



Resume Workbook

Dedicated to your success.

This is what we tell our friends.

- *The Manager Tools Team*



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Introduction

The purpose of this workbook is to make it easy for you to have a resume that gets you interviews. For most of us, resumes follow Horstman's Christmas rule. We rarely work with them, and when we do, they are imbued with significant emotional meaning. When we do something rarely and it's important to us, we do it poorly and it's really difficult.

Your resume's job is to get you an interview. The resume does not get you the job. It is important to understand this because it directs what you include on your resume. A resume does not have every possible detail that the hiring manager might care about on it. It does not have commentary on why accomplishments are particularly worthy or not. It does not have details about your ambitions or your objectives. It has to have enough, accurately and succinctly, to get you an interview. Period.

It has to have relevant information about *what you've done and how well you've done it*, tailored to the needs of the hiring manager (as described in the job description) and in sufficient detail to motivate him to invite you to an interview to find out more. This is the primary role of the resume.

There are subtle messages in your resume. It demonstrates your ability to communicate. If your resume is not impressive, you not only haven't done well, you've communicated about it poorly too. OUCH. A resume demonstrates your ability to put together a relevant document. It demonstrates your ability to pay attention to detail. It communicates what you think is important in the workplace and in life. It shows whether you've analyzed the job well. Don't be surprised if spending only one night on this work gets less than the results you'd like.

Your resume must be "persuasively truthful." What this means is that, most importantly, it must be truthful. If anyone can draw a less than accurate conclusion about your past from your resume, it will be assumed you intended for them to do that.



If what you present IS accurate, you then CAN make it more persuasive. You might put a certain bullet first for one job and a different accomplishment bullet first for a different job. You could delete a sentence in one paragraph for a certain job opening. You could highlight more of your marketing responsibilities in a sales and marketing job if you intend to apply for marketing roles.

What far too many people do is try to create a "truthfully persuasive" resume. [The difference here is that truthful is the noun in our first example, and only when you get it truthful can "persuasively" modify the noun. Truthfully persuasive makes persuasiveness your primary goal.] When we see truthfully persuasive resumes, we see someone trying to persuade us, and stretching the truth to the maximum extent to do so. We recommend you start with the truth, and not stray too far.



How To Use This Workbook

The majority of this workbook forms the Guidance section. It describes all the common elements of resumes, gives our guidance and answers questions about the peculiarities of your career history.

At the end there is an appendix with a checklist and an example to help you actually construct your resume. You could start there, and just follow the instructions, but if you'd prefer to have the explanations for what we recommend, then read the guidance section first. Or, you can dip in and out as you come across particular issues. There is a reason for every recommendation. If you're thinking about doing something different, READ OUR EXPLANATION FIRST. We've been doing this a while ;-)



Guidance

Following this page is a sample resume which shows the sections of your resume we'll be referring to. This part of working on your resume is relatively simple. Follow the guidance as if it were a prescription and fit your work history into it.

When you work on your resume, we recommend you put all the information on the page and then work to refine and remove the extraneous details. Start with getting the information into the correct format and refine later. Don't worry if, at this stage, your resume is more than one page. We'll give you guidance on how to get it down to one page too.

If you work too hard at getting to one page without capturing everything you've done historically, you may miss information which will help you get this opportunity or future opportunities.



Position Administrative Data	Bob Smith His address/his email/his cell phone number	Heading (Name and contact details)
April 08 – Present: Program Manager, RBS – Responsible for the delivery of major IT projects (over £2M) in the UK and Europe. Manage 70 staff Europe-wide. Manage £40M overall budget. Develop delivery strategy and ensure on time, on budget, on quality delivery. Provide risk management. Develop and present business cases. Report status at board level. Manage stakeholders. Carry out vendor selection. Responsible for the development and retention of team.		
<ul style="list-style-type: none"> Delivered £10M tracking software development project on time and on budget, using agile method Delivered 4000 seat desktop refresh project on time and £30K under budget, using Prince 2 Delivered foreign exchange software standardization project on time and on budget using Prince 2 Achieved £3M cost reduction by developing project dashboard, preventing project conflicts Achieved £1M cost reduction by restructuring staffing levels and distribution Achieved 100% desired staff retention 		
September 05 – April 08: Project Manager, B In – Responsible for the delivery of IT projects (up to £5M) across Europe. Manage staff of up to 40 including outsourced labor in India. Manage yearly budgets up to £7M. Develop and implement project management guidelines. Recruit and train staff.		
<ul style="list-style-type: none"> Delivered European HR software upgrade ahead of deadline and on budget using Prince 2 Delivered sales forecasting software development and delivery on time using agile method Delivered systems integration project plan on time Achieved £1M cost saving from recommendations for reorganization of project office Achieved promotion of 4 staff through coaching and delegation for development 		
August 03 – September 05: Project Manager, Natwest – Responsible for the delivery of IT projects (up to £2M) on time and on budget. Responsible for team of 15 (permanent and contract staff) covering all stages of the project lifecycle (analysis to delivery). Develop and implement project plans. Recruit and train contract staff.		
<ul style="list-style-type: none"> Delivered European HR software upgrade ahead of deadline and on budget using Prince 2 Delivered sales forecasting software development and delivery on time using agile method Delivered 15 security patches and upgrades with 0% downtime over 15 month period Achieved £1M cost saving from recommendations for reorganization of project office Achieved promotion of 4 staff through coaching and delegation for development 		
June 01 – August 03: Business Analysis and Design Team Manager, Natwest – Manage business analysis and design team (15) to deliver requirements on time & budget. Manage budget up to £500K. Coordinate project requirements with downstream project partners.		
<ul style="list-style-type: none"> Delivered systems integration 24 month £17M project plan on time Achieved 100% on time delivery of analysis deliverables Achieved £10K cost reduction by reallocating training funds to mentoring activities Completed Prince 2 training 		
March 98 – June 01: Program Office Manager, A&L – Responsible for the management of the program office for all UK based IT enhancement projects. Manage 3 staff. Manage budget of £250K. Deliver project plans from initial requirements.		
<ul style="list-style-type: none"> Achieved £50K cost avoidance by demonstrating potential project conflict Achieved 100% audit pass rate Promoted Program Office Administrator to Deputy Office Manager through delegation development Completed internal project management training course 		
September 95 – March 98: Program Office Administrator, A&L – Responsible for project charting covering all project lifecycle stages. Maintain project status reports including weekly reporting. Maintain project budgets.		
<ul style="list-style-type: none"> Achieved 100% accuracy in project status reporting Completed internal project management trainee program 		
BSc Information Technology, University of Central Lancashire, 1995		

One Page

Our big picture guidance is that your resume is a **one page, reverse chronological record of your career, including every role you have held since graduation.**

Suppose someone held up a resume 20 feet from you. You couldn't read it but you would know that it's a resume, right? This meta-data is important to recruiters and interviews. Too clever or too cute and the hiring manager won't even recognize that your resume IS a resume, amongst all the papers on his desk.

In order to provide the meta-data which enables the reader to absorb the structure quickly, we recommend each role has an underlined and bolded Position Administrative Data line. The structure of each role needs to be the same so that the reader gets used to the structure and can concentrate on the content. Each role will have a prose responsibilities paragraph and a bulleted accomplishments section. Meta-data is a hugely important and widely misunderstood part of great resumes.

Our most argued over recommendation is that your resume be one page. We have four reasons.

- All companies look for candidates who can communicate effectively and succinctly. The one page resume demonstrates that you can communicate your most important accomplishments in this way.
- No hiring manager wants to wade through 2 pages of fluff before he gets to the part he's looking for: *what you've done and how well you did it.* **Put differently, two page resumes don't get read.**
- Your resume is a summary. The highlights of your career. It is designed to start a conversation, not finish one. You don't need to include everything; you'll be discussing the details in the interview.



- Simple formatting and short resumes parse better into applicant tracking systems which companies use. The more complicated the formatting, the worse it looks once it's been through the system.

The guidance you'll be given in this workbook is not the same as you'll get in other places or even from other professionals. When you ask a friend about your resume, even if that person is a hiring manager, they will tell you what they like and dislike – nearly always confining their comments to the format. The format does not take precedence in our guidance. The format is as simple as possible and allows you to fit your resume onto one page. A simple and predictable format is what hiring managers want.

That is our guiding star when developing this guidance: that it tells you **WHAT HIRING MANAGERS AND RECRUITERS WANT**. Everyone at Manager Tools has either been a hiring manager or executive, or a recruiter. We've looked at hundreds of thousands of resumes and worked with thousands of hiring managers and recruiters. We have been able to work through what they 'like' to what they **NEED** and **WANT**. We have been and still are the 'they' that are being talked about when people say "they" want this or that on a resume. Whether **YOU** like your resume at the end or not is irrelevant. The test is not 'is it nicely written?'. The test is not 'does it look nice on the page?'. The test is: do you get an interview?

The only places we know where one page resumes are not (yet) accepted are Australia and academia. We also have special guidance for those of you who are senior executives, who can have longer resumes also.

For those of you in Australia who have been told you **NEED** a two page resume to apply for a particular role, follow the guidance on structure and format, just include more detail.



Higher education resumes are often much, much longer than those in for profit professional organizations. This descends from the habit of professors and academic experts including all of their writings and research, which is more along the lines of a curriculum vitae (c.v.). There are some roles in academia where a one page resume would be much better (like operations managers) but when they are reviewed by faculty, they are often dismissed. This is unfair and inefficient, but that doesn't change the reality. If you are in academia but not in a role where publishing and research matter, you can have a longer resume to conform to the cultural standard. And, if you're a researcher or professor, of course include all the authoring you have done, even if it makes it quite long. That's how it's done there.

Senior Executive resumes, in mainstream large corporate organizations, are the most notable arena where our one page guidance isn't accurate. As a general rule, we recommended senior executives follow our friend John Lucht's recommendations in his stellar book, *Rites of Passage at \$100,000+*. John recommends a longer resume, and we agree. He also recommends a reverse chronological resume, for which each job has a prose responsibilities paragraph followed by a series of accomplishment bullets.

That said, it is important to note that not *nearly as many people can justify a senior executive resume as think they can*. ***Just because you are CEO or President of something does not mean you are a senior executive as we are defining it.*** As a general rule, "senior executive" means an Senior Vice President, Executive Vice President, or C-Suite level role-holder in a firm of \$100 Million in gross revenues.

So, if you have started your own firm, and you are the owner and President, you are not necessarily a senior executive. If your firm has 100 employees, you're probably not entitled to a multi-page resume, unless you have had experiences at that level previously.

If you are not a senior executive (and you probably aren't), and you're not in Australia or in higher education: ONE PAGE!





Heading

John Brady

4222 Clinton Way, Lakeport, CA 95453, United States, 555-673-8932, john@gmail.com

Name

Center your name at the top of your resume. Use the same font throughout your resume. Bold your name. Recruiters judge your self-esteem from the way you display your name and it is important not to over- or under-emphasize your name.

Use the name that you would like to be known by. *There is no need to give your legal name.* For example, if your name is Robert, but you are known as Bob, use Bob on your resume. You may need to inform the company of your legal name when you agree on terms, but there is no need to do so on your resume. This means that in interviews, you will be called by a name which is familiar and comfortable to you.

Only professionals may put their qualification after their name. Lawyers, accountants, engineers. MBA is not an acceptable qualification to place after your name. PMI is not an acceptable qualification to place after your name. Do not promote yourself without cause. It is better to be seen to be modest than to be scorned for being immodest.

Address

Place the remainder of your contact details on a single line under your name. Begin with your address. You must include a mailing address on your resume. If you do not, there is an implication that you do not have a fixed residence. In addition, providing



your address on your resume ensures that the recruiter has all the necessary information in one place at the initial stage.

Professionals applying for roles which are based far away from them often have concerns that they will be excluded based on their out of town address. If you can, use an address which is local to the role. Being able to include a local address on your resume will prevent the hiring manager worrying about your location. If you're following your spouse and they have a local address, use that on your application materials. This goes for those of you managers who have been on overseas assignment and want to go back to your home country. Use a postal, residential address in the country you want to be in. Whether it's a parent's, other relative's or friend's: if it's relatively near where you want to be, use it. This is not to say you can lie, spin or manipulate the truth about where you are, but if the address is one you will probably live at when you come home (from work when you're working there) and before you've sorted out new accommodation, that's legitimate.

If there is no local address, use the address you live at. It's true that this may cause a negative in some hiring manager's minds for some roles. However, this is the situation you are in, and you can't change the hiring manager's concerns about this based on your resume.

Phone

Include one telephone number on your resume. We recommend that this is a cell phone number. For the majority of people, no one else will answer your cell phone. This means that any caller speaks only to you and you can a) control the outgoing message and b) ensure that you do not miss any messages.

Do not give more than one telephone number. A home phone number is not useful; recruiters work the same hours you do, and you will not be home when they call.



Never give a telephone number which is owned by your current employer, even if it is a cell. You do not own that telephone number and therefore have no right to give it out to personal contacts whose interests do not align with the company's interests. In addition, the number could be answered by an indiscrete colleague or turned off by your employer. If you do not own a personal cell phone, purchase one for your job hunt.

Ensure that your outgoing message on your voicemail is appropriate. The moment you send out your resume, it is no longer just your personal cell phone, it is now the second impression an employer will have of you. Like first impressions, second impressions cannot be remade.

Make it simple. Use this outgoing message: "You have reached the voicemail of [name] on [date]. I will be available to return calls at [time]. Please leave a message and I will return your call then". Of course, this means you have to change your voicemail every day. This is the kind of small effort which recruiters notice but which almost no-one does. In the land of the blind, the one eyed man is king.



Email

Most recruitment communication is now conducted via email. Use an email address which is close to your name and surname. The likelihood of an address being correctly typed is increased the nearer the address is to a recognizable word or name. Addresses with more than two numerals or symbols are also likely to be mistyped.

These Are Wrong

Jo11456@hotmail.com
1g144o033@blueyongder.com
cgehr@msn.com
Peter_&%D@yahoo.com



These Are Right

Johnsmith@gmail.com
JamesMWhite@yahoo.co.uk
CaseyL@msn.com



Do not use an address which could give a negative impression: for example, fridaysareonlygoodfordrinking.com or mygolfisbad@yahoo.com. We also recommend you check your spam filters regularly as emails from recruiters with attachments often bounce or go into spam.



Microsoft Office automatically colors email addresses in blue on Word documents. This does not print well on most office printers when printed in black and white. Recolor the email address in black.

No LinkedIn/Website/Facebook

Do not include your LinkedIn profile address on your resume. This encourages *the reader to leave the information over which you have control and have fine-tuned to meet a particular vacancy's requirements, to go to a website which may have changed the way it displays your information, is not focused on this hiring manager and vacancy or may not even be working.* In addition, most resumes are still printed to be read, so website links are redundant.

Do not include your website address unless it is very specifically relevant to the vacancy. Your family website with photos of your family's outings is lovely, *but not relevant.* Your demonstration of website design may be relevant, but will be included in a portfolio rather than on your resume. This is true for any role where a demonstration of skills is normal such as design or art.

Do not include your Facebook address. Your Facebook page is personal. It's not appropriate for your professional self. Further, even if your personal page is clear of any potential negatives, your friends' may not be. There is far too much to go wrong when you encourage your potential employer to look at your Facebook page. Don't do it.

No Core Competencies, Objectives and Career Summaries

Do not include core competencies, objectives or career summaries. Recruiters are skilled in reading job descriptions, knowing hiring managers and assessing previous experience and putting all that knowledge together to know whether a candidate is worth interviewing. They don't need to know what you consider to be your core competencies. In fact, most recruiters don't even read this section. They don't want



you to characterize or abstract your experience any further than you already have on your resume.

Nearly every core competency or summary section we've ever seen on a resume says the same thing: "Extensive experience in operations and manufacturing management. Results-oriented, skilled professional. Highly motivated. Good communications skills." Because they are always the same, they don't separate candidates for the reader. What separates you is what you've done and how well you did it. Don't waste space telling the recruiter how you're the same as everyone else. Use the space to demonstrate what you've done that is different.

Another problem with core competencies and objectives is that they limit you. As an accountant, you might say your core competency is in producing monthly P&L and that your objective is to get a role in an FMCG company. You know that if you were offered a role producing annual accounts and dealing with analysts in any company, you'd jump at the chance but because you stated the objective, the recruiter doesn't offer you a chance to interview for the role. There are many many, many more roles and companies and combinations out there than you can even imagine. The perfect next role for you might be something you have no idea about until it's suggested to you. Omit the core competencies and objectives and encourage those who know about that role to suggest it to you.

Career summaries encourage you to have your responsibilities and accomplishments in different parts of the resume. The reader needs the context of the responsibilities, the company, your job title and the dates in order to judge the value of your accomplishment. When the two are separate, the accomplishments have very much less value. Don't reduce the value of your resume by using this structure.



No Section Headings

You do not need to include section headings on your resume. The most common are 'Work Experience' and 'Education'. On a Manager Tools resume there are only two sections – the work experience and the education, and what is under each heading is obvious. Each time you use a section heading, you waste two lines of your resume. Don't waste the space.

Position Administrative Data

Start each role with the same set of Position Administrative Data: the months and years of employment, your job title and the company name. If the location is relevant, include it. For example, a marketing manager in New York or Los Angeles is very different from a marketing manager in Madison, Wisconsin. If you had worked in New York or LA, you would include this. Put the dates first as this allows the reader to scan the dates easily looking for gaps in employment.

These Are Wrong

Barclays Bank, Vice President Present	August 2004 –
RBS; Data Center Implementation Manager	July 03 – August 2004
Technical Services Manager, Natwest Bank	2001 - 2003
Site Manager, Barclays Bank PLC	99-2001



These Are Right

Aug 04 – Present: Vice President, Barclays Bank -

Jul 03 – Aug 04: Data Center Implementation Manager, Royal Bank of Scotland -

Jan 01 – Jul 03: Technical Services Manager, Natwest Bank -

Jan 99 – Jan 01: Site Manager, Barclays Bank -



Each role has its own Position Administrative Data, **even if this means repeating the company name**. If you place your company name at the top of the page, then tell the reader all about that job, by the time they get to the next job, they've forgotten who you work for. There's nothing more frustrating for a recruiter than reading an entire job description and list of accomplishments, realizing you've forgotten the company name and having to go find it. It could be before this job, or the one before that, or the one before that. Make it easy. Repeat it.

These Are Wrong

Jan 04 – Present, Microsoft

Senior Programmer

Programmer



These Are Right

Mar 07 – Present: Senior Programmer, Microsoft

Jan 04 – Mar 07: Programmer, Microsoft



Format

Underline and bold all the Position Administrative Data. This gives structure to the whole of your resume and makes it easy to follow for the reader.

Do not use all capitals in your Position Administrative Data. This makes it harder to read. Making your resume easy to read is important because recruiters read hundreds of resumes a day. If they can't get a sense of who you are, what you've done and how well you've done it in seconds, then they will disregard your resume. Only candidates with very rare skills can afford to have bad resumes.

Dates

You must include the months as well as years of employment. If you do not, there is an implication that you are hiding either gaps in employment or roles of short duration. If the reader suspects that you are hiding issues in your work history, they will look for other evidence which allows them to reject your resume. If you do have gaps, let them stand. You will need to practice a persuasively truthful answer to the question: what were you doing during this gap in employment?

Abbreviate the dates and years in order to fit more information onto your resume. However, you need to ensure that you have used a consistent abbreviation scheme. For example, first three letters of the month and last two numbers of the year, or first three letters of the month and four numbers of the year.



These Are Wrong

January 04 – Mar 07

January 2004 – March 07

2004 – 2007



These Are Right

Jan 04 – Mar 07

January 04 – March 07

Jan 2004 – Mar 2007



Where you had overlapping roles (particularly common in students or those early in their career) list your employment in reverse chronological order of the *start* of those roles. Recruiters look at start dates to get a quick idea of your career movements. If the start dates are out of order, they'll start looking for other discrepancies on your resume.

Always include a space between the year, the dash, and the following year. That is, Jun 03-July 04 is incorrect. Jun 03 – Jun 04 is correct. This will ensure legibility.



These Are Wrong

Jun 03 – Sep 05: Graduate Trainee, HSBC Bank Ltd

Jan 01 – Jun 03: Waitress, Little Chef Restaurant

Mar 03 – May 03: Cashier, B&Q DIY Ltd



These Are Right

Jun 03 – Sep 05: Graduate Trainee, HSBC Bank Ltd

Mar 03 – Jun 03: Cashier, B&Q DIY Ltd

Jan 01 – Jun 03: Waitress, Little Chef Restaurant



Job Title

Each role will have only one job title. Only one. If you had multiple roles within one company, the responsibilities will have been different, and therefore each will need a separate section on your resume. If you were the Controller/Credit Controller in a small company, use one or other title and include the breadth of your responsibilities in your responsibilities paragraph. More titles are not more impressive, they are confusing. Confusing resumes get disregarded.

Where you were assigned a role temporarily, perhaps to cover a colleague's absence of several months or a vacancy, the job title of this role must not be included on your



resume. You didn't have two jobs at this point, you had your job and you were temporarily assigned additional responsibilities. If these were significant, relevant and for more than 3 months, include them in your responsibilities paragraph.

If your title is meaningless outside of your company, then you can consider using a role title which is meaningful in your industry. This is not a license to manipulate the information on your resume. Your resume must be truthful. This change is to make yourself understood, not make your role more impressive.

Those with military experience are often told to change their job titles to a civilian equivalent or to list civilian equivalent on their resume with their military title. This is wrong. If you're applying for a role in a defense or government organization which is specifically looking for military experience, the recruiters and hiring managers know and understand how to read military ranks and experience. They are specifically looking for progression in military roles or specific roles. By removing these from your resume you make it less compelling not more.

For applications in the civilian sector, your responsibilities paragraphs will give the reader the understanding of what you were doing that he needs. Your resume is not selected based on one piece of information. The recruiter puts together all the information and makes the selection based on the conclusions she draws from the totality. There are plenty of civilian job titles which are incomprehensible too. Focus on making your resume accurate.

Company Name

Ensure that you abbreviate the company name correctly. Co., Ltd., and Inc. are all followed by a period. If the company was bought or changed names whilst you worked there, include this in your Position Administrative Data. If the company has been bought since you left, leave only the original name in the Position Administrative Data.



These Are Wrong

Mar 07 – Present: Marketing Director, Pepsico Inc.



Mar 07 – Present: Marketing Director, Cadbury – bought out by Kraft in 2010

These Are Right

Mar 07 – Present: Marketing Director, PepsiCo Inc.



Mar 07 – Present: Marketing Director, Kraft (Previously Cadbury)

Do not include the logo of the company on your resume. This detracts from the information you are conveying to the recruiter. (If you're wondering do people really do this – they do. There is nothing in this workbook that we haven't seen!) Do not include the web address of the company. Again, we do not want the recruiter leaving the information which you control to go to an outside source. If they do want to look the company up, an accurate company name can easily be googled.

The company whose name was on your paycheck will always be the one in your Position Administrative Data. If you worked for one employer, but worked on a customer site, or were assigned to a particular customer who you would like the employer to know about, give this in the responsibilities paragraph. Working 'at' a better company than your employer does not mean you work for them, no matter how big the prestige gap.

Project managers and consultants fall prey to this error most often. By listing individual projects as separate roles, the resume can give the impression of a choppy career with



lots of changes, and often few accomplishments. However, there are common activities in delivering a consultancy engagement or managing a project and it is this which is described in the responsibilities. The successful delivery of individual projects or engagements become the accomplishments.

These Are Wrong

June 06 – Present: Consultant, Coca-Cola

Responsible for delivering accountancy best practice guidance to Coca-Cola.

September 04 – June 06: Lead Project Manager, Counter Upgrade Project, Natwest

Managed counter upgrade project, upgrading counter computers in 3000 branches.

August 03 – August 04: Project Manager, SAP Integration Project, NatWest

Managed 11 people delivering SAP Integration Project throughout UK.



These Are Right

June 06 – Present: Consultant, McKinsey

Responsible for delivering accountancy best practice guidance to Coca-Cola.

August 03 - September 06: Project Manager, Natwest

Responsible for the delivery of IT projects (up to £2M) on time and on budget.

Responsible for team of 15 (permanent and contract staff) covering all stages of the project lifecycle (analysis to delivery). Develop and implement project plans. Recruit and train contract staff.



Responsibilities

The responsibilities paragraph gives the context against which your accomplishments are judged. It is the summary of the requirements of the role. It describes the elements of the role which are the same for anyone holding the position. In a call center, for example, all the call center operators have the same job description. Each is responsible for actioning incoming calls, for entering data into a computer system accurately, for ensuring that customers are satisfied, for upselling services to existing customers and for selling services to new customers. On each of their resumes, the responsibilities paragraph would be virtually the same. The accomplishments demonstrate what they achieved within this context as an individual. For example, their calls per hour, their sales figures, their customer satisfaction rates.

Do not use grammatically full sentences in this paragraph. You do not need to include 'I'. Your resume is about you. The 'I' is inferred. Beginning each paragraph with a verb gives a powerful impression.

This Is Wrong

I am responsible for the management of a 300 person 24/7 call center.



This Is Right

Responsible for the management of a 300 person 24/7 call center.



Use all the available space. If your paragraph has just a few words on the final line, either reword the paragraph to take one less line, or use the space to give more detail about your responsibilities. Line control is an important way you demonstrate your



communication skills on your resume. By using the available information space well, you are not only able to fit more information on the page, but demonstrate your ability to do so.

There is a balance to be struck between giving enough information to allow the recruiter to understand your role and giving too much detail. If in doubt, sacrifice space in your responsibilities paragraph for more space for your accomplishment bullets. What everyone did in your role is less important than what you achieved. If you have 5 lines or more, *that is too much*.

Tense

All your responsibilities paragraphs must be in the past tense, except the role you are presently in, if you're still working in it. If you've left, change 'Present' on your resume to the month and year you left, and change that paragraph to the past tense.

A paragraph must not begin with a sentence in the present tense and end with one in the past tense. It shows a lack of attention to detail. As we mentioned earlier, part of your resume's role is to communicate your ability to articulate yourself well in writing. Therefore, it's important to get these details right.

Present: manage, oversee, direct, lead, establish, introduce, measure, resolve

Past: managed, oversaw, directed, led, established, introduced, measured, resolved.

Overall Aim

To create a responsibilities paragraph for your role, begin with a sentence which describes the overall aim of your role.

These Are Right

IT Project Manager:	Responsible for delivering US IT implementation projects on time, on budget and to quality standards.
Finance Manager:	Responsible for maintaining financial health of \$4M turnover business unit.
Retail Manager:	Responsible for achieving quarterly sales projection and customer satisfaction scores.
Administration Assistant:	Responsible for maintaining the integrity and accuracy of the company contracts library.
Personal Assistant	Ensure executive makes the best use of time by dealing with secretarial and administrative tasks.



The overall aim of the role needs to be as big picture as possible. Think about why your role exists, not the day to day activities. This sentence will almost always begin with “Responsible for”. If you do not use this (as in our last example above) it can be helpful to formulate the sentence this way, and take out ‘responsible for’ later. This ensures you create the sentence in the correct way.

Note: you are responsible TO a person, but FOR activities. In none of the examples above would ‘responsible to’ be correct.



Break Down Your Responsibilities

Follow your first ‘overall aim’ sentence with several sentences which break down your responsibilities. Short, direct, declarative sentences are best. Despite the fact that we read in our heads, we still pause as if we were taking a breath. Not providing the breaks that a sentence end gives makes the reader feel pressured. Most of us are used to reading poorly written long sentences with lots of commas. This is not effective. Less commas are better.

These do not need to be grammatically full sentences. If you are creating your resume using Microsoft Word, you will have a paragraph almost entirely underlined in green indicating it is ungrammatical. Don’t worry. MS Word is not set up for the peculiar grammar of resumes. The grammar we recommend for resumes speaks to hiring managers.

Begin with the biggest parts of your role and work down to the details.

This Is Wrong

Conduct monthly customer update meetings. Chair quarterly effectiveness review. Manage team of 15 employees and contractors. Manage \$4M budget. Develop and implement 3 year project plans.



This Is Right

Manage team of 15 employees and contractors. Manage \$4M budget. Develop and implement 3 year project plans. Conduct monthly customer update meetings. Chair quarterly effectiveness review.



Include Scope

It is important to include numbers or other details which demonstrate the scope of your role. There is a difference between a sales manager who has a regional role and deals with small medium enterprise customers, and a sales manager who has a national role and deals with multi-national customers. The recruiter needs to know that the role she is assessing you for is a reasonable next step for you. It makes sense that your role has, up to now, been managing sales for four stores in your town if you're seeking a role as state manager servicing twelve stores. Don't be ashamed of where you are, as long as your ambitions are a sensible next step. And remember, persuasively truthful.

Recruiters compare the scope information in each of your roles to understand your career trajectory. In IT, for example, the recruiter will expect a career path which begins with first or second line support, then managing small projects in one lifecycle stage, then managing larger projects across multiple lifecycle stages, and then managing multiple projects at once. By not giving this information, you leave the recruiter with questions about the size of your roles and your career growth. The recruiter will not invite you to an interview to clear up this question. Instead, they will discard your resume.



Customers

Include information about your customers. The number, type and geographic spread of customers makes a difference to the size and complexity of your role. That has a bearing on the relevance of your experience to the role sought and is therefore information which the reader is interested in.

These Are Right

Responsible for delivering packages to industrial, retail, corporate premises and individual dwellings in a 40 mile radius

Responsible for sales of 100+ seat ERP systems to multinational corporations headquartered in Northwest USA.

Responsible for first and second level support of 4000 desktop machines within 3 corporate buildings in Maine.



Technical Information

This paragraph needs to be abstract not technical. Do not include the specifics of the systems you support unless the system is specifically required in the job description of the role you seek.

Sentences such as this are not effective in either your responsibilities or your accomplishments:



This Is Wrong

Create programs using Java 2.0, Oracle 9i, RDMBS



There is no context which explains how this skill benefited the business. Instead give details about how the work you did assisted the organization in revenue generation or cost reduction:

This Is Right

Support 4000 person national sales organization by developing pda and online applications to deliver just-in-time sales and corporate information.



Hardware and Software

There was a trend in the early eighties, which not everyone has forgotten, for technical resumes to begin with a block of text containing every technical language, piece of hardware and version of software that the person had ever used. The thinking at the time was that when recruiters searched for resumes, this block of text would mean that the resume came up in the search more often. The logic was false then, and with the improvements in search, it's even more false now. No search program ever confined itself to the first third of the resume. The information can be anywhere on your resume, and it will be found in the search.

This technique also falls afoul of the limitations of career summaries in that the block of technical skills is separate from the places they were used, and the accomplishments associated with them have no value. In addition, every recruiter has had the experience



of asking a candidate “So, tell me about how you used Oracle 9i” and getting the reply “well, I have a demonstration version on my personal computer and I’ve played with it some”. Unless you can demonstrate what you have accomplished in terms of business results with a particular piece of software we recommend you don’t include it. Include the technical details with the accomplishment. For example:

This Is Right

- Reduced time to search for sales people by 30 seconds by MYSQL index & query optimization



Accomplishments

Formula

The most powerful method of writing accomplishments is to follow the ‘verb, result, method’ formula. Using this method will force you to quantify the accomplishment and to begin with the result. A role with six quantified, results-oriented accomplishments has incredible impact. It marks you out as not only someone who knows which results are important in your role, but also who knows what to do to move the needle on those results.

The order is important. The reader is MOST interested in the results you obtained. If those are interesting or impressive she will want the detail of the method.

Including the method must not be forgotten. This is often the hook which intrigues the hiring manager. If your accomplishment is interesting to him – he is looking for the same result – he’ll want to know what method you used. It may be that method which he is also thinking of using, and therefore he’ll want to find out how you used that method successfully. Alternatively, you may have used a method which is completely new, and he will equally want to discuss that.

Do not use emotionally laden words on your resume. “Slashed costs” or “despite economic downturn” or “broken process” have an undertone of judgment. Your resume needs to be entirely factual.

These Are Wrong

Centralized accounting function reducing staff from seven employees to two.

Implemented in-house supply system resulting in \$800,000 of annual savings.





These Are Right

Reduced payroll costs from \$1M to \$750,000 by centralizing accounting function reducing staff from 7 to 2.

Achieved \$800,000/year savings by implementing in-house supply system.

Verb	Result	Method
------	--------	--------



One line

Each accomplishment needs to fit onto one line. By rewording and rewording until you fit your accomplishment onto one line, you will ensure that you can fit the maximum number of accomplishments onto the page. This makes the most of the opportunity to impress the recruiter.

You do not need to include as much detail as you think in your accomplishments.

Remember, the role of the resume is to get you an interview. Think of your resume as giving the 'headlines' that pique the hiring manager's interest and incent him to invite you to an interview in order to find out the 'story'. Fitting your accomplishment onto one line in this way also demonstrates your ability to communicate clearly and concisely, an ability which is prized in any role.

In order to fit the accomplishments onto one line, use abbreviations where these are common. Use the numeral version of numbers. Use <>/ to denote more than, less than and per respectively.



Legitimate abbreviations:

y-on-y

/year

< > ~ =

&

K for thousands and M or MM for millions

% \$ £ or USD GBP

Quantification

The most common weakness we see in resumes are bullets which are not accomplishments. They are either responsibilities or they describe activity rather than accomplishment.

Often resumes are nothing but bullets. We assume, and we're right 90% of the time, that the majority of these bullets are responsibilities not accomplishments. The danger of this approach is that the recruiter assumes you are attempting to take credit for accomplishments he knows to be responsibilities. Either you have poor accomplishments you are not proud of, or you have no accomplishment.

Consider the resume of someone who has recently been fired for poor performance. It is probable that he has no or few accomplishments. So he breaks down his responsibilities to look like accomplishments, when in fact these responsibilities are the same ones that everybody has held in this role. He is hiding his bad performance in bullets. If your bullets consist of responsibilities, the reader will assume you got fired.



In order to ensure you do not fall into that trap, quantify your achievement. If you can demonstrate the change in some measure as a result of your work, you are unlikely to have miswritten your accomplishment. For every activity, ask yourself:

- What was the measure of success in this activity and did I achieve it?
- What was the return on the investment for this activity?
- Why was it important that this activity was carried out?

Where you were a member of a committee, what difference did it make that YOU were there? What was YOUR contribution? Where you are unable to break your contribution out of that of the group, use 'Contributed to' as the verb and describe the group's accomplishment.

These Are Wrong

Implemented inventory management system resulting in reduced working capital requirements.

Part of steering group for ethics program global rollout.

Created automated source code process.



These Are Right

Reduced working capital requirement from \$5M to \$3.5M by implementing inventory management system.

Contributed to on time & budget ethics program global rollout by serving on steering group

Reduced errors 75% by creating automated source code process.



Any accomplishment which begins 'Managed' or 'Led' is likely to be a responsibility.

Accomplishments which begin 'Noted for' or 'Awarded XXX prize' are weak. The reader needs to be able to understand what it is that you did which you can transfer to his business. You need to spell out the benefit in order that he can imagine this benefit in his business. You might have earned a prize in your current company for something that is not that impressive in the new company. Alternatively, you might have earned the prize for something which is very impressive. Without the specifics, the hiring manager is unable to judge the accomplishment.

These Are Wrong

Recruited the most new staff into senior positions than teammates.

Achieved 'outstanding' rating on every section of performance evaluation



These Are Right

Achieved 150% of \$1M sales target in 2004 by targeting high net worth individuals

Delivered 11% profit improvement by reducing base cost



Non-Employment Activities

No Hobbies and Interests

Do not include your interests on your resume. This has become less common in recent years, but we still see some resumes with interests included. The writer hopes it makes them seem more interesting or that it will give them something interesting to talk about with the hiring manager. This is a mistake. If the hiring manager spends time in an interview discussing your hobby, you are not talking about what you can bring to the company. This almost guarantees you are not in the running for the role. Only include your professional accomplishments on your resume, and you will ensure the interview stays on topic.

No Charitable or Voluntary Work

Do not include charitable or voluntary work on your resume. Like hobbies and interests, charitable and voluntary work are often included by candidates to make them seem 'well-rounded' or 'nice people'. We're sure you are a nice person, but don't include voluntary work on your resume for this reason. Focus on the benefits you can bring to the business. This is what will get you invited to an interview, at which stage you can demonstrate how nice you are.

The only exceptions to this rule is if you are a relatively new graduate who needs the extra experience to fill out a resume, or if you held a position (such as chairman or



treasurer) in the charity, or if you seek work in the third sector. In these cases, it might be valuable to demonstrate this experience. Be cautious though, if you just want to show how nice you are.

Education

University Education

There is no need to include any education before university, unless you have not yet graduated or only recently graduated. Once you have been to university, your previous education is irrelevant. Give your degree title, the university you attended and the year of graduation. No other information is required.

Where you attended the main campus, do not include the location. Do include the location when the university was not within the country in which you're applying, or where the university has a similar name or could be easily confused with another university.

Unless you have graduated in the last five years, do not include your GPA, Dean's List or other awards (cum laude etc). Once you have been in the workplace for about this time, the accomplishments you had at university are eclipsed by your achievements in the workplace.



Your education needs to be in reverse chronological order, just like the rest of your resume.

These Are Right

PHd Philosophy, Northwestern University, 2010
MA Theology, Northwestern University, 2007
BA Liberal Arts, Tulane University, 2005



Groups

Do not include sorority, fraternity, charitable or other groups on your resume, unless you graduated in the last five years and you held a position within that organization.

If you were treasurer of your sorority for example, and you seek a role in finance, list this as a job on your resume and show the accomplishments you had within that role.

Certificates

Certificates are not education. Achieving chartered status or a certification is an accomplishment. Include this in the accomplishments section of the role you were in when you achieved the certification.

These Are Right

- Achieved MCSE certification within 6 months.
- Achieved Chartered Engineer status by passing requirements first time.



Overall Page Guidance

Margins

Reduce the margins on all four edges of your resume to half an inch or one centimeter, unless you are a new graduate. This is sufficient for any printer, and will give you the maximum space to list your responsibilities and accomplishments. For new graduates who sometimes have trouble filling the page, go to one inch or two centimeters. No more. You do not want to give the impression you have no experience.

No Tables, Lines and Other Formatting

Do not use tables to organize your resume. Do not have lines or other formatting.

Your resume needs to be a relatively simple document. There's two reasons for this: first, you want the reader to be focused on your responsibilities and accomplishments, not how beautifully you can lay out a document. If you show your resume to ten people, you'll get ten different recommendations on how to lay it out. You'll never make everyone happy, so don't try. Just use simple formatting and get your resume onto one page.

Second, the Applicant Tracking Systems (ATS) which companies use do not parse formatting well. Often the hiring manager will not see the Word document you submitted but a parsed version. Tables and other formatting will make the document look dreadful. Since you have no idea what will happen to your document after it is submitted, keep it simple and reduce the likelihood of problems.

The scanners which companies use to scan your printed resume have improved in the last 10 years. If you follow our guidance on the formatting of your resume, it will scan well and you will not need a separate 'database friendly' or 'scannable' version. If you do send a printed version to a company, however, ensure you have printed at the highest possible quality in order to ensure the scanner makes the best possible scan.



Space On The Page

Your resume needs to use all the space on the page. If it does not, it gives the impression of lack of experience. **White space is not advantageous.** It is evidence of lack of responsibilities or accomplishments to write. Do not indent your accomplishment bullets for this reason. There is much guidance which overrates white space. If you can fit your resume onto one page, but the white space makes it two, the second page will not be read.

Font

Our recommendation is for a serif typeface such as New York Times or Bookman, although in some cases a Century font can be appropriate. Times New Roman has the narrowest form factor and therefore allows you to fit the maximum number of characters on the page. You are not going to gain anything by choosing a different or unusual font. Hiring managers and recruiters see through that. Further, it's likely that they will not print well on limited font corporate computers.

Italics And Bolding

Do not bold or italicize words in the middle of sentences. This does not enhance the searchability of the document but it does make the resume harder to read.

No Color

As we said previously, most resumes are still printed to be read. Some are printed to be read on aircraft, on the couch at home, and yes, in bed at 1am. The common factor in these situations is poor lighting. Focus on legibility not uniqueness. Most printers in corporate environments are black and white (or at least set to print black and white automatically). When a color resume is printed in black and white it has shades of dark



and light instead of color, and it doesn't look good. Since you can't guarantee your resume will be printed in color, only use black and white.

Spelling

There must be no spelling mistakes on your resume. It is an example of your best work and if there are mistakes on it, the reader will assume that you will make more mistakes in your work. To check for spelling mistakes, read your document backwards, one word at a time, beginning with the last word. You can also give your resume to a friend or relative to check. Give them the instruction to **ONLY** look for spelling mistakes. If they look at multiple issues at the same time, they are more likely to miss mistakes.

Punctuation Consistency

Ensure that your resume is has consistent punctuation. If you have ended your accomplishments bullets with a period, ensure that every bullet has a period. Also check the Position Administrative Data for consistency. To do this, look only at one element of punctuation at a time. For example, look just at the periods, then only at the punctuation between the dates in your Position Administrative Data and so on.

Accuracy

Your resume must be accurate in the sense that it is truthful, but also in the sense that the information on it is correct. We've seen resumes with an incorrect telephone number – one which does not reach the candidate or is out of service. We've seen many, many resumes with the end dates of roles which are incorrect. Not because the person wished to falsify their date, but a typing error they overlooked. Review your resume again and again for accuracy.



Theme

Ideally, your resume will tell a story. The reader needs to be able to understand the path you took to be ready for the role you've applied for. You need to demonstrate to the reader the structure, the commonalities and the stepping stones you took to get to where you are now, on your resume.

For example, let's say you're a senior programmer who wants to move to a project management role. You started your career as a freelance programmer for small businesses just after college. You got a full-time role as a junior programmer at a manufacturing company. Then you've worked as programmer in a couple of different industries, and now you're a senior programmer in a retail company. The position you want is project management back in manufacturing.

So that's your career. Now, think about this from the hiring manager's perspective. What's he looking for? Someone who knows how to manage projects obviously. Someone who can get other people coordinated to produce output. Someone who can meet deadlines. Someone who can manage a budget. Someone who knows something about manufacturing.

When you put your resume together, you think about the aspects of the roles you've had which reflect the things the hiring manager is looking for. You know he's interested in people who understand manufacturing. When you write the responsibilities for the role you held in manufacturing, you include those responsibilities and accomplishments which reflect your interaction with the line, the manufacturing manager and the factory output. So if you have the choice between mentioning some programming you did which involved managing the line and some other programming you did for HR, include the one about managing the line.



When the hiring manager gets out his mental checklist, he sees that you worked in manufacturing, had a good understanding of it, and obviously want to get back to it. He's in manufacturing, it's a good place to work, that makes sense to him.

Make sure you include the other parts of your roles which reflect the things he's looking for. If you've managed people in the last three roles, make sure you include it. The hiring manager is more interested in someone who has been consistently successful in managing people than the person who only managed people in his last job, and really hasn't shown your track record.

Think of your programming work in terms of projects and express it that way. That demonstrates your track record in managing projects even if you didn't have the title 'project manager'.

All this work of couching your experience in the terms that the hiring manager is looking for develops the theme of your resume.

In each role, you will place the responsibilities and accomplishments which demonstrate the skills that are being looked for towards the beginning of the paragraph or the top of the bulleted list.

Tailoring

We recommend you *focus your resume on the requirements of the role you seek*, not the experience you want to highlight to the recruiter. Ensure that your responsibilities and accomplishments reflect the requirements given in the job description or advertisement.



First, you'll need the job description or the advertisement in front of you. Take a sheet of paper and on the top line write the first requirement. For example: "Experience implementing Oracle 10g" or "Experience in sales in SE Asia".

Leave four lines blank space and then write the next requirement. Then again, leave four lines blank space and write the next requirement. Continue down the page writing all the listed requirements until you have them all down.

Now take your Career Management Document (for those of you have not heard our resume casts, that's the document which lists ALL the responsibilities and accomplishments you've ever had, from which you create your resume) and look for accomplishment bullets or responsibilities which demonstrate the skill or experience in the requirement. So under "Experience implementing Oracle 10g" you would write "Delivered Oracle 10g implementation project on time and on budget across 4 European countries". Just to help you remember, write the employer after on the same line.

Do this for all the requirements and all your accomplishments. Some of the accomplishments will repeat themselves, and that's ok. Only you will see this accounting, so it doesn't need to be neat, but it will really help you with your interview preparation later, so it is worth keeping and being somewhat tidy.

There are some requirements which it is impossible to demonstrate on a resume or written application. For example: 'works well under pressure'. If you have achieved great results, it's likely that you can work well under pressure. However, you wouldn't write 'I work well under pressure' on your resume – unsubstantiated statements like that are disregarded by the reader. Instead, you'd demonstrate that at the interview by describing a situation where you were under pressure and the result was positive. You can skip writing any of those requirements when you write your list.

When you've finished this work, ensure that the responsibilities and accomplishments which are particularly relevant (i.e., they demonstrate one or more of the requirements)



come near to the beginning of your paragraph or at the top of your accomplishments list.

Weighting

The weight of your resume needs to be on the most recent role or that which is most relevant to that sought. If you have had a twenty year career made up of five jobs of four years each, and space for 40 bullets, don't give each role eight bullets each. The more recent roles need to have more bullets and earlier roles perhaps only two or three bullets.

Roles earlier in your career can take less space since the responsibilities and accomplishments are likely to be less impressive and less relevant. For your earliest roles, one line each of responsibilities and accomplishments are sufficient.

Fitting Your Resume Onto One Page

It's fine to *start* with a resume which is too long. This will give you more information to draw from as you customize your resume for each opportunity. Follow this guidance to reduce it to one page:

- Reduce the margins on all four sides to half an inch or one centimeter.
- Abbreviate the dates to a four numeral format. For example, April 2004 becomes 04/04.
- Use Times New Roman font at 10pt. This is the smallest and narrowest font you can use and still make it legible.
- Reword any accomplishments which are longer than one line to fit onto one line.



- Review your responsibilities paragraphs, beginning with your earliest roles and reword to eliminate any half lines. If you still need space and are able to, remove words to make the paragraph a whole line shorter.
- Beginning with the earliest role, remove one accomplishment per role (leaving at least one accomplishment) until you are on one page.

Negative Circumstances

Your resume must be ‘persuasively truthful’. There are no circumstances under which it is legitimate to have information on your resume which is not true or might be believed to be stretching the truth.

Your concerns could include gaps on your resume due to:

- Being fired
- Being unemployed and seeking work for some time
- Taking time out to travel or explore options
- Spending time at home with children or parents.

Some employers (particularly those with security considerations) will not invite you to interview if you have a gap on your resume or if you have been fired. If this is the case, there is nothing you can do about it. Move on to the next opportunity. Do not lie in order to get an interview. If it is found out, your employment can be (and probably will be) terminated immediately.

Other employers will invite you to interview. Have a short, truthful, unemotional explanation prepared, which you have practiced until you can deliver it with equanimity.



Becoming emotional about those circumstances in the interview is much much worse than having these circumstances in your work history in the first place.



Naming

When you save your resume, name it using this convention : First Name Last Name Resume Month Year. For example: Carmen Esterline Resume Apr 11. As recruiters and hiring managers, we've saved hundreds of resumes onto our hard drives. When we search for yours later, it is not helpful to have dozens which begin: Resume. They all sort together and it's no help at all. Equally, it's not helpful to have five resumes from Carmen Esterline and not to know which you received most recently. Help the reader with your naming convention.



Constructing Your Resume

On the following page is a template for constructing your resume. You will have also received this in a separate Microsoft Word document with your purchase. The simplest way to construct your resume is to overtype the information onto the template.

Begin by including all the information you can think of. If the resume is two or three pages at this stage, it's ok. You need to have a big pile of information in order to have a strong, dense resume at the end. Once you know how long your resume is with all the jobs you've had, you'll have an idea of how much cutting is required.

Checklist

Once you have all the information on the resume, work through each element in turn. Check that each element is consistent and communicates the message you wish the reader to hear.

Employment Position Administrative Data

- ☐ Months consistently abbreviated
- ☐ Years consistently abbreviated
- ☐ Hyphen between years consistent
- ☐ Punctuation after dates consistent
- ☐ Job Title spelled and capitalized correctly
- ☐ Company name spelled, capitalized and punctuated correctly
- ☐ Punctuation after title consistent
- ☐ Underline and bold Position Administrative Data.



Responsibilities

- ☐ Begins with the overall aim of the role
- ☐ Subsequent sentences break down the responsibilities
- ☐ Sentences are short and begin with a verb
- ☐ Includes customer information
- ☐ Includes scope information
- ☐ Is abstract and not technical
- ☐ Paragraphs for recent roles are longer than for earlier roles

Accomplishments

- ☐ Quantified
- ☐ Verb, result, method formula
- ☐ Fits on one line
- ☐ At least one accomplishment per role demonstrates achievement of aim of role
- ☐ Demonstrates breadth of achievement

Education

- ☐ Degree, educational establishment year of graduation
- ☐ Consistent punctuation



Example

The example resume we have given you is of Bob Smith. Bob is applying for the role described in the advertisement below.

We've given you an annotated version of his resume. On that resume, you can see the highlighted sections which relate specifically to this role.

Project Manager, City of London. IT & Telecoms Sector

Our client based in the City seeks a Project Manager to manage the full Project Lifecycle to coordinate the business analysis, design, development, testing and delivery of new Analytics products and processes, as well as manage enhancements & fixes to existing products and processes. You will have strong relationship management skills and work well under pressure being able to multi task. You will be expert and a practitioner of Dynamic/Agile Project management frameworks with a good appreciation of business analysis skills coming from a financial services background. If you are able to deliver projects concurrently and manage multi-disciplinary teams cross topics and possess excellent communication skills apply NOW!!!

This is the job advertisement that our fictional candidate saw. We've underlined all the requirements. If Bob can deliver 75% of those, we'd recommend he apply.



Month Year – Present: Job Title, Company Name – Overall aim of role. Break down of responsibilities sentence 1. Break down of responsibilities sentence 2. Break down of responsibilities sentence 3. Break down of responsibilities, sentence 4.

- Verb, result, method
- Verb, result, method
- Verb, result, method
- Verb, result, method
- Verb, result, method
- Verb, result, method

Month Year – Month Year: Job Title, Company Name – Overall aim of role. Break down of responsibilities sentence 1. Break down of responsibilities sentence 2. Break down of responsibilities sentence 3. Break down of responsibilities, sentence 4.

- Verb, result, method
- Verb, result, method
- Verb, result, method
- Verb, result, method
- Verb, result, method

Month Year – Month Year: Job Title, Company Name – Overall aim of role. Break down of responsibilities sentence 1. Break down of responsibilities sentence 2. Break down of responsibilities sentence 3. Break down of responsibilities, sentence 4.

- Verb, result, method
- Verb, result, method
- Verb, result, method
- Verb, result, method

Month Year – Month Year: Job Title, Company Name – Overall aim of role. Break down of responsibilities sentence 1. Break down of responsibilities sentence 2. Break down of responsibilities sentence 3.

- Verb, result, method
- Verb, result, method
- Verb, result, method

Degree Title, Educational Establishment, Year of Graduation



BOB SMITH

His Email

www.linkedin.com/bobsmith

His Address Line 1

His Address Line 2

His Address Line 3

His State & Zip

His Home Phone His cell phone number

CERTIFIED PROJECT MANAGEMENT PROFESSIONAL

OBJECTIVE

To obtain a Senior Director position in an international banking environment where I can maximize my multilayered management skills, quality assurance, training experience, customer service and successful track record in project delivery.

SUMMARY OF QUALIFICATIONS

Technology and business visionary. Dynamic management career with strong leadership, relationship building, problem-solving, planning, team-building, defining roles and responsibilities. and program/project management skill. Results-oriented, high-energy, hands-on professional, with a successful record of accomplishments in project management in the banking sector.

Royal Bank of Scotland - Program Manager

April 08 – Present


Key executive responsible to Division President. Deliver major IT projects. Manage 70 staff Europe-wide. Manage £40M overall budget. Develop delivery strategy and ensure on time, on budget, on quality delivery. Provide risk management. Develop and present business cases. Report status at board level. Manage stakeholders. Carry out vendor selection. Responsible for the development and retention of team.

- Managed 8 to 10 projects simultaneously, three were enterprise-size projects
- Delivered 2 enterprise projects and 3 medium-size projects on time, within budget, with highest quality, and high level of customer satisfaction
- Brings structure to an often chaotic environment.

Too vague



B Inc - Project Manager**September 05 - April 08**

PM the design of and implementation of European software upgrade. Upgrade will allow for multiple currencies on the same transaction via a database dynamic extraction using MS VisualBasic as a library (DLL). Reorganized project office. 

Wastes space

- Delivered European HR software upgrade ahead of deadline and on budget using Prince 2
- Delivered sales forecasting software development and delivery on time using agile method
- Delivered systems integration project plan on time
- Achieved £1M cost saving from recommendations for reorganization of project office
- Achieved promotion of 4 staff through coaching and delegation for development

Inconsistent title formatting**Natwest****- Project Manager****August 03 - September 05**

Responsible for the delivery of IT projects (up to £2M) on time and on budget. Responsible for team of 15 (permanent and contract staff) covering all stages of the project lifecycle (analysis to delivery).

Develop and implement project plans. Recruit and train contract staff.

- Key Program Manager for implementation, cross migration, configuration and administration of all Natwest's applications, including financial, budgeting and contact applications, all server platforms, Create reports using Crystal Reports. Compile data elements for HL7 data maps. Delivered sales forecasting software development and delivery on time using agile method
- an advanced web-based project management tool with dynamic workflow system - developed to manage Natwest IT Projects

Business Analysis and Design Team Manager**June 01 - August 03**

- This application handles stock trading data, and was created to help user enter the trade transactions, to provide reports, and to maintain data transfers, which handles large transaction data volume (15000 transactions per day)
- Managed the conversion of all SDLC systems to TCP/IP over VSAT.

A & L - Program Office Manager**March 98 - June 01**

Responsible for the management of the program office. Deliver project plans from initial requirements.

- Coordinated efforts with the projects' senior manager, clients and technical team members to identify areas of opportunity and improve project performance.

Program Office Administrator**September 95 - March 98**

Project charting covering for projects, reporting to project manager. Maintain project status reports including weekly reporting. Maintain project budgets.



Community involvement includes Boy Scouts of America - Director of Big Horn National Youth Leadership Training Course and member of Denver Area Council Committee and Cherry Creek Band Parents Association.

Education / Certifications / Training

Glendale University - B.S. in Information Systems Engineering

University of Maryland - Technical Management (2 years)

Certified Document Imaging Architect

Microsoft Certified Systems Engineer

Hyland OnBase System Administration

Citrix Metaframe Administration

Microsoft Certified Professional (MCP) / CompTia A+ Certified Technician

Zenith Data Systems - Certificate in Field & Depot Level Repair

Microsoft Certified System Engineer (MCSE) - Coursework completed

Hardware: IBM AS-400, mid-range systems, and IBM PC's and compatibles, Mainframes, including VAX, HP-UX based Servers, PC's and network equipment.

Software: Windows NT, 2000, XP, Unix, Linux Oracle, SQL Server, MySQL, DB2, OS/400, J2EE, ColdFusion, ASP, Delphi, VB, Macromedia Flash, Crystal Reports, Flex, Lotus Notes.

Bob Smith

His address/his email/his cell phone number

April 08 – Present: Program Manager, RBS - Responsible for the delivery of major IT projects (over £2M) in the UK and Europe. Manage 70 staff Europe-wide. Manage £40M overall budget. Develop delivery strategy and ensure on time, on budget, on quality delivery. Provide risk management. Develop and present business cases. Report status at board level. Manage stakeholders. Carry out vendor selection. Responsible for the development and retention of team.

- Delivered £10M tracking software development project on time and on budget, using agile method
- Delivered 4000 seat desktop refresh project on time and £30K under budget, using Prince 2
- Delivered foreign exchange software standardization project on time and on budget using Prince 2
- Achieved £3M cost reduction by developing project dashboard, preventing project conflicts
- Achieved £1M cost reduction by restructuring staffing levels and distribution
- Achieved 100% desired staff retention

**Range of skills
demonstrated with
business results**

September 05 - April 08: Project Manager, B Inc – Responsible for delivery of IT projects (up to £5M) across Europe. Manage staff of up to 40 including outsourced labor in India. Manage yearly budgets up to £7M. Develop and implement project management guidelines. Recruit and train staff.

- Delivered European HR software upgrade ahead of deadline and on budget using Prince 2
- Delivered sales forecasting software development and delivery on time using agile method
- Delivered systems integration project plan on time
- Achieved £1M cost saving from recommendations for reorganization of project office
- Achieved promotion of 4 staff through coaching and delegation for development

August 03 - September 05: Project Manager, Natwest – Responsible for the delivery of IT projects (up to £2M) on time and on budget. Responsible for team of 15 (permanent and contract staff) covering all stages of the project lifecycle (analysis to delivery). Develop and implement project plans. Recruit and train contract staff.

- Delivered European HR software upgrade ahead of deadline and on budget using Prince 2
- Delivered sales forecasting software development and delivery on time using agile method
- Delivered 15 security patches and upgrades with 0% downtime over 15 month period
- Achieved £1M cost saving from recommendations for reorganization of project office
- Achieved promotion of 4 staff through coaching and delegation for development

June 01 - August 03: Business Analysis and Design Team Manager, Natwest - Manage business analysis and design team (15) to deliver requirements on time & budget. Manage budget up to £500K. Coordinate project requirements with downstream project partners.

- Delivered systems integration 24 month £17M project plan on time
- Achieved 100% on time delivery of analysis deliverables
- Achieved £10K cost reduction by reallocating training funds to mentoring activities
- Completed Prince 2 training

March 98 - June 01: Program Office Manager, A&L – Responsible for the management of the program office for all UK based IT enhancement projects. Manage 3 staff. Manage budget of £250K. Deliver project plans from initial requirements.

- Achieved £50K cost avoidance by demonstrating potential project conflict
- Achieved 100% audit pass rate
- Promoted Program Office Administrator to Deputy Office Manager through delegation development
- Completed internal project management training course

September 95 - March 98: Program Office Administrator, A&L - Responsible for project charting covering all project lifecycle stages. Maintain project status reports including weekly reporting. Maintain project budgets.

- Achieved 100% accuracy in project status reporting
- Completed internal project management trainee program

BSc Information Technology, University of Central Lancashire, 1995

