subsidiaries.
- **Negotiated 23% savings** on key \$451K direct-mail project.

Sandler & O'Hare, Chevy Chase, MD

2007–2008

Print management organization with \$80M annual revenue.

Print Production Manager, Print Buyer, Customer Service

Directed set-up and daily activities of 5 e-stores to create SOH Online. Sourced out print projects with varied quantities. Placed purchase orders and coordinated customer/vendor schedules. Ensured on-time delivery of purchases. Purchased promotional products for clients and implemented new item data on customers' e-store sites.

- **Drove efforts to enhance profit margins**, capturing additional 2% on average through smart buying.
- **Optimized online offerings** by adjusting product lines according to sales results.
- **Maximized print ROI**, managing full-cycle RFQ process for projects from digital to full-size web.

Professional Performance, Continued

Globalprint, Inc., Washington, DC

2004–2006

\$125M global print procurement enterprise.

Print Production Manager, Print Buyer, Customer Service

Charged with managing \$2M in annual projects secured by VP of Sales for eastern US. Coordinated RFQs, issued purchase orders, ensured timeliness and quality of projects, and approved vendor invoices. Coordinated production for 6 sales representatives and 2 enterprise accounts.

- **Generated gross margin of 24.5% (\$518K)** through skillful project management.
- **Trained new hires** on vendor selection, purchase order processes, vendor relations, and profitability generation.
- **Yielded 7% (\$151K) increase in gross margin** above initial client quote through diligent negotiations.

Blockbuster, Washington, DC

2002–2004

Entertainment rental company with 80% market share.

Store Manager

Oversaw Georgetown store operation with 8 reports and \$1.2M annual revenue. Trained Assistant Managers and sales staff, controlled shrink, and developed customer appreciation programs.

- **Generated 30% net profit margin** and boosted sales 20% through customer appreciation programs.
- **Drove efforts to decrease shrink from 8% to 3%.**

Early Career: As *Senior Account Executive* for 2 dominant print vendors (Maximum Lithography and Copystar) as well as *Founder and President* of Richmond Printing, earned critical vendor-side experience.

- **Developed 6-figure books of business in highly competitive markets**—Philadelphia and Washington, DC.
- **Realized 900% growth of key client, achieving 95% penetration in 5 years** by identifying opportunities to offer value in a cut-rate pricing environment.
- **Yielded profitability 25% above industry norm while improving quality** by implementing Statistic Process Control (SPC) protocol and negotiating supply purchases at costs comparable to companies 20X larger.

Academic Background

Sales Management Certificate Program

Bachelor of Science in American Studies

George Washington University, Washington, DC

Affiliations

CEO Roundtable, Baltimore Chamber of Commerce

Printing Industries of America

Board Member, Baltimore Children's Home

EVELYN LAND

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Work Ethic That Drives Success and Corporate Revenues

OPERATIONS LEADER

Growth Catalyst / Turnaround Architect / Value Creator

Business-to-Business / Technology / Global Entrepreneurial Companies

Operations Executive with 13+ years of measurable results – improving operations, building strong business relationships, and driving profitable growth in intensely competitive markets.

Unprecedented success in inventory control through logistics management and Six Sigma strategies. Proven track record in building strong cross-functional teams, managing key relationships with outside vendor (SAP), and offering sales support and product commercialization knowledge while strengthening business operations and the bottom line through cost analysis, operational controls, and change management processes.

- **Director:** Orchestrated operational turnaround, transforming \$22M loss to notable \$5M profits.
- **Supply Chain Manager:** Achieved unprecedented 30% reduction in inventory, saving the company \$6M.
- **Production Manager:** Held costs below budget by double digits every year.

EXECUTIVE PERFORMANCE

WELLCHEM U.S., Elgin, SC

2002–Present

\$75M chemical manufacturing company with nearly 250 employees and production units in Germany and US, serving agrochemical, pharmaceutical, polymer, paper, and photographic industries.

Progressed through a series of increasingly responsible roles with the global corporation to current dual role as Director of Financial Projects and Manager of the Global Supply Chain. Officer of the Company.

DIRECTOR – FINANCIAL PROJECTS, 2009–Present

SUPPLY CHAIN MANAGER, 2008–Present

Challenged to turn unprofitable operation to profitability within 18 months. Identify and develop new business opportunities; seek new and expanded services for existing clients across a wide variety of industries; orchestrate financial and supply chain initiatives to create new and innovative revenue-generating opportunities. Collaborate across multinational divisions and present optimization plans to senior executives.

- Scaled down base operations, slashing costs and improving productivity and efficiency across the board. Reversed \$22M annual losses to \$5M profitability in less than 2 years.
- Enhanced sales staff training, identifying gaps and introducing new solution-selling training program.
- Streamlined business processes and improved communications and information flow across the company.
- Optimized the supply chain and improved warehouse operations, reducing costs by 30%.
- Led successful SAP implementation, directing 20-member team in deploying state-of-the-art solution across facility, procurement, warehousing, and transportation operations. Kept project on budget and achieved 15% reduction in operating costs.

Held full P&L responsibility for 24-hour production facility, directly managing 4 front-line supervisors in the production of 7 million tons of chemicals yearly.

- Maintained production costs below budget every year, averaging 13% under budget over 3 years.
- Worked to establish a “green” warehouse facility.
- Reduced operating costs by 25% through warehouse efficiencies and material-handling improvements.

EVELYN LAND

Page 2

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WELLCHEM U.S., continued**PROCESS ENGINEER**, 2002–2005

- Gained recognition for tracking and analyzing key operating parameters as a means of optimizing processes of cycle times, resulting in notable yield improvements.
- Developed and performed operator training exercises for current and new staff. Oversaw all training materials, modified to the personal needs of incoming staff, and built new curricula relevant to new operational requirements – following company policies and procedures.

PRIOROAKAREA PRODUCTS – **PILOT PLANT MANAGER**, Columbia, SC (2000–2002)

- Expanded manufacturing capability of laboratory scale chemical manufacturing company – oversaw the installation and commissioning of a pilot plant.

OPTMARKET CHEMICALS – **PROCESS ENGINEER**, Delft, GA (1996–2000)

- Generated \$200K annual savings by optimizing the chemical process for \$4M privately held chemical company.
-

EDUCATION**Master of Business Administration, MBA**, University of South Carolina , Columbia, SC – 2010**Master of Engineering**, Chemical Engineering, University of South Carolina, Columbia, SC – 1998**Bachelor of Science**, Chemical Engineering, Georgia Tech, Atlanta, GA – 1995

SAMUEL PHIPPS

42325 West Bay Drive ♦ Knoxville, TN 37919 ♦ Cell: 813.555-5555 ♦ sphipps@yahoo.com

OPERATIONS EXECUTIVE

Broad executive leadership experience ... track record of revenue growth through robust and struggling markets

More than 10 years of comprehensive experience directing operations through strategic planning and effective management of staff and budgets. Expertise in new business development combined with effectiveness in high-profile operational roles, making high-stakes decisions, and overcoming complex challenges. Strong and decisive leadership competencies, yet flexible in responding to constantly changing organizational demands as exhibited by career progression in the U.S. Army Special Forces.

Team builder, capable of implementing best practices and motivating staff to peak performance. Solid business leadership skills and abilities that are well suited to variety of industries. Top Secret Clearance.

CORE COMPETENCIES

Strategic Business Planning & Leadership ♦ Business Development ♦ Policy Development ♦ Operational Management Process Improvement ♦ Business Turnaround Management ♦ Operational Restructuring & Streamlining
Risk Management ♦ Budgeting ♦ Talent Management ♦ Team Leadership & Motivation

EXPERIENCE & ACHIEVEMENTS

ARGUS COMPANY, INC., Knoxville, TN

2007 – PRESENT

A provider of strategic communication and counter-terrorism to U.S. defense, intelligence, and energy sectors, other government agencies, international corporate clients, select political leadership, and non-governmental organizations.

Chief Operating Officer

Seized entrepreneurial opportunity, establishing and operating company serving a wide range of clients globally.

Leverage years of operational leadership success to drive sales and profits. In charge of all operations, including sales, marketing, client acquisition, business development, and contract review, as well as regulatory compliance, P&L, budgeting, and staffing. Institute policies and procedures. Provide strategic and operational oversight to all projects/contracts/engagements.

- ❖ Acquired and negotiated more than 20 contracts valued above \$100M for clients in North and South America, Europe, various Middle East countries, and throughout the US (Virginia, New Mexico, Washington DC).
- ❖ Sourced, vetted, and hired elite special operations personnel to fulfill contracts.

U.S. ARMY – SPECIAL FORCES, various locations

1987 – 2008

Advanced through positions of increased accountability based on consistently exceeding goals and expectations. Recognized as the "best of the best" as a Lieutenant Colonel, #1 Division Chief, and Company Commander.

Office of Secretary of Defense, Pentagon, Washington, DC ♦ 2007 – 2008

Operational Planner & Advisor – Joint Forces Headquarters (Lieutenant Colonel)

Apprised senior military advisors, Iraqi and US government officials, and Fortune 50, 100, and 500 CEOs of evolving economic and security conditions in Iraq to enlist support for DoD industrial revitalization initiatives. Focused on energy, manufacturing, and agribusiness sectors. Directed staff of 2 and provided input for \$100M budget allocated for Iraq expenditures.

Applied diplomacy in liaising with business and government leaders at the highest levels of the US State Department, US Department of Commerce, US Department of Treasury, US Department of Trade, National Security Council, and US Congress. Instrumental in developing and refining 6 Joint Contingency Plans.

- ❖ Positively influenced top US policy-makers' decisions regarding development of Middle East economic opportunities through private investment, industrial and banking financial system development, agricultural diversification and revitalization, and energy development.
- ❖ Improved relations between US government interagencies and private sector, including international investors, and media.
- ❖ Supervised staff located in 12 time zones to orchestrate movement of VIPs through hostile territory without injury.

Squadron Commander (Lieutenant Colonel) – Delta Special Forces Operational Detachment, Ft. Bragg, NC ♦ 2006 – 2007

In charge of Special Operations Sabre Squadron, the highest priority field unit. Organized, developed, and executed mission strategies. Trained personnel to operate in hostile or politically sensitive environments. Accountable for a \$1.5M budget.

- ❖ Commanded a multi-service task force of 500; mentored and developed officers and non-commissioned officers.
- ❖ Completed numerous operations targeted at Al Qaeda and other enemies of the US.
- ❖ Managed a \$1.2M budget through a complex acquisition cycle.

Chief, Plans Division (Lieutenant Colonel) – Special Operations Command Central, MacDill AFB, FL ♦ 2005 – 2006

Spearheaded development of campaign plans – from concept through functional and operational planning – to support Commanding General's strategy for subordinate unified command of US Central Command's special operations. Led operational planning teams and represented the Command during joint, interagency, and combined planning. Directed a division of 12 special operations force field grade officers from the Army, Navy, and Air Force.

- ❖ Assumed lead role in assisting NATO special operations forces expansion and enlargement into Afghanistan that facilitated reduction of deployed US forces; dispatched to Brussels to apply diplomacy to gain support from NATO's most senior leaders.
- ❖ Instrumental as Lead Action Officer in orchestrating funding and construction of King Abdullah II Special Operations Training Center in Amman, Jordan. Synchronized efforts of several disparate organizations from the US and Jordan, culminating in \$99M funding from US and a highly favorable intergovernmental memorandum of understanding.

Chief, Special Actions Division – Special Operations Command Central, MacDill AFB, FL ♦ 2003 – 2005

Briefed King of Jordan, gaining support for \$9M bilateral program to launch technical training that produced 1st counter-terrorism unit in Iraq. Briefed US Secretary of State on looming humanitarian crisis in Sudan. Directed \$1.2M special access program.

Executive Officer, Special Forces Battalion – 5th Special Forces Group, Ft. Campbell, KY ♦ 2002 – 2003

Orchestrated critical forward logistical element that supported infiltration of a Special Forces Company into western Iraq the day before combat operations began.

Company Commander, Special Forces – 5th Special Forces Group, Ft. Campbell, KY ♦ 2001 - 2002

Deployed to Iraq right after 9/11 to serve as Joint Special Operations Task Force Army Component Commander; collaborated with Special Forces troops from Germany, Norway, Denmark, New Zealand, and Canada to conduct combat operations with US Navy Seals, US Marines, and FBI.

EDUCATION

Juris Doctor Candidate, University of Tennessee – graduation expected 06/2011

Joint Service Officer training from the Joint Forces Staff College – received Superior Rating

Master of Science, Theater Operations – Strategic Planning, Command General Staff College

Master of Science, Business Administration, Central Michigan University

Bachelor of Science, Business, University of Kentucky

RICHARD W. LEE

9257 Larkspur Drive, Edina, MN 55343 ▪ (cell) 952.555-5555 ▪ ricklee@gmail.com

SENIOR OPERATIONS EXECUTIVE

University / Healthcare Operations & Administration ▪ Medical Device Research Operations

Pioneering business leader and chiropractic physician who launched and directed successful organizations and initiatives during 30+-year career. Distinguished for defining and executing strategies for high-impact operational and financial results.

Prolific innovator who created and brought to reality fresh ideas and concepts. Designed software for billing, scheduling, and record-keeping. Launched an online course to guide individual employee improvement. Founded an online journal that made an immediate impact on the profession's knowledge base.

Executive with broad cross-functional leadership experience across all core business functions, including staff hiring and management, marketing, finance, human resources, technology systems, and productivity/performance improvement.

Board Member/Executive Committee Member – American Board of Chiropractic Orthopedics

Academic Credentialing – Member, Commission On Accreditation, Council On Chiropractic Education

Industry Speaker – Multiple presentations at conferences of chiropractic societies and associations

Thought Leader – Editor-in-Chief for 2 research journals and Instructor for chiropractic colleges

R&D — Clinical trials for medical devices; published research of results

EXPERIENCE & ACCOMPLISHMENTS

ANCORA HEALTH SYSTEMS, INC. — Minneapolis, MN

1995–Present

Chief Operating Officer

Conceptualize and execute multiple innovations for integrated preferred provider organization that contracts with 350+ chiropractors, physical therapists, and podiatrists. Sustain a sound financial foundation by managing contracts with insurance carriers and providers. Foster a culture of excellence and collaboration. Prepare for the unexpected by crafting contingency plans. Guide Board of Trustees and CEO.

- Recruited and shaped a core network of 300+ qualified and credentialed providers.
- Architected a distance-solution software application that streamlined and strengthened billing, scheduling, and patient management, increasing customer satisfaction rates by 23%.
- Designed a pre-authorization webpage that eased patient scheduling for health services.
- Launched major change initiative, succeeding in modifying legislation that enabled chiropractic providers to participate in health plans.

TRANSFORMATIONS PHYSICAL MEDICINE — Edina, MN

1985–Present

Clinical Director / Staff Physician / Owner

Launched new healthcare venture from concept to revenue-generating business with strongly loyal patient base. Hold full strategic planning and P&L responsibility for clinic. Hire and manage medical and administrative staff and direct all operations.

- Planned, built, and led thriving chiropractic clinic, setting strategic direction for operations and patient treatment plans.
- Established complete business infrastructure, writing all policies and procedures to ensure top-quality health services, superior facility maintenance, and exceptional customer service.
- Built a high-performing, high-integrity staff through training and coaching.
- Achieved significant repeat business through business practices and health outcomes that secured patient loyalty.
- Facilitated 24/7 communication with patients by creating a health webpage.

THE ACADEMY OF CHIROPRACTIC ORTHOPEDISTS JOURNAL (JACO)

2000–Present

Editor-in-Chief

Requested by chiropractic community to found online journal. Created format and launched journal at www.chiroacademy.com
Cultivated journal content by encouraging writing of articles. Established peer review and editing practices.

- Grew readership to 35,000 in first 6 months of this year.
- Enlisted top doctors in the profession to serve on the editorial board.
- Secured indexing status for journal based on quality of content and editorial work, resulting in expanded readership through ease of finding content online.

HIGHER EDUCATION INSTITUTIONS

Instructor, Minnesota College of Chiropractic – post-graduate orthopedics courses

1990–2001

PROFESSIONAL PROFILE

EDUCATION

Pre-requisite undergraduate admission courses, UNIVERSITY OF MINNESOTA

Doctor of Chiropractic, NORTHWESTERN HEALTH SCIENCES UNIVERSITY — Bloomington, MN, 1984

Diplomate, AMERICAN BOARD OF CHIROPRACTIC ORTHOPEDICS, 1991

Chiropractic Orthopedics, LOS ANGELES COLLEGE OF CHIROPRACTIC, 1991

Fellow, ACADEMY OF CHIROPRACTIC ORTHOPEDICS, 1991

PROFESSIONAL AFFILIATIONS

President, MINNESOTA COLLEGE OF CHIROPRACTIC ORTHOPEDISTS, 2005–Present

Member, COMMISSION ON ACCREDITATION OF THE COUNCIL ON CHIROPRACTIC EDUCATION, 1994–2001

Vice Chairman, 2000–2001

Responsible for the accreditation of 16 chiropractic colleges and universities

Vice President, AMERICAN CHIROPRACTIC ASSOCIATION, 1993–1994

President, AMERICAN BOARD OF CHIROPRACTIC ORTHOPEDISTS, 1995–1997

President, MINNESOTA CHIROPRACTIC ASSOCIATION, 1988–1989

PUBLICATIONS & PUBLIC SPEAKING

Editor-in-Chief, DC Tracts, 1989–1999 (national research periodical)

Author of multiple journal articles and papers

Lecturer and presenter at conferences

Brianna H. Jensen

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Rosharon, TX 77583

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Home: (281) 555-5515

SENIOR EXECUTIVE PROFILE: OPERATIONS / GENERAL MANAGEMENT

Guiding Strategic Planning, Operational Controls, and Change Management to Build Profitable Organizations in Challenging Markets

Versatile, holistic leader with 20+ years of experience driving sustainable growth in finance, technology enablement, and professional services business units serving Fortune 500 clients.

Repeatedly achieved double-digit profitability improvements, paring expenses while improving customer satisfaction, quality, and employee engagement/retention. Areas of impact include:

- Strategic Planning & Leadership
- Marketing & Business Development
- Finance, Accounting, & Budgeting
- Human Resources/Team Building
- Revenue & Profit Growth
- New Product/Service Development
- Information Systems Strategy
- Mergers & Acquisitions
- Lean Operations

PROFESSIONAL EXPERIENCE:

Jackson Associates – Palatine, IL

2007 to 2010

Leading provider of HR benefits, outsourcing, and consulting services in the U.S. and U.K. 25,000 employees. 30 countries. \$3B sales.

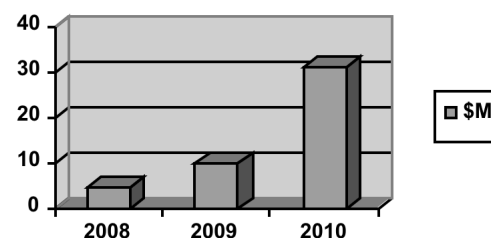
SENIOR DIVISION OPERATIONS EXECUTIVE

Doubled sales performance and profitability by establishing robust, systematic business development tools. Owned P&L accountability for U.S. and India operations. Implemented delivery model, call center, and quality programs. Steered product strategy for core benefits platform. Directed \$250M in M&A activity and headed 3,000-member organization with 12 direct reports and \$150M budget.

\$20M Global Sourcing Delivery Model: Absence of critical tools such as implementation methodology, cost tracking, supply/demand metrics, PMO practices, and pipeline reporting was resulting in poor quality, inefficient operations, and compromised profitability.

- Strengthened business decisions with real-time dashboards and long-range strategies.
- Achieved critical organizational restructuring, hiring 150 new resources in record time to support increased demand. Achievement was noted in the *New York Times Magazine*.
- Generated record \$147M in new revenue while increasing margins.

Delivery Model Savings



\$20M Call Center Turnaround: High call volume (18M annually), stagnant productivity metrics, and high FT-to-PT ratio were fueling significant costs.

- Improved handle time by 15%, from 7.53 minutes to 6.43 minutes, with efficiency training program.
- Achieved labor expense savings by relocating call center to Charlotte, NC.
- Increased span of control from 13:1 to 19:1.
- Realized \$3.3M in 1st-year savings, \$7M to-date.

Brianna H. Jensen
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Jackson Associates, Continued

Human Capital Development: Enterprise faced low engagement and employee retention rate. Success was dependent upon acquiring and keeping top talent while maintaining existing payroll expenditure.

- Improved engagement 22% and raised retention to 91% by implementing diversity programs and talent development initiatives.
- Built 98% key-talent retention rate, highest in the division.

Automatic Data Processing, Inc. – Roseland, NJ

1993 to 2007

Global provider of integrated computing and business outsourcing services. 47,000 employees. \$8.7B in sales.

DIVISION VICE PRESIDENT/GENERAL MANAGER (2003 to 2007)

Enabled double-digit recurring revenue growth and set stage for continued, sustainable improvement.

Owned P&L for \$225M global organization. Responsible for multiyear strategy for Time and Labor business. 8 direct reports. \$125M budget.

Product Portfolio Planning and Execution: Company growth rate of 8% was lagging market growth rate of 10%. Ineffective operations and service channels, absence of proactive sales channel development, and incomplete long-range business and product strategies were hindering progress.

- Grew revenue 34% in 2 years, powering leap from \$225M to \$340M.
- Reached 11% year-over-year growth, gaining market share instead of losing ground.
- Improved sales productivity 25% from \$450K to \$563K per FTE.
- Enhanced client retention 3 bps and strengthened communications with top 25 customers.
- Added \$10M in liquidity and stretched margins, shortening delivery time from 1 year to 1 quarter.

VICE PRESIDENT/GENERAL MANAGER, MAJOR ACCOUNTS DIVISION (2001 to 2003)

Generated \$3M in recurring revenue, 3X expected, during 10-month pilot program.

VICE PRESIDENT/GENERAL MANAGER, SANTA CLARA REGION (1999 to 2001)

Propelled explosive 40% revenue surge from \$54M to \$88M in 24 months while improving profitability, client retention, employee retention, and overall customer satisfaction.

VICE PRESIDENT/GENERAL MANAGER, BUSINESS SERVICES DIVISION (1993 to 1999)

Realized \$800K in bottom-line growth. Exceeded all EBIT goals and led Western Division in QA every year.

Early Career

Held progressively more challenging positions in operations, general management, and technology, including **VP/OPERATIONS EXECUTIVE** for Citibank's Southern California Region. Highlights include:

- Grew sales channel from \$17M to \$31M in 1 year.
- Facilitated double-digit growth by rebuilding IT infrastructure to accommodate expansion.
- Increased peak transaction capacity 30%.

EDUCATION

MBA, Technology Management, University of Phoenix, 2002
BS, Business Management, University of Phoenix, 1999

Chapter 11

SALESLADDER: RESUME SAMPLES & KEYWORDS

SALES: IT'S ALL ABOUT CAPTURING CLIENTS AND DELIVERING THE DOLLARS!

Sales is the engine that drives revenue to the company. Those who excel in sales have mastered the different stages – from capturing interest to closing the deal – that make up a sales cycle. Whether that cycle is a quick transaction or a years-long relationship-building effort depends on the complexity of the product or service as well as the customer's buying process. But no matter the product or the sales cycle, at its heart sales is all about numbers – revenue growth, sales increases, margin increases, customer acquisition, account penetration, new business developed, and more. Make sure your resume shows how you have done that.

Follow “Five Fundamentals for \$100K+ Sales Resumes” to create a resume that perfectly conveys *who* you are and *what* you do so well.

FIVE FUNDAMENTALS FOR \$100K+ SALES RESUMES

- 1. Show off your numbers.** Sales is perhaps the most measured of professions, and every sales resume should be flush with numbers. If yours are particularly good, make sure they “jump off the page” so that readers will be instantly aware of and impressed by your sales results. Don't be subtle!

- 2. Use numbers to your advantage.** Because sales has so many areas of measurement, you have many opportunities to present results that will bolster your resume. Rather than including every number or negative numbers, focus on areas where you were successful. For example, if your team did not reach its sales goal the last two years, don't highlight this on your resume. Instead, talk about the number of new accounts your team captured or a double-digit increase in profit margin. Always focus on the positive!
- 3. Add context and comparisons.** Sometimes pure numbers don't tell the whole story. Yes, your team missed its sales goal – but it outperformed every other team in the country during a steep economic downturn. Or your sales numbers were down but profit dollars went way up because you targeted the business more strategically. Be sure to place achievements in context if doing so will make your resume stronger.
- 4. Emphasize staff training and development.** Developing strong sales performers is a key goal of every sales organization and a key role for every sales manager. Your success as a leader will be measured by the success of your team, so let readers know how you recruited, trained, developed, mentored, motivated, incentivized, strengthened, and otherwise influenced the productivity and performance of your sales team.
- 5. Be the “first,” the “best,” or the “most.”** If you've pioneered a new product, built the top sales team in an organization, captured the most new business in company history, or otherwise outpaced your peers and outperformed the competition, highlight it in your resume! Innovation, creativity, and leadership are valuable assets that will help sell you to your next employer.

250 KEYWORDS FOR SALES RESUMES

While you want to include as many appropriate keywords as possible in your resume, it's essential to choose keywords that accurately describe your expertise and experience. Select words from this list and find others in job postings and on company websites so that you can create a keyword-rich resume that will give you a distinctly competitive advantage as you vie for \$100K+ opportunities.

Account	B2C Sales Management
Account Development	Benefits
Account Management	Brand Integrity
Account Relationship Management	Branding
Account Retention	Brochure Development
Account Services	Budgeting
Area Sales	Business Building
Area Sales Management	Business Development
B2B	Buyer
B2B Sales	Buying Trends
B2B Sales Management	Category Management
B2C	Channel Sales
B2C Sales	Client
	Co-Brand

Cold Calling	Customer Interaction
Cold Prospecting	Customer Loyalty
Communications	Customer Management
Competitive Analysis	Customer Needs
Competitive Contract Award	Customer Needs Assessment
Competitive Market Intelligence	Customer Preferences
Competitive Product Positioning	Customer Presentations
Consultative Sales	Customer Relationship Management (CRM)
Consumer Buying Behavior	Customer Retention
Consumer Packaged Goods	Customer Satisfaction
Contests	Customer Segmentation
Corporate Brand	Customer Service
Corporate Identity	Customer Survey
Credit	Customer Transaction
Cross Selling	Dealer Sales Management
Cross-Cultural Communications	Demand
Customer	Direct Mail
Customer Account Management	Direct Response Pieces
Customer Communications	Direct Sales
Customer Demographics	Displays
Customer Development	Distribution Channels
Customer Inquiries	Distributor Network Management

Distributor Sales	Global Sales Management
District Sales	Headquarters Account Management
District Sales Management	High-Impact Presentations
District Sales Territory	Inbound Sales
District Sales Territory Management	Inbound Sales Management
E-Business	Incentive
E-Commerce	Incentive Campaign
Electronic Commerce	Incentive Planning
Electronic Sales	Indirect Sales
Electronic Sales Management	Indirect Sales Management
Emerging Markets	Inside Sales
E-Sales	Inside Sales Management
E-Sales Management	International Sales
Expense Control	International Sales Management
Expense Reporting	International Trade
Features & Benefits	Internet Sales
Field Sales	Internet Sales Management
Field Sales Management	Key Account Management
Field Service	Key Account Relationship Management
Forecasting	Licensee
Global Markets	Licensing
Global Sales	

Line Extension	New Product Introduction
Manufacturing Sales Management	Niche Markets
Margin	Orders
Margin Improvement	Outbound Sales
Market Analysis	Outbound Sales Management
Market Assessment	Outside Sales
Market Capture	Outside Sales Management
Market Conditions	Personal Branding
Market Identification	Point-of-Sales (POS)
Market Intelligence	Presentations
Market Launch	Pricing
Market Planning	Pricing Strategy
Market Positioning	Private Branding
Market Segmentation	Private Label
Market Share	Product Benefits
Marketing	Product Demand
Mass Merchants	Product Demonstration
Multi-Channel Distribution	Product Design
Multi-Channel Sales	Product Development
National Account Management	Product Display
Negotiations	Product Features
New Business Development	Product Innovation
New Market Identification	Product Launch

Product Licensing	Analysis
Product Lifecycle	Revenue
Product Line Extension	Revenue Forecast
Product Merchandising	Revenue Growth
Product Portfolio	Revenue Stream
Product Positioning	Sales
Product Presentations	Sales & Marketing Management
Product Pricing	Sales Activity
Product Sales	Sales Activity Management
Product Samples	Sales Administration
Product Specifications	Sales Automation
Profit & Loss (P&L) Management	Sales Branch Management
Profit Growth	Sales Budget
Profitability Analysis	Sales Category
Project Management	Sales Category Management
Promotions	Sales Closing
Prospects	Sales Consulting
Regional Sales Management	Sales Contests
Relationship Management	Sales Contract
Reporting	Sales Control System
Research & Development (R&D)	Sales Cycle Management
Retail Sales	Sales Display
Return-on-Investment (ROI)	Sales Forecasting

Sales Goals	Sponsorship
Sales Incentive	Strategic Customer Relationship
Sales Leadership	Strategic Growth
Sales Management	Strategic Positioning
Sales Orders	Strategic Product Plans
Sales Presentations	Strategic Relationship Management
Sales Promotions	Telemarketing Management
Sales Recruitment	Telemarketing Sales Management
Sales Region	Telesales
Sales Script	Territory Sales Management
Sales Team	Third-Party Sales
Sales Team Management	Trade Shows
Sales Techniques	Training & Development
Sales Territory	Trends
Sales Training	Vendor Negotiations
Sales Transaction	Vendor Relations
Sales Trends	Virtual Sales
Sales Volume	Virtual Sales Management
Sales Warranty	Website
Segmentation	Website Sales Management
Service Portfolio	Wholesale Sales Management
Services	
Social Trends	
Solutions Selling	

SALESLADDER: SAMPLE RESUMES

On the following pages you will find five \$100K+ sales resumes written by talented writers at TheLadders. The strategy, content, structure, and design of each resume were carefully created by the writer to align with each individual's current career goals, showcase their most notable achievements, and paint the picture of a highly qualified candidate. Make sure your \$100K+ resume does the same!

Carlos Rodriguez: Senior Sales Manager 257

One of the very first things on this resume is the fact that Carlos is bilingual which is critically important to his current objective and, as such, is prominently positioned at the very top. Then, notice the wide variety in accomplishments that Carlos includes in his resume – sales growth, company rankings, sales awards, cost savings, and more – clearly communicating that he's able to deliver strong financial performance in just about any situation.

Donald Myers: Business Development Manager 259

The visual appeal of this resume – the colored lines, the arrows, and more – enhances its strong content. Headings are used to introduce each bullet point, a very effective strategy for highlighting keywords and improving the overall readability of the resume.

Winona Majors: National Sales Manager 261

Read the first two lines of this resume and you instantly know *who* Winona is and the value she'll bring to a new organization. Then, the concise resume showcases her in-depth sales expertise in the construction industry. Prior positions are consolidated to present just the information that is relevant at this point in her career.

Mark Hedberg: National Sales Director 263

Mark's resume makes good use of formatting to increase readability and draw attention to key points. Because he wishes to remain in the medical products field, his specific product expertise is highlighted along with his notable sales accomplishments. The shaded boxes give the resume a unique visual appeal and the inclusion of his personal interests ties in well to the high-energy attitude every sales leader should demonstrate.

Phaedra Markopolis: Global Business Development Executive 265

Phaedra's resume clearly shows her business development success in multiple countries on several continents. Her resume can be quickly skimmed for key information and then provides rich content on a more leisurely reading. The words in bold print at the beginning of each bullet point add measurable value to this resume and provide the reader with an entire portfolio of core skills, talents, and competencies.

Carlos Rodriguez

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SENIOR SALES MANAGEMENT

*Expertise in Managed Care Account Management and Pharmaceutical / Biotech Sales
Bilingual English / Spanish*

Top-performing and persuasive Sales Manager offering 14+ years of successful experience in positions of progressive responsibility within pharmaceutical and biotech industries. Outstanding track record of consistently developing new business, expanding established accounts, and meeting or exceeding sales goals through creative, customer-driven, and solutions-focused strategy. In-depth background working with drug formularies and conducting market analysis to measure competition. Strong analytical, organizational, and follow-through skills.

▶ Territory Management / Development	▶ Account Management / Retention	▶ New Business Development
▶ Brand Management	▶ Staff Training & Development	▶ Forecasting / Trend Analysis
▶ Strategic Business Planning	▶ Market Positioning & Analysis	▶ Competitive Analysis
▶ Creative / Strategic Selling	▶ Contract Management / Negotiations	▶ Budget Management
▶ Customer Needs Assessment	▶ Cost / Benefit Analysis	▶ Database Management

PROFESSIONAL EXPERIENCE

STAR PHARMACEUTICALS, Newark, NJ

2008–Present

[One of the top 5 pharmaceutical companies in the world with 2010 revenues projected at \$33 billion]

Territory Sales Manager

Analyze and implement new Managed Care strategies and supervise team of 6 Sales Representatives. Train Sales Specialists on strategies for physicians and Managed Care markets. Provide training, coaching, and direction for Sales Representatives to achieve territory goals. Collaborate with multiple departments to communicate field intelligence, including status of current plans of action, product reimbursement, and competitive activity.

—Selected Accomplishments

- **Achieved President's Club in 2009** and placed among top 3% of territories for 3 consecutive years.
- **Grew territory sales 200%** by convincing decision makers that Star's products were superior to competitors'.
- **Currently rank 10th out of 120 nationwide** in achieving sales goals.
- Expanded market share in NJ's largest plan (Future Health) by implementing new Managed Care strategies.

X-MARK LABORATORIES, Elizabeth, NJ

2005–2008

[\$11.7 global pharmaceutical company]

Senior Contract Analyst

Managed contracted sales of more than \$150 million, maximizing profitability by ensuring that existing contracts achieved targeted profit margin. Performed retrospective contracting analysis of existing contracts and prospective reviews of new contracts to measure financial value of company's contracting initiatives. Ensured that customers followed language, terms, and formulary requirements included in agreements.

—Selected Accomplishments

- Played instrumental role in **saving more than \$3 million over 2-year period** in contract renewals by analyzing sales data and creating effective rebate strategies on select products.
- Negotiated contracts with Aetna, Merck Medco, Anthem, Caremark, Wellpoint, ESI, RX Solutions, and Health Net that placed products on preferred tier while maintaining favorable return on investment.

Continued...

Carlos Rodriguez ♦ 973-555-5555 ♦ crodriguez@gmail.com

PROFESSIONAL EXPERIENCE, continued

WOODMAN LABORATORIES, INC., Wayne, NJ

1999–2005

[Pharmaceutical company specializing in products for central nervous and cardiovascular systems]

Customer Planning Analyst, 2002–2005

Oversaw forecasting and budgeting of specialty market accounts. Participated in developing new product-contracting strategies for Managed Care accounts. Examined and reported effects of launch of competitors' products on company's top accounts. Generated reports on company's programs and their affect on market share. Developed performance reports for various products of top business plan accounts. Examined Central Nervous System, Respiratory, and Pain Management sectors for marketing. Trained Long-Term Care Analyst.

—Selected Accomplishments

- Created the company's first High-Volume Prescriber list for Specialty Markets.
- Created new report to track return on investment for educational/marketing programs, resulting in better-tailored programs and higher attendance.

Financial Analyst, 1999–2002

Teamed with Human Resources to improve compensation for employees. Prepared monthly General and Administrative forecasts and Product Liability budget. Forecasted and explained headcount variance.

—Selected Accomplishments

- Improved tracking of product expenses by designing new report to show breakdown of marketing expenses.

MORGAN STANLEY, INC., New York, NY

1997–1999

[Preeminent financial advisor to companies, governments, and investors worldwide]

Senior Accountant

EDUCATION

Seton Hall University, West Orange, NJ

B.S., Business Administration, Concentration in Accounting

1997

COMPUTER SKILLS

Microsoft Office, SAP, IMS Plan Trak, Micro Strategies, NDC Health

DONALD MYERS

745 Aztec Ave. • Austin, TX 78717

Email: doncmymers@gmail.com • Phone: 512.555.5555

BUSINESS DEVELOPMENT & ACCOUNT MANAGEMENT EXECUTIVE
Energy, Environment, Construction & Engineering Industries*Consistently generating double-digit revenue and profit growth in challenging and highly competitive markets.*

More than 15 years of success turning around struggling accounts, capturing new business, and establishing new territories by delivering innovative sales and marketing tactics. Proven presentation, negotiation, and team leadership skills and track record of exceeding objectives, forging lasting customer relationships, and resolving complex business issues. BS in Mechanical Engineering, strong technical acumen, and extensive hands-on management responsibility for:

- Strategic Sales & Market Planning
- Territory Development & Management
- Customer Relationship Management
- Competitive & Trend Analysis
- Brand Stewardship
- Marketing Management
- Product Design & Launch
- Supply Chain Management
- Key Market Penetration
- Account Capture, Growth & Retention
- Team Building, Training & Leadership
- Needs Assessment

Leadership in Energy & Environmental Design (LEED) Green Associate
North American Technician Excellence (NATE) Certification
International Ground Source Heat Pump Association (IGSHPA) Certification

PROFESSIONAL EXPERIENCE

URBAN & COMPANY, Austin, TX
Leading HVAC distributor; \$90M in annual revenue.

2003–Present

Senior Manager, Territory Sales

Tasked with building territory from the ground up, establishing brand presence in West Texas by cultivating dealer relationships, introducing new product offerings, instigating aggressive marketing programs across multiple platforms, and salvaging unprofitable accounts. Direct all facets of the sales cycle for 75+ accounts, from bidding through delivery and customer support. Additionally ensure the achievement of company's financial and strategic objectives by providing tactical direction to sales programs, prioritizing/allocating resources, evaluating existing programs and operations, and fostering a collaborative work environment. Administer \$90K marketing budget.

- **Revenue & Profit Growth.** Delivered award-winning, sustainable financial results:
 - Recognized as \$1M Club Winner for 5 consecutive years for generating \$1M+ gross margin dollars.
 - Lifted market share from less than 1% to 21% within 5 years.
 - Earned Quota Breaker Award 3 times.
 - Hired/trained high-performance support staff, facilitating \$300K+ year-over-year gross margin increase.
 - Ranked second in sales companywide within 3 years, turning around accounts in financial turmoil and acquiring accounts in untouched markets.
 - Produced the company's second-highest annual gross margin dollars 7 times.
- **Territory & Relationship Building.** Penetrated and grew untapped territory with little support by forging strategic relationships:
 - Successfully negotiated and captured key national accounts including Super Buffet, Best Inn, and Mega Grocery, winning projects away from competitors.
 - Gained access to organizations that had previously refused Urban bids and products, achieving acceptance by nearly every mechanical engineering, residential and commercial construction, and government/public entity within territory.
 - Leveraged market knowledge to secure loyal dealers in every county within territory.

DONALD MYERS

Email: doncm Myers@gmail.com • Phone: 512.555.5555

URBAN & COMPANY, continued

- **Advertising & Promotions.** Championed aggressive advertising efforts to acquire dealers and establish strong brand presence in territory:
 - Negotiated featuring of a new communication system product on Austin Hearth & Home Show, conducting interviews with 4 local TV stations and attaining free commercial advertising.
 - Orchestrated and managed incentive and customer reward trips.
 - Amplified brand recognition by designing websites, press releases, billboards, and print, radio, and television advertisements for dealers.
- **Training Programs.** Fashioned and presented numerous programs to drive profitability:
 - Introduced product, sales, marketing, and business training to territory.
 - Created and delivered marketing and training programs to all dealers, increasing brand awareness for both Urban and its dealers.
- **Customer Service.** Instituted free weekly delivery to customers throughout territory, increasing sales margins to fund program that resulted in substantial increase in sales consistency and customer loyalty.
- **New Product Launch.** Brought new cutting-edge products to market and provided beta test sites for products prior to production.
- **Consulting.** Supplied strategic business consulting that transformed New Hope Medical from a home-based business into one of the region's leading medical contractors.
- **Project Management.** Spearheaded unprecedented integration that enabled energy-efficient geothermal heating and cooling system in Texas Governor's mansion to connect with state's facility control system.

ONESOURCE INC., Tulsa, OK

1995–2003

*One of Urban & Company's largest distributors with more than \$110M in annual revenue.***Sales Engineer – Multiple territories in Oklahoma, Texas, and Colorado**

Rapidly promoted from inside to outside sales and charged with developing new sales territories: conceived and executed market-specific business plans, sales strategies, and networking methods to meet revenue and profit goals. Created and delivered high-impact presentations that strategically positioned the OneSource solution, constantly earning new, repeat, and referral business as a result.

- **Process Development.** Championed the development and implementation of bidding process that streamlined pricing, response times, and bid accuracy, resulting in competitive edge within industry.
- **Territory Creation.** Established new dealers in a new territory with nominal direction or assistance; promoted and assigned another new, challenging territory based on performance.
- **Training & Development.** Initiated sales and engineer training classes and attended various sales meetings and product seminars to stay abreast of industry trends, competition, and new products.

Additional experience as Campaign Manager for Crumby for Congress. Tasks included managing 125 volunteers, creating advertising and press releases, directing event planning, securing endorsements, and fundraising.

EDUCATION & TRAINING

THE UNIVERSITY OF OKLAHOMA, Norman, OK

Bachelor of Science in Mechanical Engineering

Urban & Company Hourly Analysis Program (HAP) Training

Winona Majors

6807 Hardy Drive • Pittsburgh, PA 15232 • (412) 555-5555 • winona.major@email.com

REGIONAL/NATIONAL SALES MANAGER

Building & Construction Products • Distributor, Major Retailer & Industrial Accounts

Consistently Top-Producing Sales Manager with a reputation for turning around troubled territories and a clear record of producing substantial gains in volume, market share, and profitability. Knowledgeable industry expert who leverages a network of well-established professional relationships throughout US and Canada to identify and seize unique business opportunities with new and existing customers.

Effective leader and mentor with proven ability to promote subordinates into positions of leadership and a talent for building teams of leading sales performers. Exceptional presenter, negotiator, and sales closer.

**Sales • Sales Management • Marketing Strategy • Business Development • Strategic Planning
Market Analysis • Channel Development • B2B Sales • Account Relationship Management
Account Retention • Distributor Relationships • Staff Development • Mentoring
Team Building • Recruitment • Presentations • Contract Negotiations • Closing**

PROFESSIONAL EXPERIENCE

BuildItRite Corporation – Austin, TX 2008–present

A leading manufacturer of building materials with \$4 billion annual sales through 8 different product divisions, including FiberCement, Roofing, Interior Ceilings, Drywall, and Siding.

National Sales Manager, FiberCement Division

Lead a team of 8 Regional Managers in market development and sales of FiberCement siding throughout the United States. Coach and manage Regional Managers in developing account plans, coordinating strategies with Territory Managers, and resolving product and service issues with key accounts to achieve corporate market-share goals.

- Increased market share from 7% to between 13% and 15% nationally.
- Spearheaded strategic nationwide initiative to open new distribution channels and oust key competitors. Outperformed goal of \$20 million in new sales by capturing first-time business with Best Lumber (valued at \$10 million annually) and 11 additional accounts representing more than \$10 million in annual sales.
- Coached all Regional Managers to increase production in their regions.

Trix Company – Burgettstown, PA 2003–2008

\$300 million manufacturer of wood composite decking products.

Regional Sales Manager, 2005–2008

Drove double-digit annual sales growth, leading a team of 10 Sales Representatives covering 9 US states and eastern Canada. Served as primary contact for major distributors in a 2-step distribution system.

- Increased annual sales from \$50 million to \$75 million in 3 years with projected growth of 20% in the succeeding year.
- Developed and promoted 2 Sales Representatives to District Manager.

Trix Company – continued

Senior Sales Representative, 2003–2005

Called directly on distributors, dealers, architects, builders, and contractors in Washington, Pennsylvania, and New York State to create focus and pull-through opportunities.

- Increased sales in territory 63% in 2003 and 45% in 2004.

Dutchtown Distribution – Pittsburgh, PA

2001–2003

An industry-leading \$700 million distributor of maintenance, repair, and operating supplies such as abrasives, hoses, plumbing, and fasteners.

Corporate Account Manager, 2002–2003

Managed a \$2.5 million portfolio of national accounts that included McDonnell-Douglas, Champion, Williamstown Industries, and AG&E. Worked with the Supply Chain Management Team to implement account programs.

- Exceeded plan in each quarter by 3%–22%.

McDonnell-Douglas Business Development Specialist, 2001–2002

Identified and built on new opportunities at McDonnell-Douglas, consistently exceeding plan targets and earning promotion to Corporate Account Manager.

Additional Sales and Leadership Experience

1992–2001

- **District Sales Manager**, Research Corp., Pittsburgh, PA, 1999–2001. Led 7-member team in sales of HVAC systems and components such as air cleaners, humidifiers, and zone control systems.
- **Sales Consultant**, Apex Lighting, Pittsburgh, PA, 1996–1999. Sold commercial, industrial, and exterior lighting systems, calling on designers and engineers to secure specification of company products.
- **Supervisor**, Burt's Construction, Pittsburgh, PA, 1992–1996. Oversaw construction of concrete restorations and government installations. Managed as many as 17 employees and directed subcontractors.

EDUCATION

University of Pittsburgh

B.S. Economics, 1990
Minor: Business Administration

Highlights of Sales and Executive Education

Winning Account Strategies, Achieve Global (2010)
Effective Executive Speaking, Dr. Phau (2009)
Situational Leadership II, The Ken Blanchard Companies (2008)
Leadership Development, University of North Carolina-Chapel Hill (2006)
Management Skills for Managers, American Management Association (2005)
Sales Advantage, Dale Carnegie (2002)
Effective Negotiating, Karrass (2000)
Strategic Selling, Bowman Distribution (1999)

Mark Hedberg

Charlotte, NC • mhedberg@aol.com • 336.555.5555

NATIONAL MEDICAL SALES TEAM MANAGEMENT

Award-winning Medical Sales Management Executive with a “Midas touch” for finding and building outstanding sales talent and consistently leading teams to record best results. Go-to person for closing vital sales calls and winning must-have customers. Possess an old-school work ethic – combined with a new-school interest in cutting-edge technology, especially technology that improves human lives. Work arduously to understand technology-based products better than most product experts. A student of the competition’s weaknesses. Able to relocate.

PROFESSIONAL PROFILE

CARETAKER, INVESTOR, AND BUSINESS MANAGER, Greensboro, NC, 2007–Present

Invested this period in the care of ailing parents and business leadership initiatives. Notably, served as consultant and founding team member of Smith’s Veterinary Hospital in Greensboro; hired medical staff, created programs and processes, and grew hospital to annual revenues of \$5M. Stayed active in sales – and realized desire to return to greatest passion and skill: *to build and lead an outstanding medical sales team to record-best results.*

TREND MEDICAL, Charlotte, NC, 1998–2007

NATIONAL SALES DIRECTOR, ALISOR MEDICAL PRODUCT LINE (2005–2007)

Core Products: equipment for all radiology – PACs technologies: diagnostic radiology, ultrasound, nuclear medicine, special procedures, CT scan and MRI; cardiology-related: patient monitors, EKG, cardiac stress and Holter systems. Called on: Cardiology, Surgery, and Internal Medicine. Sales region: United States nationally.

- Led a team of 142: 130 account manager, 12 regional managers.
- Provided leadership key to the successful transition of company from regional to national market focus.
- Personally interviewed, hired, and trained approximately 100 account managers and 8 regional managers.
- Reported directly to Trend Medical owners and to Alisor National HQ.
- **Select Achievements:**
 - Expanded sales revenues **from startup to \$300M** per year in less than 3 years.
 - Surpassed 100% to goal by a sizable margin – **every quarter for 3 consecutive years.**

NATIONAL SALES DIRECTOR, KILLIAN MEDICAL PRODUCT LINE (2002–2005)

Core Products: equipment for all radiology – PACs technologies: diagnostic radiology, ultrasound, nuclear medicine, special procedures, CT scan and MRI; cardiology-related: patient monitors, EKG, cardiac stress and Holter systems. Called on: Cardiology, Surgery, and Internal Medicine. Sales region: 10 southeastern states.

- Grew the business **from initial team of 10 account managers to a team of 72**: 52 account managers, 10 regional sales managers, and 10 product specialists.
- Furthered invaluable insight to the national and global business development best practices of Killian.
- Trained and mentored sales leaders: 5 account managers progressed to regional account manager positions.
- Won numerous awards and accolades; promoted to National Sales Director for Alisor Medical
- **Select Achievements:**
 - Led team to record growth: **from \$16M to \$420M** in less than 4 years.
 - Outperformed goal by double digits – **every quarter for 5 consecutive years.**

TREND MEDICAL, continued

REGIONAL ACCOUNT MANAGER (1998–2002)

Core Products: HP and Alisor lines of patient monitoring equipment, nuclear medicine / X-ray CT imaging systems, EKG systems, defibrillators, cardiac stress and Holter systems. Called on: most specialty and admin call points at hospitals and private offices. Sales region: NC, SC.

- Developed several larger hospital accounts, including (in SC): Central Hospital, TriCity Medical Center, Colleton Medical Center; (in NC): Womack Army Hospital, Cherry Point Naval Hospital, Duplin General Hospital, and Craven Regional Medical Center; and (in GA): Bullock Medical Center.
- Sold orders worth up to \$550K; orders averaged \$145K to \$400K.
- **Select Achievements:**
 - Ranked consistently among **Top 10%** of the national sales force.
 - Promoted well ahead of normal tenure to National Sales Director.

BAYTEC CORP., San Francisco, CA, 1991–1998

TERRITORY SALES REPRESENTATIVE / REGIONAL SALES MANAGER

Core Products: research equipment, infusion devices, urological implants and urodynamic equipment. Called on: Surgery, Critical Care, Urology, Neonatal, Sleep Centers, and Research Facilities. Sales region: West Canada and northwest US: CA, OR, WA, NV, HI, and AK

- Started career with the Northern California territory and progressed to increasingly larger territories, culminating as Regional Manager.
- Traveled extensively to Japan, Korea, Taiwan, Singapore, India, Australia, and New Zealand to develop accounts and train sales and service teams.
- Eclipsed sales goals consistently and **won numerous top performance awards**, e.g., landed the largest order of a disposable urological diagnostic device in corporate history.
- **Select Achievements:**
 - Led rapid business expansion from startup to 8 sales reps and annual sales of \$4M.
 - **Met or surpassed 100% to goal each year.**

EDUCATION, TRAINING & INTERESTS

Bachelor of Science, Biology: University of Maryland, College Park, MD

Training: Continue to invest in product training throughout career. Successfully completed numerous courses with General Electric Medical, HP, and Philips Medical; Ledford strategic sales training, sales leadership training, training on devices and impacted disease states – multiple therapeutic areas.

Interests: Golfing, salt water fishing, sailing: a certified sailing instructor.

Phaedra Markopolis

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Seattle, WA 98134

Expatriate Address:
210 Marcos Street, Flat 7B
Hong Kong 7491, China

SENIOR BUSINESS DEVELOPMENT EXECUTIVE Industrial Technology • eCommerce

Global Business Leader with 19 years of sales and management success in the US and Asia, distinguished by double-digit revenue growth for multinational companies. Acknowledged change agent experienced in transforming struggling operations into profitable enterprises with Global 1000 accounts. Strong cross-functional expertise in operations management, marketing, finance, and sales, with extensive experience leading international teams. Thunderbird Master's in International Management.

Change Management • International Business • Team Leadership • Strategic Planning • P&L
Project Management • Startups • Client Relations • Process Improvement • Logistics • IPOs • Joint Ventures
Restructuring • Supply Chain Management • Outsourcing • Vendor Relations • Risk Management • Client Relations

PROFESSIONAL EXPERIENCE

BID-N-BUY, INC.

2002–Present

World leader in online industrial auctions generating \$100M in sales for Global 1000 clients.

Managing Director, Bid-N-Buy Asia (2008–2010)

Hong Kong

Directed 18-employee Asian business unit, overseeing operations, marketing, finance, sales, and account management. Succeeded in culturally diverse business environment to build a thriving company.

- **Turnaround Success.** Transformed near-bankrupt company to positive cash flow in 16 months.
- **P&L Performance.** Produced \$750K in 2009 revenue with 40% profit margin; on track to surpass that amount in 2010.
- **Organizational Leadership.** Built a resilient organization for sustained advantage by restructuring the business unit to reduce operating expenses by 15%.
- **Major Competitive Win.** Pursued, negotiated, and executed \$6.3M asset sales program to manage the closure of IBM's Hong Kong plant.
- **Business Development.** Captured extensive client portfolio of Global 1000 companies, including Tesco, BF Goodrich, Sony, Coca-Cola, Mobil, and IBM.

Director • Country Manager, Bid-N-Buy (Philippines) Ltd. (2004–2008)

Manila

Attained high level of performance leading 12-employee Philippines business. Increased profits by 700% between 2004 and 2008.

- **Integration.** Guided smooth integration of E-Auctions into Bid-N-Buy operations following acquisition. Launched large PR campaign that captured significant press attention for new brand.
- **Revenue Growth.** Delivered unprecedented \$2.7M in 2007 revenue with 30%+ profit margin.
- **Major Deal.** Closed \$8.2M asset sales solution for Philippines CRT plant closure.
- **Business Model Change.** Transformed traditionally off-line business into successful online business with horizontal diversification.
- **Marketing Operations Overhaul.** Improved marketing outcomes by scrubbing database and repopulating it with qualified and high-integrity data.

Phaedra Markopolis

phaedra@gmail.com • Mobile: +852-5555-5555 • Skype: phaedra.markopolis

BID-N-BUY, INC., continued**Director, Business Development, Bid-N-Buy Asia (2002–2004)**

Hong Kong

Collaborated with North American account executives serving global accounts, providing business development for APAC region. Reported to global CEO with dotted line responsibility to regional MD.

- **Revenue Growth.** Consistently outperformed sales quota, generating \$650M+ in direct profit.
- **Sales Results.** Achieved 100% increase in Asia Pacific sales in first 18 months by executing effective sales strategies in Singapore, Thailand, Malaysia, and China.
- **Brand Equity.** Strengthened company brand by designing strategic interactions with clients that conveyed a higher value proposition, enabling company to charge higher fees.
- **Project Management.** Enriched customer experience and increased account retention by standardizing service delivery across industries and regions.

E-HOME, INC.

1999–2001

Privately held online home improvement and home furnishings company.

Director of Strategic Alliances

Seattle

Drove sales for online company through Professional Services channel. Directed affiliate managers.

- **Channel Partnerships.** Created strategic alliances with Yahoo!, AOL, and HomeStore that leveraged E-Home assets, content integration, and click-through capacity.
- **New Revenue Stream.** Increased revenue and brand awareness by developing affiliate program.

PACRIM EXPORTS, INC.

1995–1999

International branding and export company.

Founder & Managing Director

Seattle, WA

Launched entrepreneurial venture to resurrect iconic Amco Motorcycle Company, overseeing manufacture and export of nostalgic, American-built, V-twin motorcycles to overseas markets. Established wholesale distribution partners in Asia, Europe, and South Africa.

- **Growth.** Built revenues from zero to 50% growth year-over-year, with average contract value of \$225K.
- **Company Sale.** Positioned company as attractive acquisition target and negotiated sale to FA Bikes.

WASHINGTON MUTUAL BANK

1991–1995

Leading regional financial institution.

International Trade Finance Specialist

Seattle, WA

Served as account manager for Williams-Sonoma, Pottery Barn, and Harry & David, negotiating commercial documents under letters of credit. Coordinated the migration of middle-market, special assets, and private banking customer base during conversion of Security Pacific Trade Finance Operations unit.

EDUCATION

Master of International Management, Thunderbird School of Global Management

Glendale, AZ, 1991

Concentration: International Management & Trade
Regional Emphasis: Association of Southeast Asian Nations
Language: Mandarin Chinese

Bachelor of Arts in Philosophy & Business Administration, Whitman College

Walla Walla, WA, 1989

International Study: Southeast Asia 1989, Paris 1986

Chapter 12

TECHNOLOGYLADDER: RESUME SAMPLES & KEYWORDS

TECHNOLOGY: IT'S ALL ABOUT INNOVATION, INVENTION & EXECUTION!

Technology affects every area of business, and technology leaders can hold extremely diverse roles and be involved with a wide array of technologies. Your Technology Executive resume must demonstrate your technical knowledge, your business contributions, and your expertise within your specific segment of the fast-moving technology arena.

Follow “Five Fundamentals for \$100K+ Technology Resumes” to create a resume that perfectly conveys *who* you are and *what* you do so well.

FIVE FUNDAMENTALS FOR \$100K+ TECHNOLOGY RESUMES

- 1. Detail your technical expertise ... or don't.** The more hands-on the role you are seeking, the more important it is to include a detailed list of your technology expertise. Conversely, if you are seeking a senior-level technology leadership position such as CIO, CTO, or CKO, including a detailed technology list could send the wrong message. After all, you are not performing the technical work. Rather, you are defining, directing, and executing technology strategy and projects, so your resume should be flush with more strategy,

leadership, and business accomplishments. You can also include your technology skills, but at the end of the resume so they're perceived as an add-on and not the primary focus of your \$100K+ resume.

- 2. Look beyond technology.** Always remember the business need behind the technology invention, purchase, implementation, or upgrade: the need to make money, save money, save time, improve service, please the customer, and other measurable business benefits. Mention these benefits – with numbers, percentages, and other hard results – whenever possible in your resume.
- 3. Spotlight innovation, invention, creativity, and cutting-edge technical leadership.** Technology advances drive business success, so be certain to highlight every example from your career that shows you have contributed to advancing and innovating technology. Use words like “first,” “most,” and “best” on your resume to show that you have been a top performer and at the forefront of your profession.
- 4. Make your resume inviting to read.** Too much jargon, too-dense text, and too many detailed technical descriptions will drag down your resume and make it incomprehensible to the average reader. And if people can't understand your resume, they won't appreciate your value and won't call you for an interview. Simplify your language, yet keep it professional and on-brand, and save deep technical details for a later conversation.

- 5. Don't forget the human element.** Technology is cool, exciting, wonderful, awe-inspiring, and game-changing – no doubt about it! But machines don't run businesses, people do. Your ability to inspire, lead, and direct people is just as important as your technical skills and knowledge.

250 KEYWORDS FOR TECHNOLOGY RESUMES

While you want to include as many appropriate keywords as possible in your resume, it's essential to choose keywords that accurately describe your expertise and experience. Select words from this list and find others in job postings and on company websites so that you can create a keyword-rich resume that will give you a distinctly competitive advantage as you vie for \$100K+ opportunities.

Advanced Technology	Automated Voice Response (AVR)
Analysis	Backbone Architecture
Analytic Hierarchy Process	Backbone Infrastructure
Applied Mathematics	Backup
Architecture	Benchmark
Articulated Robots	Benchmarking
Artificial Intelligence (AI)	Budget
Automated Data Collection	

Budget Management	Computer Specifications
Budgeting	Computer System
Camera-Based Vision System	Computer Systems Design
Capacity Analysis	Computer Systems Engineering
Capacity Management	Computer Technology
Capacity Planning	Computer Terminology
CD-ROM	Configuration
Chip	Configuration Management
Circuit Board	Cross-Functional Team
Cluster System	Cyber Security
Computer	Cyberspace
Computer Architecture	Data Acquisition
Computer File	Data Analysis
Computer Graphics	Data Capture
Computer Hardware	Data Center Operations
Computer Integration	Data Dictionary
Computer Network	Data Envelopment Analysis
Computer Numerically Controlled (CNC) Machine	Data Integrity
Computer Scanner	Data Management
Computer Scanning Technology	Data Manipulation
Computer Science	Data Mining
Computer Server	Data Modeling
Computer Software	Data Operations Management

Data Processing	End-User Support
Data Processing Management	Engineering
Data Recovery	Engineering Terminology
Data Security	Enterprise Systems
Data Warehousing	Expense Control
Debug	Fiber Optics
Decision Analysis	Field Support
Decision Process	File Servers
Desktop Computer	Frame Relay
Desktop Technology	Global Systems Support
Digital Media	Graphics Pipeline
Digital Tapes	Hand-Held Devices
Disaster Recovery	Hard Disk Arrays
Distributed Heterogeneous Computer	Hardware
Document Imaging	Hardware Configuration
Electronic Data Interchange (EDI)	Hardware Design
Electronic Data Processing (EDP)	Hardware Development
Electronic Equipment	Hardware Engineering
Electronic Infrastructure	Hardware Upgrades
Electronic Mail (Email)	Help Desk
Electronics	High-End Computer Server
Emerging Technology	Host
	Host-Based System
	Hosting

Human-Computer Interface	Logic
Image	Logical Analysis
Image Capture Device	Logistics
Imaging Technology	Mainframe
In-Circuit Emulator (ICE)	Management Information Systems (MIS)
Industry Standard Architecture (ISA)	Management Information Systems (MIS) Management
Information Management	Markov Decision Process
Information Research Science	Massively Parallel Processor
Information Resources	Mathematical Model
Information Science	Mathematical Modeling
Information Security	Mathematics
Information Systems (IS)	MBA (Master of Business Administration)
Information Systems (IS) Management	Microprocessor
Information Technology (IT)	Middleware
Information Technology (IT) Management	Mobile Robot
Information Technology Systems (ITS)	Mobile Robotics
Information Technology Systems (ITS) Management	MS-DOS
Integrated Circuit Tester	Multi-User Interface
Laptop	Multi-Vendor Systems Integration
Laser	Multimedia
Laser Scanner	Multimedia Technology

Needs Analysis	Policies & Procedures
Next Generation	Power
Next-Generation System	Power Analysis
Next-Generation Technology	Power Capacity
Notebook Computer	Power Meter
Office Automation (OA)	Power Requirements
Online	Problem Analysis
Operations	Problem Isolation
Parallel Systems Operations	Problem Resolution
Peripheral Component Interconnect (PCI)	Problem Testing
Peripheral Component Interconnect (PCI) Card	Problem Troubleshooting
Peripheral Device	Process
Peripheral Equipment	Process Modeling
Peripheral Technology	Processor
Peripherals	Project
Personal Computer (PC)	Project Development
Personal Computer (PC) Technology	Project Leadership
Pick Robot	Project Lifecycle
Pilot	Project Management
Pilot Implementation	Project Management Methodology
Pilot Testing	Project Reporting
Place Robot	Quality Assurance (QA)
	Quality Control (QC)

Real-Time Data	Systems Backup
Real-Time Motion Capture System	Systems Configuration
Redundant Array of Independent Disks (RAID) System	Systems Design
Relational Database	Systems Development Methodology
Remote Systems Access	Systems Documentation
Reporting	Systems Engineering
Research & Development (R&D)	Systems Functionality
Resource Management	Systems Implementation
Robotics	Systems Installation
Server	Systems Integration
Specifications	Systems Management
Statistical Analysis	Systems Requirements
Statistical Reporting	Systems Security
Stochastic-Process Model	Systems Specifications
Strategic Analysis	Systems Testing
Strategic Computing	Systems Upgrades
Strategic Needs Assessment	Technical Analysis
Strategic Planning	Technical Documentation
Structured Analysis	Technical Management
Systems	Technical Services
Systems Acquisition	Technical Support
	Technical Terminology
	Technical Training

Technology	Technology Transfer
Technology Commercialization	Testing
Technology Integration	Vendor Contract Negotiations
Technology Licensing	Vendor Partnership
Technology Needs Assessment	Vendor Sourcing
Technology Solution	Virtual Systems

TECHNOLOGYLADDER: SAMPLE RESUMES

On the following pages you will find five \$100K+ finance resumes written by talented writers at TheLadders. The strategy, content, structure, and design of each resume were carefully created by the writer to align with each individual's current career goals, showcase their most notable achievements, and paint the picture of a highly qualified candidate. Make sure your \$100K+ resume does the same!

Sandra Jones: Enterprise Architect 279

Sandra's branding statement appears above her headline and clearly conveys her value in the workplace. Plus, the navy blue is sharp and very distinctive. Who wouldn't read that resume? Because Sandra is a hands-on technologist, her resume includes a list of computer

proficiencies positioned at the end of the resume so it doesn't overshadow her overall business expertise.

Wade Shaw: Software Developer/Project Manager 281

Wade's resume is beautifully designed and shows how color and shading can enhance the image and help convey the message. Unusual elements in this resume are the powerful branding statement and the "Situation-Challenge-Solutions-Results" format used for his most recent position.

Valerie Michaels: Senior IT Consultant 283

Valerie's expertise encompasses both strategy and operations in the IT arena. Notice how accomplishment bullets are crisp, bold one-liners followed by sub-bullets that provide more detail. The project highlights are a wonderful addition and give the resume depth and richness throughout.

Richard Sanchez: VP Information Technology 285

A subheading showing 3 different industries helps to focus Richard's IT leadership experience. On page 2, his progressive roles at Chase City Bank are "stacked" and the accomplishments combined into one section of bullet points. This helps keep the resume concise without diminishing the value of these roles and experiences.

Janelle Thompkins: Global Technology Executive 287

Janelle has a long list of achievements in her most recent roles.

Subheadings are used to break up the list and help focus the reader on specific areas of accomplishment and value. Be sure to note all of the measurable achievements and percentages presented in this technology resume to see how expertly it can be done.

SANDRA JONES

sjones@gmail.com • 639 West Elm Street, Melrose, MA 02176 • 617-555-5555

Delivering value as a key driver of innovative technology solutions, specializing in:

IT STRATEGY • CHANGE MANAGEMENT • IT SECURITY

Versatile and accomplished technical professional with 15+ years of comprehensive experience across all aspects of infrastructure, data center, and enterprise architecture. Self-motivation and a strong work ethic combined with a collaborative spirit to guarantee breakthrough results in any complex technology environment.

Intuitive problem-solving skills, strong leadership capabilities, and dedication to fulfilling both immediate and long-term goals of the organization and its clients. Emphasis on knowledge sharing and commitment to understanding current technological trends. Competitive drive that increases team performance, productivity, and efficiency.

CORE PROFICIENCIES

Project Management	IT Infrastructure & Design	International Business
Strategic Planning	Network Administration	Client & Vendor Relations
Process Improvement	Technical Support	Customer Service
Expense Control	Risk Management	Consulting & Negotiations
Leadership & Motivation	Software Development	Needs Assessment
Training & Development	Deployment & Migrations	Quality Assurance & Testing

CAREER CHRONOLOGY

BIO PARTNERS, INC. – Cambridge, MA

1999–Present

Global leader in the plasma protein bio-therapeutics industry.

ENTERPRISE ARCHITECT (2007–Present)

Align application architecture with business needs, defining detailed strategy, as-is assessments, sustainability targets, and data migration while identifying IT industry developments and trends as well as gaps in disaster recovery and global impact. Serve as key liaison among corporate office, EA group, and global manufacturing partnerships (Australia, Germany, Switzerland, USA). Spearhead the collection of infrastructure portfolio inventory, enterprise requirements, and processes for the development of a global data center, enterprise-level interoperability, enterprise resource planning, laboratory information management systems, web services, and workflow models.

Key Achievements

- Captured cost savings by assisting the Quality & Compliance group's selection of a global SOP management solution compatible with existing technologies, as well as negotiating discounts on licensing with vendors.
- Pioneered the integration of the IDS-Sheer Architecture Information System (ARIS) tool via mentoring and training to improve documentation of End of Life (EOL) information for global infrastructure inventory.

SENIOR SYSTEMS ADMINISTRATOR (1999–2007)

Oversaw design and validation of infrastructure projects related to data center servers, storage migration, and high-availability implementations. Coordinated the data center team and global infrastructure group. Directed Service Level Agreement negotiations with vendors as technical liaison on software licensing. Configured and maintained the operational effectiveness of the HP-UX operating system and related software. Drove a tiered approach to utilizing the Storage Area Network and developed system backup, disaster recovery, and standard operating procedures. Evaluated technologies and trends for ROI and capacity planning across the full infrastructure project lifecycle.

Key Achievements

- Eliminated 60% of call center support issues and enhanced service efficiency by creating a Unix shell script to reset passwords of specific center employees based on approval by qualified center managers.
- Recognized by the IT board of directors for innovation in environmental monitoring automation for an unequipped data center using temperature and humidity control sensors.
- Reduced energy footprint 20% and extended data center lifecycle by consolidating standalone servers, implementing VMWare virtual environment, upgrading SAN storage, and establishing a virtual tape library (VTL) to improve efficiency and recovery time.
- Saved 5% in support costs through planning, testing, and successful separation of the CheckPoint firewall with no impact on company email traffic or security.

COMPU-TECH, INC. – Boston, MA**1994–1997***Joint venture between HP and one of Thailand's largest hardware manufacturers and computer service providers.***TECHNICAL SPECIALIST (HP-UX)**

Directed Banking and Finance team performance in client support, systems administration, and project management. Spearheaded migrations from manual banking processes to computerized branch automation. Sustained infrastructure devices and UNIX applications by installing and upgrading HP-UX operating system, Switch Over-UX, MC/Service Guard, and any integrated software, configured across various platforms and high-availability environments. Provided technical expertise and pre-sales assistance via technology presentations, product line briefs, and RFI responses.

Key Achievements

- Received recognition from management for preventing data loss for a client through diagnosis and on-site replacement of a Novell Netware system boot drive circuit board.
- Streamlined on-line banking and inter-branch connectivity for the Royal Bank of South Thailand by launching high-availability business servers and kernel parameters to ensure fulfillment of all application requirements.

ADDITIONAL EXPERIENCE

Systems Administrator (HP-UX) – Northeast Software Group (1998–1999) and Genzyme Corporation (1997–1998)

PROFESSIONAL PROFILE**Education****Bachelor of Science in Electrical Engineering, Northeastern University, Boston, MA****Professional Development**

- "Basic Oracle Knowledge for System Admins" – presented at HP-World, Chicago
- The Open Group for Architecture Framework (TOGAF) Certification
- Information Technology Infrastructure Library (ITIL) Certification
- Good Practice Quality Guidelines & Regulations (GXP) for Pharmaceutical Industry
- Dale Carnegie: Effective Communication & Human Relations / Skills for Success
- Project Management Body of Knowledge (PMBOK)
- Business Requirement Gathering

Computer Proficiencies**Operating Systems:** Linux (Red Hat 6.2 & 7.x, SuSE 7.x), HP-UX 9.x/10.x/11i, Windows, Doc**Tools:** ARIS, HP OpenView, NNM, Omni Backup-II, NetBackup, Control-M**Storage Systems:** EMC, XP-512, VA7400, NetApp**Messaging:** AS2, SOAP, ESB, XML, MQ, EDI, IDOC, FTP, SMTP, IMAP, HTTP(s), RFC, X.25, VOIP**Databases:** Oracle (7.x, 8.x, 9i, 10g, 11g), Microsoft access, SQL**Networking:** Firewall (Check Point, Cisco), DNS, Novell, IPS/IDS, DMZ, LAN, WAN

► **Wade Shaw**

570-555-5555 ► wshaw@gmail.com
 123 Sally Lane
 Lewisburg, PA 17837

Senior Software Developer | Team Lead | Project Manager

Innovating Solutions – Spurring Collaboration – Propelling Business

Expert in design, development, and market introduction of advanced technologies that meet customer demands. Combine strong technical skills with outstanding leadership and business performance. Adept at communicating complex value propositions to technical and non-technical audiences at all organizational levels.

Development Languages: VB.NET, C#, T-SQL, JavaScript, VB6, C/C++/Objective-C, PHP, Python, Ruby
 Frameworks and Environments: WinForms, ASP.NET, SQL Server 7-2008, MSMQ, SharePoint, Oracle
 Development Tools: Visual Studio, Subversion, Git, NAnt, CruiseControl.NET, NUnit/MbUnit, Xcode

Experience & Accomplishments

► **Computer Networking Services, Inc. (CNSI)**, Lewisburg, PA 2000–Present
\$9M IT consulting firm with software, hardware, networking, barcoding/RFID, and business forms & labels divisions.

Technical Project Supervisor (2007–Present)
Technology Specialist (2000–2007)

Lead 4-member team in development and implementation of proprietary and customized software applications. Scope of work includes presales tech support, creation of functional and technical specifications, facilitation of team estimating sessions, project review sessions with customers, and management of continuous integration and source control. Fill in for Technical Services Manager during his frequent offsite work. **Representative Projects:**

TRANSFORMED SUBSTANDARD APPLICATION INTO FLAGSHIP PRODUCT

Situation: CNSI had launched GPX, a software application that integrated Great Plains (now Dynamics GP) and EMC ApplicationXtender to enable paper invoices to be scanned and attached to transactions within the ERP system, eliminating the need to store physical documents and decreasing research time during audits and payment disputes.

Challenge: GPX was impractical. The source code was complex and poorly structured, scope of the proof-of-concept was overambitious, and tightly coupled components lacked the agility to adapt to specific business environments.

Solution: Following a particularly troublesome implementation, wrote a report entitled, "Why We Should Never Sell GPX Again." The report outlined a plan to completely rewrite the code and create a powerful, multipurpose solution.

Results:

- Convinced Senior Management Team to fund development of KeyIntegrator, the first-ever speculative software product in CNSI's 30-year history.
- Earned Chief Designer and Lead Developer roles, heading a team that has quadrupled in 6 years.
- Expanded CNSI market from a 2-hour radius of HQ to coast-to-coast coverage, including Canada.
- Achieved position of influence for CNSI. With increased sales of ApplicationXtender due to KeyIntegrator, CNSI's president was invited to sit on ApplicationXtender's product advisory board.
- Stabilized revenue during economic downturn by making the Software Development Group—dominated by KeyIntegrator—the only CNSI division not experiencing dramatic revenue reductions.
- Improved code quality and collaboration across CNSI by introduction source control, continuous integration, and peer code review into the development process.

► Computer Networking Services, Inc. (CNSI), Representative Projects, Continued

WON END-USER BUY-IN FOR COST-SAVING APPLICATION

Situation: CNSI's client, Wood Mode, lacked an efficient delivery confirmation and electronic signature system. Custom-built cabinets were being delivered to job sites, lost by contractors, and reported as "never delivered." The rushed rebuilds were costing thousands of dollars a month and disrupting the production schedule.

Challenge: We built a UPS/FedEx-style delivery confirmation and electronic signature system, but success was dependent upon implementation by a team of drivers who were resistant to change.

Solution: Personally traveled with a driver, beta-testing the system and demonstrating the technical team's commitment to making the drivers' jobs easier.

Results:

- Achieved 100% driver compliance.
- Project paid for itself in less than a year.
-

DESIGNED COST-SAVING PROPRIETARY TIMECARD/PAYROLL SYSTEM

Situation: CNSI's client, Wood Mode, was using a slow, error-prone paper timecard system to manage payroll for 2,800 employees. Employee non-compliance with prescribed clock-in times and 6-minute clock-in intervals was inflating payroll costs.

Challenge: Needed to facilitate accurate, on-time completion of payroll in a department that historically underperformed in those areas. The system had to be extremely user-friendly to accommodate personnel with varying levels of experience.

Solution: Built full-scale time-and-attendance system that collected, managed, and reported employee hours, recording punch-ins and punch-outs from networked terminals into an SQL server database. Data was processed by a desktop application. Automatic adjustments were made to round all punch times to 6-minute intervals, and a rule-based engine enforced departmental rules by adjusting punch-in times to prevent non-allowable overtime.

Results:

- Saved significant hours in both payroll processing and non-allowable overtime.
- Delivered user-friendly product that enabled less-experienced payroll processors to work efficiently.

► BUCKNELL UNIVERSITY, Lewisburg, PA (concurrent with education) 1998–2000

Residential Computing Support Technician

- Configured multiple systems accessing university LAN.
- Resolved a wide range of hardware and software issues.

► PENNSYLVANIA STATE UNIVERSITY, State College, PA (concurrent with education) Summers 1998, 1999

Systems Integration Team Leader (1999)

Systems Integration Team Member (1998)

- Managed up to 4 team members, scheduling and assigning tasks and establishing standard procedures.
- Repaired, upgraded, and deployed new and used PC and Macintosh systems.
- Documented inventory and scheduled deliveries.

Education

BS, Computer Science, Bucknell University, Lewisburg, PA, 2000

Valerie Michaels

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Senior Consultant: IT Strategy & Operations

Transformational IT strategist with 15 years of consulting experience strengthening performance of both Fortune 500 and small companies in multiple industry verticals. Thought leader with project and offshore team management experience in the US, Europe, Australia, China, and India. Change management architect who delivers profitable improvements at the organizational, system, and process levels.

- **Technology Expertise:** Technology Procurement • IT & IS Consulting • Integration Architecture • ERP Package Implementation • Governance Processes & Execution • SDLC • CMM • ITIL • PMBOK • ISO • Interim CIO
- **Management Consulting Qualifications:** Strategy Consulting • Business Consulting • Presentations • Business Analysis • RFP Responses • Project Management • Program Management • Business Case & Plan Development • Partnerships & Alliances • Business Reengineering • Risk Management • Vendor Management
- **Representative Client List:** Wingate Pharmacy • Argus Laboratories • Chicago Bears • Sears • Emerald Coffee • Cingular • Kaiser Permanente • University of Louisiana System

Security Clearance: Secret (valid until December 2011)

Accomplishments & Experience

Plymouth Technology Group, LLC

New Orleans, LA • 2006–Present

Management consulting firm focusing on strategy development, turnaround situations, and project management.

Founder & Executive Consultant

Attain high levels of performance and breakthrough results leading technology and operational change initiatives for higher education, research institution, and defense contractor clients. Manage from \$1M to \$30M project budgets and up to 25 direct / 200 indirect reports.

Representative Projects:

- **Transformed IT Department into leadership team's strategic partner for achieving business goals.**
 - Rebuilt slashed budget by overcoming senior team's initial misunderstanding of IT's role and value to invest in \$21M operational budget and \$9M capital budget.
 - Instituted Project Management Office to centralize IT efforts, manage budgets, train staff in best practices, and prioritize 200 project requests by focusing on 25 highest-impact projects.
- **Reengineered student services back office functions for 7 University of Louisiana universities.**
 - Created shared project vision with all stakeholders across Admissions, Registration and Student Records, Financial Aid, Bursar, Advising, and Loan Collections for each university.
 - Boosted productivity and efficiencies by co-creating "One-Stop" service-delivery model for each campus, encompassing technology, workforce, space, and process planning.
- **Restored federal funding to 3,500-employee research institution following years of audit failures.**
 - Developed business continuity plan with vendor to address gaps in internal systems – accounting, research archives, network and telecommunications systems, and remote workforce management.

Northstar Consulting

Chicago, IL • 2001–2006

\$21B global strategic services consultancy with 2,000 employees.

Senior Manager

Combined business and technical expertise as program manager, project manager, integrator, and senior technologist on client engagements, delivering IT and operational strategies and plans. Led development practice of 20 practitioners. Managed project budgets from \$1M to \$20M, project teams up to 45 members, and 40 direct reports.

Northstar Consulting (continued)*Representative Projects:*

- **Enriched Chicago Bears' fan experience with pioneering technology and process changes.**
 - Led 25-member project team to design and implement \$6M in initiatives, including stadium process reengineering and fan loyalty card program that attracted thousands of new members.
 - Implemented first-ever RFID payment system for NFL team, replacing 600+ point-of-sale displays with largest wireless network providing in-seat ordering and delivery.
- **Standardized reporting to improve sales and inventory management for leading pharmacy.**
 - Conceptualized portal-based reporting structure across corporate, pharmacy, and store environments and developed business case demonstrating \$300M in benefits over 5 years.
 - Produced implementation plan whose clarity allowed client to lead project solely with in-house staff, eliminating need for external consulting assistance.
- **Streamlined HR operations across retail brands through new ERP and outsourcing strategy.**
 - Transformed client's inefficient and inconsistent HR activities by leading vendor selection and negotiations for new ERP with \$20M spend over 7 years.
 - Achieved \$5M in technology investment savings for client through expert planning.
 - Reduced administrative costs through outsourced payroll and by changing payroll frequency.

Ross Consulting

New Orleans, LA • 1993–2001

*Management consulting firm improving client organizations through technology and process changes.***Manager** (1999–2001) • **Senior Consultant** (1996–1999) • **Consultant** (1993–1996) • **Staff** (1993)

Advanced rapidly based on success of client engagements in Strategic Services practice, improving client operations through process and technology advances. Led projects teams up to 20 members and project budgets from \$500K to \$3M. Supervised 2–5 direct reports.

Representative Projects:

- **Designed and implemented global ERP platform for international company.**
 - Replaced 9 separate financial and manufacturing systems with SAP modules; delivered successful implementation and master data conversion, including data center build-out.
 - Led 25-member team to implement system at facilities in Australia, Japan, Germany, Italy, and the US.
- **Strengthened business processes, infrastructure, and product development for Internet startup.**
 - Produced technical business case, identified alliance partner, and guided client through alliance agreement negotiations.
 - Steered client in product development of investment bank client reporting service.
 - Project resulted in KPMG acquiring equity position in company.

Education & Knowledge

BS in Industrial & Systems Engineering, 1992

Louisiana State University – Baton Rouge, LA

IT Knowledge

- ERP Applications (SAP, Oracle, PeopleSoft, JD Edwards, Lawson, Retek, IDA, Wall Street Systems)
- Databases (Oracle, Sybase, Informix, DB2, MS SQL); Operating Systems (Microsoft, Unix variants: Linux, Mac OS, HP-UNIX, AIX, Solaris)
- Languages (C++, Visual Basic, Java, SAP ABAP, other ERP programming tools & connectors)

Richard Sanchez

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VP Information Technology

Financial Services • Insurance • Manufacturing

Accomplished IT Infrastructure, Operations, and Project Manager with deep expertise in data security, regulatory compliance, and ultra-reliable system performance. Expert at aligning technology with business goals to provide highest return on IT investments.

- **Industry Expertise:** More than 20 years of progressively responsible experience in mission-critical information systems for retail banking, investment banking, and securities trading. Featured speaker on the CIO panel of Annual Association of IT Professionals (AITP).
- **Continual Improvement:** Passionate interest in computers and IT and dedication to enhancing technical knowledge via coursework and self study. Won steady promotions – from computer operator to VP of IT – for continually improving internal financial systems.
- **Project Leadership:** Natural leader who takes charge of complex projects from initial concept through all development phases. Known for being cool and decisive during crises. Able to concurrently manage several ongoing projects.

AREAS OF EXPERTISE

• Project Management	• IT Strategy and Security	• Technical Support
• Needs Assessment	• Process Improvement	• Deployment/Migrations
• Change Management	• IT Infrastructure Design	• Enterprise Governance (CGEIT)

PROFESSIONAL EXPERIENCE

BANK OF THE WEST, San Francisco, CA

2006–Present

Regional commercial bank with \$2.4 billion assets, 30 retail branches and 250 employees.

Vice President, Information Technology and Senior IT Project Manager

Hired as the bank's senior IT officer – reporting to business management – and became expert in all aspects of IT for retail banking. Steadily improved and upgraded bank's IT infrastructure. Earned recognition for exceptional performance and flawless completion of complex, multifaceted projects.

- Rebuilt IT infrastructure, starting from the ground up:
 - Scaled up all systems, network, and infrastructure, which helped grow the bank from just 7 to 30 branches and \$238 million assets to \$2.4 billion.
 - Led projects for deployment and conversion of dozens of systems. Achieved an enterprise IT infrastructure that is fully compliant with corporate governance and regulatory agencies.
- Led conversion of core banking and ancillary systems:
 - Project-managed the first email, encryption, and centralized Internet-firewall systems.
 - Led migration of internal email systems to a cloud-based exchange server with access to BES technology and end-user VPN.
- Reengineered Disaster Recovery (DR): Provided end users and IT a combined virtual (VPN) and brick-based solution. Established an internal QC function to document IT changes.
- Recommended and implemented best practices from CobiT, ITIL, Val IT, and Six Sigma. Won approval for IT corporate governance policies and processes in accordance with ISACA and CGEIT (certification in progress).
- Researched and introduced new technologies – including gigabyte LAN, VPN, Blackberries, centralized Internet access, cold storage, ad hoc reporting tools, and NAS storage – that led to seamless growth and minimal IT staffing levels.

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CHASE CITY BANK, San Francisco, CA

1992–2006

Global financial services firm, \$2 trillion assets and 232,000 employees.

Steadily promoted during 14-year tenure at Chase City and predecessor companies. Continually advanced scope of responsibility despite company reorganizations.

Promoted to Vice President, Service Delivery Manager (2003–2006)

Global Investment Bank Operations

Promoted to Senior Technology Officer (2001–2003)

Global Investment Bank Operations

Promoted to Second VP, Global Markets Technology and Operations (1999–2001)

Chase Bank – Technology Services Group

Second VP, Mid-Range Computer Operations Manager (1996–1999)

Chase Bank – Technology Services Group

Promoted to Computer Operations Supervisor (1993–1996)

Chase Bank – Global Custody operations

Senior Computer Operator (1992–1993)

Chase Bank – Global Custody operations.

Highlights & Accomplishments:

- Managed Tier I/Tier II desktop and server support for the Investment banking divisions.
- Planned and implemented moves and technology upgrades for trading floors and investment banking. Built workstations and laptops; installed and configured peripheral devices; coordinated staff during moves and equipment installations.
- Managed data centers and PC desktop support for 17 floors and 1,600 users.
- Directed 20-person staff and data center operations for VAX and UNIX systems – 25 UNIX Client/Server CPUs (SUN and NCR) – during daily operations, weekend testing, and cutovers.
- Administered personnel including performance appraisals and salary planning for IT staff.
- Orchestrated complex relocation of data center from Chicago to San Francisco.
- Acquired deep expertise in DEC (Digital Equipment Corp) and UNIX-based systems.
- Implemented electronic bar coding system for off-site tape storage.

ADDITIONAL EXPERIENCE

SANSONE ELECTRONICS INC, San Jose, CA (1991–1992), Computer Operations Supervisor: Supervised 8-person staff that operated the following:

- Two 16-node Tandem TXP/Nonstop systems (guardian version B30), supporting online electronic sales and inventory systems.
- Fifty remote sites with 800 terminals, modems, multiplexers and 40 dedicated data lines; all datacenter and remote-site equipment repair, maintenance, and ordering.

PAYMENT PROCESSING, INC., Cincinnati, OH (1989–1991), Computer Operations Supervisor: Supervised 4-person staff and Computer Operations for two IBM Mainframes (4361/3083) that ran ticket sales, check verification, card processing, and datacenter functions.

FIFTH THIRD BANK, Cincinnati, OH (1987–1989), Computer Operator for Digital PDP 11/70: Ran multiple banking applications and processed nightly batch cycles, backups, and defrags.

PROFESSIONAL DEVELOPMENT

Diploma, Application Programming, Tristate Data Systems Institute, Cincinnati, OH, 1987

Software, IT, and networking – 20+ years of ongoing development – including courses and workshops from the following: Dow Jones Training Institute • IBM Training Center • Digital Systems Corp • AT&T UNIX Training Center • Certification in Governance of Enterprise (CGEIT, currently in progress)

JANELLE THOMPkins

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213-555-5555

GLOBAL TECHNOLOGY EXECUTIVE Operations & Project Management / Quality Assurance

Skilled technology professional dedicated to leveraging company resources to streamline processes and drive cost reduction. Exceptional collaborator experienced in leading cross-functional and matrixed teams both nationally and internationally. Creative strategist who executes innovative and cost-effective process solutions.

Change Management | Project Management | Start-Ups, Turnarounds & Restructuring | Strategic Planning | Team Leadership
Needs Assessment | Process Improvement | QA Testing | Technical Support Operations | Deployment & Migrations

PROFESSIONAL EXPERIENCE

StockOps, Inc., Chicago, IL

2003 to Present

Euro-American corporation that operates multiple international securities exchanges and a non-profit securities oversight organization. Market cap of \$7B and revenues of \$4B.

MANAGING DIRECTOR OPERATIONS (2008 to Present)

Promoted to manage 30 employees in a 3-area matrix environment (Chicago, London, Hong Kong). Monitor total trading environment: design and manage all emergency processes; ensure 100% uptime through rapid diagnosis of error messages and accurate execution of recovery procedures; and install, integrate, and update applications and systems into existing UNIX/LINUX/Windows environment.

Efficiency and Business Improvements

- Increased operational capacity 100%+ within the last year without personnel increase by enhancing productivity through efficiency and automation.
- Saved 100 man hours/week through Tidal management tool and automation/scripting of manual checklists.
- Developed response procedures to address trade desk and customer requests in a 24x7 environment.
- Introduced unified rating system for readiness through standardized training, testing, and evaluation of all new personnel.
- Created "follow-the-sun" operational procedures implemented across the US, Europe, and Asia.
- Collaborated with international team to create worldwide Change Management Process for application updates. Sole presenter of proposal to senior executive team prior to implementation.

Technology Achievements

- Established governance on outage strategies, reducing downtime 25%.
- Slashed production incidents 75% over a 12-month period through utilization of ITIL principles.
- Led cross-functional team in upgrading Equity and Options trading environments with zero downtime.
- Created Continuous Improvement Program (CIP) that increased documented procedures 15%.
- Decreased Level 1 Service Instances (production interruptions) 50% by employing internal metrics.

DIRECTOR QUALITY ASSURANCE (2003 TO 2008)

Led cross-functional teams in creating release notes, customer requirements, documentation, and failover/recovery procedures for complex global trading platform. Increased productivity through aggressive automation of manual test scripts and creation of new procedures for code review. Collaborated with Business, Operations, and Development to transition customer needs into development requirements and create proper testing plans. Contributed to future software trading success through investigation of trading anomalies.

Technology & Business Achievements

- Translated manual test plans into automated scripts, increasing script database 300%.
- Boosted testing productivity more than 200% through automation of manual test cases.
- Created initial test beds that led to a 50% decrease in bugs passed on to production.
- Designed and executed testing procedures and policies that increased regression efficiency 50%.
- Implemented initial standards for release notes, resulting in 25% fewer production errors.

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Techno-Trade Systems, Inc., Newark, NJ

2000 to 2003

Developer of high-performance trading software for derivatives professionals, including the world's premier investment banks, brokers, hedge funds, proprietary trading firms, and other trading institutions. Approximately 300 employees.

QUALITY ASSURANCE MANAGER

Educated and led a team of 15 Quality Assurance personnel. Managed cross-functional teams charged with creating development requirements and test plans for customer specifications. Created and oversaw testing lab of 200 PCs. Assisted with P&L decisions.

Technology & Business Achievements

- Enhanced productivity 500% by automating hundreds of manual test cases.
- Increased test bed 300% while simultaneously decreasing time-to-test more than 100%.
- Decreased number of bugs passed through production 50% by improving testing procedures and policies.

Store-to-Door, Inc., Milwaukee, WI

1996 to 2000

One of America's leading online grocers.

QUALITY ASSURANCE ASSOCIATE (1999 to 2000)

Promoted as first-ever Quality Assurance Associate, a position vital to the rectification of numerous post-production software issues. Worked with developers in testing pre-production software. Created initial test plan for application selection and delivery, verified SQL tables in production servers, developed original business justification procedures, and introduced first certification environment for a shopping application.

Technology & Business Achievements

- Collaborated with developers to decrease production bugs 75% through initial code review procedures.
- Increased developer productivity 20% by establishing initial process/procedure for customer requirements.

OPERATIONS MANAGER (1996 to 1999)

Hired to manage 100+ personnel over 3 shifts in a 24x7 warehouse operation. Contributed to 20% productivity increase through development of shopping time-and-motion reports.

Prior: Air National Guard**MAJOR – 247th Combat Communications Squadron,** Great Lakes, IL

Coordinated communications between Marines, Army, Navy, and Air Force, providing 24x7 secure and non-secure communication support for base or field combat conditions. Installed, operated, maintained, and secured all communications equipment while managing customer requests and operations procedures. Top Secret Clearance.

TECHNOLOGY PROFILE

Scripts: Minor Scripting; Perl, UNIX Shell, Python

Software: Perforce (Software Configuration Management), Tidal (Scheduling Software), Mercury WinRunner/TestDirector, Remedy, Service Now, HP Openview, Trade Test, Team Track, Big Brother, Glance

Methodologies: Agile, Waterfall, ITIL, FIX Protocol

OS: UNIX/LINUX

EDUCATION

MBA – Computer Systems Integration, Minor: Entrepreneurship – New York University (2002)

BA – Computer Science – Marquette University (1990)

ITIL Certified, 1 and 2

Certified Quality Analyst, Quality Assurance Institute

Chapter 13

USING THE PROFESSIONAL'S RESUME

Most likely, you're reading this book because you're in the midst of a career transition or anticipating making a change. We've equipped you with strategies, techniques, tips, and tools to create a winning \$100K resume – an essential tool for your successful transition.

In this chapter, we examine how you can deploy your resume to manage your career from this day forward. Quite often, the people who are the most successful in their professional lives are also those who are the most successful at maintaining and using their resumes. They have great resumes, are outstanding networkers and relationship builders, and understand the *process* of job search and career management.

To help you succeed in your lifelong career journey, follow these tips for successful career management:

- Career Management Tip #1.....Update Your Resume Every Six Months
- Career Management Tip #2..... Think Like a Professional Resume Writer
- Career Management Tip #3..... Put Your Resume to Work Online
- Career Management Tip #4..... Consult with a Professional Resume Writer

#1: UPDATE YOUR RESUME EVERY SIX MONTHS

Of all the tips in this chapter, this is the most important: Keep your resume up to date! In today's complex and uncertain employment landscape, you never know when you'll receive an unexpected call or email asking for your resume. And you never know when your position might be terminated, your company acquired, or your industry undergo a radical shift. Be certain that you have an updated resume that you can put into play with just a moment's notice.

We recommend that you update your resume every six months. Sometimes you might not have a lot to add or change. Other times, you'll have a new position to add, a new degree, a change of address, or other important information.

Follow this simple process for updating your resume:

- Begin with the great resume you already have.
- Keep a file where you can quickly note achievements, project highlights, awards, commendations, added responsibilities – everything and anything that's new “on the job.” Note what you did, how you contributed, and what the results were so you have that information handy when it's time to update your resume. If you wait until you're ready to update, you'll have to spend time trying to remember or research all of the relevant information. Save yourself a lot of time and headache and jot down a few notes when it happens. That strategy is guaranteed to make a huge difference in how quickly and expertly you can update your resume.

- Add in the new information. It might be as simple as a new address and phone number, or as complicated as a new position with significant responsibility and already notable achievements. Be certain the updated text “matches” the existing text in terms of writing style and tone.

Professional resume writers often see resumes that obviously were updated by someone other than the original resume writer. The addition is so different in structure and tone, it does not flow smoothly, and often the new material is significantly weaker than the old – thereby weakening the entire resume. Don’t let that happen to you!

- Edit the resume if the new information makes it too long. You might consider eliminating an older position or, at a minimum, editing it so it takes less room on your resume. Or, you might single space between your 3 college degrees rather than double spacing. Maybe you’ll tweak each of the positions to grab a line here and there without diminishing the impact of each position.
- Save your new resume so you have it on file and can access it instantly to respond to an inquiry, apply to a job posting, reach out to a network contact, and otherwise use it to advance your career.

Some people will submit a resume that is not updated and include the new information in the cover letter. They assume that everyone is going to read the cover letter, and that’s not an accurate assumption. In fact, it’s a remarkably bad strategy because recruiters and hiring managers often don’t read cover letters. The consensus is that letters are read less than half the time!

If you have important new information to share – significant achievements, a promotion, a company award, a new degree, expanded technology skills, a media appearance, or any other notable success – you *must* put it on your resume. It's not worth taking the risk that it won't be seen in the cover letter.

LIGHTBULB MOMENT:

Never make the assumption that your cover letter will be read. Some will read it, and some won't. Always be prepared with an updated resume.

Fortunately, 50% to 65% of recruiters and hiring managers *do* read cover letters, so you're not writing in vain! Indeed, for those who do read the letter – either before or after they read the resume – it's critical that the cover letter be as powerfully written and professionally presented as your resume.

#2: THINK LIKE A PROFESSIONAL RESUME WRITER

Almost everyone struggles to write their own resumes – even professional resume writers. It's tough to stand back and have an objective point of view when you're the "product" for sale. If you're struggling to write your resume, cover letter, and other job search communications, you might feel some relief and comfort in knowing that you're not alone.

Most job seekers are *not* comfortable writing their resumes. The reasons range from that fact that they're not a professional resume writer to their limited time and tight schedules to their inability to write well. Others have commented how difficult it is to look at their career objectively to pull out the highlights.

Surprisingly, you'll hear these same reasons from many professional resume writers. Even though we do this for a living, it's tough to do it when the client is yourself. As does every other job seeker, professional resume writers deal with the same issues and challenges as the clients they work with. It is so much easier to write about someone else than yourself, to quickly determine what's important information to include and what's not, and to craft a resume that is perfectly on target for its audience.

To write a great resume – whether the original document or your twice-yearly updates – think like a professional resume writer. Separate yourself from your career and your accomplishments and think

strategically about how to position yourself for your future goals. Ask yourself the same tough questions a professional resume writer would ask, and make sure that everything you include in your resume supports your current objectives.

If you're struggling with your resume, stop for a moment and ask yourself who can help you sell your brand in today's global marketplace. Reach out for help if you need it!

#3: PUT YOUR RESUME TO WORK ONLINE

Over the past 10 years, technology has changed almost everything we know to be true about job search and career management. Who would have thought, 10 years ago, that with just a few quick keystrokes you'd be able to learn about opportunities in Sao Paulo, Brazil, and upload your resume in an instant to the hiring manager? It's amazing.

As a job seeker, you can easily become overwhelmed with the volume of online activities in which you must engage. In an effort to make it easier for you to navigate, here's some critical information:

- **Prepare your resume in Word, pdf, and text** because you never know which one you're going to need to upload, email, and/or otherwise distribute. As you might expect, the Word file will be the one that you use most often.

- **Don't waste your time, energy, or money on video resumes and web resumes.** Although they seemed like a great idea, they never really caught on as projected. It's understandable, because someone reviewing a print or electronic copy of your resume is not likely to take the time to visit your website or look at a video resume. The traditional resume remains the primary job search document.

That doesn't mean, however, that creating a personal website or rich web portfolio is a waste of time. On the contrary! Your web presence is an essential part of your professional identity, and creating your own content (rather than being at the mercy of what others say about you) can help shape your professional image and give you a forum to express your professional expertise.

#4: CONSULT WITH A PROFESSIONAL RESUME WRITER

Every industry and profession has its own styles, systems, processes, nuances, and "tricks of the trade," and the resume writing industry is no different. Simply put, professional resume writers know resume writing, design, and formatting strategies that you simply wouldn't know because you don't write resumes day after day after day.

Let's demonstrate ...

Did you know that the best way to present eight or 10 achievements under 1 job title is to cluster them into smaller groups of three or four

as they relate to specific skill areas? For example, if you're a technology sales associate or sales manager with a wealth of accomplishments, you might use the following format for the job description. The content of your resume is extremely important, but no one will appreciate the content if your resume is too long or too dense. Readability is key.

Sales Revenue Performance

- Increased regional sales 28% in first quarter and 117% in first year.
- Launched new niche market product that captured \$4M in first-year sales.
- Reinvigorated and reenergized non-performing product line, closing \$1M in sales.

Key Account Relationship Management

- Negotiated and closed \$1M+ sales contracts with HP, IBM, Intel, and Google.
- Represented company in European markets and captured business with Siemens.
- Currently finalizing multi-year sales contract with Apple valued at more than \$8M.

Sales Team Training & Leadership

- Recruited and trained 10 new sales associates to staff new office in Dubai.
- Designed and taught senior sales and CRM programs for 500+ global employees.
- Pioneered innovative employee relations initiatives that increased retention 26%.

Here's another example.

Did you know that the best way to consolidate older experience is to highlight one, two, or all three of the following:

1. Prominent company names.
2. Record of fast-track promotion, showcasing a few of the most important position titles.
3. Impressive performance results, honors, and awards.

Professional resume writers also have a wealth of knowledge across a remarkably wide range of industries and professions. One moment a writer will be having a conversation about logistics and supply chain management; the next moment it's corporate treasury; an hour later, it's training and development. It's that depth of knowledge, in combination with expert writing and design skills, that lay at the very core of every successful resume writer.

Professional resume writers also assist job seekers with cover letters, executive bios, thank-you letters, social-media profiles, and other career marketing communications as needed.

#5: BUILD SKILLS FOR THE FUTURE

Job search can be a daunting process, but the savvy \$100K professional can take advantage of a vast wealth of resources, information, and expertise available now and at every career transition in the future.

That's right – future career transitions are almost inevitable! In our fast-changing and mobile economy, the only constant is change. Rather than thinking of job search as a task to complete, think of it as a skill to learn and a process to master. Turn to trusted experts like TheLadders.com for guidance and assistance, but take ownership of your career – with all its variations, uncertainties, and opportunities – and embrace the concept of lifelong career management. We feel privileged to help make your journey exciting, satisfying, and successful.

ACKNOWLEDGEMENTS

THELADDERS RESUME WRITERS

Every resume showcased in this book is different – as unique as the individual job seeker. Yet they all have one thing in common: Each one combines a strategic resume format, attractive design, and expertly written content to powerfully position each candidate for his or her next career opportunity.

We are proud to recognize the following Ladders.com resume writers whose work was chosen for this book. They represent an entire team of credentialed writers who provide exceptional writing services to our members. Please call on them if they can be of service to you – you can start the process with a complimentary resume review at TheLadders.com.

Cathy Alfandre

J.M. Auron

Mark Bartz

Tina Brasher

Carol Anne Braswell

Donald Burns

Romona Camarata

John Femia

Richard Hoffman

Lesa Kerlin

Irene Marshall

Richard McDonald

Kim Mohiuddin

Ken Moore

Michelle Riklan

Amy Savage

Mary Schumacher

Dan Smith

Vivian Van Lier

Thomas Wolff

Debra Wheatman

Stephanie Zimmering

A WORD ABOUT CERTIFICATIONS

At TheLadders, we require all of our writers to have earned a professional certification in resume writing. That's because we insist that all of our writers be up to date with trends in resume development, current with the latest advances in traditional and electronic job search, and knowledgeable about a wide variety of strategies to best position each candidate in the most powerful and positive way.

All of our writers have invested in themselves and their own careers by earning one or more of the following certifications:

- **ACRW – Academy Certified Resume Writer:** Undoubtedly the most rigorous certification to earn, the ACRW is awarded on completion of an intensive 3-month training program through the Resume Writing Academy, operated by industry leaders Wendy Enelow and Louise Kursmark.
- **CPRW – Certified Professional Resume Writer:** The CPRW is the oldest existing resume writing credential. It has been awarded by the Professional Association of Resume Writers and Career Coaches for more than 20 years.
- **NCRW – Nationally Certified Resume Writer:** Granted by the National Resume Writers' Association, the NCRW tests language and grammar skills as well as resume and cover letter writing competencies.
- **MRW – Master Resume Writer:** The MRW requires five years of experience as a professional resume writer and is awarded on submission of a portfolio of top-class client resumes.