



Right Management[®] Resume Toolkit

Resume Strategies & Guidelines




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Management[®]
ManpowerGroup

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Resume Writing Strategies & Guidelines

GETTING STARTED

Writing the “perfect” resume is a craft, not a science. That means that although there are some indisputable laws (e.g. always be truthful, put your best forward, etc.), it is a strategic process.

Your resume isn’t your “job history” per se, it’s the part of your job history that is selling you into the role you’re targeting. That means if only 65% of your last position description is what would be of interest to potential employers, that 65% is the part you highlight in your resume.

Recent research suggests that resume reviewers spend less than 10-seconds reviewing a document. That means you need to “hit them over the head” in your messaging. Developing a strong personal branding statement helps you accomplish just that. (See www.RightEverywhere.com >TOPIC > PERSONAL BRANDING for more.)

VOICE & TENSE

You are the writer of the resume, even if you have assistance from Right Management. That means the resume is written in 1st person, never in 3rd person.

Your resume would read this way by inserting a silent “I” as in these EXAMPLES:

- Correct in 1st person: Improved accuracy of cash reporting by 50%...
- Incorrect in 3rd person: Improves accuracy of cash reporting by 50%...

Notice that the example was written in past tense. Unless you’re still working, all verbs will be in past tense.

LENGTH

Resumes should ideally be no longer than 2-pages in length. If it goes past 2-pages, you may risk losing the reader’s attention. If the reader doesn’t like what she/he sees on the 1st page, they’re not reading the 2nd page anyway.

Create a tighter, focused approach by adding examples that illustrate how you’ve added value. This will help you determine what belongs in the resume versus what might be extraneous.

If you’ve got a wealth of experience and are struggling to get your resume to 2-pages, please see the Resume Toolkit document called Resume Formatting for more on “Creating an Ageless Resume.”

When is a 1-page resume appropriate? When your experience level is between 5 to 7 years. If your experience is spilling over onto 2-pages, carefully examine the content to determine if something needs to be eliminated in order to keep it to 1-page. If you’re going to be on 2-pages, then use the space by expanding it to 1½-pages.

This question of length also extends to the way in which the resume is written. It needs to be scannable (i.e. easily skimmed) -- by the HUMAN eye. It should have:

- **Short paragraphs** (no more than 3 to 5 sentences).
- Use **full thoughts** versus full sentences, in other words be concise and active.
- **No pronouns**. That means eliminating words like: I, me, my, mine, our, their, etc. See the previous bullet. Speak in full thoughts, not full sentences.
- **Numbers** - use “10” instead of “ten” as readers eye will pick up the number before it reads the words. When highlighting accomplishments, use quantifiable results / statistics whenever possible. It helps the reader see them quickly.
- **Abbreviations** instead of zeros. One million dollars should be written \$1M, not \$1,000,000. For one thousand dollars use \$1K and for fifteen thousand use \$15K.
- **Symbols** are acceptable when they represent percentages (%) and dollars (\$).
- **Keywords** that are market appropriate - conduct market research for requirements and keywords (See section called “Tips for Finding the Correct Keyword” for more.) Remember, your resume is your marketing brochure and must be focused on your targeted position.

FONT & FONT SIZES

- Much has been written about fonts, and the general guideline is to keep it simple. Fancy fonts aren’t what sell us; our accomplishments do. Your resume will ideally be in 2 formats: Word and a TEXT format for optical scanners or Applicant Tracking Systems (ATSs). For more about TEXT resumes, see the section called “Creating a Resume in Plain TEXT Format” in the document called RESUME FORMATTING GUIDELINES.
- Recommended fonts include the following, which are presented in that particular font. Please note they are in 10.5 font size, the smallest recommended font size. There is recent research that suggests that Sans Serif fonts are optimal for being read online. This list is divided accordingly:

Serif Fonts -	Sans Serif Fonts -
Have small lines tailing from the edges that help separate them into distinct units for a print.	Do not have (are sans) small lines tailing from the edges. The style is modern and minimalist.
Georgia	Calibri
Times New Roman	Verdana
	Tahoma
	Trebuchet

- The body of the resume should be in no more than 12-point font and no smaller than 10.5-point font. Headers and your name can be in larger sized font, but be careful not to let them get disproportional. You can easily run over 2-pages if fonts are too large.

GRAMMAR & PUNCTUATION GUIDELINES

Commas:

Punctuation in your resume is important and commas are a common area of concern.

There are 2 recommendations:

1. According to most US-based style guides; it is recommended to use the serial (aka the Oxford) commas to separate 3 or more words, phrases, or clauses written in a series.

EXAMPLE: Her favorite breakfast consisted of pancakes, bacon, **juice, and** eggs.

2. According to The Associated Press Stylebook (2013) leave the serial comma out, unless deemed absolutely necessary.

EXAMPLE: Her favorite breakfast consisted of pancakes, juice and bacon and eggs.

Right Management's recommendation is to be consistent. Either ALWAYS use it or NEVER use it.

Order of Punctuation

When using quotation marks, the prevailing style in North America is called the *American Style* which is placing commas and periods INSIDE quotation marks. It is the style recommended by most American style guides including *The Chicago Manual of Style*.

EXAMPLE: Crafted shopper-driven strategic plan that influenced behavior along "Path to Purchase."

If you're quoting material, question marks, exclamation points, and semicolons go INSIDE if they are part of the quoted material. If they're not part of the quoted material, they go OUTSIDE the quotation marks.

Hyphenation

This is often cited as one of the most frequent mistakes in writing today. If you are using a 2-word adjective, it's always hyphenated and needs to be consistently presented throughout the document. An example would be the term entry-level.

When in doubt, look it up online in a reputable source such as www.grammarbook.com or <http://www.merriam-webster.com/>.

Tips for Finding the Correct Keywords

Getting Noticed

Whether your resume is being read by a person or an Applicant Tracking System (ATS), it's critical that it has the right keywords that match employers' needs. (Please see the RESUME TOOLKIT document called RESUMES - APPLYING ONLINE - Tips for Applicant Tracking Systems for more information on this subject.)

Your job search doesn't happen in a vacuum. In order to position yourself as a strong candidate you need to determine keywords and common requirements.

Follow **all the steps below** to identify which keywords your target market is using, then incorporate those words throughout your resume, especially in your branding statement, summary / profile, and experience sections.

- Identify 8-10 job ads / descriptions and build a composite profile of the needs of the market to get a sense of the broader demand in the market.
- Sources include job boards (i.e. www.indeed.com, www.linkup.com, www.simplyhired.com); company websites, www.onetonline.com, and networking.
- **Target** the following information:

- **Job Titles** - What does the market call the role you're targeting versus what your previous employer called it?

For example: was your last job title Director of Purchasing, but all the posting are for "Director of Procurement" (which is purchasing)? If so, you need to use the word procurement or risk being missed by your audience.

They won't be looking for the word purchasing, and it shows you're not in touch with the market.

- **Job Requirements** - What knowledge, skills, abilities, expertise are employers seeking in the ideal candidate? What words are you using versus what they're using? Again, is it a matter of matching words?

For example, are you saying you've got experience in "Client Relations" when the postings are saying they're seeking "Customer Relations" experience?

Are there skills you're selling on your resume that are not in demand?

Or things they're demanding that you've neglected to include?

- In what **sequence** are the primary requirements ordered? Sequence matters.

The requirements that are consistently listed at the top of postings are what you need to be highlighting most in your resume / accomplishments / bullets.

You should ensure that what is most in demand is highlighted first in the presentation of your experience / accomplishments.

- **Leverage technology** to help identify the keywords your target market is using:

3. Copy / paste the job descriptions into a Word document as you collect them.
4. Remove headers and company information from the job descriptions.
5. Paste the collective job descriptions all at once into one of the following word cloud sites:
www.Tagcrowd.com or www.Wordle.net
6. Identify several (5 - 7) of the most repeated keywords in the word cloud.
7. Integrate those keywords into your Resume summary / profile as you describe what you did and where you added value. Think of creative ways to talk about those skills through your accomplishments, specialties, etc.
This isn't about key word stuffing your document, it's about strategically using the language your audience is using / seeking in the ideal candidate to show you're a match.
8. Test your success by copying and pasting the content of your resume into the same word cloud site to see how well your resume matches up to market demands.

Other ways to use word clouds

- Create a word cloud for your LinkedIn® profile.
- Create separate word clouds for your resume and a job you are applying for to see if your resume is focused on the right skillsets for that posting.

Developing a Summary or Profile

Consider this, if your resume is the tool that sells you into the role you're targeting, then the top portion of your document could be considered the most important.

The top of your resume (after your header) is what will catch a hiring authority's attention when they start the screening process. Many career experts say the top half of the resume is the most important, and employers report that most résumés **get less than a 10-second glance**. If you don't capture their attention quickly, they pass you by and call in someone else for the interview.

Research indicates that starting your resume with your personal branding statement increases the impact of your document. It "hooks" the reader's attention immediately by highlighting your point of differentiation, or where you add value.

Build on your personal branding statement in what is often called your **"Summary of Qualifications or Profile"** section. Adding a branding statement triples your impact, and employers reported that this was one of the very first areas they read. And if the briefly stated summary demonstrates solid ability to fill the advertised job, it catches their attention and they slow down and give the applicant more careful consideration.

Hiring managers also reported only about 5% of resumes contained this key section; we strongly recommend that you never write a resume without it. Think of it as mini-outline of you: a highly influential summation of the specifics you bring to the job. This section usually consists of four to six sentences that present an overview of your brand identity (i.e. impact, where you add value, your point of differentiation), talents, work habits (i.e. hard and soft skills). Here is a good example:

PROACTIVE ACCOUNTING MANAGER

Develop and execute financial controls that analyze, improve, and control company costs. Offer both hands-on and management experience in all aspects of Accounting, Finance, and Accounting Systems.

Highly adaptable professional known for developing high-performing teams, identifying and leveraging individual strengths, and leading-by-example, because integrity matters. Expertise in:

Staff Management | Team Building | Compliance Reporting | Financial Analysis & Reporting
Budgeting | Auditing | Forecasting | Tax Preparation

It's easy to see by reading this brief summary how this candidate is qualified to do the work of an accounting manager leading a team.

A word of caution – employers complain that many people are not honest on their resume – exaggeration, misrepresentation, and / or lying is a deadly error. Don't do it! Employers ask more questions and do more background checks now than ever before, so when you get caught, and sooner or later you will get exposed, you'll likely be terminated. Solid facts and verifiable experience should highlight your actions and accomplishments.

The Summary or Profile is the explanation of your personal branding statement -- “Who You Are”. The proof of what you claim should be included in the various accomplishments listed in the Experience portion of your resume. Both the Profile and the Experience / Accomplishments you emphasize should be consistent with / and reinforce your personal job objective.

Elements for an Effective Summary

An effective Summary includes:

1. **Your Personal Brand** - Includes the title or position description that describes who you are and your **impact**, your **Unique Selling Point**, and / or the benefits you're offering.
2. **Hard Skills** - Experience you have in related positions and / or industries and other special technical skills.
3. **Soft Skills** - Personal strengths (motivated abilities).

Summary / Profile Development Form

Branding Statement – see examples in the following section and www.RightEverywhere.com > Topic > Personal Branding for Video Streamed Recordings. e.g.

VERSATILE SALES MANAGER

Turn-around Underperforming Markets | Regain Lost Market Share | Drive Revenue Growth

Hard Skills - Experience and Other Special Technical Skills – e.g. Sales strategist with the vision to determine optimal product / services solutions, acquire and develop new business, and successfully penetrate new markets.

Soft Skills - Experience and Other Special Technical Skills – e.g. Leverage outstanding relationship management skills to deliver uncompromising customer service and manage high-profile accounts. Experienced with both enterprise class and small business customers using consultative and transactional approaches.

Linking the Personal Branding Statement to the Resume Summary / Profile

Before & After Examples

Here are several examples of personal branding statements that candidates used to successfully differentiate themselves from their competition. We are providing BEFORE & AFTER examples to highlight the level of impact. The summary or profile statement from the resume builds on the personal branding statement by including both hard and soft skills. Finally, we've included their LinkedIn headline, which is arguably one of the most critical tools for explaining who you are.

EXAMPLE #1 - IT / Software

Before:

Manage and guide the full project life-cycle from concept design, to blueprint and analysis, through implementation, roll out, and successful delivery.

After:

High-impact Software Application Architect who leverages IT & Automated Solutions to improve processes and drive cost savings.

Branding statement translated to the Resume Summary / Profile:

ADAPTABLE SOFTWARE APPLICATION ARCHITECT

LEVERAGE IT & AUTOMATED SOLUTIONS TO IMPROVE PROCESSES & DRIVE COST SAVINGS

Identify complex process improvements, troubleshoot cost-effective solutions that improve efficiency, and drive bottom-line savings. Track record of delivering solutions on-time that outperform technical and functional requirements.

Deep experience serving as solutions expert for global services operations, assessing processes and architecting automated system solutions. Known as the 'solution provider' skilled at maintaining scope and risk while managing multiple projects simultaneously.

LinkedIn Headline:

Andre Chevalier

SOFTWARE APPLICATION ARCHITECT: Drive Cost Savings | Automate Solutions | Improve Processes
Canada | Information Services

EXAMPLE #2 - Operations / customer relations

Before:

Customer Relations Professional with proven ability to exceed commitments to customers through efficient management of orders throughout the invoicing process, effective and pro-active communication, and prompt resolution of customer issues.

After:

Versatile Client Relations Professional: Leverage Six Sigma to improve customer service and positively impact profits.

Branding statement translated to the Resume Summary / Profile:

VERSATILE CLIENT RELATIONS PROFESSIONAL

Leverage Six Sigma experience to improve customer service and positively impact profits. Known as the 'go-to-person' based on approachability and ability to relate well with diverse customer base. Quickly assess customer complaints, diffuse escalated issues, and follow-through (unfailing) to resolution.

Expert at tracking service related issues, identifying root causes, and working cross-functionally to resolve systemic issues with ordering, processing, product quality, claims processing, and / or returns. Areas of expertise include:

**Customer Account Management | Inside Sales | Order Processing | Deduction Investigation
Quality Assurance | 6-Sigma | Materials Management Support | Data Management**

LinkedIn Headline:

Ming Tang

Versatile CLIENT RELATIONS Professional: Leverage 6-Sigma | Improve Customer Service | Positively Impact Profits

Miami, Florida | Consumer Services

EXAMPLE #3 - Human resources / talent acquisition

Before:

None. [This candidate didn't have a personal branding statement. She introduced herself as the former TITLE from the former COMPANY and hoped the listener understood who she was and where she added value.]

After:

Bilingual Talent Acquisition Specialist who maximizes workforce effectiveness by identifying and recruiting top leaders and ensuring talent positioned for success.

Branding statement translated to the Resume Summary / Profile:

BILINGUAL TALENT ACQUISITION SPECIALIST

Maximize workforce effectiveness by identifying and recruiting top leaders and ensuring talent is positioned for success. Hands-on experience building employer brand as a "multinational employer of choice" by expanding corporate diversity and driving employee engagement efforts.

Known as a credible leader and corporate ambassador who quickly builds trusting relationships and lasting coalitions that garner results.

Recruitment & Staffing | Diversity Management | Workforce Effectiveness

Employer Branding | Global Learning & Development | Leadership Development

LinkedIn Headline:

Freya Gordon

BILINGUAL TALENT ACQUISITION SPECIALIST:

Maximize Workforce Effectiveness, Identify & Recruit Top Talent, Drive Success

Montreal, Quebec, Canada | Hospitality

EXAMPLE #4 - Healthcare / medical assistant

Before:

An interesting position with a growing company where I can use my skills and expertise.

After:

Highly versatile Medical Assistant equally skilled at adeptly supporting both front and back medical office functions.

Branding statement translated to the Summary / Profile:

HIGHLY VERSATILE MEDICAL ASSISTANT

Equally skilled at adeptly supporting both front and back office functions. Offer deep experience in office administration, bookkeeping, AR/APR, medical insurance filing, and (HIPAA) records management in both medical and bio-hazard environments. Expertly trained in safety standards and known for ensuring patient safety and well-being.

Broad background paired with friendly, yet professional communication skills supports aptitude to relate well with diverse populations of patients. In addition to practical medical office experience, completed internships in Cardiology and Gastroenterology. Tech savvy: MedScript and Microsoft Office.

LinkedIn Headline:

Ava Pruzansky

Versatile MEDICAL ASSISTANT: Adept at supporting
both Front & Back Office Operations | Bio-hazards Trained
Boston, Massachusetts | Health, Wellness and Fitness

Building Accomplishment Statements

What is an accomplishment?

Accomplishment: - An action taken which results in a measurable and beneficial outcome.

To develop accomplishment statements:

1. Start with a past-tense action verb.
2. Briefly describe the action taken.
3. State the results in measurable or quantifiable terms.

Think money, time, and amounts: Employers want to hire candidates who can make them money and save them time because time is money. Think in terms of amounts. Using these terms helps you highlight your potential. It will also help you realize just how much you really have to offer prospective employers. Add it all up, and you'll see that playing the "numbers game" is yet another way to convince employers that you should be a part of their equation for success.

MEMORY JOGGERS

How do you remember your accomplishments? The idea is to refresh your own memory of your experiences. This list of ideas can help jog your memory regarding what you've done and where you've added value:

1. Saved performance reviews
2. Old resumes
3. Things of which you're very proud (awards / accolades)
4. Past Calendars that document your work efforts
5. Past colleagues input on things you contributed (i.e. where they said you added value)
6. Accomplishment Development Questions (on the page that follows)

EXAMPLES

Action Designed and implemented preventative maintenance program (*what was done*) that...

+

Result reduced equipment downtime by **20%** and significantly **increased** order processing.

Designed and implemented preventative maintenance program (*what was done*) that reduced equipment downtime by 20% and significantly increased order processing (*measurable outcome*).

Result Saved \$5K annually on office supplies (*measurable outcome*) by...

+

Action negotiating with outside supply companies for best prices (*what was done*).

Saved \$5K annually on office supplies (*measurable outcome*) by negotiating with outside supply companies for best prices (*what was done*).

Accomplishment Development Questions:

1. Did you identify or solve a major problem for your department or division? (Results?)
2. Did you save the company money? (How much?)
3. Did you identify, create or implement a new procedure or system? (Results?)
4. Did you train or develop anyone?
5. Did you develop or do something for the first time at your company? (Results?)
6. Did you accomplish something with fewer resources or in a shorter time?
7. Did you receive any special recognition or awards? (Why?)
8. Did you participate in any recent company sponsored training and apply what you learned?
9. Did you lead or contribute to any special projects? (Results?)
10. Did you suggest or “roll out” any new products or programs?
11. Did you reduce costs, increase revenue / profits or impact bottom-line? (By how much?)
12. Did you increase market share or revenue? (How?)
13. Did you develop new business or enlarge a market? (How?)
14. Did you establish a reputation for handling difficult problems, situations or people?
15. Did you meet / exceed company objectives? (In what way?)
16. Did you successfully handle unusual / difficult situations or circumstances?
17. Did you improve employee performance or productivity? (How?)
18. Did you reduce errors? (By how much?)

Improving the Power of Accomplishment Statements

In the following examples, we expand on the idea from the previous section “Building Accomplishment Statements.” Here is original language from sample resumes and other ways to highlight the impact of the skill and / or expertise.

The resume is a document you will need to explain or defend in an interview. Make sure it supports your personal branding statement, highlights the best of what you have to offer, and is reflective of language you use every day.

Original:

- Supervised both temporary and permanent employees on staff.

Better:

- Reduced temporary labor expenses by 30%.

Better:

- Reduced temporary labor expenses 30% by researching and analyzing wage labor costs and implementing creative strategies.

Original:

- Responsible for leading cost reduction programs.

Better:

- Saved \$2.7M in 2-years by initiating cost-reduction program.

Better:

- Masterminded cost-reduction program, saving \$2.7M within first 2-years of implementation.

Original:

- Designed, developed, and delivered training to all vendors, including training for sales skills, technical development, onboarding, application systems, products, customer service.

Better:

- Doubled sales close rate in call center from 30% to 60% while improving new hiring training and increasing retention from 65% to 95%. Achieved results by designing consistently high quality training on onboarding, sales, service, and quality assurance for all vendors.

Better:

- Designed and delivered onboarding, sales, application systems, customer service, and quality assurance (QA) training to all vendors:

Improved new hiring training and assessments, increasing retention from 65% to 95%.

Doubled sales close rate in call center from 30% to 60%.

Condensing Language (because more is not always better):

Original:

- ~~Successfully~~ developed and implemented a new improvement plan for all supply chain teams ~~in the organization~~. ~~Responsible for~~ providing team member training and standardizing ~~the~~ procedures for ~~all of the~~ deployments. ~~This~~ plan reduced deployment and service times by approximately 25%.

Some things are assumed, i.e. 'successfully', so no need to state the word.
'Responsible for' is language with no value, instead use strong action verbs or begin with the result.
Remove participles. (a, the).

Better:

- Decreased deployment and service times 25% by developing and implementing supply chain improvement plan, training teams and standardizing deployment procedures.

Use Strong Action Verbs

Here is a comprehensive list sectioned out by Skill Area.

Management

act	approve	delegate	establish	guide	investigate	resolve
administer	assure	design	evaluate	implement	manage	select
advise	attend	determine	examine	initiate	observe	supervise
allocate	authorize	develop	execute	instruct	organize	survey
analyze	control	devise	expedite	integrate	review	train
anticipate	coordinate	direct	formulate	interpret	revise	verify
appraise	create					

Develop * Plan * Execute

achieve	coordinate	document	guide	maintain	policy-make	review
analyze	define	establish	hire	manage	program	schedule
arrange	delegate	evaluate	interview	negotiate	present	supervise
assign	describe	examine	instruct	observe	prioritize	train
communicate	develop	expedite	interpret	organize	recommend	trouble-shoot
conduct	direct	explain	judge	plan	report	utilize
contract	disburse	formulate	list			

Leadership

conduct	document	judge	lecture	motivate	plan	solve
define	explain	lead	list	negotiate	promote	speak
describe	inspire					

Numerical * Financial * Accounting * Financial Management

analyze	budget	compile	count	examine	project	review
appraise	calculate	compute	estimate	manage	record-keep	tabulate
bookkeep						

Detail * Follow-Through

apply	compose	deliver	dispatch	illustrate	organize	reproduce
arrange	compile	demonstrate	document	implement	publish	summarize
check	confirm	describe	execute	interpret	purchase	tabulate
collate	create	develop	expedite	lecture	record	translate
communicate	define	direct	file	memorize	report	write
compare						

Educate * Train * Interpret * Guide

advise	conduct	describe	explain	influence	listen	present
aid	consult	design	express	inform	organize	research
brief	counsel	develop	facilitate	instruct	persuade	review
clarify	define	disburse	guide	interpret	phrase	train
communicate	deliver	encourage	illustrate	lecture	plan	teach
compose	demonstrate					

Serve * Help * Human Relations

adjust	attend	convey	encourage	help	plan	research
administer	care	cure	explain	host	promote	serve
assist	communicate	direct	guide	nurse	provide	understand

Innovate

adapt	create	forecast	graph	invent	perceive	update
apply	demonstrate	formulate	imagine	judge	recognize	visualize
conceive	develop	generate	improve	memorize	remember	

Research * Investigate

anticipate	define	gather	inspect	perceive	reevaluate	structure
assess	determine	group	observe	plan	review	synthesize
clarify	diagnose	interview	organize	recognize	solve	survey
criticize	examine	inquire				

Artistic * Performing

act	create	draw	map	playwright	shape	stage
arrange	direct	express	model	photograph	show	stencil
assemble	decorate	fashion	mold	recite	sing	style
build	demonstrate	frame	orchestrate	resort	sketch	visualize
compose	design	illustrate	perform	sculpt	speak	write
construct	draft	lecture				

Sample Results for Accomplishment Statements

Identify the types of results you achieved when you took action. Use these phrases to complete your accomplishments (quantify if possible).

- Enhanced Profitability
- Increased Sales
- Reduced Costs
- Increased Earnings
- Increased Productivity
- Reduced Rejects
- Raised Efficiencies
- Saved Time
- Improved Morale
- Reduced Energy Requirement
- Increased Inventory Turns
- Reduced A/R Days Out
- Improved Corporate Image
- Increased Awareness
- Expanded Product Line
- Improved Accuracy
- Minimized Liability
- Shortened Lead Time
- Reduced Turnover
- Reduced Capital Investment
- Improved Quality
- Increased Return on Investment
- Conceived New Products
- Developed New Products
- Eliminated Unnecessary Procedures
- Reduced Downtime
- Improved Training
- Upgraded Plans
- Designed Equipment
- Enhanced Operations
- Improved Methods
- Automated Systems
- Improved Customer Relations
- Increase Customer Satisfaction
- Reduced Errors
- Ensured Safety

Examples of Activities Which Have a Direct Effect on Profitability

- Increased sales
- Increased earnings
- Reduced rejects
- Saved time
- Reduced energy requirements
- Reduced A/R days out
- Reduced turnover
- Improved quality
- Conceived new products
- Eliminated unnecessary procedures
- Improved training
- Designed equipment
- Devised methods
- Reduced costs
- Increased productivity
- Raised efficiencies
- Improved morale
- Increased inventory turns
- Improved corporate image
- Reduced capital investment
- Increased return on investment
- Developed new products
- Reduced downtime
- Developed plans
- Managed operations
- Automated systems

Meet Joe Right (from Resume Development)

To see Joe Right's
Ageless Resume -
Please see
Toolkit documents:

Resume Formatting
Guidelines AND Resume
Samples

JOE C. RIGHT

1 Anystreet, Anytown, Anywhere 12345

jcright@yahoo.com

123.456.7890

www.linkedin.com/in/joeright

VISIONARY OPERATIONS LEADER

Exceed revenue & cost savings targets | Improve operational service & delivery

Collaborative problem solver who uses financial modeling, process improvement, project management and training strengths to turn around troubled operations.

Expert in identifying root cause of issues and translating complex processes into clear, understandable and actionable steps. Enthusiastic leader who consistently meets commitments with integrity. Expertise in:

- Organization Design & Build
- International Sourcing & Procurement
- Low Cost Region Development
- Strategic & Operational Planning
- Service Delivery
- Profit & Loss Management

PROFESSIONAL EXPERIENCE

NEWNAME CORPORATION (previously OLDNAME INC), Anytown, Anywhere

2010 - 2014

Senior Manager, Installation Services

2011 - 2014

Managed \$80M revenue plan and supported 400+ associates. Delivered 1,300 install activities per week and provided cable and rigging services to retail and financial industries. Low cost region subject matter expert. Integration Lead for new acquisitions.

- Reduced premiums 40% and drove \$200K savings by creating and implementing international self-service model that secured vendor resources.
- Decreased deployment and service times 25% by developing and implementing supply chain improvement plan, training teams and standardizing deployment procedures.
- Achieved 78% improvement over deployment center profit plan by accelerating low cost region strategy and driving 8% billable utilization increase over plan.

Senior Project Manager, Global Business Projects Group

2010 - 2011

Led planning process, delivery and implementation of new APIs, digital data-feed, and open-systems integration for products of recently acquired business.

- Guided US team of 45 business and technical professionals toward complex acquisition. Met target deliverables for integration of all functions while reducing Finance and Human Resources staff 15%.

GLOBAL COMPANY INC, Anytown, Anywhere

2006 - 2010

Manager, Deployment Centers

Oversaw \$7M cost budget and 130 associates focused on project managing deployment and installation of retail, financial and technology equipment. Identified, reviewed and supported third party service vendors.

- Turned around high risk organization by designing and implementing low cost region strategy during 1st 6 months, ultimately reducing operations costs \$1.4M.
- Consolidated 3 deployment centers and created 2 centers of expertise increasing productivity by 25%.
- Streamlined vendor processes, which increased install services gross margin rate from 15 points to 38 points, a \$2M increase over gross margin plan (29% increase).
- Received President's Award for improving customer service levels through process standardization and implementation and monitoring of key metrics (e.g. 3pt improvement in customer delight scores).

LOCAL COMPANY, Anytown, Anywhere

2002 - 2006

Manager, Global Business Operations & Quality

Directed sales, marketing and operations for the Specialty Media product line and Retail channel. Led deployment and training of new system enhancements across all manufacturing facilities. Division Ethics & Compliance Officer.

- Exceeded annual cost savings targets 45% over 2-yr period by identifying and qualifying low cost alternative products, initiating reverse auctions and consolidating spend.
- Deployed ERP Oracle 11i manufacturing to 5 US manufacturing plants within required timeframes.
- Created and managed ongoing safety training for all manufacturing facilities, which led to "0" lost time accidents over 4 years.
- Achieved 24% reduction against department budget by restructuring roles and responsibilities, cross-training and leveraging low cost region resources.

INTERNATIONAL COMPANY, Anytown, Anywhere

1999 - 2002

Senior Business Analyst, Global Business Operations

Facilitated reduction of inventory levels and excess/obsolete materials by partnering with suppliers and manufacturing facilities. Department Ethics & Compliance representative and corporate relocation lead.

- Led inventory reduction initiatives reducing overall gross inventories 30%.
- Reduced overall product defective rates for 4 consecutive years by implementing focused quality reviews, extensive process audit and global corrective and preventative action database.
- Implemented customer scorecard process enabling sales to validate performance with customer.

EDUCATION

MBA, Operations Management, University Name, Anytown, Anywhere

BA, Finance, University Name, Anytown, Anywhere

PROFESSIONAL DEVELOPMENT

Six Sigma Black Belt Certification, 20XX

Project Management Certificate, 20XX

Leadership Development Program, CCL

Successful Negotiating Techniques

ISO Audit Training

ASSOCIATIONS

Member, Council of Supply Chain Management Professionals (CSCMP)

Area Leader, Habitat for Humanity

To see Joe Right's
Ageless Resume -
Please see
Toolkit documents:

Resume Formatting
Guidelines AND Resume
Samples

Resume Editing Tests

3 Test Questions

1. Does your Summary / Profile contain all 3 key elements? Are your Accomplishments expressed in Actions and Results?
3. Are your Summary / Profile elements proven with specific Accomplishments in the experience section?

Resume Edit - Test #1

SUMMARY – Identify and label all 3 elements:

1. Branding - function / level and impact (i.e. contribution / value)
2. Hard skills - functional expertise
3. Soft skills - strengths and personal characteristics

Action Step:

- Add in any missing elements
- Review Personal Branding Topic in www.RightEverywhere.com

Resume Edit - Test #2

ACCOMPLISHMENTS - For each accomplishment:

- –Highlight **Action** in **Yellow**
- –Highlight **Result** in **GREEN**
- If **Action** is missing, write “**HOW**” in margin
- If **Result** is missing, write “**SO WHAT?**” in margin

Action Step:

- Complete any partial accomplishments
- Use

- Sample Results for Accomplishment Statements section

Resume Edit - Test #3

LINKING Summary & Accomplishments

1. Label each Summary descriptor with a #(1, 2, 3...)
2. For each Accomplishment, identify which descriptor is being supported (may support more than 1 descriptor).

Action Steps:

- Identify additional accomplishments for unsupported descriptors in summary / profile
- Capture any missing descriptors in summary / profile that are being supported in accomplishments

Resume Edit Test #1 – Summary

Soft Skills

JOE C. RIGHT

Anytown, Anywhere 12345

Branding Statement
Who you are + Impact

jcright@yahoo.com

123.456.7890

www.linkedin.com/in/joeright

VISIONARY OPERATIONS LEADER

Exceed Revenue & Cost Savings Targets | Improve Operational Service & Delivery

Collaborative problem solver who uses financial modeling, process improvement, project management and training strengths to turn-around troubled operations.

Expert in identifying root cause of issues and translating complex processes into clear, understandable and actionable steps. Enthusiastic leader who consistently meet commitments with integrity. Expertise in:

- Organization Design & Build
- International Sourcing & Procurement
- Strategic & Operational Planning
- Low Cost Region Development
- Service Delivery
- Profit & Loss Management

Hard Skills

PROFESSIONAL EXPERIENCE

NEWNAME CORPORATION (previously **OLDNAME INC**), Anytown, Anywhere

2010 - 2014

Senior Manager, Installation Services

2011 - 2014

Managed \$80M revenue plan and supported 400+ associates. Delivered 1,300 install activities per week and provided cable and rigging services to retail and financial industries. Low cost region subject matter expert. Integration Lead for new acquisitions.

- Reduced premiums 40% and drove \$200K savings by creating and implementing international self-service model that secured vendor resources.
- Developed and implemented supply chain improvement plan, trained teams and standardized deployment procedures.
- Achieved 78% improvement over deployment center profit plan.

Senior Project Manager, Global Business Projects Group

2010 - 2011

Led planning process, delivery and implementation of new APIs, digital data-feed, and open-systems integration for products of recently acquired business.

- Guided US team of 45 business and technical professionals toward complex acquisition. Met target deliverables for integration of all functions while reducing Finance and Human Resources staff 15%.

GLOBAL COMPANY INC, Anytown, Anywhere

2006 - 2010

Manager, Deployment Centers

Oversaw \$7M cost budget and 130 associates focused on project managing deployment and installation of retail, financial and technology equipment. Identified, reviewed and supported third party service vendors.

- Turned-around high risk organization by designing and implementing low cost region strategy during 1st 6 months, ultimately reducing operations costs \$1.4M.
- Consolidated 3 deployment centers and created 2 centers of expertise increasing productivity by 25%.
- Streamlined vendor processes, which increased install services gross margin rate from 15 points to 38 points, a \$2M increase over gross margin plan (29% increase).
- Received President's Award for improving customer service levels through standardizing processes and implementing and monitoring key metrics (e.g. 3pt improvement in customer delight scores).

Resume Edit Test #2 – Accomplishments

JOE C. RIGHT

Anytown, Anywhere 12345

jcright@yahoo.com

123.456.7890

www.linkedin.com/in/joeright

VISIONARY OPERATIONS LEADER

Exceed Revenue & Cost Savings Targets | Improve Operational Service & Delivery

Collaborative problem solver who uses financial modeling, process improvement, project management and training strengths to turn-around troubled operations.

Expert in identifying root cause of issues and translating complex processes into clear, understandable and actionable steps. Enthusiastic leader who consistently meets commitments with integrity. Expertise in:

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- Strategic & Operational Planning
- Low Cost Region Development
- Service Delivery
- Profit & Loss Management

PROFESSIONAL EXPERIENCE

NEWNAME CORPORATION (previously **OLDNAME INC**), Anytown, Anywhere

2010 - 2014

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2011 - 2014

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- Reduced premiums 40% and drove \$200K savings by creating and implementing international self-service model that secured vendor resources.
- Developed and implemented supply chain improvement plan, trained teams and standardized deployment procedures. (So what)
- Achieved 78% improvement over deployment center profit plan. (How?)

Senior Project Manager, Global Business Projects Group

2010 - 2011

Led planning process, delivery and implementation of new APIs, digital data-feed, and open-systems integration for products of recently acquired business.

- Guided US team of 45 business and technical professionals toward complex acquisition. Met target deliverables for integration of all functions while reducing Finance and Human Resources staff 15%.

GLOBAL COMPANY INC, Anytown, Anywhere

2006 - 2010

Manager, Deployment Centers

Oversaw \$7M cost budget and 130 associates focused on project managing deployment and installation of retail, financial and technology equipment. Identified, reviewed and supported third party service vendors.

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- Consolidated 3 deployment centers and created 2 centers of expertise increasing productivity by 25%.
- Streamlined vendor processes, which increased install services gross margin rate from 15 points to 38 points, a \$2M increase over gross margin plan (29% increase).
- Received President's Award for improving customer service levels through standardizing processes and implementing and monitoring key metrics (e.g. 3pt improvement in customer delight scores).

Resume Edit Test #3 – Linking Summary & Accomplishments

JOE C. RIGHT

Anytown, Anywhere 12345

jcright@yahoo.com

123.456.7890

www.linkedin.com/in/joeright

VISIONARY OPERATIONS LEADER

Exceed Revenue & Cost Savings Targets (1) | Improve Operational Service & Delivery (2)

Collaborative problem solver (3) who uses financial modeling (4), process improvement (5), project management (6) and training (7) strengths to turnaround troubled operations (8).

Expert in identifying root cause of issues and translating complex processes into clear, understandable and actionable steps(9). Enthusiastic leader who consistently meets commitments with integrity. Expertise in:

- Organization Design & Build(10)
- International Sourcing & Procurement(11)
- Strategic & Operational Planning(12)
- Low Cost Region Development(13)
- Service Delivery(14)
- Profit & Loss Management(15)

PROFESSIONAL EXPERIENCE

NEWNAME CORPORATION (previously **OLDNAME INC**), Anytown, Anywhere

2010 - 2014

Senior Manager, Installation Services

2011 - 2014

Managed \$80M revenue plan and supported 400+ associates. Delivered 1,300 install activities per week and provided cable and rigging services to retail and financial industries. Low cost region subject matter expert. Integration Lead for new acquisitions.

- Reduced premiums 40% and drove \$200K savings by creating and implementing international self-service model that secured vendor resources. (1, 2, 3, 10, 11,14)
- Developed and implemented supply chain improvement plan, trained teams and standardized deployment procedures. (2, 3, 5, 14)
- Achieved 78% improvement over deployment center profit plan. (1, 4, 12, 13, 15)

Senior Project Manager, Global Business Projects Group

2010 - 2011

Led planning process, delivery and implementation of new APIs, digital data-feed, and open-systems integration for products of recently acquired business. (Bullet below addresses: 1, 3, 6, 7, 9)

- Guided US team of 45 business and technical professionals toward complex acquisition. Met target deliverables for integration of all functions while reducing Finance and Human Resources staff 15%.

GLOBAL COMPANY INC, Anytown, Anywhere

2006 - 2010

Manager, Deployment Centers

Oversaw \$7M cost budget and 130 associates focused on project managing deployment and installation of retail, financial and technology equipment. Identified, reviewed and supported third party service vendors.

- Turned around high risk organization by designing and implementing low cost region strategy during 1st 6 months, ultimately reducing operations costs \$1.4M. (1, 8, 10, 12, 13, 15)
- Consolidated 3 deployment centers and created 2 centers of expertise increasing productivity by 25%. (4, 5, 9 10)
- Streamlined vendor processes, which increased install services gross margin rate from 15 points to 38 points, a \$2M increase over gross margin plan (29% increase). (1, 6, 8, 14, 15)
- Received **President's Award** for improving customer service levels through standardizing processes and implementing and monitoring key metrics (e.g. 3pt improvement in customer delight scores). (2, 5, 14)

All 3 Resume Edit Tests - Summary, Accomplishments & Linking

Soft Skills

JOE C. RIGHT

Anytown, Anywhere 12345

jright@yahoo.com

123.456.7890

www.linkedin.com

Branding Statement
Who you are + Impact

VISIONARY OPERATIONS LEADER

Exceed Revenue & Cost Savings Targets (1) | Improve Operational Service & Delivery (2)

Collaborative problem solver(3) who uses financial modeling(4), process improvement(5), project management(6) and training(7) strengths to turnaround troubled operations(8).

Expert in identifying root cause of issues and translating complex processes into clear, understandable and actionable steps(9). Enthusiastic leader who consistently meets commitments with integrity. Expertise in:

- Organization Design & Build(10)
- International Sourcing & Procurement(11)
- Strategic & Operational Planning(12)
- Low Cost Region Development(13)
- Service Delivery(14)
- Profit & Loss Management(15)

Hard Skills

PROFESSIONAL EXPERIENCE

NEWNAME CORPORATION (previously **OLDNAME INC**), Anytown, Anywhere

2010 - 2014

Senior Manager, Installation Services

2011 - 2014

Managed \$80M revenue plan and supported 400+ associates. Delivered 1,300 install activities per week and provided cable and rigging services to retail and financial industries. Low cost region subject matter expert. Integration Lead for new acquisitions.

- Reduced premiums 40% and drove \$200K savings by creating and implementing international self-service model that secured vendor resources. (1, 2, 3, 10, 11, 14)
- Developed and implemented supply chain improvement plan, trained teams and standardized deployment procedures. (So what) (2, 3, 5, 14)
- Achieved 78% improvement over deployment center profit plan. (How?) (1, 4, 12, 13, 15)

Senior Project Manager, Global Business Projects Group

2010 - 2011

Led planning process, delivery and implementation of new APIs, digital data-feed, and open-systems integration for products of recently acquired business. (Bullet below addresses: 1, 3, 6, 7, 9)

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- Received President's Award for improving customer service levels through standardizing processes and implementing and monitoring key metrics (e.g. 3pt improvement in customer delight scores). (2, 5, 14)

Proofreading Tips

When sending out any document related to your job search, it is critical it be error free. Our Resume Specialist Team shared these ‘tricks of the trade’ they employ when proofreading a document:

- Read the copy out loud.
- Read the copy backwards to focus on the spelling of words.
 - Covering the words above and below your line helps you to keep your eye just on the line you are proofreading.
 - When reading one line at a time, and doing it backwards, you don't have the context and meaning to let you know if your eye skips a line.
- Use spell check and grammar check as a first screening, but don't rely on them.
 - There are too many possibilities for error with spell check. (Examples: lead and led, there and their, to and two, our and hour - words that are correctly spelled but may not be the form you intended.)
- Don't proof for every type of mistake at once -- do one proofreading for spelling, another for consistency of word usage, verb tenses, punctuation, etc.
- Double check little words: "or," "of," "it," and "is" are often interchanged.
- Take a break and come back to it fresh. How often do you find a typo after the fact even when you have proofread the document several times? The wrong spelling can look right until you leave it and come back with fresh eyes.

Common Resume Errors

Although we highlight best practices on how to proofread your resume in the section called “Proofreading Your Resume” we wanted to call attention to some of the most common mistakes.

Error	Solution
Sending out a document with errors - many hiring authorities rank it as the #1 reason for dismissing your candidacy. Attention to detail is important.	Proofread, proofread, and proofread! (See section called “Proofreading Your Resume” for more.)
Generic resume - no target or focus, trying to be all things to all audiences (Result: Being persona-non-grata to any audience)	Create a strong personal brand that shows your target audience what differentiates you and where you add value. (See www.RightEverywhere.com > TOPICS > PERSONAL BRANDING for more on the topic.)
Using LEAD (the element from the Periodic Table or “to lead” as in to guide) instead of the proper LED (past tense of “to lead”)	Proofread specifically for this error
Using FORMALLY (as in rules of etiquette) instead of FORMERLY (as in “this company used to be known as ABC Company until it was acquired by DEF Company)	Proofread specifically for this error
Calling it a BACHELOR DEGREE when it is actually a BACHELOR’S DEGREE (with an apostrophe S)	Proofread specifically for this error
Verb tense not matching. This could include using Manages instead of Managed. Or Managing instead of Managed.	Resume should be in 1 st person, past tense (unless you’re still doing the job). Keep your verb tense consistent throughout your writing.
Faulty Parallel Structure in your writing, such as ensuring (if you’re listing nouns), that you list all nouns. Or if you’re listing things in an -ING form, they be consistent. <u>Example in areas of expertise listing:</u> Sales & Marketing Marketing Communications Solving Problems Brand Management <u>Example in list of bullets:</u> Grew sales 26% year-over-year (YOY) Improving gross margins to 33% from 9% Gained 15% market share	Proofread specifically for this error

Resume Review Checklist

This checklist is a guide for ensuring that your resume is complete. All of the information referred to below is explained in the **Resume** topic in the [www.RightEverywhere®](http://www.RightEverywhere.com) website.

GENERAL REVIEW:

- ☐ Is your resume clear, professional and easy to read?
- ☐ Does all the information support your personal branding statement?
- ☐ Is the reader's eye drawn immediately to the most important information?
- ☐ Have you eliminated or minimized any distracting information?
- ☐ Is your resume a true marketing tool or just a listing of your experience?
- ☐ Have you eliminated personal pronouns (I, me, my...)?
- ☐ Is past information expressed in past tense?
- ☐ Have you used white space effectively to make information easy to find?
- ☐ Is the length of your resume appropriate to your experience (generally 2 pages or less)?
- ☐ Is your font type consistent throughout the entire resume?
- ☐ Have you checked and rechecked spelling, punctuation, wording and accuracy? (See the section called "Proofreading Tips" for more.)
- ☐ Have you ensured that your resume is able to be scanned? (Please see "Creating a Resume in Plain TEXT Format" in the document called RESUME FORMATTING GUIDELINES.)
- ☐ Is your paper color neutral (white, crème, light beige, light gray)?

HEADER:

Does your header include the following information?

- ☐ Name
- ☐ Address
- ☐ Phone number at which it is best to reach you
- ☐ Email address that reflects your name
- ☐ Customized LinkedIn URL (if you have created a profile)

SUMMARY:

Does your summary contain the 4 following elements?

- ☐ Personal Branding Statement (Functional title / level and Value Add)?
- ☐ Functional areas of expertise?
- ☐ Strengths, experience, and attributes?
- ☐ Impact / contribution?
- ☐ Are your summary elements (qualifications) what employers are currently seeking for the type of position you are targeting (Did you do your market research? Analyze current job descriptions and job postings? Did you utilize www.TagCrowd.com to optimize keywords in your document?)

Resume for Career Change or Shift

Crafting a resume can be more challenging if making either a complete career change or a shift in focus to a role you've formerly held or a role you had, but not as your full-time function.

It's critical that you not only be clear about your focus, but also how your experience and skills / expertise translate to the new role you're targeting.

Remember, your resume isn't your "job history" per se, it's the part of your job history that is selling you into the role you're targeting. That means it's not the hiring authority's job to figure out how what you USED TO DO relates to what THEY NEED YOU TO DO.

As stated earlier, research suggests that resume reviewers spend less than 10-seconds reviewing a document. That means you need to "hit them over the head" in your messaging. Developing a strong personal branding statement helps you accomplish just that. (See www.RightEverywhere.com >TOPIC > PERSONAL BRANDING for more.)

One strategy many job seekers use is to shift from the traditional CHRONOLOGICAL resume format to either a FUNCTIONAL or HYBRID format. The FUNCTIONAL or HYBRID formats focus the reader's attention on either functional areas of expertise, skills, or impact / outcomes delivered.

Below are two samples which can be viewed in more detail in the RESUME TOOLKIT document called Resume Samples.

Traditional FUNCTIONAL Resume Sample - Page 1

CLIENT NAME
Anyplace, Anywhere 00000
firstJastname@email.com 123.456.7899 www.linkedin.com/in/firstlastname

VERSATILE IT CONSULTANT
Deliver Large-Scale, Complex Programs | Integrate Processes with Technology | Optimize IT Performance
Develop cost-effective, multi-tiered enterprise applications across various industries. Unique combination of strengths in both technology and training. Approachable project manager skilled at all facets of the product development life-cycle including pre-/post-support and managing client relationships.
Expertise includes:
Technology Strategy, Evaluation & Analysis | Application Development & Implementation | Client Training

SELECTED ACCOMPLISHMENTS
IT Strategy, Evaluation & Analysis

- Developed strategy for multimillion-dollar conversion, replacing federal government's aging legacy systems with Service-Oriented Architecture (SOA) based, custom-developed family of applications.
- Designed and delivered business system infrastructure solution that supported implementation of new billing system and international market expansion plans.
- Assessed existing application and subsequently created and co-developed Enterprise portal that improved usability, performance and data retrieval. Portal enabled customers or administrators to access information and effectively manage plans.
- As Subject Matter Expert (SME), created strategy for automating deployment process using XMLAccess. Moved configurations and portal assets to new environment substantially increasing overall performance.

Custom Application Development & Implementation

- Led development and implementation of Integrated Fraud Detection and Monitoring System Platform System (IFP) in collaboration with developer teams distributed across multiple geographies.
- Developed and implemented new shop floor control system:
 - Saved \$400K by reorganizing and reducing total number of manufacturing floor expeditors from 12 to 2.
 - Reduced product-build cycle time by 43%.
- Designed unique portal system, which captured student performance, monitored progress and reported detailed findings to educators and parents.
- Eliminated paper-based systems and provided real-time access to orders, shipments, invoices, payments, and inventories by implementing manufacturing ERP system across 5 manufacturing facilities in 4 states.
- Achieved \$131K annual postal savings and reduced staff from 24 to 13 by developing and implementing web-based membership system used by 85% of organization's customer base.

Training Program Development & Delivery

- Designed, developed, rolled out and coordinated series of client training programs ensuring that new processes and software tools were quickly adopted across organization.
- Developed role-based curriculum supporting implementation of new ERP system and trained over 300 users in 2 months, on time and on budget.

The personal branding statement is highly visible and pulls in the reader's eye.

Traditional FUNCTIONAL Resume Sample - Page 2

CLIENT NAME

first.lastname@email.com

PAGE TWO

Training Program Development & Delivery (Continued)

- Evaluated, implemented and ensured that effective training solution options were delivered to local and remote government workforce in a cost effective and timely manner.
- Provided guidance to major client's HR and Training teams on creation of common training enterprise infrastructure, which supported 900 end-users.

The "Professional Experience" section is on the 2nd page where it is visible but not the main focus.

PROFESSIONAL EXPERIENCE

TECHNOLOGY CONSULTANTS LLP, Anytown, Anywhere
Managing Consultant (20XX – 20XX)
Senior Consultant (20XX – 20XX)

20XX – 20XX

ABC CORPORATION, Anytown, Anywhere
EAI Consultant

20XX – 20XX

SOFTTECH INC., Anytown, Anywhere
Project Lead & Architect (20XX – 20XX)
Team Lead & Trainer (19XX – 20XX)
Application Developer (19XX – 19XX)

19XX – 20XX

EDUCATION

- MBA, University Name, Anytown, Anywhere
- MS, Computer Applications and Mathematics, University Name, Anytown, Anywhere
- BS, Computer Applications and Mathematics, University Name, Anytown, Anywhere
- Six Sigma Green Belt

TECHNICAL SKILLS

Platforms: AIX, Solaris, Linux, Windows XP, Windows 2000, Windows NT
Languages: Java 5, J2EE 1.4, COBOL, SQL, PL / SQL, JavaScript, HTML, CSS, C++
Application Servers: WebSphere Application Server 6.1, Weblogic 7.1, JBoss 4.0, Tomcat 5.x, JRun
Portal Servers: WebSphere Portal Server v6.x, JBoss Portal 2.0 with JBoss AS 4.0.2, Weblogic 6.1, Liferay Portal Enterprise 3.6.1 (Bundled with JBoss+Tomcat), Epicentric
Technologies: EJB, JDBC, Servlets, Java Beans, Java Mail, Swing, Java Thread, JSP, RMI, JAXB, JAXP, JNDI, WCM, XML, XSL, XSLT, XSL-FO, XSD, XPath, Xercess, SOA, Web Services, SOAP, UDDI, WSDL, WS-*, BPML, Ant, Maven 2, Log 4j, iText, Quartz, Portlet (JSR-168)
Development Tools: Rational Software Architect (RSA) v7.x, Rational Application Developer (RAD), IBM Rational Rose, WSAD, Borland JBuilder, TogetherJ

HYBRID Resume Sample - Page 1

The personal branding statement is highly visible and pulls in the reader's eye.

CLIENT NAME

Anyplace, Anywhere 00000
www.linkedin.com/in/firstlastname

123.456.7899
first.lastname@email.com

VERSATILE IT CONSULTANT

Deliver Large-Scale, Complex Programs | Integrate Processes with Technology | Optimize IT Performance

Develop cost-effective, multi-tiered enterprise applications across various industries. Unique combination strengths in both technology and training. Approachable project manager skilled at all facets of the product development life-cycle including pre-/post-support and managing client relationships.

Expertise includes:

Technology Strategy, Evaluation & Analysis | Application Development & Implementation | Client Training

PROFESSIONAL EXPERIENCE

TECHNOLOGY CONSULTANTS LLP, Anytown, Anywhere

Managing Consultant (20XX – 20XX)

IT Strategy, Evaluation & Analysis

- Developed strategy for multimillion-dollar conversion replacing federal government's aging legacy systems with Service-Oriented Architecture (SOA) based, custom-developed family of applications.
- Designed and delivered business system infrastructure solution that supported implementation of new billing system and international market expansion plans.

Custom Application Development & Implementation

- Led development and implementation of Integrated Fraud Detection and Monitoring System Platform System (IFP) in collaboration with developer teams distributed across multiple geographies.
- Developed and implemented new shop floor control system:
 - Saved \$400K by reorganizing and reducing total number of manufacturing floor expeditors from 12 to 2.
 - Reduced product-build cycle time by 43%.

Training Program Development & Delivery

- Designed, developed, rolled out and coordinated series of client training programs ensuring that new processes and software tools were quickly adopted across organization.

Senior Consultant (20XX – 20XX)

IT Strategy, Evaluation & Analysis

- Assessed existing application and subsequently created and co-developed Enterprise portal that improved usability, performance and data retrieval. Portal enabled customers or administrators to access information and effectively manage plans.

Custom Application Development & Implementation

- Designed unique portal system, which captured student performance, monitored progress and reported detailed findings to educators and parents.

Training Program Development & Delivery

- Developed role-based curriculum supporting implementation of new ERP system and trained over 300 users in 2 months, on time and on budget.

The "Professional Experience" section is on the 1st page where it is visible, but the functional areas of expertise under each role highlight where the candidate delivered the same value in each role.

The HYBRID represents the advantages of a Functional format while presenting it in a familiar Chronological format.

HYBRID Resume Sample - Page 2

The flow of presenting the functional areas of expertise is carried out throughout the resume for consistency.

CLIENT NAME

first.lastname@email.com

PAGE TWO

ABC CORPORATION, Anytown, Anywhere

EAI Consultant

IT Strategy, Evaluation & Analysis

- As Subject Matter Expert (SME), created strategy for automating deployment process using XMLAccess. Moved configurations and portal assets to new environment substantially increasing overall performance.

Custom Application Development & Implementation

- Eliminated paper-based systems and provided real-time access to orders, shipments, invoices, payments, and inventories by implementing manufacturing ERP system across 5 manufacturing facilities in 4 states.

Training Program Development & Delivery

- Evaluated, implemented and ensured that effective training solution options were delivered to local and remote government workforce in a cost effective and timely manner.

SOFTTECH INC., Anytown, Anywhere

19XX – 20XX

Project Lead & Architect (20XX – 20XX)

Team Lead & Trainer (19XX – 20XX)

Application Developer (19XX – 19XX)

Custom Application Development & Implementation

- Achieved \$131K annual postal savings and reduced staff from 24 to 13 by developing and implementing web-based membership system used by 85% of organization's customer base.

Training Program Development & Delivery

- Provided guidance to major client's HR and Training teams on creation of common training enterprise infrastructure, which supported 900 end-users.

EDUCATION

- MBA, University Name, Anytown, Anywhere
- MS, Computer Applications and Mathematics, University Name, Anytown, Anywhere
- BS, Computer Applications and Mathematics, University Name, Anytown, Anywhere
- Six Sigma Green Belt

TECHNICAL SKILLS

Platforms: AIX, Solaris, Linux, Windows XP, Windows 2000, Windows NT
Languages: Java 5, J2EE 1.4, COBOL, SQL, PL/SQL, JavaScript, HTML, CSS, C++
Application Servers: WebSphere Application Server 6.1, Weblogic 7.1, JBoss 4.0, Tomcat 5.x, JRun
Portal Servers: WebSphere Portal Server v6.x, JBoss Portal 2.0 with JBoss AS 4.0.2, Weblogic 6.1, Liferay Portal Enterprise 3.6.1 (Bundled with JBoss+Tomcat), Epicentric
Technologies: EJB, JDBC, Servlets, Java Beans, Java Mail, Swing, Java Thread, JSP, RMI, JAXB, JAXP, JNDI, WCM, XML, XSL, XSLT, XSL-FO, XSD, XPath, Xercess, SOA, Web Services, SOAP, UDDI, WSDL, WS-*, BPML, Ant, Maven 2, Log 4j, iText, Quartz, Portlet (JSR-168)
Development Tools: Rational Software Architect (RSA) v7.x, Rational Application Developer (RAD), IBM Rational Rose, WSAD, Borland JBuilder, TogetherJ