

		Executive: Resume Development		
Resume Development process				
Where are you?				
JUST STARTING Long time since updated	UPDATING Not-too-old version	THINK I'M FINISHED  Can I sharpen?		
	2	Right Management		

Step 1 STRATEGY

Step 2 SUMMARY >> STATING YOUR CASE

Step 3 ACCOMPLISHMENTS >> INCREASING IMPACT

LAYOUTS >> IMPROVING MESSAGE

Step 5 NEXT STEPS & BEYOND

Right Management

# Goal of Your Resume ... Executive: Resume Development

# IT'S ALL ABOUT THEM (THE EMPLOYER)

- Focuses on their Pain Points
- STARTS a conversation by Hooking them
- Highlights your Core Expertise & Branding
- Formatted for Quick reading



# George's

# George Pepper City, State, Zip H: (555) 555-5555; M: (555) 444-4444

Objective: Seeking to obtain a rewarding position as an Officer or Senior VP in a challenging and cutting-edge environment.

# **Before**

Resume

### Professional Skills

- Adept at functioning seamlessly in a virtual team environment
- Strong fourteen year experience in senior management and executive positions Strong industrial biotech background
- Broad industrial scale-up experience design and practice Comprehensive engineering skill set

- Educational Qualification:

  BSChE with Summa Cum Laude, University of Illinois (1981)
  Initiated MSEE program, RIT (not completed)

Career History.₀
DDCE (DuPont Danisco Cellulosic Ethanol LLC), Itasca, IL
Vice President Engineering & Operations, 05/2012 – 06/2018

- Led effort on preliminary design for commercial Cellulosic Ethanol facility and subsequent Front-End Loading activities (Conceptual and Basic Engineering)
- Selected preferred engineering firm for commercial design activities and negotiated long terms and conditions Led the self-perform EPCM effort to fast track the completion of a fully integrated demonstration scale cellulosic
- This commercially prototypical facility proceeded from basic data/conceptual engineering to startup in 15 months.
- again 1 monature.

  Hired engineering and operational staff of >20 people for demonstration plant
  Sponsored effort to develop DDCE Environmental Health Safety and Security policy
  Key architect in creation of DDCE strategic plan

- Leading and participating in evaluation of several innovative technologies

  Participating in development of early adopter licenses and discussions with potential customers

### Responsibilities:

- Design and build plants demonstration and commercial-scale

- Develop future generation plant designs

  Operate DDCE owned plants demonstration and future commercial

  Develop prime generation plant designs

  Operate DDCE owned plants demonstration and future commercial

  Develop engineering portion of licensing package: "schedule A", propriety equipment design and pricing
- Deliver, operate & maintain service to licensees
- Regulatory Affairs including EHS&S

# Executive: Resume Development

# George's

# **AFTER**

# Resume



# GEORGE A. PEPPER

Anyplace, Anywhere

919.555.1212

www.linkedin.com/in/georgeapepper

# **BIOTECHNOLOGY ENGINEERING EXECUTIVE**

Transforming Science into Commercial Reality

Creative engineering executive expert in commercialization and technology evaluation. Executes with mantra of "commercialize or perish." Passionate about harnessing the power of biotechnology to improve environmental sustainability. International experience across Europe, Asia, North and South America.

Expertise in fields including: biotechnology, cellulosic biofuels, industrial enzymes, and chemicals. Broad industrial scale-up experience – design and practice. Recognized for strategic and forward-looking approach

Engineering & Operations Leadership | Technology Evaluation | Commercial Scale-Up | Licensing | Biotechnology

### PROFESSIONAL EXPERIENCE

NAME OF COMPANY, INC., City, State \$200M global company developing.....

georgepepper@gmail.com

20XX - 20XX

# Vice President, Engineering & Operations

Led engineering evaluations, designs and construction for member-owned assets and prepared engineering packages for licensing opportunities. Staffed and operated scale-up assets. Spearheaded fast-track effort that fully integrated demonstration-scale cellulosic ethanol facility. Completed within 2%

- of original estimate and performed in top 10% of execution.

  Executed cost-effective commercial design project within 14 weeks; established platform used for next 3 years.
- Commissioned plant through and earned respect of seasoned JV owners. Oversaw hiring (>20) and initial operational control of demonstration plant.
- Led evaluation of innovative technologies which opened potential revenue stream of \$10M in year 2.

### NAME OF COMPANY, INC., Location

20XX - 20XX

# **Biorefinery Director**

20XX-20XX Led engineering and operations function creating new cellulosic ethanol business and guided worldwide R&D, application science, legal, finance and sales team.

- Negotiated and created strategic roadmap for \$140M XYZ Joint Venture (Leadership Team).
- Spearheaded successful Global Supply launch for world's 1st commercial cellulosic enzyme (Name products) and established interface between potential customers and applications lab.



# Executive Recruiter Quote...Be the EXPERT

"In today's market (whether right or wrong) companies are looking for **kings and queens** in their fields, **not the jack of all trades.** 

If your **resume** doesn't shout out loud and clear, **I'm an expert,** you may be missing opportunities."



# **Branding Worksheet**

**Executive: Resume Development** 

# George's 1st draft

I am George and I am a Senior Executive Engineer with over 20 years in cutting-edge engineering environments.

I have expertise in challenging operations in a variety of fields; chemicals, biotechnology, enzymes, and bio-fuels.



One of the things at which I'm most adept is functioning seamlessly in a virtual team environment. Broad industrial scale-up experience – design and practice. Known for a strategic and forward looking approach.

### RightEverywhere.com:

- > RESOURCES > (search for) Branding Worksheet
- > LEARNING CENTER > Exec: Personal Branding

Executive: Resume Development

# Laser-focused Unique Value Proposition

# **VP of Engineering**



Transforming science into commercial reality

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# Analyze Marketplace Needs...

**Executive: Resume Development** 

# **Key Word Exercise**

FIND: ~5 job listings, for Target Role

CFO / VP Finance for Global Digital Payments

**IDENTIFY:** common requirements & niche

**COMPARE:** with your resume

The President will provide overall business leadership on a strategic and tactical level while achieving breakthrough financial and market objectives. In addition, the President will drive Denault culture (DBS) daily, and continuously build a high-performance team.

Key responsibilities for the position:

- Has full P&L responsibility for the global Industrial Automation business.
- Develop and implement strategic and tactical marketing and revenue growth plans.
- Design and execute strategy for serving the global automation markets, establishing market differentiation, appropriate product offerings to assure promising segments are effectively served, and map the organization to that strategy
- Act as Champion for the product –Denault. Bell System (DBS) across company
   improve operations excellence and operating profits for each individual entity and
   for the business as a whole.
- Drive customer satisfaction and manage customer relationships.

OPTIONAL: visual analysis of key words

Copy & paste >> core content of ~5 jobs into Word Cloud (<u>www.Tagcrowd.com</u> or <u>www.Wordle.net</u>) OR use <u>jobscan.co</u>

SERVICES EXECUTIVE GLOBALFINANCIAL OPERATIONS DEVELOPMENT BOAR DREVENUE

# Resume Guidelines

Executive: Resume Development

# It's all about your TARGET POSITION

Document Length = 2 Pages - max for everyday use.

Possible Exceptions:

- Target Job/Industry consulting, research, academia, government
- Extensive & Relevant publications, speaking engagements, patents, etc.
- Exec Recruiter special requests
- Experience
  - ~ 15 years Concentrating on most: 1) Recent & 2) Relevant to Target
  - > 15 years If value-added. Likely for: Consulting, Board of Directors, C-Suite, Academia, Research
- Additional Content i.e. Education, Certifications, Community Leadership & Membership Add selectively; include what's relevant, valuable, and of interest to Target.
- Prioritize All Content

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# Resume Guidelines

Executive: Resume Development

# Use

- Numerals & Symbols (\$, %, >, #) i.e. use \$10M not ten million dollars
- Direct & Explicit Language
- Maximum length of: paragraphs: 5 lines | sentences: 1-2 lines | bullets: 5-6 vertically

# **Eliminate**

- Phrases & Words without Impact
   i.e. as well as, or, multiple, a variety of, for the company
- Articles & Personal Pronouns

  i.e. a, an, the

  i.e. me, I, my, our, their...
- Repetitive Language in close proximity
   Leads initiatives on Executive Leadership Teams. Leader who engages team.

# **Minimize**

- Adjectives
  - i.e. Strong, Innovative, Ethical, Creative, Insightful, Enthusiastic

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Spotlight Strengths >>> Sell Benefits

Why did it matter?

Features (Tell)

Results-driven

Drives brand growth and double-digit market share

Problem Solver

Identifies and improves processes translating into...

Creative

Develops breakthrough market opportunities...

Relationship Builder

Builds strong alliances and partnerships that ...

# What about resumes you've reviewed.... What have you liked? What have you dis-liked?

	Executive: Resume Development
Step 1	STRATEGY
Step 2	SUMMARY >> STATING YOUR CASE
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Step 5	NEXT STEPS & BEYOND
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# Summary - STATE your case!

- Branding Statement
  - Professional / Functional Job Title & Level
  - Industries (optional as it adds value)
  - Value / Contribution What you're known for & how you offer impact
- Hard Skills [What you know]

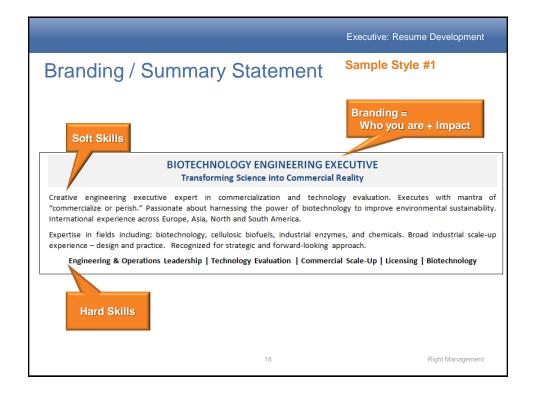
KEY WORD Exercise

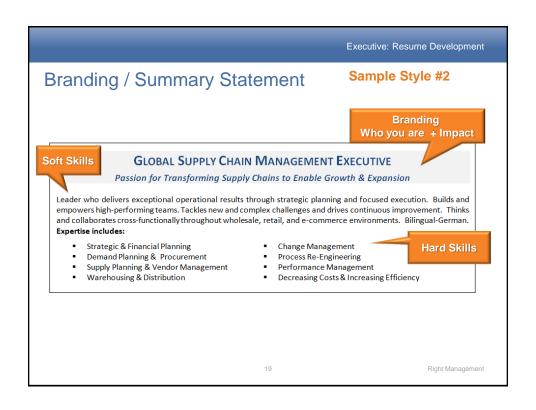
Specific Expertise / Knowledge (supporting target position)

- Soft Skills [How]
  - Strengths, Experience & Personal Attributes

Guideline: Paragraph - up to 6 lines. Written in short, digestible format

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# Experience section - PROVE Your Case!

# **CORE COMPONENTS**

# COMPANY

- NAME Use <u>current</u> market-known name. Include merger/ acquisition info, if relevant. e.g. New Bank (formerly ABC Bank) or ABC Bank (acquired by New Bank 2014)
- LOCATION use your location/area vs. headquarters
- DESCRIPTION Use only if value-added. Keep short! e.g. \$200M software startup providing Human Resources IT solutions in 10 countries (APAC, EU, NA)
- YEARS Leave off months. e.g. 2005 2015; Exception for most recent e.g. 2013 June 2018

# **JOB / POSITION**

- TITLE - Separate roles and include dates.

Optional: Using Functional Titles; Combining similar roles & early jobs

## For each role, include both:

- JOB SCOPE
- **ACCOMPLISHMENTS**

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# **Executive: Resume Development**

# Experience > 15+ years Make Ageless & Save Space

## **CONSOLIDATE EARLY JOBS**

PAGE 2 OF 2

COMPANY NAME HYPERLINK - Continued

Market Development, Director – Strategic Business

XXX – XXXX

Led business unit strategy and built market share in BRIC countries for Grain Processing, Textiles, and Fabric and Home Care; closely collaborating with R&D leadership.

\*\*Oreated and implemented supply and manufacturing options in China; improved margin S200M.

Engineering Technology Director XXXX - XXXX Engineering Manager

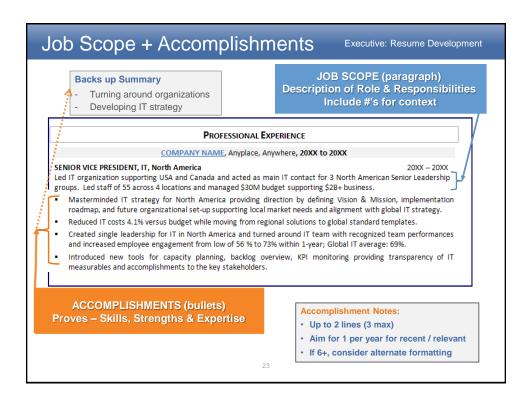
# REMOVE EARLY DATES

Prior Experience includes: Engineering Technology Director; Engineering Manager

# **CREATE SEPARATE SECTION**

# ADDITIONAL EXPERIENCE

MOORE & BROWN CONSULTING, Houston, TX



# Accomplishments - Jog your Memory

Performance Reviews



Revisit your Work Calendar



Check in with PAST COLLEAGUES

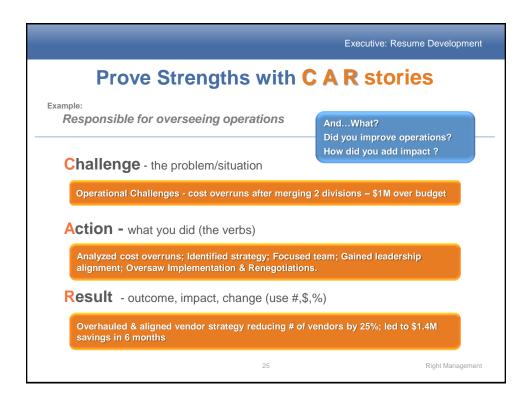


Brainstorm using AccompLISHMENT QUESTIONS

"Resume Strategies & Guidelines" document

- How have you impacted efficiency? (What?, How much?)
- How have you increased revenue? (What? How much?)
- What difficult problem did you tackle? (Why?)





# Create YOUR Message...SHOWCASING: Strengths & Skills – start with Actions • Overhauled strategic vendor strategy that reduced operational costs by \$1.4M within 1st 6-months. Results – start with Outcomes • Reduced operational costs \$1.4M within 1st 6-months, by overhauling strategic vendor strategy. \*\*\*ACTION + RESULT = needed, in all accomplishments

# **State Clearly**

# **Emphasize your ACTIONS**

Eliminate & de-emphasize passive phrases i.e. Responsible for..., Played Key Role ..., Assisted...

Instead of: Member of Executive Team that created new product launch strategy

Use: Led customer insights analysis for new product launch, as Member of Executive Team

# State **RESULTS**

If result achieved, change: "to verbs" to past tense

Instead of: Ran XYZ project to drive new revenue

use: Ran XYZ project and drove \$1M in new revenue

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# 'Other' Sections - ENHANCE your case!

# **CERTIFICATIONS & EDUCATION**

Certified Public Accountant (CPA), State of Iowa Master of Science (MS), Accounting, Name of University, Anyplace, Anywhere Bachelor of Science (BS), Finance, Name of University, Anyplace, Anywhere

### CIVIC & BOARD LEADERSHIP

Board Member, PRIORITY ONE, Charlotte, NC - Economic development group working with greater Charlotte Chamber of Commerce

Board Member - Past, CHILDREN'S CARE NETWORK, Champaign, IL

Oversaw and negotiated new site and building development

# **G**UIDELINES

Combine or Separate Sections based upon # of items & space

order of sections & within sections

# Dates

generally, leave off

# Qualify

if needed i.e. past, in process, inactive, formerly held

relevant Accomplishments and/or significance

# SAMPLE SECTIONS:

- Education
- Professional Associations - Community Leadership & Non-profit
- Training - Certifications
- Military Experience
- Patents
- Foreign Language Fluency
- Speaking Engagements
- Publications & Papers
- Technology & Tools

Step 1 Strategy

Step 2 SUMMARY >> STATING YOUR CASE

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# **Targeted Layouts**

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**Executive: Resume Development** 

# **Based on Need & Marketing Angle**

# Want to....?

- Highlight selected positions
- Change career direction

# Need to....?

Break up long list of bullets

30

# New Focus - Consulting & Board positions

### GLOBAL LEADERSHIP - DRIVING SUCCESS IN CHINA MARKET

### Expedites Entry | Strategic Vision | World Class Operations | Profitable Growth

International executive who spearheads development of integrated China strategies and maximizes growth and profits. Delivers operational support for China facilities and global business units for leading companies in aerospace and wireless telecom sectors. Fluent in English and Mandarin Chinese.

### CARFER EXPERTISE

- President, American Chamber of Commerce, China. Respected within China and US government and industry
  organizations. Frequent speaker with expertise in China business, leadership and operational excellence.
- Drives Manufacturing & Operational Strategies across Complex China & Global Markets. Leads companies and functional startups across manufacturing, R&D, Lean SX Sigma, and linking Supply Chain strategy with aftermarket infrastructure. Multinational partnerships with Fortune 100 companies.
- Risk Management & Compliance Develops culture of integrity supporting internal controls, FCPA, export controls.
- Board Member & Consultant Delivers strategies for operational excellence, profitable growth, and strong
  positioning within competitive global markets.

### **CONSULTING & BOARD LEADERSHIP**

COMPANY NAME, Location

20XX – Present

Advises multinational and Chinese companies in growth strategies, global business initiatives, mergers and acquisitions, operational excellence, and leadership team development.

COMPANY NAME, Location

20XX – Present

Global property management services company with branches in Suzhou, Chengdu, Nanjing, Wuxi & Zhenjiang.

Independent Director

Monitors and reviews strategies for sales and profit growth. Advises on talent management and development.

### CORPORATE LEADERSHIP

COMPANY NAME, Location

20XX - 20XX

Fortune 100 company providing high-technology products / services to aerospace and building systems industries.

President, China Programs

Directed Aerospace Systems (AAS) executive interface within China and supported business development across all AAS business units during the acquisition and integration of China operations.

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# **Highlighting Selected Accomplishments**

# MARKETING EXECUTIVE

# Transforms Business with Technology | Product | Brand Management

Insights-based marketing leader with rich understanding of product and brand management applying innovative targeted marketing to grow sales. Passion for "moving the needle," bringing consumer insights into decision-making, and growing teams with collaboration, skills and confidence. Leads with deep knowledge and experience in:

- Product Development: Championed global product management, brought 2500+ branded and private label
  products to market, and managed product lifecycle and innovation pipeline for \$1.58 sales.
- Director Merchandising: Led category assortment, line positioning and supplier negotiations.
- Marketing Management: Directed department supporting \$500+M online, retail, wholesale, and direct sales
  channels, priced and promoted products for B2B and B2C, and built consumer loyalty for brands.
- Business Transformation Leveraging Technology: Led business and cultural transformation in new products and services, software development, digital content, online selling and social media marketing.

### EXPERIENCE

COMPANY NAME, Anytown, Anywhere

20XX - 20XX

\$5B Wholesaler of Office Products, Fortune 500

Director, Marketing - Research, Analytics & Sustainability

20XX - 20XX

Led market intelligence, consumer research and analytics for marketing and business strategy. Brought consumer and market data from social media through business financials into marketing materials and campaigns, products, and corporate initiatives such as value proposition development, corporate rebranding and sales transformation. Spokesperson in industry for consumer insights, and CSR / sustainability.

- Achieved sales improvement and savings of \$1M across 5 years by tracking 100+ marketing programs, compared to
  performance benchmarks and impacted product and marketing strategies.
- Developed tool for independent resellers determining market share and share-of-wallet, to focus their selling on
  opportunities. Supported by powerful marketing, independent reseller share gained \$38 in 2 years.

# Using Categories: for emphasis and/or breaking-up bullets

### PROFESSIONAL EXPERIENCE

### **COMPANY INC.**, Location

20XX - 20XX

## Chief Financial Officer (CFO) & Strategic Operations Leader

Established general accounting functions and financial reporting of new unit, driving operational and profitability improvements. Ensured integrity and compliance of accounting systems and financial statements. Oversaw integration of Finance function into daily operations.

### Improvina Processes

- Maximized net profit potential through strategic planning and development of new billing and financial reporting systems, as Financial Excellence committee Leader. Hand-selected for role.
- Developed business performance reporting tool allowing unit-wide senior leaders to easily evaluate monthly results against key profitability indicators; collaborated across Senior Leadership Team.
- Championed formal planning process targeting key due dates for operational reports. Gained leadership team's buy-in of plan and established intrinsic accountability.

### Managing Assets

- Led organization-wide initiative building high performance culture and landed company on "100 Best Companies" list (Working Mother magazine) recognizing 'Best in Class' flexible working options.
- Designed Incentive Compensation program by partnering with HR resulting in pay-for-performance process highly-valued as primary motivational and retention tool.

### Increasing Cash Flow

- Reduced telecommunication costs 50% by overseeing rollout of new technologies; worked closely with corporate and local IT ensuring smooth implementation.
- Saved \$100K interest, annually, by improving billing and collection processes, and reduced operating capital requirements 10%.

# Highlighting Accomplishments & Backing up Expertise

# GLOBAL SUPPLY CHAIN MANAGEMENT EXECUTIVE

Passion for Transformina Supply Chains to Enable Growth & Expansion

Leader who delivers exceptional operational results through strategic planning and focused execution. Builds and empowers high-performing teams. Tackles new and complex challenges and drives continuous improvement. Thinks and collaborates cross-functionally throughout wholesale, retail, and e-commerce environments. Bilingual-German.

### Expertise includes:

- Strategic & Financial Planning
  Demand Planning & Procurement
- Supply Planning & Vendor Management
- Warehousing & Distribution

### Change Management Process Re-Engineering

- Decreasing Costs & Increasing Efficiency

# **EXPERIENCE**

COMPANY, Location, 20XX -20XX

SENIOR VICE PRESIDENT, IT, North America
Led IT organization supporting USy and Canada and acted as main IT contact for 3 North American Senior Leadership groups. Led staff of 55 in 4 different locations and responsible for budget of \$30M supporting business of over \$2B.

- Strategic Planning: Greated and implemented IT strategy for North America providing direction by defining Vision & Mission, implementation roadmap, and future organizational set-up supporting local market needs and alignment with global IT strategy.
- Change Management: Introduced organizational changes which led to improved service to 3 businesses and aligned organization with global IT structure.
- Employee Engagement: Created single leadership for IT in North America and increased employee engagement from 56% to 73%, from 2009 to 2010 (global average 69%).
- **Process Re-Engineering:** Introduced new tools for capacity planning, backlog overview, KPI monitoring providing transparency of IT measurables and accomplishments to key stakeholders.
- Performance Management: Created and improved IT processes including steering boards and change request approval processes; led to clearer accountability, improved transparency, and improved performanc
- Reduced IT costs 4.1% vs. budget while moving from regional solutions to global standard templates.

Step 1 STRATEGY

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# BEYOND the Resume

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CARRY FORWARD YOUR BRANDING & MESSAGING...



LinkedIn Profile



30 Second Commercial & "Tell Me About Yourself"



Cover Letters

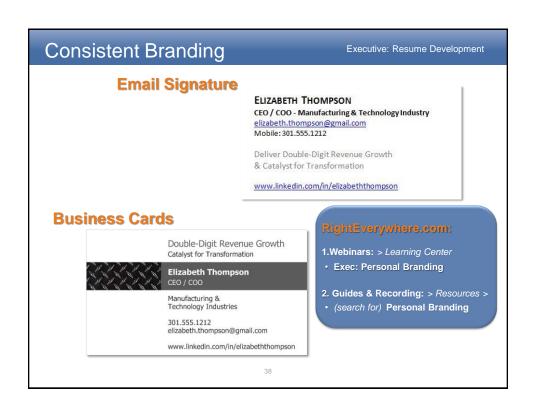


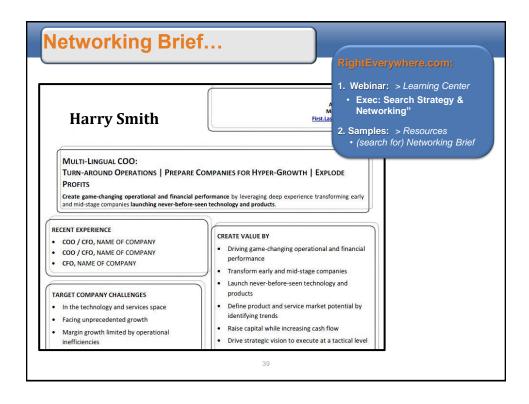


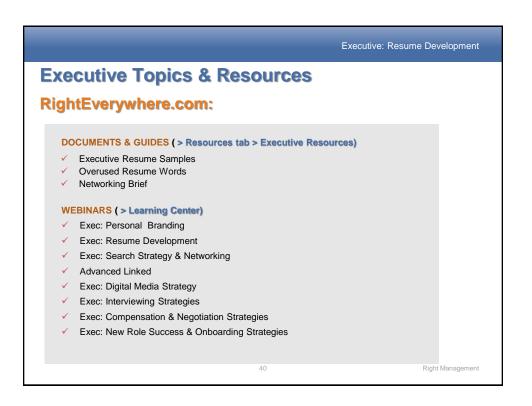
Email Signature Block

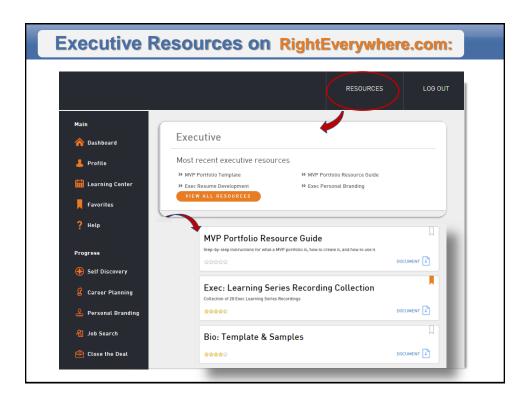
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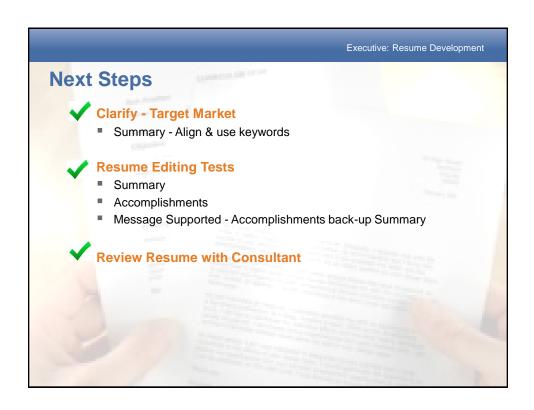












# Presenting Your Value in a way that's... Clear | Concise | Compelling

Best ideas you gained today?

# Thank you!

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Progress. Optimization. Productivity. Growth.



Addendum: Resume Test Editing

# **Test your Resume Effectiveness**

Can you answer "YES" to the following???

- 1. Summary contains all 3 key elements?
- 2. Accomplishments expressed in Actions & Results?
- **3. Linked Statements** is each summary component, backed up by Accomplishments?

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# Resume Edit: Test #1 **Check Summary for 3 Key Elements Branding Statement** Soft Skills JOE C. RIGHT 1 Anystreet, Anytown, Anywhere 12345 t@yahoo.com 123.456.7890 .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 turnaround 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 - Strategic & Operational Planning - International Sourcing & Procurement - Service Delivery Low Cost Region Development - Profit & Loss Management Hard Skills STEPS: 1. Include any missing element. 2. Use 'Key Words Exercise' to align hard skills.

