

how to write a

STELLAR Executive RESUME

50

TIPS TO REACHING YOUR JOB TARGET

BRENDA BERNSTEIN



How to Write a Stellar Executive Resume

Also by Brenda Bernstein, JD, CMRW, CARW

How to Write a Winning Resume

How to Write a Killer LinkedIn® Profile

How to Write a Stellar Executive Resume

50 Tips to Reaching Your Job Target

Brenda Bernstein, JD, CMRW, CARW



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Preface

As an executive conducting a job search, you might never have had to write a resume before, and you might be feeling unsure of where to start. This book provides an easy-to-read, practical, and up-to-date guide on best practices for writing your Executive Resume. *How to Write a Stellar Executive Resume* takes you through the resume-writing process step by step, from thinking through your approach to creating a professional format, crafting effective branding statements and bullets, and handling specific challenges.

Whether you are a resume writer catering to executives or a senior-level job seeker, you will learn valuable tips to write a STELLAR resume!

This book is a living document. When resume trends change, I will be sure to update the book so you stay on top of current best practices. If you have a question about any part of the book, or think I've missed something, I'm always available to clarify points or add items that would add value. I look forward to having you as part of The Essay Expert's readership community at theessayexpert.com.

—BRENDA BERNSTEIN, THE ESSAY EXPERT
MADISON, WISCONSIN 2017



Introduction

Recruiters spend only six seconds reviewing an individual resume, and 80 percent of that six seconds is spent looking only at your name, current and previous title/company, current and previous position start and end dates, and education. A professionally-formatted resume is key to landing an interview.

Though technology is quickly changing the way hiring entities collect and review job search information, the resume still reigns supreme. In a 2016 survey of four hundred US advertising and marketing executives, 78 percent “said they would rather receive traditional CVs in Word or PDF format from candidates applying for creative roles at their company,” and that “far fewer executives today favored online profiles (14 percent) and video or infographic resumes (3 percent each) as their format of choice.”

If you are a successful executive, it is likely you have never had to write a resume before. Yet in today’s market, job seekers at all levels are being asked to provide a resume for consideration. You must either master the craft of resume writing or hire someone who has mastered it.

I love writing resumes. I have spent many hours studying how to do it well and getting certified at the highest level in the profession, yet I am equally thrilled to see someone do a stellar job writing a resume on his or her own. That’s why I chose to write this book.

Now that you know that you have six seconds to grab the attention of your next employer, how are you going to do that? Perhaps the biggest challenge in resume writing is that there is no one right way to do it. Seven people will give you seven opinions about your resume’s effectiveness. The good news is that you only have to impress one person: The person who hires you.

This book will guide you through writing and formatting each section of your resume, providing examples for you to follow every step of the way. If at any point while reading this book, you realize that you prefer to hand your project to a resume writer, please do not hesitate to contact us at theessayexpert.com. We would love to work with you!

Note on Company Guidelines and Style: If you know that a company follows specific writing guidelines, comply with those

guidelines in your resume and ignore anything in this book that contradicts them. This rule of thumb applies particularly to any style guides used by the company, such as the Chicago Manual of Style or the AP Stylebook.

If you are a grammar and style geek, you might notice that this book was edited according to the Chicago Manual of Style; however, every resume in the book does not conform to those guidelines. Resume formatting decisions are sometimes forced by line length and page length considerations, which might mean breaking some rules. However, don't break rules if you know the company abides by a specific set of rules. And be sure to maintain consistency throughout your resume. In other words, if you break a rule in one spot, break it everywhere.

Note on Formatting Instructions: All instructions and images in this book are given using Microsoft Word. If you use another word processing program, please follow the overall formatting advice given here and implement it according to your program's functionality.

TIP #1:**WRITE FOR THE FUTURE**

It is a misconception that resumes are about your past. Resumes are about your FUTURE. In other words, your resume will work if you think about what a potential employer would want to know about how you WILL perform. What experience do you have that will enable you to make a contribution to their firm or organization?

If you are writing from the perspective of the FUTURE, here's what will happen:

1. You will write detailed bullets that demonstrate your capability to achieve measurable results. Your readers will infer that you can produce similar results for them.
2. You will think about the purpose and priority of each item on your resume, then choose and place your sections and bullets accordingly.
3. You will delete anything that is irrelevant or of minimal importance to your future.
4. You will include positions from as many years back as necessary to share information that's relevant to your next position—there is no absolute rule about how many years to include!

Keep reading for more resume tips that will help you write a well-formatted, attention-grabbing, future-based resume!

TIP #2:**KNOW YOUR TARGET**

If you're not sure what position you are aiming for, how are you possibly going to get it? Make sure you know what your ideal job is, and write your resume as if you are going 100 percent for that job. If there are two types of jobs you want, write two resumes. If there are three types of jobs you want ... ? You guessed it!

One size does NOT fit all in the world of resumes!

If you try to write a “universal” or “general” resume you will almost always fail. You will feel scattered and unfocused as you write, and you will most likely not succeed in obtaining job interviews.

If you are applying to multiple types of jobs because you are not sure what direction you're headed in, take a step back and consider whether you might want to get some career coaching before you sit down to write your resume or pay someone else to write your resume. Clarity of purpose is key when you start your job search. You might still apply to more than one type of job; just be clear about your intention when doing so.

If you want a recommendation for a career coach, contact us at TEESupport@TheEssayExpert.com. We will give you a list of people who can help.

You might want to try some exercises that you can do on your own. We recommend Mary Elizabeth Bradford's Award-Winning program, the Job Search Success System¹, which provides worksheets and audio modules to support you through every step of your job search.

Once you know your target or targets, you can begin tailoring your resume. Many of the tips in this book will help you think through how to match your experience to your desired job description(s)! Part of knowing your target is determining whether it is an appropriate fit for your skills and experience. Take an honest assessment of whether you are a match for the position. You might discover that you are not the best fit and that your energy would be better spent on a different application. An article in *Forbes* magazine covered this issue well: "3 Things That Will Get Your Resume Thrown in the Trash."² While it's good to aim high, it's important to achieve a balance between reaching for the next challenge and barking up the wrong tree.

TIP #3:

KNOW WHAT MAKES YOU STAND OUT

Before you start writing your resume, I recommend that you do some soul searching. Mary Elizabeth Bradford's Job Search Success System³ provides questionnaires and forms to help you in that process. Here are some of the questions you will want to answer:

- What makes you unique? (What do you have that distinguishes you from the applicant sitting next to you with the same experience?)

- What are five characteristics that best describe you when you are at work?
- What is the biggest ROI (Return on Investment) an employer will get from you?
- What have you been complimented on at work?
- What do your friends and colleagues say about you when they compliment you?
- Describe an ideal workday. What tasks would you be doing?
What would your interactions be like?

There are some work personality assessments you might consider doing, whether on your own or with an executive career coach. The Essay Expert administers the DISC Profile Assessment, which gives you a clear picture of your leadership strengths and challenges in the workplace based on four characteristics: **Dominance, Influence, Steadiness and Conscientiousness**. The DISC profile pinpoints what your “natural” working style is versus the style you have adapted for the work environment. The assessment is very enlightening in evaluating your leadership style and potential.

Another assessment is the 360 assessment, which asks you to reach out to friends and colleagues who give their opinions about your strengths and challenges. This assessment is very valuable as well, as it provides outside perspective on what you truly have to offer. You might be surprised by what you find out.

If any of these assessments interest you, contact TEESupport@TheEssayExpert.com. We will arrange for you to proceed with the assessment most appropriate for you.

Once you have a handle on what you have to offer a potential employer and what you seek in your work environment, you will have much more power in writing a resume that brings forth your strengths.

TIP #4:

GATHER INFORMATION FIRST

Before you start writing your resume, you need to gather information. Start with the basics: Your company names (spell them right!), position titles, and dates. Then move on to what you accomplished in each of your positions. Here are some questions to ask and answer about each of your positions:

- How would you describe the company? How big is it? What is the size/value of accounts? How many clients served? What were annual revenues or profits?
 - Why were you hired/what were you hired to do? What are/were your job duties?
 - Did you have any notable clients?
 - How much money did you make/save your company? How much did you generate in sales? Did profits, revenues, sales or customer numbers increase due to your efforts or programs you implemented? Did you break any records?
 - Did you implement a program that improved something by a certain percentage? Did you save a certain amount of time with a process you created or redesigned (make a process more efficient)? What did this area look like before and what does it look like now?
 - What accomplishment(s) are you most proud of at this job? Be specific. You may want to write these in the following “CAR” format:
 - C = Challenge (think of a challenge you faced or problem you had to resolve)
 - A = Action (what action did you take?)
 - R = Results (what were the results of the action you took?)
- Note:** You might also have heard of these as “STAR” (Situation—Task—Action—Results) or “PAR” (Problem—Action—Results) stories.
- Did you receive any awards? What were they for?
 - How did you grow and develop into a more valuable, more knowledgeable, more skilled commodity?

Once you answer these questions for all your positions, you will have most of the material you need to sit down and write your resume.

For a more structured approach, you may want to try The Essay Expert’s DIY resume questionnaires. These questionnaires help you create a STELLAR executive resume *for just a fraction of the cost of working directly with a resume writer*. If you are ready to take on the challenge of writing your own resume now, these services are available at theessayexpert.com:

- General Resume Questionnaire: \$97 (VP and C-Level, Sales & Marketing, Accounting & Finance)⁴
- IT Resume Questionnaire: \$47

Do you like what you're reading? More news and updates are available from The Essay Expert Blog!⁵

While you're at theessayexpert.com you can sign up for our e-list⁶ for a free preview of *How to Write a KILLER LinkedIn® Profile!*

- 1 <http://theessayexpert.com/job-search-success-system/>
- 2 <http://www.forbes.com/sites/dailymuse/2013/01/24/3-things-that-will-get-your-resume-thrown-in-the-trash/>
- 3 <http://theessayexpert.com/job-search-success-system/>
- 4 <http://theessayexpert.com/product/general-resume-questionnaire/>
- 5 <http://theessayexpert.com/product/it-resume-questionnaire/>
- 6 <http://theessayexpert.com/subscribe-to-the-weekly-blog/>

Getting Started

TIP #5:

HOW LONG SHOULD MY RESUME BE?

And How Many Years Should I Include? A question that comes up extremely frequently with job seekers is whether their resume can be more than one page—or more than two pages. During my Top 10 Ways to Make Resume Writing FUN webinars I am often asked questions such as, “Can my resume be automatically rejected by a company simply for being too long?” I am happy to report that these fears are for the most part unfounded.

Let’s get it from the horse’s mouth: Career Directors International conducted a survey of recruiters, human resource professionals, and hiring authorities, entitled “Global Hiring Trends 2012.”⁷ The report is summarized in my blog article, “What Do Recruiters Want in a Resume? Answers Within ...”⁸ I encourage you to read the entire report if you can. It is a quick read, full of illustrative graphs and charts. Many topics are covered, including recommended resume length. The following is what the report found.

Page Preferences for Executive Resumes (VP, GM, Director, C-Level)

In the survey, 37 percent of respondents stated that “length is not an issue as long as the resume provides the right data to make decisions”—and 8 percent actually *preferred* a three-page resume, versus 6 percent who preferred a one-pager! (Only 34 percent preferred a two-page resume.) Perhaps most important, 58 percent of respondents stated that they would NOT penalize an executive candidate for having a resume that did not meet their preferences (only 5 percent stated they would do so).

Ready for a surprise? Several respondents stated that five pages was the maximum length they would read! Did you hear that, ladies and gentlemen? A five-page resume! This reality check is a good one for any executives attempting to squeeze their resume onto two pages. Clearly it is more important to include essential information such as achievements and experiences than to meet some mythical page requirement. A hard-hitting resume with a compelling message

about what the executive will do for a company will almost always be read, regardless of length.

Conclusion: It's not size that matters—it's content! A hefty 54 percent of respondents said the length would not really matter if the resume were well written and highly focused. As one stated, "*As long as the person has a reason for several pages and I can find value in what is written, I don't care. However, if the resume is filled with nothing but job duties on eighty separate lines, it is a waste of space and my time.*" (The same could be said of a one-page resume that doesn't deliver the goods.)

A more important question than "How long should my resume be?" is "How much should I include about my past positions?" The answer to this question depends on the relevance of those positions. It might be sufficient to reach back ten years and then stop. However, if your most relevant experience was more than ten years ago, don't hesitate to write about it. Some people write more about older positions than about more recent ones because they are targeting a type of position or industry they worked in many years ago.

There are no rules when it comes to length or how much to include ... other than to present information in the most effective way for your specific situation.

TIP #6:

RESUME TETRIS: WHAT ORDER SHOULD MY RESUME BE IN?

Putting a resume together is like a game of Tetris. You want to create a solid, impermeable block; and each piece must fall in the right direction, at the right time, in the right order. Here are some tips on how to win the game:

1. Every resume starts with your CONTACT INFORMATION: Your name, city and state, phone number, email address, and LinkedIn Profile URL (See Tip #8 for more on the LinkedIn URL). Do NOT put your contact information at the bottom of your resume! Recruiters as well as ATS (Applicant Tracking System) programs prefer your contact information at the top, and may not bother looking for it at the bottom. This is not the place to get original! You do not need to include your street address; city and state are generally sufficient.

2. Choose a **HEADLINE** that states who you are (e.g. CEO, Director of Marketing, Supply Chain Executive, Asset Management Executive, VP Finance, #1 Ranked Medical Device Sales Leader). (See Tip #7 for more on how your headline might look.)

IMPORTANT NOTE: If you are submitting to online systems where your resume will be read by a computer, you must put the word **SUMMARY** before this section so the computers will recognize the section.

3. Under the headline, you might want to write a brief paragraph, preferably no more than three lines, describing your most important qualifications and accomplishments (make sure not to use worn-out phrases like “proven track record” and “team player”! See Appendix C). You might follow this summary with some bulleted **HIGHLIGHTS** of your accomplishments.
4. If appropriate, write a list of your **CORE COMPETENCIES** or **KEY STRENGTHS** or **AREAS OF EXPERTISE**. This can be a bulleted list if you wish, or you may list them with the pipe symbol (|) or inserted bullets of your choice between them. Use the TAB key to format these items. Here’s what the top of a resume might look like taking into account points 1–4:

VP FINANCE

Revenue-generating Finance Executive with 12+ years' diverse leadership experience. Change agent known for:	EXPERTISE - Business Strategy - Financial Planning / Analysis - Customer Relationships - Risk Mitigation - Change Management - P&L Responsibility - EBIT Analysis - Earned Value (EVMS) - Enterprise Resource Planning (ERP) - Team Motivation / Development
<ul style="list-style-type: none">- Adding value to organization: Achieved \$145M in funding increases through implementing new processes and software.- Tenacious problem-solving: Rocketed sales by 225% in a declining revenue environment, overcoming obstacles and breaking paradigms to accomplish strategic initiatives.- Analytical thinking and clear communication: Formulated grounded recommendations that more than doubled organizational revenue from \$35M to \$79M in one year.- Team Leadership: Increased EBIT \$3.6M by championing individual and team talent, motivating staff to outperform targets.- Customer Relations: Reached 100% customer satisfaction by anticipating customer needs.	

5. Your **EXPERIENCE** section will almost always be the first section after the branding section. (Exception: For senior academic positions, Education will almost always come first—and you might want to *skip* the summaries and headlines at the top!)

6. You may then have sections such as **TRAININGS & CERTIFICATIONS; PROFESSIONAL ASSOCIATIONS; Volunteer Activities; Publications; Skills & Interests; TECHNOLOGICAL SKILLS; LANGUAGES; Additional Experience; Patents; BOARD MEMBERSHIPS**; or anything else relevant to who you are.
7. Do NOT include References unless specifically requested by the organization. Generally, references should not be on your resume but instead be listed on a separate document, formatted with your resume header. There is no need for the line “References Available Upon Request” at the bottom of your resume. It just takes up space. Companies will always request references when they want them!

The key: *Relevance*. Order things specifically for the position you’re applying for, and you won’t go wrong! For sample resume arrangements, see The Essay Expert’s sample resumes.⁹ Having trouble organizing your resume? Contact The Essay Expert at Resumes@TheEssayExpert.com or 608-467-0067 and speak to one of our Certified Resume Writers.

TIP #7:

CRAFTING YOUR RESUME HEADER—DON’T USE AN OBJECTIVE!

As stated in Tip #6, Your resume header should include your name, phone number, email address, city, state and LinkedIn URL. Under that should be your target job title or title describing who you are.

Do *not* use a traditional “Objective” statement that focuses on what you want rather than on what you provide. If you are in the U.S. do *not* include a picture unless you are seeking board positions—there are legal implications for companies who do not want to be accused of discrimination. Pictures remain standard in some countries, including France, Germany, Switzerland, and Austria.

Note: You may include your street address, but it is often unnecessary since nowadays most employers do not send snail mail to applicants.

There’s No Need to Take Up More than Two Lines with Your Contact Information

Are you using five lines just for your header (“tombstone” style)? If you need to fill space, that’s fine. But once you have a lot of information to squeeze onto a page, why use up space unnecessarily? Here are some ways you can be efficient with your header:

You don’t need an entire line for your address, then an entire additional line for your phone number and email. Be creative about your formatting. Keep it professional, of course. Consider using diamonds or the pipe symbol (|) to separate items. (The pipe symbol is found on most keyboards just above the “Enter” or “return” key, on the same key as your backslash. So hit SHIFT-\.)

A sample second line under your name might look like this:

3 Wood Chip Way | Flint, MI 99999 | jgirardxyz@gmail.com | 321-555-1234

If you are a more advanced Word user, you might use more creative formats, but remember to keep it clean and polished, not fussy or overdone. Check these options out:

Julie Girard

Flint, MI | jgirardxyz@gmail.com | (321) 555-1234 | [linkedin.com/in/juliegirardoemsales](https://www.linkedin.com/in/juliegirardoemsales)

SALES EXECUTIVE

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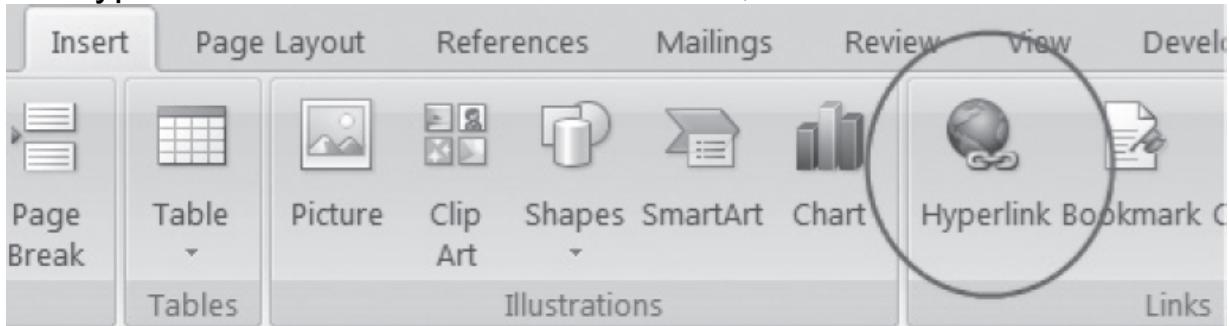
Use one of these streamlined formats to maximize the space available to talk about what you’ve done! You’ll notice that Julie’s LinkedIn profile URL is included in the above examples. Why? Because every employer or recruiter will look you up on LinkedIn. Make it easy for them to find your profile!

The LinkedIn “Button” Option

If you are submitting your resume as an electronic attachment, you can use a LinkedIn button such as the following:



Or download a button from jobsearch.about.com/od/linkedin/qt/linkedin-button.htm. (Just right-click on the button and choose “Save Image As ...”). Once you’ve saved the image to your computer, insert it in the header of your resume and hyperlink it to your LinkedIn profile! In Word, you’ll find the hyperlink function under the Insert tab, Links section:



Here’s what the final product might look like:

JULIE GIRARD my LinkedIn profile
Flint, MI • 321.555.1234 • juliegirardxyz@gmail.com

Of course you want to impress the people who visit you on LinkedIn. Get some help on writing a standout LinkedIn profile by reading my other book, *How to Write a KILLER LinkedIn® Profile ... And 18 Mistakes to Avoid*. You can get a **free** preview when you sign up for The Essay Expert’s e-list.¹⁰

Objective Statements Are No Longer Cool!

Employers care about what you have to offer them—not about what you want! Instead of writing an objective statement, write a branding statement that shows what you have to offer and at the same time makes your objective clear. More details on writing a branding statement are offered in Tip #11. For now, know that the best way to grab attention is simply to put your current or target job title at the top of the resume. For instance:

GENERAL MANAGER—MANUFACTURING

CEO | PRESIDENT
IT DIRECTOR
CORPORATE COUNSEL
VP SALES

A job title is all it takes for a potential employer to understand your objective. If you haven't previously held the job title you are applying for, you can write a general title that encompasses both your past / current positions and where you are going. For example:

SENIOR EXECUTIVE—MANUFACTURING
MARKETING INTELLIGENCE LEADER

Then you can include in your summary statement something like, "Poised to take the reins as General Manager of growing automotive corporation." Your task is to provide just enough information to keep your reader engaged past the 6.25-second barrier. Ask yourself what will accomplish that goal, and then do it!

TIP #8:
CUSTOMIZE YOUR LINKEDIN URL

Tip #7 recommended that you put your LinkedIn URL in your resume header. Did you notice that the LinkedIn URL for <http://www.linkedin.com/in/sandrasavvy> does NOT have a bunch of messy letters, numbers and slashes at the end (e.g., <http://www.linkedin.com/in/sandrasavvy/13/72a/a64>)?

You can easily change your long, cluttered LinkedIn URL to a shorter, more easily memorable and professional one. To get rid of those extra letters and numbers, go to your profile and click on "Edit your public profile" in the right sidebar.

Add new profile section

Edit your public profile ?

Add profile in another language ?

At the top of the right-hand column you will see “Edit public profile URL.”

Click on the pencil icon to reveal an entry field where you can customize away!

Public profile settings

When viewers haven't signed in, this is how your profile appears. You control what sections are visible and can update your URL.



Brenda Bernstein

Resume & LinkedIn Profile Writer, Author, Speaker ★ Executive Resumes ★ C-Level Resumes ★ Executive LinkedIn Profiles ★ College Essays ★ Law School Admissions Essays ★ MBA Admissions Essays

Madison, Wisconsin Area | Writing and Editing

Current

The Essay Expert LLC, Kaplan, Inc., The Essay Expert

500+ connections

Edit public profile URL

Enhance your personal brand by creating a custom URL for your LinkedIn public profile.

www.linkedin.com/in/brendabernstein

Customize Your Public Profile

Select what shows via searches on Bing.

Edit public profile URL

Enhance your personal brand by creating a custom URL for your LinkedIn public profile.

www.linkedin.com/in/brendabernstein

Is the name you want unavailable? Try your last name followed by your first name, or use a credential or keyword. Find a solution that works for you. Keep in mind that the custom ending to your URL must be between 5 and 29 characters and may not include any spaces or “special characters,” which include dashes, dots, and other symbols.

Important Note: Once you change your Public Profile URL to a custom URL, your previous URL will no longer work. If you have your Public Profile URL on your resume, business card, e-mail signature or any other materials, change it to your new custom link on all these documents.

****Keyword Tip:** If you have room to add keywords at the end of your profile URL, you can get search engine optimization (SEO) mileage out of adding your top keyword directly after your name. For example, johnjonescorporatecounsel or janeshmithitdirector. Adding these keywords will not affect your search rankings within LinkedIn itself, but it will provide some leverage in Google searches.

****Resume Tip:** If you don't already own yourname.com for other purposes, such as a blog or other job search marketing materials, this option might be a good one for you. For example, instead of listing your profile at the top of your resume as “<https://www.linkedin.com/in/brendabernstein>,” you could write “LinkedIn profile: www.brendabernstein.com,” which looks much cleaner and also shows that you are tech-savvy.

TIP #9:

USE A PROFESSIONAL EMAIL ADDRESS

Unless you're applying for a very unconventional job, don't take the chance of rejection based on your cutesy, political, or even playful email address! Only an applicant for a clown position should have an email like bozo44@hotmail.com. Stay away from religious connotations (e.g. revivaltime@gmail.com) or email addresses that imply you have another business (e.g., bookexchange@att.net). Use your full name, your first initial with last name, or something else straightforward.

It's easy to get a free email address through Gmail, and these addresses are universally respected; alternatively, you might want to purchase a domain name like JohnSmith.com and create your own

email there. If you're in a technological field some recruiters actually throw away resumes with [yahoo.com](#), [hotmail.com](#), and [aol.com](#) addresses because these addresses indicate you are "behind the times." See the article "Is Your Email Address Preventing You From Getting the Job You Want?"¹¹ So use [gmail.com](#)! It is important to be aware of any preferences of this kind in your field.

If you don't already have an email address that you'd want an employer to see, sign up for a new one now. Doing so has the added advantage of keeping your job search efforts separate from your other personal and business emails, which keep you organized in your job pursuits.

While we're on this topic, make sure your outgoing voice mail message is professional too! You don't want employers hearing your cute kid's voice on your answering machine. You might consider getting a separate telephone number, or even using a message service or Internet number, for job search purposes. Do you want to wade through your usual twenty daily messages from friends and family to get to the one from a potential employer?

7 http://www.careerdirectors.com/members/docs/hire_survlow.pdf

8 <http://theessayexpert.com/blog/what-do-recruiters-want-in-a-resume-answers-within/>

9 <http://theessayexpert.com/samples/resumes-cover-letters-samples/>

10 <http://theessayexpert.com/subscribe-to-the-weekly-blog/>

11 <https://www.brazen.com/blog/archive/job-search/is-your-email-address-preventing-you-from-getting-the-job-you-want/>

Content

TIP #10:**THE DANGERS OF “FUNCTIONAL” RESUMES—AND THE BENEFITS OF A “HYBRID”**

Most resumes—and those preferred by recruiters and hiring managers—are organized with the most recent position first and go backward from there. Under each position is a bulleted list describing what the candidate accomplished in that position.

A “functional resume” is organized as a list of accomplishments without dates, and often without attaching the accomplishments to a particular position. Recruiters and hiring managers are universally suspicious of these resumes, which are often constructed this way in order to hide something.

A much more accepted format is the “hybrid.” In this format, you list all your employers, positions, and dates in one section on the first page of the resume; this makes it clear that you are not hiding anything. Then you can choose what to expand upon and what to present first. Here’s an example:

SELECTED EMPLOYMENT HISTORY

CARS R US INC., Flint, MI
ABC PROMOTIONS, Flint, MI
VANDERBILT WINDOWS & DOORS, Flint, MI
FLINTSTONE REMODELING, Flint, MI
CABINETS AMERICA, Charlotte, NC

August 2007 – Present
March 2005 – June 2007
September 2002 – November 2004
September 2001 – September 2002
March 1990 – April 1994

INDUSTRIAL SALES EXPERIENCE

CABINETS AMERICA, Charlotte, NC

March 1990 – April 1994

Private German firm; worldwide leader in design and innovation of cabinet hardware. Global sales of \$100B+.

Senior Regional Industrial / Technical Sales Executive

Traveled 40+ weeks per year serving 30 accounts (OEMs and six two-step distributors) in 5½ states valued at \$2.5M+. Identified new OEM sales opportunities and worked with client engineering and purchasing departments to secure specifications for products. Trained distribution sales people to sell to end user.

Notable Clients: Riverside Furniture, UNICOR – Federal Prison Industries, O’Sullivan Furniture, Bush Furniture, Bertch Cabinet Company, Pyramid Products, CDI.

This client’s most relevant experience was from 1990–1994. We gave details about this remote position before providing details of more recent positions; and in order to allay any concerns that she was trying to hide something, we listed her entire work history before anything else. She was successful in obtaining a position in OEM, which was her goal.

There are many ways to present information on a resume; the hybrid format is one option that provides a lot of flexibility. If you have a challenging work history, you would benefit from speaking with a professional to determine the best way to present your particular situation.

TIP #11:

CREATE A COMPELLING BRANDING STATEMENT AND SUMMARY STATEMENT!

The most important section of your resume is the top third—the part the reader will read first. You must grab their attention in six seconds so that they will read further.

Using a Tagline

Tip #7 discussed some of how to craft the top third of a resume. You want a clear headline that states who you are and tells your reader that you are qualified for the position. And you might follow that headline with a tagline or branding statement. Here are some branding statements my clients have used:

- Leading Teams to Performance when the Game is on the Line
- Strategy Architect, Change Agent, and HR Business Partner who blends business acumen with distinctive understanding of people and HR Systems.
- Top-performing marketing executive—Creating compelling campaigns for print and online
- Decisive top performer with multi-faceted knowledge of Asian business culture and processes.
- Multicultural sensibility—Rigorous accountability—Rapid growth
- Success Formula for Operational Excellence and ROI: 80% Execution / 15% Position / 5% Strategy
- Change is the only constant and continuous improvement is the only path. Never accept “We have always done it that way.”

In determining your branding statement, it might be helpful to answer the branding questions provided in Tip #3. Often when I work with clients I am able to glean a branding statement from their questionnaire.¹² Work personality profiles are another source of information for branding statements.

One thing is clear: You don't want your branding statement to sound like anyone else's, and you don't want it to sound corny. So

give it some thought, brainstorm with some people you trust, and don't settle until you love it!

Writing a Unique, Achievement-Oriented Summary Statement

The summary statement is possibly the most difficult section of a resume to write. Frankly, there is no requirement that you write a summary at all. If you are going to write one that includes general, puffed-up terms that make you sound like everyone else, you would do better not to write one.

Results-oriented executive with entrepreneurial spirit and proven track record of blah blah blah ...

Don't do it!

Instead, pull in some actual accomplishments, actual names of companies, and as much detail as you can of your career highlights, right into the summary. Consider writing not one blocky paragraph, but some compelling bullets instead. As much as possible, tailor your summary to each job description by addressing the job qualifications requested in the job description. Here are some examples:

HUMAN RESOURCES EXECUTIVE ~ COMPENSATION, EMPLOYMENT, GENERALIST

Strategy Architect, Change Agent, and HR Business Partner who blends business acumen with distinctive understanding of people and HR Systems.

HR Director with versatile experience leading established domestic, international and governmental organizations, as well as subsidiary technology start-ups, to highly profitable results. Measurable contributions to diverse organizations such as Diagnostics Corporation and Major Pharmaceuticals, including launch of a global pharmaceutical and turning around an organization that had been unprofitable for 15 years.

- Conceptualize, design, operationalize and manage human capital systems to positively impact business unit performance.
- Employ innovative strategies to build organizational culture of collaboration, engagement and alignment.
- Committed to relevant and sustainable solutions that seamlessly align HR systems and business systems.
- Work vertically and horizontally with employees across all levels, internal stakeholders, senior management, boards of directors, and business partners.

Demonstrated HR Value

- Organizational Development
- Compensation & Benefits
- Talent Acquisition
- Performance Management
- Employee Development
- Employee Engagement/Relations
- Succession Planning

INTERNATIONAL (ASIA/CHINA) SENIOR EXECUTIVE

CEO | COO | GENERAL MANAGER – B2B MANUFACTURING, TRADING & RETAIL

Multicultural sensibility – Rigorous accountability – Rapid growth

Multi-faceted Manufacturing & Operations Executive who takes high-level, all-encompassing goals from Board of Directors, creates focused strategies and objectives, and executes with efficiency.

Poised to take the helm at a U.S. company based in and operating in one or more foreign markets, or foreign company based in and operating in the U.S. *Asia specialization.*

- ◆ **Business Expansion:** Managed ballooning sales (\$300MM in 2009 v. \$50MM in 2002) and 675% employee growth (to 6,000).
- ◆ **Supplier Management:** Created, implemented and maintained successful Supplier Management System for large furniture company's Asia expansion.
- ◆ **Business Development:** Founded and grew a leading boutique interior design and décor business in Shanghai market.
- ◆ **Systems Efficiency:** Overhauled sourcing team and supply chain to achieve significant improvements in all supplier areas.
- ◆ **Team Building:** Recruited and mentored best-in-industry multi-cultural management teams comprised of highly collaborative, results-driven and value-added risk takers.

SENIOR EXECUTIVE

CEO | President | Executive Vice President

Success Formula for Operational Excellence and ROI: 80% Execution / 15% Position / 5% Strategy

Change is the only constant and continuous improvement is the only path. Never accept "We have always done it that way."

SNAPSHOT of VALUE OFFERED

Entrepreneurial business champion, motivated by challenge, willing to take fast and calculated action to execute and implement programs, processes and structure that drive innovation and growth. Passionate with ability to inspire and energize teams and organizations. Fluent Norwegian (Swedish, Danish) & English; Basic German.

- ◆ **BUSINESS DEVELOPMENT:** Key Player in transforming entrepreneurial start-ups into #1 market dominators.
- ◆ **TURNAROUNDS:** Reversed 1,8 MNOK loss to 14,1 MNOK profit in first year at company.
- ◆ **SALES LEADERSHIP:** Motivated teams to outpace all prior performance measures.

When you sit down to craft your summary (if you choose to write one at all), ask yourself: Does this statement truly define who I am as a valued leader at any organization? If the answer is no, you're not done. If this answer is yes, then ask: Could someone else have written this summary? If the answer is yes, you're not done. Keep at it until you have described yourself in unique terms that wake up the person reading. It's not an easy thing to do, but it's worth it.

TIP #12:

DELETE THESE WORDS AND PHRASES FROM YOUR RESUME

Are you spouting ineffective words and phrases on your resume? The following is a list of commonly-used words and phrases that will not serve you; eliminating them will encourage you to develop more productive alternatives!

Responsible for

Do you have bullets on your resume that start with the phrase “Responsible for”? Although it is important on some level to portray the level of responsibility you hold or held in your positions, “Responsible for” is a weak opener. Have you ever stopped to think that you can be “responsible for” something and not actually do it?! Employers care about what you *did*. Compare:

- a. Responsible for establishing sourcing strategy.
- b. Formalized sourcing with RFPs and metrics to monitor and manage the competitive process. Conducted 20 RFP events in 10 months.

Versus:

- a. Responsible for purchase of capital equipment.
- b. Halved time to acquire approvals and issue purchase orders for capital equipment, from 7–10 days to 3–5 days, by designing and implementing process that eliminated redundancies.

Version b in both cases is more action-oriented and more powerful than version a. Yes they are longer, but the information is so much more persuasive that it’s worth the extra line. There are many verbs that make it clear you held responsibility for certain functions or projects. For instance:

- Headed
- Directed
- Steered
- Led
- Managed
- Oversaw
- Piloted
- Orchestrated

Use these powerful verbs instead of listing your responsibilities. Overall, what you achieved is much more important than what your responsibilities were. If you can write a bullet that encompasses *both* your responsibilities *and* your achievements, you will pack the biggest punch. Compare:

- a. Responsible for creating costing- and pricing-related training materials for Operations and Sales.

- b. Bridged previously existing gap between Operations and Sales through crafting of specific, relevant costing- and pricing-related training materials that elevated sales staff confidence and trust.

Notice the difference? Choice b contains responsibilities but doesn't emphasize them. The most important part is the results. In conclusion, please be "responsible for" choosing resume bullets that reflect the true impact of your actions at your organization!

The Throw-Aways: Various, Variety, Etc.

Compare:

- a. Created various reporting tools and business analysis processes.
- b. Streamlined operations by creating reporting tools and business analysis processes including End-of-Month Performance Reporting, HR Staffing Plans, Investor Reporting and KPI Reporting.

Version a leaves us with nothing to grab on to. Version b provides specifics. It's not a complete list but it conveys a sense of variety without using the word.

I acknowledge that there might be exceptions to this rule. Sometimes it does work to use the word "various" or "variety." My recommendation is to take it out and see if the bullet works better. It probably will. Please report back what you discover.

"Etc." is just a variation on various. You might be tempted to put it at the end of a list of clients, such as this:

Before: Key clients: Home Depot, OfficeMax, Wal-Mart, etc.

Don't use "etc." if at all possible. Pick your list of top clients and introduce it with "such as" or "including":

After: Key clients include giants such as Home Depot, OfficeMax, and Walmart.

Overused Buzzwords

I think it's safe to say that I find at least one of the following phrases on every resume that comes across my desk: Team player, Proven track record, Results-oriented, Detail-oriented.

What section do you think these phrases appear in? You guessed it: The summary.

You need to get this: Your summary statement is intended to make you stand OUT from the crowd. Why ever would you choose to use the same words that everyone else is using, and that ultimately because of their overuse, say absolutely nothing about who you are?

Any generic language should be stripped, if humanly possible, from your Summary section. Some examples of powerful Summary statements were included in Tip #11. Here are two more, one from a for-profit and another from a non-profit leader:

BOARD/COMMITTEE CHAIRMAN

Financial Markets | Private Equity | Socially Responsible Investing (SRI)

Expert financial guidance to maximize capital investments and ensure alignment with corporate growth targets.

23 Board Appointments (16 private/7 public) | Pivotal in 7 IPOs | Raised \$8B+ in funds over extensive career

Influential, trusted advisor with deep Board and corporate governance expertise in energy, clean technology, banking, and manufacturing industries. Success raising billions of dollars in capital to catapult startups and growth companies into thriving, profitable entities. Position businesses for successful IPO or sale; restructure underperforming operations while gaining investor confidence and capturing up to 4x capital investment. Achieve measurable results by controlling hold periods and formulating exit strategies.

EXECUTIVE DIRECTOR

Non-profit Executive and current CEO of ABC Inc. who transforms organizational challenges for local and national organizations. Talent for devising financial and programming solutions that rejuvenate fiscal health while empowering staff and constituents. Results achieved for children and families through unique relationships with academic, business, and government entities.

ACCOMPLISHMENT HIGHLIGHTS

- After temporarily closing doors of ABC for lack of funds 6 months after taking Executive Director position, turned around finances and served 64,000 people in the following 7 years.

- Changed landscape of social service delivery in City of Anytown, USA, to provide accessible services to children and their families.
- Strengthened and expanded Employment & Training services delivery system in three State Counties.

These professionals did not use the phrase “proven track record” to demonstrate their success. Got it?

The more you can describe your accomplishments and specific strengths in your Summary, the better. Do not rely on clichéd phrases that fail to distinguish you from the pool. Take care in crafting your Summary and every bullet of your resume. It’s worth the effort. (See Appendix C for more words and phrases to delete!)

TIP #13:

★ MAKE YOUR BORING RESUME BULLETS SPARKLE! ★

Are you struggling to put some pizzazz into your resume? Do you think you don’t have anything interesting to say? In addition to citing your accomplishments and providing the right level of detail, an easy way to inject interest into your resume is to vary your language, especially your verbs!

For instance, how many ways can you say “Led”? Here are some examples:

Piloted
Oversaw
Steered
Propelled
Directed
Championed
Dominated
Architected
Orchestrated
Pioneered
Drove
How about multiple ways to say “increased”? Here are some possibilities:
Heightened
Raised

Elevated
Upturned
Accelerated
Amplified
Grew
Enhanced
Mushroomed
Skyrocketed
Multiplied
Doubled
Tripled
Quadrupled

And “decreased”? Try these:

Shrank
Slashed
Shortened
Reduced
Diminished
Minimized
Lessened
Lowered
Contracted
Condensed
Cut
Compressed
Divided
Halved

Imagine a resume where each bullet starts with new and different verbs. This could be ***your*** resume! If you’re getting bored by your resume language, infuse it with life. Your thesaurus is your friend. By changing your verbs from bullet to bullet you will have more fun writing your resume ... and make things more fun for the person reading it! For more ideas for snazzy resume verbs, see Appendix A and Appendix B!

TIP #14:
FOCUS ON ACCOMPLISHMENTS

Many Executives, despite their impact on their organization, make the mistake of filling their resume with job duties and responsibilities. Your responsibilities will not get you your next job—they do not distinguish you! To spark the interest of decision makers, you need to show them what you accomplished.

Questions to Answer: What did things look like before you got there? What did you do to make a difference? What were the results? What challenges did you face and how did you conquer them?

Find the Treasure: Quantifiable Achievements

When writing about any accomplishment, dig for the numbers. Write about revenue increases, cost and time savings, and percentage increases. Write about the size of your accounts. Write about the big-name clients you served. If you are in a VP, Director or C-Level position, and you tell me you have no numbers or names to report, I won't believe you.

If the numbers are confidential, speak in terms of percentages instead of dollar amounts. If client names are confidential, describe the companies in terms of size and industry. There is always a way to quantify your achievements!

The more you can quantify what you've done, the more you will come across as a contributor who will be valuable to your next organization. Let's be realistic here: Your next employer needs to know that you will make and/or save the company more money than the company will be paying you.

Here are some examples from a range of industries with quantifiable achievements included:

- Enabled company to keep pace with **doubling sales every 12 months**—\$0 to \$30MM in 3 years with sales projected to reach \$60MM in 2013.
- **Grew business sales from \$50MM to \$300MM** in 6 years to become world's largest upholstery cutting & sewing manufacturer. **Achieved 5% (\$15MM) cost reduction/year while expanding business by 500%.**
- **Spurred a \$900K influx in revenue and 34% program ROI** by creating customer champion show sites, based on research

that increased sales closings and secured an additional four deals annually.

- **Increased EBIT \$3.6M** by negotiating cost incentive clause and motivating workforce to contain expenses; turned around project experiencing cost overruns to an **\$11M** surplus, a **28%** improvement.
- **Eclipsed largest competitor, driving organization from #2 to #1 worldwide.**
- **Territory Growth:** Propelled district from **\$2.3M to \$9.6M** and region to **1st of 4** in revenue production through strategic sales initiatives.

Context Is Everything

Simply reporting numbers is not sufficient. You must also provide context for these numbers. Note in the last example above (Territory Growth) that if the bullet had the result \$9.6M but not the starting number \$2.3M, we would not know the significance of the growth. In fact, many of the above examples provide both before and after numbers. Generating a surplus is more impressive when there were previous cost overruns; and achieving profitability is more impressive when the company was previously operating at a deficit.

Read your bullets carefully and be rigorous about framing your accomplishments in an appropriate context; that way you can make your achievements sound as impressive as they truly are. Go over each of your bullets carefully after you write them. Have you put the most important part of the bullet at the beginning? For instance, in the final bullet above about territory growth, we did not start with “Implemented strategic sales initiatives”—we started with the facts about the numbers. Don’t wait to share results until the end of the bullet—put them right up front!

This point is so important that I am providing additional examples below. Look at the “Before” example: Does it remind you of any of the bullets on your resume? If so, stop, reflect, and rewrite. How can you make it look more like the “After” examples?

Example #1 (General Manager)

Before:

- Sales leader spanning responsibilities of inside sales team, field team, and value added reseller network; team responsible for

software sales to independent physician offices and hospital systems

After:

- **Closed \$1.4M and \$2M deals, breaking product sales records;** spearheaded technology and healthcare services bundle to best position Healthcare IT software solutions to independent physician offices and hospital systems.

Example #2 (Sourcing Executive)

Before:

- Developed sourcing strategies to drive cost reduction and improve supplier performance.

After:

- **Achieved 60% reduction in unit costs** by developing company's first manufacturing scorecard.
- **Culled \$400K off working capital expenses** and ensured better performance from contractors and CMO by converting to new payment schedule.
- **Shaved volume of catalyst inventory 80% and slashed recycle time from 15 weeks to 6 weeks, reducing working capital requirements by \$4M.**

(It took several bullets to adequately explain what this Executive had put into one generalized line.)

Example #3 (European Business Development Executive)

Before:

- Responsible for top-line revenue and global sales.

After:

- **Led 1-year turnaround of 1,8 MNOK loss to 14,1 MNOK profit.** Team set new revenue records monthly, including record sales and profits Q4 2011 and Q1 2012. **On track to reach 500+ MNOK within next 2 years.**

What made the difference between the lackluster “before” samples and the more enticing “after” bullets? Details of accomplishments! You might have thought “less is more” when it comes to resume bullets. Perhaps you kept your bullets to a list of responsibilities so that you could convey the scope of your position and not give away so much that you wouldn’t have anything to talk about in the interview. Please reconsider! First of all, you’ll never be able to put in

a 2–3 page resume every detail about how you performed your job, impacted your company or reached your achievements. Second, you'll just shoot yourself in the foot if you don't entice employers with your actual accomplishments.

Unless you want to be looked over for the next person who gets a "Wow" out of company decision-makers, include details of your accomplishments. Our Resume Questionnaire¹³ is a good place to start if you're not sure what to include. Once you complete the questionnaire, if you want us to write your resume for you, contact us at Resumes@TheEssayExpert.com.

TIP #15:**TAILOR YOUR RESUME BULLETS**

In Tip #2 I told you that resumes must be tailored to each job application. The summary at the top is the first section to tailor; and ideally you will customize the order and emphasis of your bullets as well.

If you are applying to a position with a published description, go through that description item by item. If you have done something that matches the listed responsibilities or requirements, put it on your resume.

Example #1:

The position description says you will be engaging in strategic planning, executive oversight and management of problem resolution, process/efficiency improvement, and employee relations.

Your current resume does not contain these phrases.

Solution: Divide your bullets into sections titled Strategic Planning, Executive Oversight, Problem Resolution, Process Efficiency, and Employee Relations; then group relevant bullets under each one of those headers.

Example #2:

The position description says: "We have a great new opportunity for a Vice President of Procurement to provide direction and oversight of the procurement department and ensure that daily operations are performed in a consistent and high-quality manner."

Your current resume talks all about sourcing and operations, but you did not emphasize procurement.

Solution: Think about your procurement experience and weave it into your resume. If possible, add the phrases “oversight of the procurement department” and “daily operations” into your resume bullets.

Example #3:

The position description says: “You will play a key role in collaborating with senior functional leads to establish both short and long-term business objectives as well as identify, develop, and manage strategic business relationships to enable implementation of the corporate growth strategy, revenue achievement, and new product development initiatives.”

Your current resume says you collaborated with senior team members and cultivated relationships with key stakeholders. It mentions long- and short-term planning and alignment with organizational growth strategies. The words are not the same but the concepts are.

Solution: Your resume will be perfect for a human being as is. A human will know that you have met the requirements of the position. If you are giving your resume to a human being, your tailoring job is done.

A computer, however, will not understand that you have the requisite skills and experience for the position. Therefore you may need to create multiple versions of your resume. See Tip #42 on ATS systems to find out how to do this, and give yourself a much-improved chance of obtaining interviews if you are applying to jobs online.

Again, if you are applying to an advertised position, look at the position description and find ways to integrate the words and phrases you find into your resume.

Important: Prioritize your bullets with the most important and relevant items for that particular position first! To grab the reader’s attention, you must provide examples of the skills and accomplishments they care about most.

If you want professional help in targeting your resume to give you the best chance of being invited to meet with the company, please contact the Certified Resume Writers at theessayexpert.com/contact-us/.

TIP #16:**SHOULD I HAVE A SKILLS & INTERESTS SECTION?**

At the Executive level, it is rare to see a list of activities and interests at the bottom of a resume. However, there is always a possibility that rapport can be established by writing about your interests in aerospace, golf, orchids, or NASCAR. If you are extremely passionate and/or involved in one of your hobbies, and if you have room to spare, you may choose to include an Interests section. Winning an Ironman triathlon, for instance is a feat worthy of a resume mention!

If you have advanced or unusual computer skills that are required for your position, list them along with your level of proficiency under Skills. You can list your foreign languages as well.

Things to watch out for:

Sports: Be careful about listing your favorite team, especially if the job is in a city with a competing team! And only list a team if you can recite some stats.

Politics & Religion: Generally, politics and religion are not brought up, either at the interview or on the job. In most cases it is advisable not to reveal too much on your resume.

For Executives, generally your most important activities will be Board or volunteer roles, which you can list in a Board Memberships, Volunteer Activities, or Civic Contributions section. According to Link Humans, “42 percent of hiring managers surveyed by LinkedIn said they view volunteer experience as equivalent to formal work experience.” If you choose to include a Skills & Interests or Activities section, list only things that are likely to catch someone’s attention in a positive way, and that you can speak about in depth.

TIP #17:**SHOULD I HAVE A SEPARATE LANGUAGES SECTION?**

If you speak several languages and this aspect of your profile is important for the type of work you are seeking, you may choose to have a separate Languages section. If languages play a less significant role, or if you do not have enough room to devote an entire section to them, you can include language skills under the Skills & Interests section.

In the Skills & Interests section, you can simply have a bullet that says something like:

- Proficient in French (written and spoken)

Or you can have a Languages sub-header under Skills & Interests, for example:

Skills & Interests

Languages: Fluent in Mandarin Chinese (written and spoken); Basic knowledge of Korean

Computer: ...

Other: ...

How should I describe my Language Skills?

If you speak a foreign language at a conversational level or above, list it on your resume and tell us the level at which you speak and write. Possible ways to describe your language skills are:

Basic | Proficient | Conversational | Advanced | Fluent

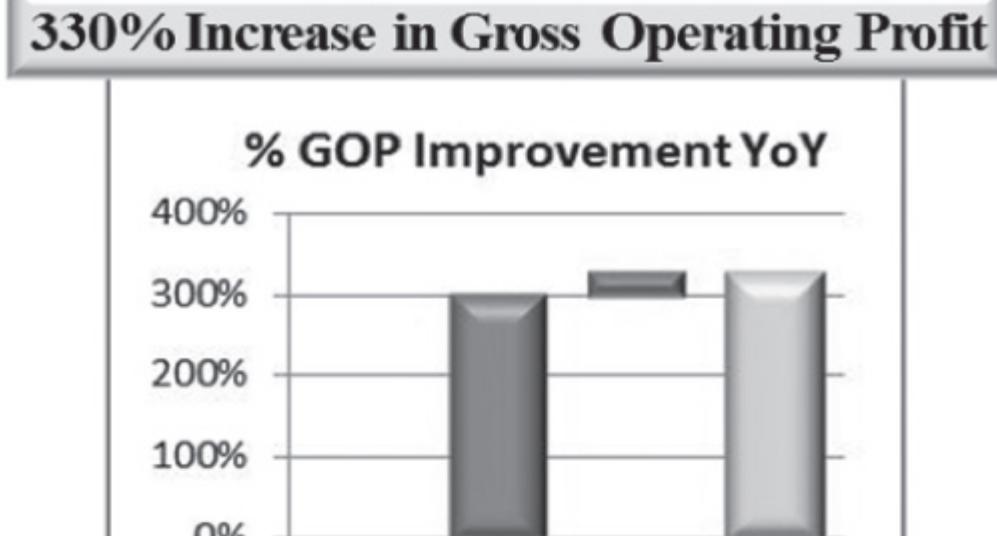
... or whatever is appropriate. Keep in mind: If you list fluency in a language, make sure you are prepared for an interview conducted in the foreign language! That means don't ever overstate your level of proficiency. EVER.



TIP #18:

CONSIDER INCLUDING A CHART, GRAPH, OR TESTIMONIAL

If you are an executive, you might choose to create a chart or graph as a pictorial representation of your accomplishments. If you're a receptionist or a nursery school teacher, a graph would be overkill. Here's a sample of a graph included in a resume:





% Growth YOY 2011-2012		
	Q1 2012 v. 2011	Q2 2012 v. 2011
Data	211.44%	227.51%
New Vessels	233.33%	200.00%
Revenue	121.30%	130.32%
Profit	191.51%	144.50%

Only use a graph if appropriate for the position to which you're applying. In Career Directors International's survey Global Hiring Trends 2012,¹⁴ 33 percent of respondents reported that they still have not received a resume with a chart or a graph. Of those who had seen charts and graphs, 24 percent found them helpful or very helpful, while 22 percent found them distracting. These results are rather inconclusive but indicate that if you work in a conservative industry (such as insurance or finance) it might be best to stick to the tried and true bullet format; in more innovative industries, or for marketing and sales positions, charts and graphs are a great fresh approach. For someone climbing the ladder within the same

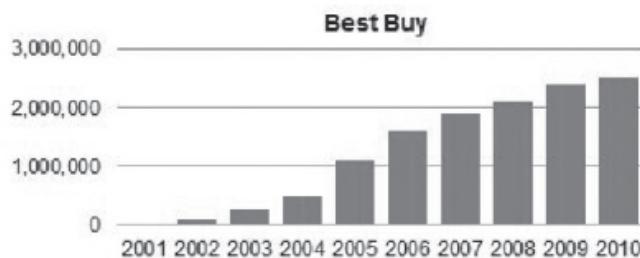
company, charts and graphs might also be very effective. When in doubt, keep it simple!

Testimonials

You might be tired by now of tooting your own horn, and frankly, some things are much more credible when said by people other than yourself. If you have received recommendations on LinkedIn, positive feedback in evaluations, or testimonials in any form, consider putting them on your resume! Here's what a testimonial might look like:

"If every one of the reps followed Markita, we would have a team full of Rock Stars."

– K.R., Online Sales Manager, detroit.com



"Joe leverages relationships with his customers that in turn build trust, increase sales and create a "win-win" situation for both parties."

– John Peterson, Innovative Sales Solutions

SALES EXECUTIVE

OEM Sales ▶ Industrial Sales ▶ Technical Sales ▶ Distributor Sales ▶ International Sales

"You understand how business works. You have a strong personality. You understand people."

Joseph Mallard, Territory Sales Manager, ABC Industries

The use of testimonials is becoming more and more common on resumes. In Global Hiring Trends 2012,¹⁵ 29 percent of those surveyed said a testimonial would influence their decision positively. So take advantage of this trend and let your potential employer know what key players at your past organizations have to say about you! You may place the testimonial in the top third of the resume, near the relevant position, or anywhere that makes sense and is visually appealing.

TIP #19:

"I" VS. "WE"

As an Executive, many of your accomplishments are team accomplishments; yet you still need to take credit for your role in achieving those results.

Many executives say "we" when they mean "I." In doing so, they risk underplaying their contributions and weakening their value

proposition. An alternative to giving credit to your team for all your accomplishments is to distinguish what *you* did from the results achieved by your team.

Perhaps you were the one who discovered the problem and began taking action to solve it so that it was addressed before it was too late. Perhaps you initiated a brainstorming system and your team devised potential solutions under your guidance. Was it your insight that led to the most effective solution being chosen? Who was responsible for the productive nature of the conversation and the collaborative climate that permitted across-the-board buy-in? Were you the person who presented the ultimate solution to senior management?

Here is an example of bullets from a Supply Chain Executive resume that shows the executive at the source of his teams' successes:

FACTORY OVERSIGHT / QUALITY CONTROL & ASSURANCE

- **Sourced sales to ABC of \$2–3M/year** for one product after prior trading company dropped project. Took reins at factory, ensuring proper QC while interfacing with product development and manufacturing.
- **Developed QA team** that achieved **consistent passing of factory audits and shrank quality rejects to <1%.**
- **Drafted supplier agreements** with Chinese manufacturers clearly setting forth expectations for quality, on-time delivery, and product pricing in climate of widely fluctuating raw material costs and exchange/labor rates.

PRODUCTIVITY / PROFITABILITY THROUGH TALENT MANAGEMENT

- **Spurred \$4M sales increase** by leveraging team in Asia, turning weak link into relied-upon unit.
- **Empowered previously unproductive employees**, accomplishing unprecedented culture transformation.

Part of your challenge as a high-powered executive will be to balance the presentation of your own contributions with those of your team. Don't sell either yourself or your valued staff short.

TIP #20: SPECIAL ISSUE—FILLING A “GAP”

If you have a gap on your resume, perhaps from caring for children or a sick or elderly relative, you will be faced with the question of how to treat this situation on your resume.

The first question to ask yourself is what you were doing during this “gap.” Often people say they were doing “nothing,” whereas in reality, they were taking leadership in a school or non-profit organization, taking classes, or homeschooling their children. It might be more appropriate to write on your resume exactly what you were doing during the so-called gap.

Here is one example of a resume for a “stay-at-home mom”:

First, the top third of her resume:

SARA D. LEES, MBA

Austin, TX 77777 | 512.555.5555 | [linkedin.com/in/saradlees1](https://www.linkedin.com/in/saradlees1) | saradlees@austin.rr.com

SENIOR PROJECT MANAGER – REGISTERED ARCHITECT

GLOBALLY SAVVY, AWARD-WINNING LEASE MANAGER AND SITE DEVELOPER

VALUE TO ORGANIZATION

15+ YEARS DRIVING ROI THROUGH EXECUTION OF SITE DEVELOPMENT PROJECTS AND EXPANSIONS WORLDWIDE:

- ◆ Saved millions while delivering \$100M+ in capital projects for BIG BIZ over 5-year period.
- ◆ Oversaw successful, deadline-driven construction of \$56M new TTT/Big Biz Corporate Headquarters (US) and international sales offices (US, Asia, Latin America).
- ◆ Winner: National Leadership in Environmental and Energy Efficient Gold Award.

It would be impossible to identify this candidate as a stay-at-home mom from reading the top third of her resume. She passes the six-second test.

Here is how she presents her most recent experience:

PROJECT MANAGEMENT HISTORY & PERFORMANCE

Contributing experience in positions including: Real Estate Project Manager and Director of Real Estate / Facilities – BIG BIZ ☐ Management Consultant – Realty Co. ☐ Partner Design and Construction Team - Blackbird Company ☐ Architect and General Contractor

ARCHITECT, GENERAL CONTRACTOR, CONSULTANT – Austin, TX 2008|to present

Provided powerful artistic and financial leadership for residential and commercial projects.

- ◆ **Commercial:** Brought new life to Montessori School kitchen by spearheading \$40K new facility design and construction (2011-2012).
- ◆ **Residential:** Transformed lackluster kitchen, living room, dining room, and outdoor covered living space of a residence to a modern paradise. \$140K budget (2008-2010).
- ◆ **Financial:** Successfully managed investment portfolio during down economy by following trends and engaging in continuing education; focused on energy as viable Investment sector.

Note that this job seeker has accomplished quite a bit while raising her children. She was able to present some powerful achievements up front without showing an obvious gap.

Whether you've taken two years or ten years away from the traditional workforce, you face the issue of how to handle this gap on your resume. Here are nine strategies for handling this type of gap:

1. **Take stock.** What have you been doing during your "gap" years? Whether it's building an addition to your home, freelancing, or volunteering for the PTA or a non-profit organization, you have gained valuable experience while you've been away from the traditional working world. Put it on your resume. Emphasize leadership roles.
2. **Have confidence!** You are a valuable employee and have skills and talents to offer. Don't ever apologize for your life choices!
3. **Keep up your skills.** Have you been taking any classes during your employment gap? Put those on your resume. If you haven't been keeping current, now's the time to start!
4. **Put a title at the top of the resume that states who you are.** This title should be a match for the job you're applying for. For instance, "Non-Profit Executive" or "IT Director." Similarly, write a summary that highlights your skills and accomplishments.
5. **Use a cover letter.** You may choose to mention that you are excited to re-enter the workforce in your cover letter. The cover letter is a great place to more fully explain a gap (the resume is not the best place for it).
6. **Consider a hybrid format** for your resume. It de-emphasizes the gap. See Tip #10.
7. **Stay connected!** Your most likely source for your next job is someone you know. If you get a job through networking, gaps in your work history become much less important.
8. **Participate on LinkedIn.** Join LinkedIn groups where your employers might be lurking. Participate in group discussions and reach out to people you want to get to know. LinkedIn is a great place to develop networks and to find job opportunities. Check out *How to Write a Killer LinkedIn® Profile*¹⁶ for easy-to-follow tips on writing a LinkedIn profile that gets you noticed!

9. **Polish up your job search skills.** They might be rusty! Get a friend or a professional to do mock interviews with you. Practice answering tough questions, especially questions about an employment gap, so you feel confident you can answer in a positive light. Videotape yourself to find out how you are coming across. Keep it up until you would hire yourself! Everyone with an employment gap has a unique situation that needs a unique approach. If you are unsure of how to handle your set of circumstances, it is advisable to obtain professional advice. You might want to get help from the Certified Resume Writers at The Essay Expert.¹⁷ You might also like my interview on BlogTalkRadio, Resumes for Relaunchers.¹⁸

TIP #21:

SPECIAL ISSUE—FOR “OLDER” JOB SEEKERS

What to Do if You’re an “Older” Job Seeker—or if You’re Just Frustrated in Your Search!

For many executives, age is not an issue. If you are seeking a consulting role, for instance, you might be trusted more if you are over sixty. However, let’s not pretend that age discrimination does not pervade today’s job market, even, sometimes, in the executive realm.

One surefire way to circumvent age discrimination is to work with an executive talent agent. These agents are extremely well connected and will market you in a way that makes you shine. You will have companies coming after you because a buzz has been created about what you offer; any concerns about your age will be negligible.

The two Executive Agents I recommend are Fred Coon (fcoon@stewartcoopercoon.com / 480-245-5904) and Debra Feldman (DebraFeldman@JobWhiz.com / 203-637-3500). If you are willing to invest from \$5,000–\$10,000 to find your next position faster and at a higher compensation, contact them to find out what they offer.

There are also steps you can take to mitigate the effects of age discrimination. Two of my blog followers over fifty agreed to share their success stories with you. I hope their success inspires job

seekers of all ages to keep on taking action! Becky S. shared the following about how she obtained a Senior IT position:

- Your **webinars and e-book** were a real encouragement and a definite part of the process. Thanks for sharing and encouraging all job-seekers!
- Took a **3-month contract position** which lasted a year. I am so thankful to have had this opportunity.
- **Posted updates on LinkedIn** when attending classes, announcing the approaching contract end and my desire to be the newest member of your team.
- My **new boss maintained contact through LinkedIn**. He even downloaded my resume and considered me an applicant. **Three interviews** later I had an **offer!**

Note that Becky used social media to her full advantage, demonstrating that even though she is older, she is computer-savvy and on top of current trends. Note that she was open to contract positions and accepted one that gave her valuable experience while she was actively looking for other work.

Steven A. provides the following wisdom stemming from his successful search for a senior-level accountant position:

- **Volunteering** was a great confidence-lifter and networking tool. I did that at North Shore Long Island Jewish Medical Center for six months. It was extremely fulfilling; met new professional contacts / links and helped fill the gap in the resume while looking for next position.
- Strong **perseverance**, applying for jobs that may not necessarily been 100 percent qualified for (i.e. taking chances).
- **Strong LinkedIn profiling & participation in group discussions** there.
- Having **good contacts** (such as yourself, Brenda) that help you with strategies and point you in a good direction.
- **Supportive job search services** such as Connect-To-Care (Little Neck, NY & other New York locations: FEGS and other channels) were great support groups.
- **Networking** helps but unless it is properly targeted it won't always work (e.g. job fairs predominant in sale promotions or

solicitations / advertising will not help an unemployed, experienced, professional accountant).

- [Steven also warns:] Employers, recruiters, & HR's will never ever admit it, but age is a negative running factor if the applicant is in fact, older (*i.e.* for example as myself, over fifty). Many agencies (I recall approaching at least a dozen) don't ever get back to applicants. Only two in twelve ever gave me leads in a year's unemployment time. Job searches must be predominantly independently pursued.

Steven's insights hammer home the message that being active online and pursuing multiple networking opportunities are two keys for the older job seeker. LinkedIn can be used in multiple ways, from researching whom you might know at a particular company in order to network your way in, to participating in groups, highlighting your volunteer activities, and attracting recruiters with targeted keywords.

In LinkedIn's blog article, "5 Steps for Older Workers to Succeed in the Job Hunt,"¹⁹ author Kerry Hannon advises to use a professional email address (with your full name if possible, preferably at Gmail or a paid provider), join LinkedIn, network, and start a Twitter account. And use these platforms to their utmost capabilities! In her words, "don't be a wallflower." Let your contacts know what you are looking for and who would be great to talk to about your search.

By joining LinkedIn, you announce yourself in the job market, and can leverage its features to get the best results. Note that Becky and Steven used LinkedIn to its max and both of them found new positions. *How to Write a KILLER LinkedIn® Profile*²⁰ is a great place to start.

Fully utilize your networks both on LinkedIn and in person. Hannon points to a new, free service from AARP called Work Reimagined,²¹ which leverages LinkedIn's API to help job hunters find information and job openings. You can sign up for customized job alert postings in your field of interest.

In her advice about starting a Twitter account, I defer to Hannon: "Follow people or companies where you might want to interview. For your username, use your actual name or a shortened form. Include a bio—where you live and what kind of work you do ... 160 characters. By following tweets, you can get the scoop on people you may wind

up interviewing with and stay on top of a potential employer's news. You can also share ideas and tips with other job seekers. Plus, you're expanding your network."

Hannon's last piece of advice—don't be a wallflower—is valuable both on the job as well as when you're searching for a new job. Just like you need to exercise your body to get build muscle, you need to participate in discussions online and in person, and keep doing your research, to build your job search success muscles. Looking for a job is a full-time job, so create a plan and get into action!

Using a combination of tips from Becky S., Steven A., and Kerry Hannon, you can win the job search game regardless of your age.

TIP #22:**SPECIAL ISSUE—MORE THAN ONE POSITION AT THE SAME COMPANY**

It is likely that you received promotions over time if you spent more than a year at any company. There are a couple of ways to handle this situation:

1. List each position as a completely separate entry under "Experience." I don't recommend this solution on your formatted resume as it takes up more space than necessary and makes it challenging to convey the full length of time you were at a company. However, in the version of your resume that you create for ATS systems, you must list multiple positions this way.
2. List the company with the full range of dates you worked there. List your most recent position, with the dates of that position in parentheses, and bullets conveying your accomplishments in that position. Follow with the same information for the position you held before the most recent one. You would choose this option if you had distinct accomplishments at each of your positions. For example:

MAJOR PHARMACEUTICALS, New York, NY

January 1996-December 2000

Senior Director of Human Resources (March 1997-December 2000)

- **Key Responsibility:** Facilitated 1st-ever launch of global product, Product Name®, that generated \$1.5B in revenues in first 18 months. Supported Executive VP of Global Operations, senior staff, and 3500 global employees in 12 international manufacturing facilities (Europe, Russia, Latin America, and Puerto Rico).
- **Organizational Development:** Led HR due diligence and integration of 200-employee plant in Puerto Rico and 150-person plant in Italy; built and staffed 60-employee plant in Russia.
- **Compensation & Benefits; Performance Management:** Led global implementation of highly innovative corporate-wide Development / Performance / Reward system. Eliminated salary ranges and merit pay by providing stock ownership and annual cash incentives for all employees.

Director of Human Resources for Subsidiary Start-Up (January 1996-March 1997)

Managed all human resources activities for subsidiary start-up after acquisition by Major Pharmaceuticals.

- **Organizational Development:** Led development of company's vision and principles, culture, and organizational design through move to new facility and launch of major new product.

3. First list the company with the full range of dates you worked there. Underneath, write each title with dates in parentheses, most recent first. Then follow with accomplishments from all the positions, without necessarily distinguishing for which position you did what. Choose this option if you have significant overlap in the accomplishments for your various positions.

Here are two examples:

HAMILTON SUNDSTRAND

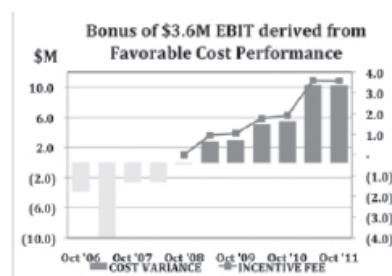
2005-2011

*Division of United Technologies (UTC) Business, a Fortune 500 Company.***Business Unit Financial Controller**, Houston, TX (2009-Sept 2011) **Business Manager / Program Manager**, Cape Canaveral, FL (2005-2009)

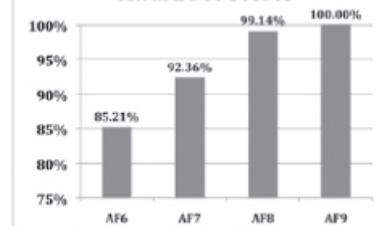
Supervised staff of seven handling 100% of finance closings, corporate and customer reporting, pricing, accounts payable, and audit functions. While executing program management duties for HS Shuttle contract, selected to establish and lead Field Office and assume Shuttle Program Manager duties for 18-month interim basis.

PROJECT & PROGRAM LEADERSHIP

- ▶ Increased EBIT **\$3.6M** by negotiating cost incentive clause and motivating workforce to contain expenses; turned around project experiencing cost overruns to an **\$11M** surplus, a **28%** improvement.
- ▶ Leveraged experience by implementing project cost and schedule status, establishing baselines and estimate to complete processes.
- ▶ Developed key program metrics, including variance to cost and schedule, and variance at completion.
- ▶ Presented and led program reviews for leadership and customers.

**CHANGE MANAGEMENT**

- ▶ Implemented pricing software for **\$130M** proposal across multiple locations, allowing for an integrated deliverable with seamless reporting capabilities. Demonstration led to software's selection for transition to entire business unit.

Award Fee Scores**CUSTOMER SATISFACTION ACHIEVEMENT**

- ▶ Achieved multiple **100%** Customer award fees scores, up from 85%.
- ▶ Received awards for Earned Value Implementation, Customer Focus, and restoring office operations following Tropical Storm Faye.

BIG Machine Corp., Dollar Tree, OH	2000-2007
\$20M designer and manufacturer of packaging and product handling equipment, serving Bayer, HP, Procter & Gamble.	

Managed \$5.5M budget and 16 staff, including Accounting/Finance, Human Resources, IT/IS and Materials departments, representing substantial portion of company's operations. Saved \$500K+ over tenure.

CFO (2005-2007)

DIRECTOR OF FINANCE, INFORMATION & MATERIALS (2001-2005)

CONTROLLER (2000-2001)

COST REDUCTION & CONTAINMENT

- Saved \$40K+ in annual internal audit costs by preparing additional schedules in-company and automating submission; 22% saved through competitive bidding between accounting firms.
- Restructured Accounting and Administrative Support areas to realize annual savings of \$200K+.
- Established metrics to identify subtle "cost creep" in raw materials for fabricated parts, and locked in pricing early. As industry costs for stainless steel were reported at 200+%, held cost increase to 18%.
- Realized annual savings of \$130K through reduction in Material Control staffing.
- Outsourced fabricated/machined parts domestically and internationally, saving 17% annually and capturing 6,000 square feet of floor space to build machinery. Enlarged capacity 15% without cost of additional leased space or fixed overhead.

PROCESS IMPROVEMENT

- Transformed uncontrolled stockroom to a closed environment with dedicated staff, slashing staggering annual inventory variances from 56% of inventory value to <2%; dropping parts shortages in staging from 18% to 4%; and strengthening on-time-start percentage from a disappointing 64% to 83%.
- Championed lean/continuous improvement project in Cartoning and Case Packing group to eliminate wasted time and materials, reducing "bad parts" by 81%, improving on-time-start percentage from 83% to 88%, and shrinking number of days to complete from 102 to 46.

As with all the choices you make on your resume, implement the solution that works best for your particular situation. Always show your resume to an objective reader or two to give you feedback on whether the way you organized your resume makes sense to them!

-
- 12 <http://theessayexpert.com/resume-questionnaires/>
- 13 <http://theessayexpert.com/resume-questionnaires/>
- 14 http://www.careerdirectors.com/members/docs/hire_survlow.pdf
- 15 http://www.careerdirectors.com/members/docs/hire_survlow.pdf
- 16 <http://theessayexpert.com/how-to-write-a-killer-linkedin-profile-e-book/>
- 17 <http://theessayexpert.com/about-us/>
- 18 <http://www.blogtalkradio.com/backinforce/2011/03/22/resumes-linkedin-for-relaunchers>
- 19 <http://blog.linkedin.com/2012/09/26/5-steps-for-older-workers-to-succeed-in-the-job-hunt/>
- 20 <http://theessayexpert.com/how-to-write-a-killer-linkedin-profile-e-book/>
- 21 <http://www.aarp.org/work/job-hunting/info-08-2012/connect-with-AARP-and-work-reimagined.html>

Formatting Your Resume

TIP #23:

WHY CARE ABOUT THE FORMAT ANYWAY?

I'll tell you a story. Not long ago, The Essay Expert worked with a client (I'll call him Jim) on his Executive resume. We gave Jim a nice looking format and he had success in obtaining interviews. Jim's wife (I'll call her Mary) saw Jim's resume and liked the format. She liked it so much, in fact, that she decided to "steal" it and reformat her own resume, using her husband's resume as a model. The year before, Mary had applied for a job at a university. She was not asked for an interview. Mary submitted her newly formatted resume for the same position she had applied for the year before. Guess what?

Yep, you guessed right. She got an interview. Was it her new format that did the trick? It's certainly a possibility. Remember, it's not just computer scanners that read resumes. Humans read them too. You convey a certain attitude and impression to your human readers with your resume format. Take the time necessary to create a format that you like and that will make the right impression on the humans who read it. Giving your format the attention it deserves can make all the difference.

There are many samples of winning resume formats from The Essay Expert.²² If you are applying to jobs online through companies that use ATS (Applicant Tracking System) programs, format matters a lot! I have included formatting tips for ATS software in Section 6 (Technology and Social Media), Tip #42.

TIP #24:

DON'T USE TEMPLATES!

Microsoft Word has many choices of resume templates. I encourage you to LOOK at them. Do **not** use the templates unless one of the following is true:

1. You want your resume to look like everyone else's who is using a Microsoft Word template (I hope you do not fall into this category!).
2. You are VERY skilled with MS Word and can take the template and change it so it doesn't look like the template.

Option 2 is tricky. The templates in Word are often filled with complex code, tables, columns, etc. For example:

One of my clients had used a template from [Monster.com](#). The second page had someone else's name on it and the lines forming the border did not intersect properly. Why risk these deadly snafus?

As you have probably gathered, I highly encourage you **not** to use templates. Instead, create your own resume format. You will avoid the risk of an employer's recognizing the template. You will also be able to edit your resume yourself, which will allow you to tailor it for each job application.

You can find sample resume formats on various sites such as [Monster.com](#). Most often, these formats are professional but **not** unique. If you do use a resume template, you MUST understand the formatting tools used on the resume so you can easily edit it yourself. User beware!

For more sample resume formats, look at the "After" resume examples on The Essay Expert's website.²³ Find one that meets your experience level and the image you want to portray, and feel free to create something similar.

TIP #25:

DON'T USE A COLUMN FORMAT

(Unless You're Trying to Fill Up Space—or You Have a Creative Idea)

A common resume format is the column format. In the left-hand column are the words "Education," "Experience," "Skills," etc. and the dates of employment. In the right-hand column are the names of your employers, your job titles, and your resume bullets. I recommend against this format unless you have a truly inspired and creative idea of how to use the left-hand column that does not waste space and it is well executed.

Here's an example of a column format (from Word templates) that I would NOT recommend:

Street Address
City, ST ZIP Code
Telephone
Website
Email

YOUR NAME

OBJECTIVE	To get started right away, just tap any placeholder text (such as this) and start typing to replace it with your own.
SKILLS & ABILITIES	You might want to include a brief summary of certifications and professional skills.
EXPERIENCE	COMPANY NAME, LOCATION Dates From-To This is the place for a brief summary of your key responsibilities and accomplishments. COMPANY NAME, LOCATION Dates From-To This is the place for a brief summary of your key responsibilities and accomplishments.
EDUCATION	SCHOOL NAME, LOCATION, DEGREE You might want to include your GPA here and a brief summary of relevant coursework, awards, and honors
COMMUNICATION	You delivered that big presentation to rave reviews. This is the place to showcase your skills.
LEADERSHIP	Are you head of the condo board, or a team lead for your favorite charity? This is the perfect place to let everyone know
REFERENCES	REFERENCE NAME, COMPANY Contact Information

Why do I recommend NO columns? For one thing, format-wise, columns and tables are very difficult to work with on a resume. You might find that when you delete one thing, you accidentally end up deleting an entire section; or you may find that you are trapped by the format with no way to do what you want to do. It's a recipe for resume anxiety.

Second, columns take up more space than their alternatives. If you don't have a lot of information to put on your resume, you might want to use columns. But if you have significant amounts of

information to share, this format will just waste space. Use columns cautiously!

IMPORTANT: Applicant Tracking Systems (the software that reads your electronically-filed resume) often skip over information in columns or tables—so you **must have an alternate version** for submission to online systems to avoid this risk (see Tip 43 for more about ATS).

In conclusion, choose a crisp, clear format that you like, with formatting techniques you understand. If you're struggling with the format (for instance, if things keep changing or disappearing when you attempt to make changes in the text), use a simpler format, find a friend who can teach you word processing skills, or hire a professional!

The Essay Expert can help you create a business-like format that really pops and displays your accomplishments in the best light. Contact us at Resumes@TheEssayExpert.com or see our Executive Resume and Cover Letter Writing services.²⁴

TIP #26:

KEEP IT SIMPLE

It's important to create a resume that looks professional and is appropriate for your industry. If you think you're getting too fancy, you probably are.

Choosing a Font

Resume writing experts universally warn job seekers not to use curly (serif) fonts for their names on resumes. Use the KISS principle (Keep It Simple, Stupid). Choose a font that is crisp and clear, like Calibri, Arial, or Corbel. For serif fonts, choose Garamond or Georgia. The once-ubiquitous workhorse, Times New Roman, is losing popularity as newer fonts come into common use. Do NOT write your name like this or anything like it on the top of the resume:

Brenda Bernstein

You might succeed with using two different fonts in your resume, such as Garamond for your name and section headings and Calibri for the rest of the resume; however I recommend never using more than two fonts in one resume.

Regarding font size, different fonts show up differently. My recommendation is to print out your resume and do the “squint” test. If you are squinting or your eyes are straining to read the text, make it bigger. As a general rule, your font size should be between 10–12 point. It can be bigger for your name and any other headers you want to stand out.

Minimize the Graphics

Be very careful about including any graphics on your resume. It might be appropriate to use light shading, simple borders, and possibly maroon, dark blue, or dark green lines across the page. A tasteful logo or a graph or chart might also work well depending on your industry. Here’s an example of an eye-catching resume that you can achieve with some relatively simple formatting:

SETH DIAMOND

~ RECORD-BREAKING SALES LEADER – ELECTRONIC PAYMENTS ~

7712 Electronic Drive | Pay Day, CA 00000 | (415) 000-0000
sd@live.com | LinkedIn: <http://www.linkedin.com/in/sd>

DIRECTOR OF SALES

Consistently exceed revenue and profitability goals in multiple sales channels

Forward thinking leader in electronic payments industry. Develop sales channels and processes that ensure unprecedented profitability and performance. Turn underperforming teams into record breaking sales generators. Winner of Payment Systems Co.’s Pinnacle Award and Strategic Partner Channel MVP.

AREAS OF EXPERTISE

- | | | |
|-----------------------------|----------------------------|---------------------------|
| ✓ Sales Channel Development | ✓ Relationship Management | ✓ Budgeting |
| ✓ Self Prospecting | ✓ Investor Relations | ✓ Social Media Networking |
| ✓ Lead Generation | ✓ Financial Analysis | ✓ Sales Team Management |
| ✓ Performance Turnaround | ✓ New Business Development | ✓ R&D |

If you have a bit more graphic design talent, you might experiment a bit with simple shapes (diamonds, circles and arrows), text boxes, and shadowing. For example:

SARA D. LEES, MBA

Austin, TX 77777 | 512.555.5555 | linkedin.com/in/saradlees1 | saradlees@austin.rr.com

SENIOR PROJECT MANAGER – REGISTERED ARCHITECT

GLOBALLY SAVVY, AWARD-WINNING LEASE MANAGER AND SITE DEVELOPER

VALUE TO ORGANIZATION

15+ YEARS DRIVING ROI THROUGH EXECUTION OF SITE DEVELOPMENT PROJECTS AND EXPANSIONS WORLDWIDE:

- ◆ Saved millions while delivering \$100M+ in capital projects for BIG BIZ over 5-year period.
- ◆ Oversaw successful, deadline-driven construction of \$56M new TTT/Big Biz Corporate Headquarters (US) and international sales offices (US, Asia, Latin America).
- ◆ Winner: National Leadership in Environmental and Energy Efficient Gold Award.

Your resume formatting must be clean and consistent, and must be a match for your industry. If you are a finance, insurance, or legal professional, I recommend very straightforward formatting. Other industries, especially sales, call for more catchy layouts.

When in doubt, keep it simple!

Want more resume tips? Sign up for The Essay Expert's blog.[25](#)

TIP #27:

USE THE BORDERS FUNCTION TO CREATE LINES

A common resume formatting technique is to insert lines that span the width of the page.

CAREER PROGRESSION

CORE COMPETENCIES

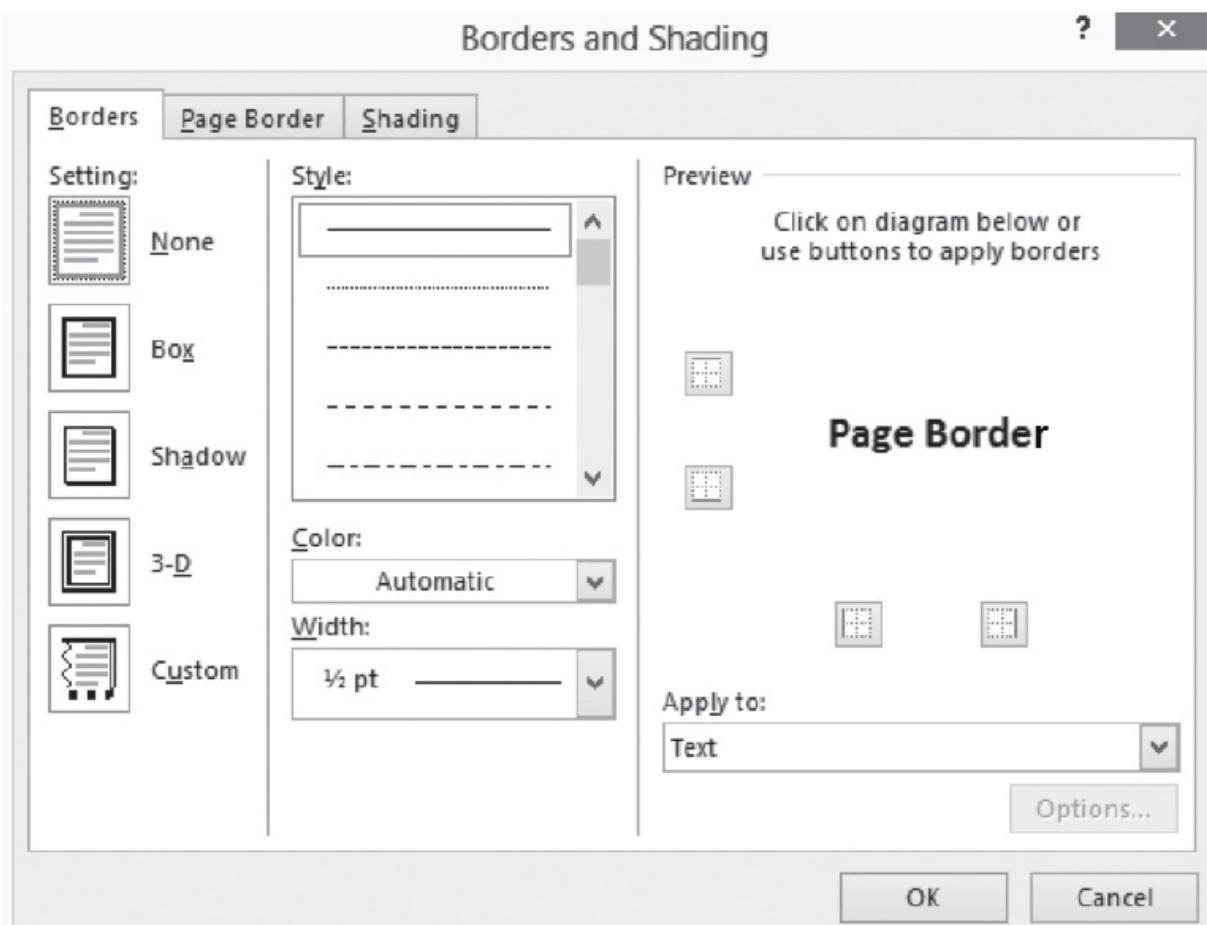
EXPERIENCE

How do you create those great looking lines? Use the border function. It looks like this:



Click on the border icon and you'll get a line that extends from one side of the page to the other and adjusts when you adjust the margins. Or, from the Format menu, go to Borders and Shading,

where you can choose the placement and style of both section and page borders.



Using this menu, you can control the style, color, width, and location of your borders.

I won't give a complete tutorial on borders here. For more detail on how to use the border function, I recommend going to the Microsoft Word help site.²⁶ Play around with it and create something you love! If you choose to insert a line, be careful not to end up with a line that looks like this:

Eek! This line is not straight AND it runs off the page. I know you think this would not happen to you, but I can't even count the number of times I've seen these squiggly lines in a resume. Although inserting a line as a shape does give you some good options, it can end up backfiring. When in doubt, stick with borders: they are simpler, easier to control, and reliably professional!

TIP #28:**HOW TO LIST DATES OF EMPLOYMENT**

If you're following my advice and not using up a whole column for your dates of employment, you will be left with the natural question, "How should I format my dates?"

The most important rule about placement of your dates is to put them to the right of the company name. The reason for this is that the ATS (Applicant Tracking System) programs look for the date in that location.

Paragraph

?

X

Indents and Spacing Line and Page Breaks

General

Alignment:

Left

Outline level:

Level 3

Collapsed by default

Indentation

Left:

0.5"

Special:

By:

Right:

0"

Hanging

0.25"

Mirror indents

Spacing

Before:

Auto

Line spacing:

At:

After:

Auto

Single

Don't add space between paragraphs of the same style

Preview

Previous Paragraph Previous Paragraph Previous Paragraph Previous Paragraph Previous Paragraph Previous Paragraph
Previous Paragraph Previous Paragraph Previous Paragraph Previous Paragraph Previous Paragraph Previous Paragraph

Line up the dates with the Right Margin. The best way to accomplish this is by inserting a Right Tab using the Tab menu (the tab menu is found under Paragraph):

1. Put in the location where you want the tab stop;
2. Click 'Right' in the options;
3. S

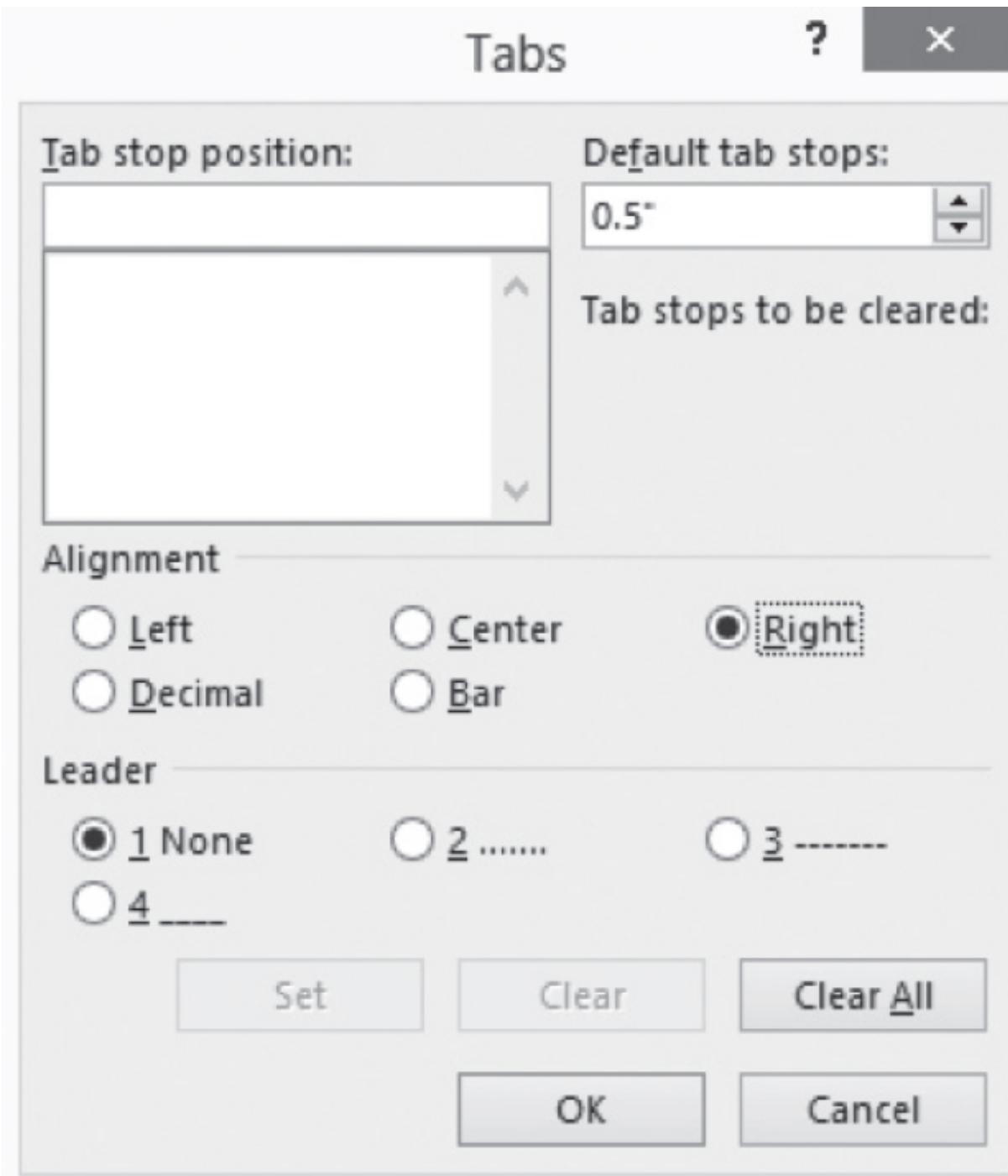
File Home Insert Design Page Layout References Mailings Add-Ins Tell Me What You Want to Do

Tabs...

Set As Default

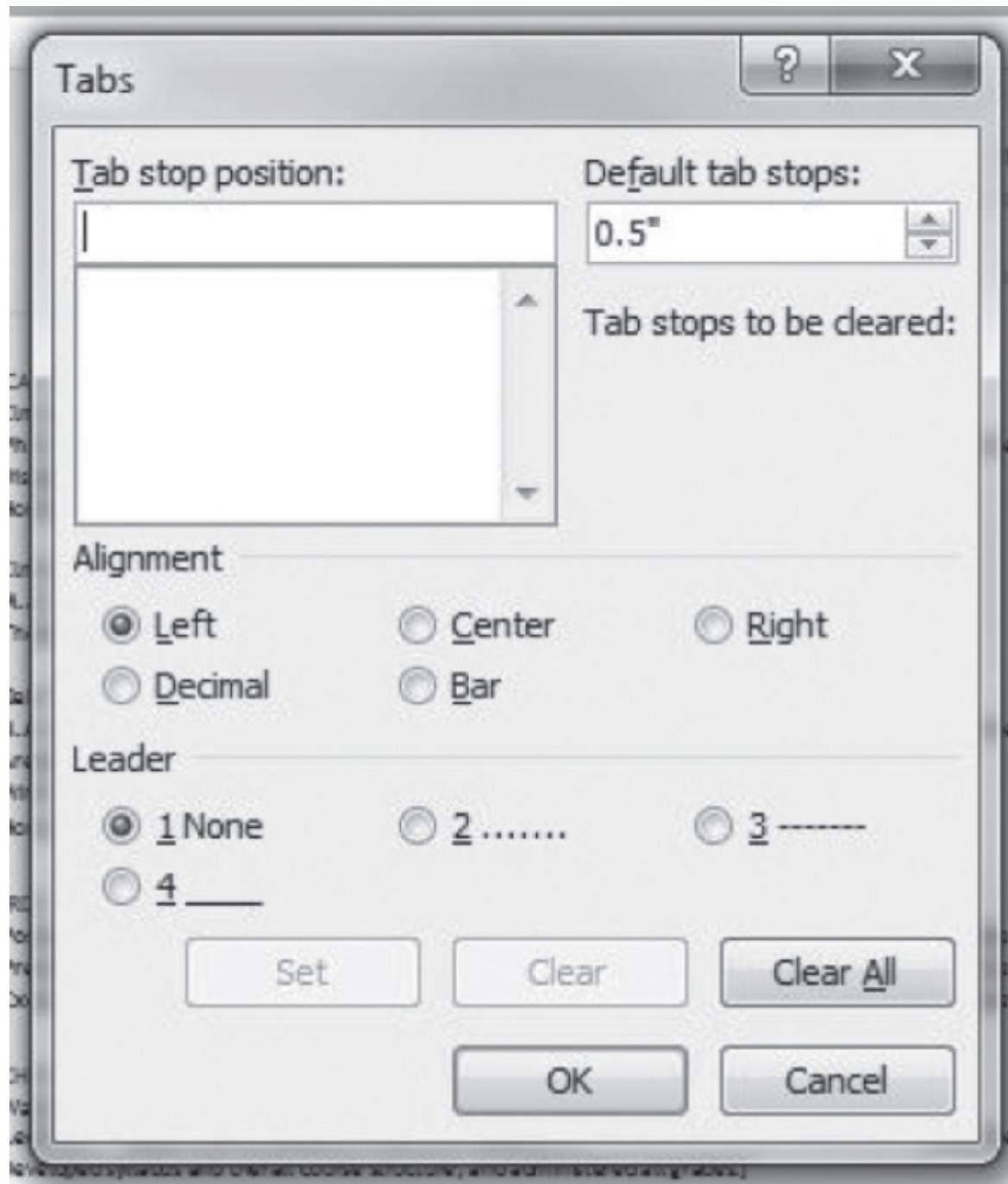
OK

Cancel



My preferred date format is to line up the dates with the Right Margin. The best way to accomplish this is by inserting a **Right Tab** using the Tab menu (you will find the Tab menu under the Format, then Paragraph menu, in the lower right-hand corner): Click on the “Tabs ...” button to get to the tab menu.

1. Put in the location where you want the tab stop (probably 6.8, 6.9 or 7.0, depending on your margins);
2. Click “Right” in the options;
3. Save the tab; and
4. Hit the Tab button to move your dates over to the tab you have set.



Note: When you do this, a date might disappear off the page. If that happens, just go to the line where it should be and start hitting the delete button. You probably have some tabs in there that need to be deleted. Eventually the date will reappear! Here's what the final format might look like:

BEST HR CONSULTING LLC, San Francisco, CA Managing Director	February 2009–present
DIAGNOSTICS CORPORATION, Hayward, CA Senior Director of Human Resources (March 1997–December 2000)	June 2001–February 2009
MAJOR PHARMACEUTICALS, New York, NY Senior Director of Human Resources (March 1997–December 2000)	January 1996–December 2000

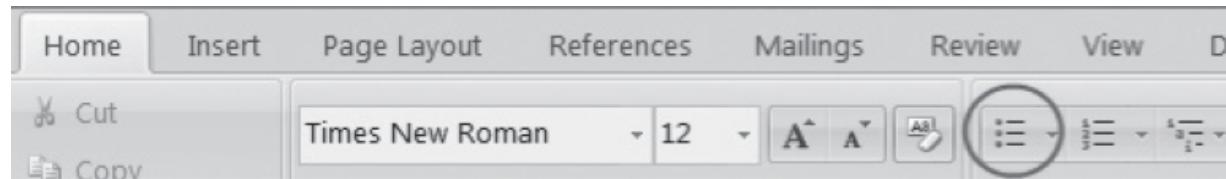
However you choose to format your dates, be consistent! Consistency makes your resume easily readable and proves to the reader that you truly are detail-oriented.

TIP #29:

DON'T FORMAT WITH THE SPACE BAR!

Too many resumes are formatted using the space bar. When you use the space bar to format anything, you end up with a squiggly, inconsistent, and *unprofessional* format. Don't do it!!

1. Do NOT use the space bar after your bullets. Use the bullet function—that's what it's there for!



Do not get it into your head to insert a bullet as a symbol, and then put spaces after it. You'll end up wasting time, and your bullets will wiggle down the page rather than line up straight.

2. Do NOT use the space bar to create columns. You will end up with a big mess and lists of items that are nearly impossible to edit!
3. Do NOT use the space bar to jump five spaces ahead—that's what the TAB bar is for!

I don't have to explain this one do I? It's just so much cleaner and simpler to tab out several times than to insert twenty-seven spaces.

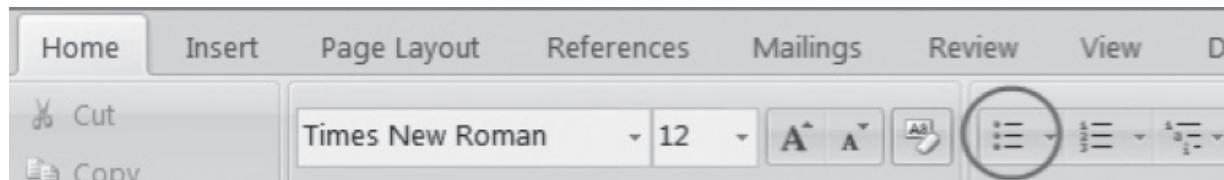
4. One exception to my rule: If you want your dates to be flush against the right margin, you can either insert a right tab (see Tip #28), or you can tab out as much as possible and then hit the space bar until your dates are lined up with the right margin.

Be aware, however, that if you change your font style or size, you'll need to reformat the dates. User's choice.

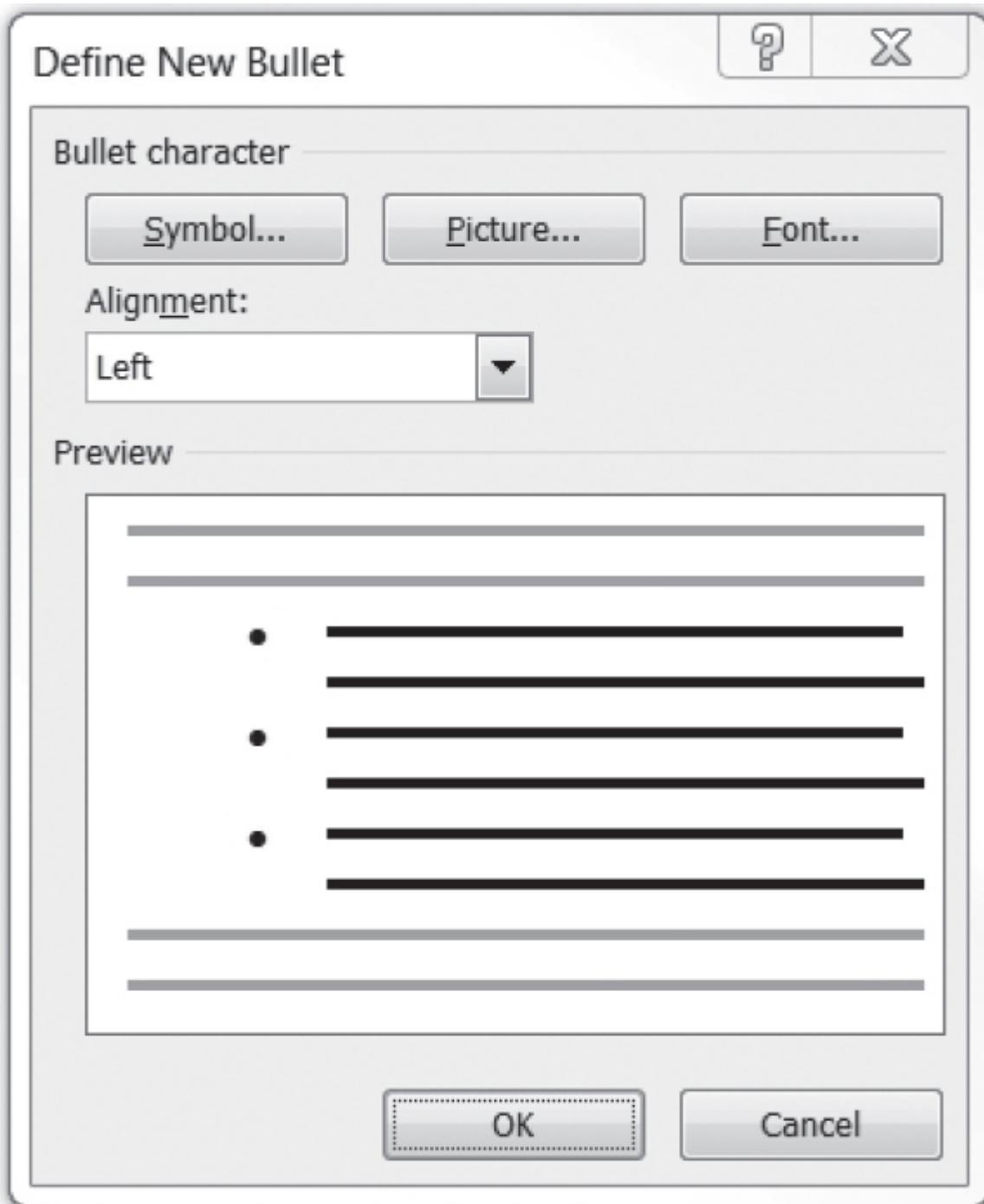
TIP #30:

HOW TO CREATE DISTINCTIVE, PROFESSIONAL BULLETS

One way to put some pop and distinction into your resume is with non-standard bullets. If you click on the arrow next to the bullet function, you will see at the bottom of the list, "Define New Bullet." Here's where to find the arrow:



You will be taken to the following menu:



From there, have a field day (within reason of course). You can choose check marks, square boxes, arrows, or any *professional* looking bullet from the Bullets and Numbering menu, found under the Format dropdown menu. You can use these bullets for the list of key strengths or core competencies, or for the items in your experience section. For example:

BUSINESS DEVELOPMENT & TEAM LEADERSHIP

- ◆ **Secured Top Health Insurance account** that had not advertised with City Newspapers for 10+ years. Conducted multi-media campaign that **increased Top's membership 200K**.
- ◆ **Made recommendations that secured \$295K** new revenue in print and online products.

- ▶ Grew territory sales from \$700K to \$2.1M. Named Salesperson of Year for largest sales volume increase.
- ▶ Promoted from Regional Sales for excellent performance in evaluating manufacturers' requirements.
- ▶ Captured business from strong competitor that had been in market for over three years.

Managing Director

- Compensation; Performance Management (150-employee organization):
 - Redesigned 31-level step pay salary structure to 10-level pay-for-performance system.
 - Created common performance review form (reduced from 8) and a single performance rating system (reduced from 3). Revised form to value content and process of work equally.

As long as you don't go overboard and do keep your resume formatted as your profession demands, you can really spice it up with creative bulletting. Have fun!

TIP #31:

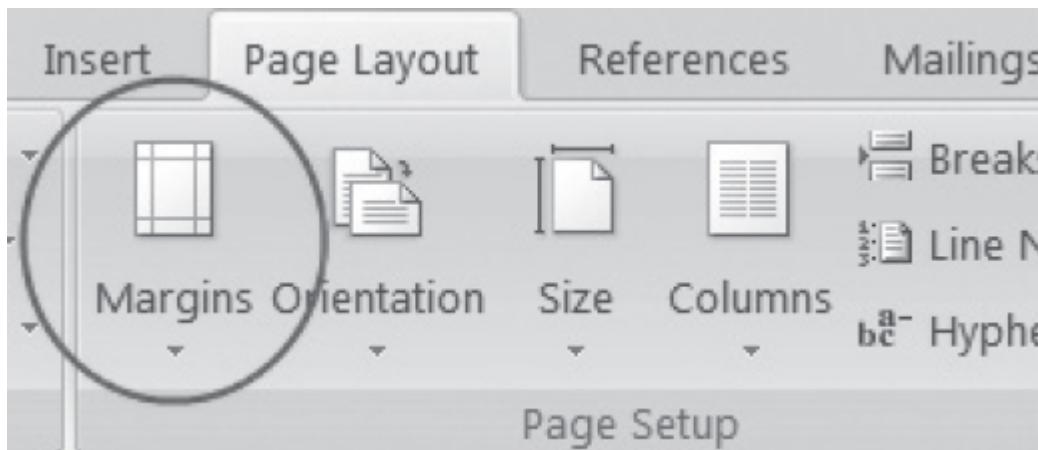
GUIDELINES FOR MARGINS

How big or small should your margins be? Some of you have default margins set to 1.0" on top and bottom, and 1.25" on left and right. These are huge margins for a resume. Some of you have 0.5" left and right margins; these are tiny margins for a resume that make it seem as if you don't have enough space.

If you really need to fill up space, use 1.0" margins all around. There's no excuse for 0.5" margins; you would do better to add an extra page or cut out some material. Here's what The Essay Expert recommends:

1. Top Margin: 0.6"or 0.5" are nice small margins that look good above the header you created after reading Tip #2.
2. Bottom Margin: It's best if it's just a little bigger than the top margin. 0.6" tends to work well.
3. Left/Right: These should be the same as each other. Do not have a skinny left margin and a fat right margin, or vice versa. Do not go below 0.8", as it starts to look like you're trying very hard to squeeze things in.

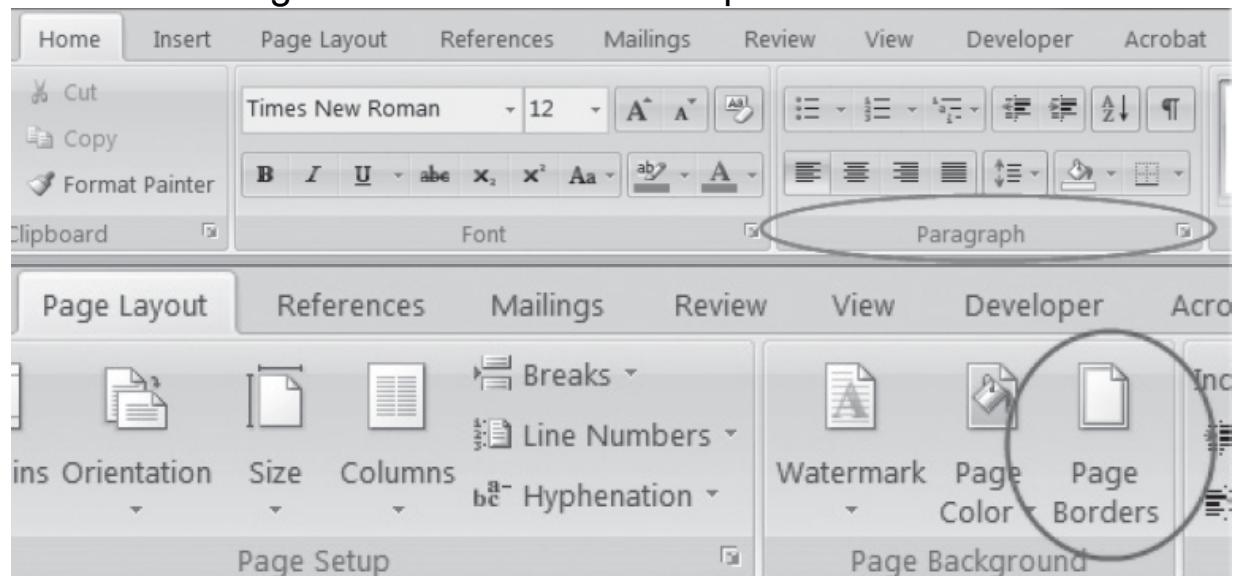
Use the Margins function under the Page Layout tab to define your margins (go to Custom Margins at the bottom of the Margins menu).



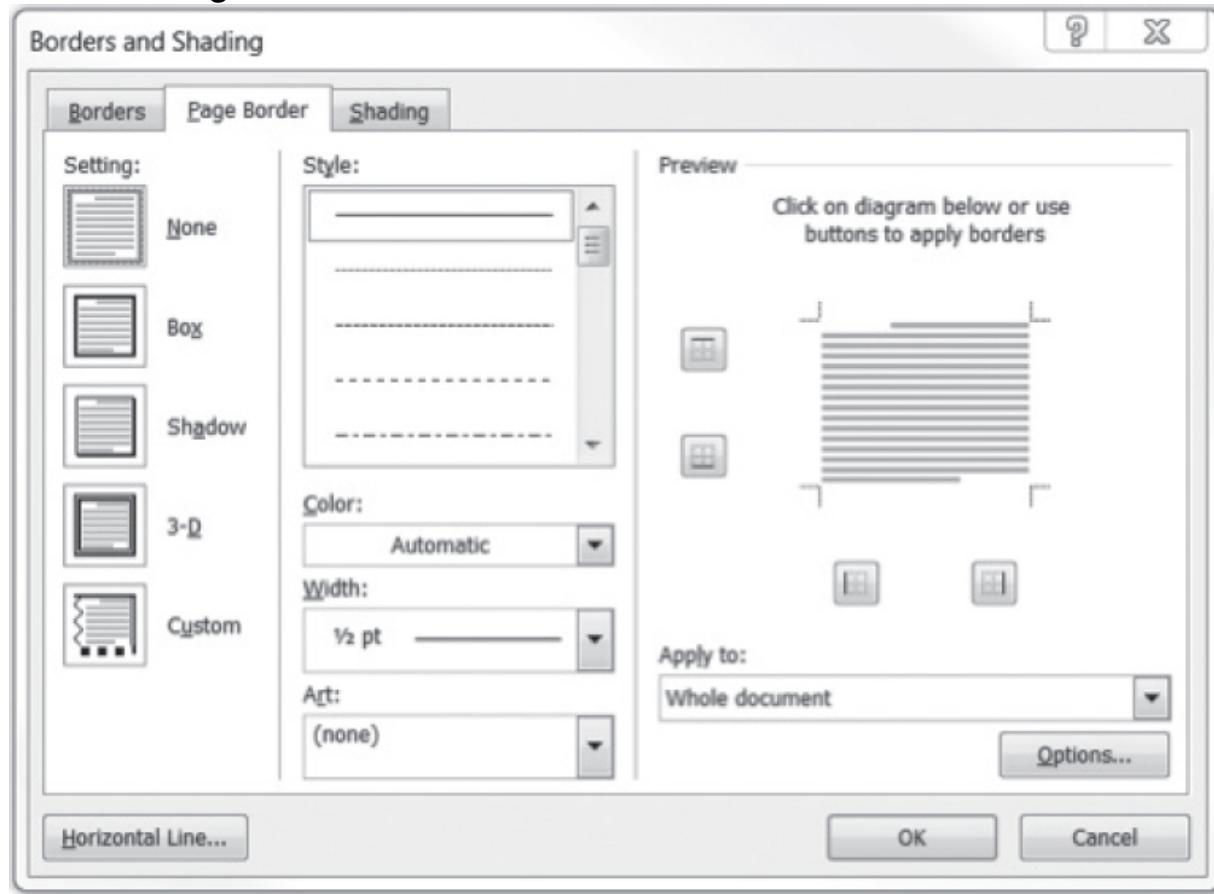
It's sometimes hard to tell on a computer screen whether your margins are reasonable. **ALWAYS** print out your resume before sending it to make sure you haven't created something that looks great on a computer screen and horrible on paper. If for some reason you can't print it, at LEAST look at the Print Preview before sending. You will very likely discover something that needs adjustment!

TIP #32:**HOW TO USE PAGE BORDERS**

A simple border can be a great way to give your resume a professionally formatted look. You will find this function Under the Format menu, dropdown item Borders and Shading. Make sure to click on the Page Border button at the top.



Once you click on the Page Border icon or tab, and you will see the following menu:



As you can see, you have many options of how to proceed from here! You can change the color of your border (I recommend black or gray, nothing else), the width of the border, and the style of the border. In most cases, I would recommend only a solid border. Don't get fancy. Just use the border to add some "pop" and contain the text on the page. Here's an example of how a border changes the look of a resume:

Without Border

LAURA M. BELL

Seabrook, TX

www.linkedin.com/pub/laurabellfinance
LMBellFinance@gmail.com

VT FINANCE

Revenue-generating Finance Executive with 12+ years' diverse leadership experience. Change agent known for:

- Adding value to organization: Achieved \$145M in funding increases through implementing new processes and software.
- Troublesome problem-solving: Rocketed sales by 225% in a declining revenue environment, overcoming obstacles and breaking paradigms to accomplish strategic initiatives.
- Analytical thinking and clear communication: Formulated grounded recommendations that more than doubled organizational revenue from \$55M to \$79M in one year.
- Team Leadership: Increased EBIT \$3.4M by championing individual and team talent, motivating staff to outperform targets.
- Customer Relations: Reached 100% customer satisfaction by anticipating customer needs.

EXPERTISE

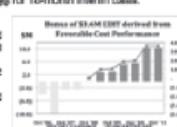
- Business Strategy
- Financial Planning / Analysis
- Proposal Development
- Customer Relationships
- Risk Mitigation
- Change Management
- PSL
- EBIT Analysis
- Earned Value (EVN)
- Enterprise Resource Planning (ERP)
- Team Motivation / Development

CAREER PROGRESSION

HAMILTON SUNDSTRAND
Division of United Technologies (UTC) Business, a Fortune 500 Company.
Business Unit Financial Controller, Houston, TX (2009–Sept 2011) Business Manager / Program Manager, Cape Canaveral, FL (2006–2009)

Supervised staff of seven handling 100% of finance closings, corporate and customer reporting, pricing, accounts payable, and audit functions. Was executing program management duties for HS Shuttle contract, selected to establish and lead Field Office and assume Shuttle Program Manager duties for 16-month interim basis.

2006–2011



PROJECT & PROGRAM LEADERSHIP

- > Increased EBIT \$3.0M by negotiating cost incentive clause and motivating workers to contain expenses; turned around project management costs over time to an \$11M surplus, a 26% improvement.
- > Leverages experience by implementing project cost and schedule status, establishing baselines and estimate to complete processes.
- > Developed key program metrics, including variance to cost and schedule, and variance at completion.
- > Presented and led program reviews for leadership and customers.

CHANGE MANAGEMENT

- > Implemented pricing software for \$103MM proposal across multiple locations, allowing for an integrated delivery with seamless reporting capabilities. Demonstration led to software's selection for transition to entire business unit.

CUSTOMER SATISFACTION ACHIEVEMENT

- > Achieved multiple 100% Customer award fees scores, up from 85%.
- > Received awards for Earned Value Implementation, Customer Focus, and restoring critical operations following Tropical Storm Fay.

With Border

LAURA M. BELL

Seabrook, TX

www.linkedin.com/pub/laurabellfinance
LMBellFinance@gmail.com

VT FINANCE

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EXPERTISE

- Business Strategy
- Financial Planning / Analysis
- Proposal Development
- Customer Relationships
- Risk Mitigation
- Change Management
- PSL
- EBIT Analysis
- Earned Value (EVN)
- Enterprise Resource Planning (ERP)
- Team Motivation / Development

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- > Received awards for Earned Value Implementation, Customer Focus, and restoring critical operations following Tropical Storm Fay.

"Laura's earned value management and finance experience, attention to detail, and leadership skills are only a few of the reasons that I say Laura Bell is the most capable, innovative and talented program planning and control / business manager I've had the pleasure of working with."

- James A. Kammerer, General Manager of Hamilton Sundstrand

LAURA M. BELL

LMBell@ctiir.com

Page 2

HAMILTON SUNDSTRAND (CONT'D)

AUDITING EXPERTISE

- > Surpassed expectations in Financial Operations and Government Compliance audits with zero findings, including government billing withhold of up to 10%.
- > Reduced errors and overtime and ensured accurate, timely customer deliveries by implementing new cost reporting tool (TIGER) and proposal pricing software (ProPulse).
- > Stabilized error ratio from 25% to zero for labor audits after piloting ACE (Lean) team's relentless root cause analysis.

FINANCIAL PLANNING & ANALYSIS

- > Leveraged newly implemented manpower resource process to re-engineer sales forecast and overhead rate planning processes. Resulted in accurate monthly sales projections within 8% and increased visibility of specific skills needs and unwanted redundancy.
- > Negotiated accounting charges that doubled revenue during declining program funding (\$32M to \$79M) in one year.

PRATT & WHITNEY, East Hartford, CT

Division of United Technologies (UTC) Business, a Fortune 500 Company.

2000 – 2005

Financial Manager / Project Cost and Schedule Manager

Led Program Financial Control team for F119 \$2.4B development engine contract while transitioning to low rate production; contract realized annual sales of \$650M. Developed extensive risk abatement skills by leading Risk Review team. Authorized use of Management Reserves (MR), contract change or alternative path to meet contract technical, cost and schedule objectives and minimize project risk. Served as customer point-of-contact for industry information, including monthly EVMS briefings to top Air Force leadership team.

PROJECT & PROGRAM LEADERSHIP

- > Generated \$145M in government funding by leading team through Industry-precedent-setting Over Target Baseline (OTB) process.
- > Received CPO Special Award for leading implementation of Earned Value across business units.
- > Developed virtual leadership skills in areas of leadership and business judgment.
- > Developed virtual leadership skills by leading project planning skills, forecasting, and variance analysis for four US locations.
- > Increased cash flow \$5M by resolving contract issues for Aircraft Mounted Nozzle Sidewall repair business with Boeing.

CHANGE MANAGEMENT

- > Successfully assimilated workforce from FL to CT, including hiring and training nine of ten new staff members and relocating software systems. Completed transition on schedule with no impact to customer service.
- > Captured \$50M of contract scope changes in 12-month period through Risk Abatement process. Led development of new project cost and EVMS team while converting process to SAP ERP platform, balancing customer's needs and protecting company financial returns.

EDUCATION / CERTIFICATIONS

Executive M.B.A., Babson School of Management, Rensselaer Polytechnic Institute, East Hartford, CT
B.S. Business, Barry University, Miami, FL
Achieving Competitive Excellence (ACE) Certification

LAURA M. BELL

LMBell@ctiir.com

Page 2

HAMILTON SUNDSTRAND (CONT'D)

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Executive M.B.A., Babson School of Management, Rensselaer Polytechnic Institute, East Hartford, CT
B.S. Business, Barry University, Miami, FL
Achieving Competitive Excellence (ACE) Certification

Which do you prefer? If you like the border, consider using a border to frame your resume. I generally prefer no border, but the

choice is yours.

Are you in a creative field? The Essay Expert offers graphically-designed resumes. One of these²⁷ was nominated for a TORI Award for Best Creative Resume (TORI = Toast of the Resume Industry).²⁸ The awards are administered by the national organization Career Directors International.

OFER TAMIR 366 Hanover St., Apartment 4, Boston, MA 02113 | (201) 328-4813 | ofer.tamir@gmail.com | linkedin.com/in/aerofer

CORPORATE IDENTITY DESIGNER

*Out-of-the-box corporate image marketing
for the dynamic world*

GREATIVE FORCE AND KEEN LISTENER WHO NEVER STOPS GENERATING NEW AND FRESH CONCEPTS FOR TRANSMITTING A COMPANY'S MESSAGE. MOBILIZE TEAMS TO OUTPERFORM TARGETS AND MEET CRITICAL DEADLINES. DESIGN TURNKEY INFOGRAPHICS, PRESENTATIONS AND OTHER MARKETING SOLUTIONS THAT OPEN DOORS ACROSS MULTIPLE INDUSTRIES: AEROSPACE, DIRECT RESPONSE TV, ADVERTISING SPECIALTIES/PROMOTIONAL PRODUCTS, COSMETICS, AND ENERGY.

HIGHLIGHTS OF ACCOMPLISHMENTS

- SAVED COMPANY \$10K THROUGH EFFICIENT DESIGN PROCESSES AND ADEPT TEAMWORK.
- DESIGNED HIGHEST REVENUE GENERATING CAMPAIGNS IN COMPANY (\$5M/YEAR).
- SLASHED TRADESHOW COSTS BY 30% WHILE MAINTAINING HIGH END BRAND IMAGE.

PROFESSIONAL EXPERIENCE

Self-employed, Voorhees, NJ
Graphic Designer And Marketing Consultant (January 2010 - Present)
Designed successful marketing pieces for range of industries and companies from start-ups to well-established lists.
Contributed to product acceptance into infomercial programs aimed at rocketing sales through wide market exposure.
Clients used product designs to propose products to Susan Lucci and her brand, Guffy Renke; Oak Lawn Marketing, Idea Village, Thane and other large companies.

New Products International, Spring Valley, NY (January 2001 - December 2009)
[50-person advertising specialties and promotional products business.
\$10M/year annual sales. Out of business as of December 2009]
Graphic Designer & Marketing Manager (January 2006 - December 2009)
Managed projects with CEO and up to eight team members, spearheading design and marketing strategies for campaigns that reached over 80,000 viewers.
With just one desktop, created message, design, artwork and structure and prepared team for on-time or early launches.
Set standard in advertising specialties/promotional products, becoming sought-after resource for largest companies in industry.

Sales Assistant (January 2001 - January 2002)
Utilizing Dale Carnegie's methods, served as powerful "door opener" for sales, interacting daily with company representatives, including CEOs and heads of purchasing. Generated \$8M in one year.
Cultivated accounts on West Coast that generated \$1M in sales in first year and long-term relationships with consistent repeat business.
Engaged in collection efforts with delinquent customers that recovered \$5K.

EDUCATION & CERTIFICATIONS

University of Southern California, Los Angeles, CA
B.S. in Aerospace Engineering, 1996
Won approval for, designed, and conducted research project on laser propulsion.

Camden County College, Blackwood, NJ
Certificate of course completion in Solidworks, 2010
3D CAD Drafting and Design.

PATENTS/AWARDS
Patent Pending, 2007
Innovative utility for outdoor gear
Under consideration by several major brands
Suppliers Golden Achievement Award, 2001
Promotional Products Association International Silver Award - Best Catalog

VOLUNTEER
Finance Chair, 2009 - 2011
American Institute of Aeronautics and Astronautics
Greater Philadelphia Section
General Volunteer, 2009-2006
Bergen County Rape Crisis Center
Bergen, NJ

TECHNICAL SKILLS
Adobe Illustrator, Photoshop, InDesign, 3D CAD
MS Office (Word, Excel, PowerPoint)
User Interface (UI) design for physical space (ergonomics) and websites

LANGUAGES & OTHER INTERESTS
FLUENT IN SPANISH
COFFEE BEAN ROASTING AND PREPARATION AFICIONADO:
FRENCH PRESS, TURKISH, ESPRESSO
AUTHENTIC HUMMOUS, HAWAIIAN POKE, PICKLED ANYTHING
SURFER, HIKER, MEDITATOR, *Smashing Magazine* READER

Contact us at theessayexpert.com if you want a well-designed resume with graphics that has pop and pizzazz, without being overdone.

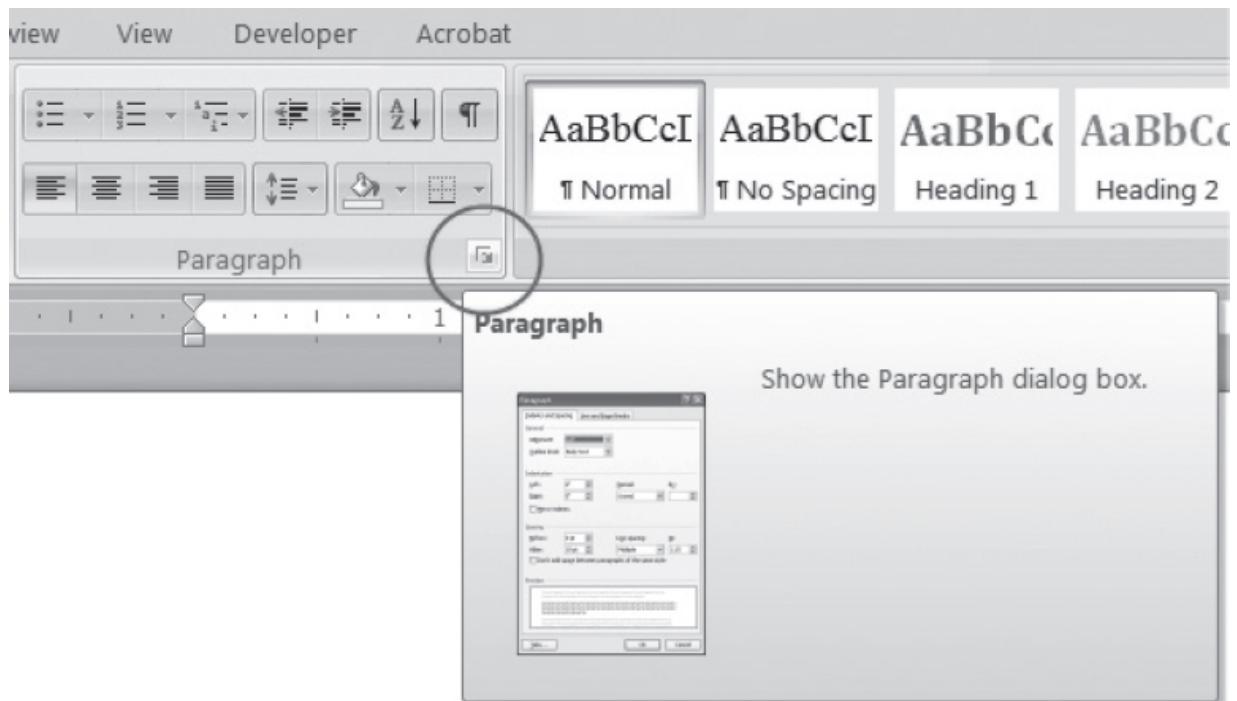
TIP #33:

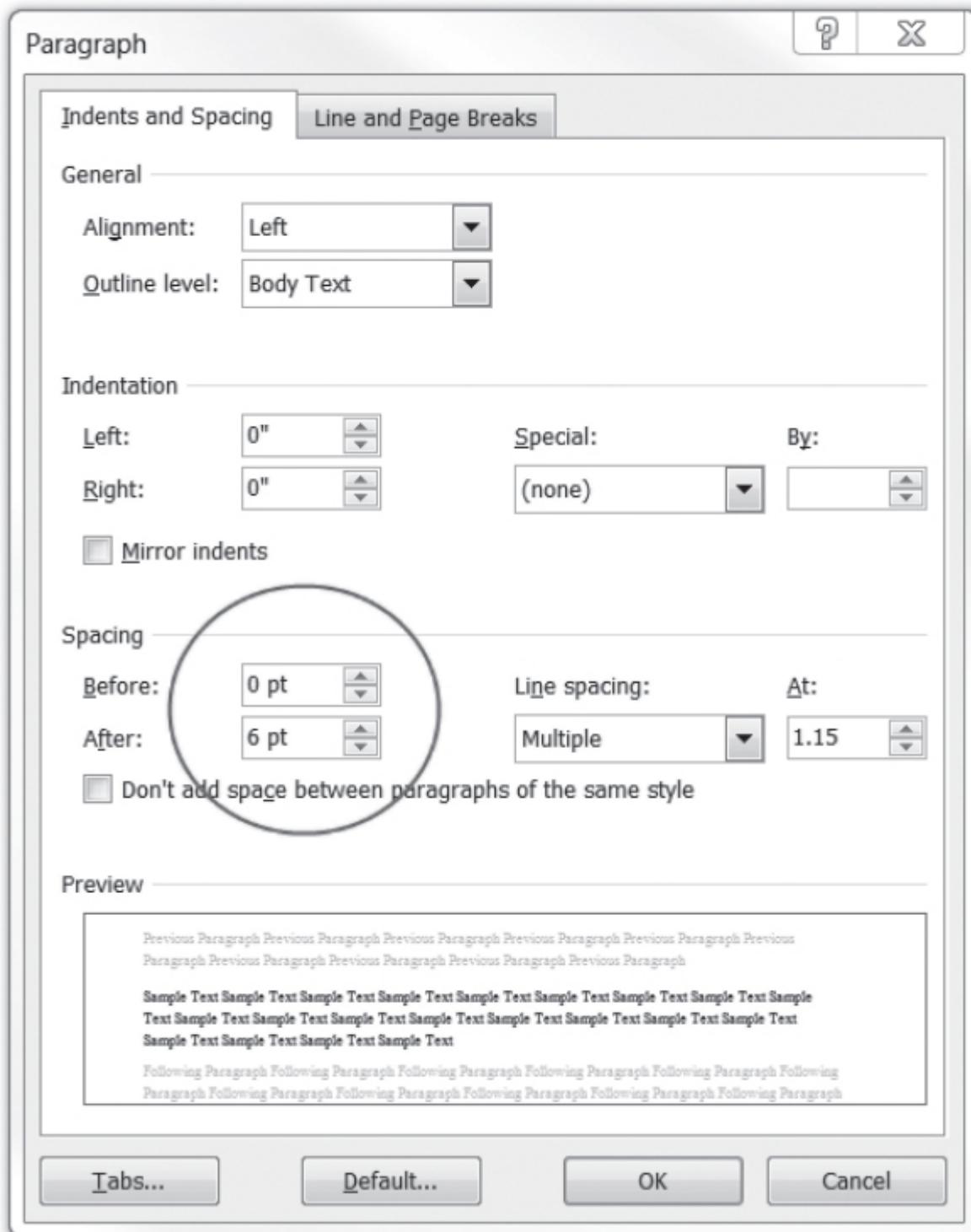
SPACING (OR HOW TO MAKE YOUR THREE-PAGE RESUME FIT ON TWO PAGES)

Can't get rid of that one line that spills over to the third page of your resume? Don't want your resume to look squashed together? There are always choices to make about what content to include, and these issues will be addressed in the next section. For now, here's one formatting trick that can help fit your resume into the allotted space and preserve coveted "white space" at the same time.

Take a look at your resume. You might have a full line of space between sections that you don't need. Thankfully, there are options that can make just enough difference to get your resume back onto one page (or two). One way to reduce the height of the space is to put your cursor there and reduce the font size by clicking **CTRL+SHIFT+>**. The line will magically shrink! Here's another way to do it which I usually prefer:

1. Delete the unwanted full space between lines.
2. Put your cursor on the line above which you want to insert space.
3. Go to the Paragraph menu, Indents and Spacing submenu.





4. Under Spacing, you'll see a Before box and an After box. In the appropriate box (in this case it would be "Before") hit the arrow until it says "6pt." That will insert space above the line—a narrower space than you had there before. (Alternatively, you can insert 3pt or 12pt of space, but most common will be 6pt.)

You can use this trick not just between sections but also to create a little space under your headings. For example, here's what 6pt of space looks like between the title Education and the first entry:

EDUCATION

University of Wisconsin-Madison, Madison, WI

Play around with this feature and you'll find you have a lot more flexibility with spacing on your resume. Note: Sometimes, due to a bug in Word, this strategy does not work. Another option is to put a line of space between your lines, and then reduce the font of that line. The easiest way to do this is to hit CTRL-SHIFT-< (on PCs). Your line will magically shrink! You might want to go down to 5pt font.

Whatever spacing choices you use, make sure to be consistent! Consistency in formatting is one of the keys to a professional-looking resume.

Still having trouble getting your resume onto one page? The Certified Resume Writers at The Essay Expert can help! Contact us today at 608-467-0067 or Resumes@TheEssayExpert.com.

TIP #34:

HYPERLINKS ARE WELCOME—AND SO ARE WORD DOCUMENTS!

You may have heard rumors that recruiters and hiring managers never click live links because of the possibility of viruses. The results of Career Directors International's survey on global hiring trends tells a different story. Although 17 percent of respondents never click on links, 62 percent reported that they sometimes or always click on hyperlinks when provided. Places you might link to:

- Your LinkedIn profile
- Your website
- A video you created
- A website with examples of your work
- A document you wrote
- A site mentioning your name as an award recipient

Regarding format, the survey found that Word (.doc or .docx) is the preferred format for receiving resumes by far, although 23 percent prefer PDFs. It is acceptable to send your resume in two formats if sending via email; if submitting online, choose Word.

- 22 http://theessayexpert.com/samples/resumes-cover-letters-samples/
- 23 http://theessayexpert.com/samples/resumes-cover-letters-samples/
- 24 http://theessayexpert.com/services-rates/resume-and-cover-letter-writing/#tab-1
- 25 http://theessayexpert.com/subscribe-to-the-weekly-blog/
- 26 https://support.office.com/en-US/article/Add-borders-to-text-D7A74500-EF35-43C0-8215-6B358B565A04
- 27 http://theessayexpert.com/pdf/GraphicDesignerResume-AFTER.pdf
- 28 http://www.careerdirectors.com/tori_2012.htm

Cover Letter Tips

TIP #35:

YES, YOU NEED A COVER LETTER!

Just about every client I work with lately brings up the rumor they've heard that no one reads cover letters anymore. With the possible exception of highly technological fields and internal promotions, this is *only* a rumor. If you take action based on it, you may shoot yourself in the foot.

In an article posted on Work Coach Cafe, "15 Job Search Tips from a Guy Who Just Got a Job,"²⁹ a successful job seeker named John relates how the CEO of a company personally reached out to him to thank him for sending a cover letter! In fact, John was the ONLY candidate to send a cover letter, most likely because everyone else believed the rumor that cover letters never get read. John made an impression.

This topic is also covered in my article, "Job Search Myth: You Don't Need a Cover Letter."³⁰ The cover letter is your opportunity to showcase strengths that you could not highlight within the confines of your resume. Write a unique letter to the company about who you are and the difference you would make for that company. Begin building a relationship right from the start. Imagine yourself in a leadership role at this organization and write down what you will bring to the position. Sell yourself.

You do need to know your target audience. You might need to keep your letter very short and to the point, or you might have room to share more about yourself and your accomplishments. If in doubt, keep your cover letter short, sweet, and focused.

TIP #36:

THREE COMPONENTS OF AN EFFECTIVE COVER LETTER

Your ability to present yourself in a cover letter is a test of your ability to communicate effectively as a leader. Here are some pointers for presenting a professional image and for conveying a clear statement of the value you would add to an organization.

1. Instead of starting the letter with something about yourself, state what you know about what the company needs. For

example:

For a corporation to succeed and expand in Asia, it is essential to have smart decision-making and global supply chain expertise in place. The complex Asian environment requires a person of high integrity to lead business strategy—someone fluent in Mandarin, Cantonese, and Chinese culture, with an understanding of Chinese labor laws and business structures. Someone who can be trusted to handle every facet of the supply chain to create value and growth for the company. I offer all the qualities necessary to take on the General Manager position at Company, strategically formulate a vision and business plan, then execute that plan with detail and precision.

Do you have a gap in your resume? Explain it in the cover letter: It takes a fighter to battle “terminal” cancer and come back to run five Iron Man triathlons. I’ll fight for your company with the same gusto I fought for my life.³¹

2. After you prove you know what the company needs, state why you are a match. List *briefly* the major reasons you are the right candidate for the job. This task can be done in just a few sentences. Yes, really, it can! For example:

My management style has paid huge dividends in Asia for the manufacturing companies I have served for the past ten years. Through assessing and identifying people’s strengths, I match them to a need in the company and encourage them to take ownership and make a contribution. Value is added. Loyalty is created.

The reader shouldn’t have to wonder whether you’ve got the training and experience for the position. Make it clear right away, and give your audience a reason to read further.

3. Provide bullet points of your top three accomplishments—the ones most relevant to THIS position. List them briefly so the reader can get a snapshot of what you can provide to their organization.

My clients have great success getting interviews, and I know at least part of that success is due to their effective, engaging cover letters.

TIP #37:**DELETE THESE WORDS FROM YOUR COVER LETTER!**

Certain words appear in almost every cover letter. Below I explain why you don't want to use four of these too-common words and what some alternatives might be.

If you want to make your cover letter stand out, do some editing and make sure to avoid these words completely. You might be surprised at the result.

HOPE

e.g. I hope to hear from you soon.

OR

e.g. I hope to be able to contribute my skills to ABC company.

Why not?

Hope springs eternal. The company doesn't care about your hopes and dreams. They care about what you can do for them.

Alternatives:

I look forward to speaking with you further regarding my qualifications.

OR

My ability to take clear, decisive action will allow me to make an impact at ABC company from day one.

OK, now we're talking!

HONE

e.g. This summer, I honed my research and writing skills through a position at XX law firm.

Why not?

You and every other person honed something. It's an outdated and overused expression. Tell them what you did and they will figure out that you honed your skills. If you absolutely must, use "strengthened," "developed," or even "sharpened."

Alternative:

My research regarding constitutional rights violations culminated in a report and recommendations that guided the ACLU in future actions.

It's obvious this person is using some powerful research and writing skills.

DRAWN

e.g. I am drawn to ABC company because of its outstanding reputation and high quality service.

Why not?

You get drawn to a person across a crowded room. Companies don't care to hear that you are drawn to them. And a bonus tip: Companies with outstanding reputations don't need to be told that you want to work there because of their outstanding reputations.

Alternative:

The relationship management skills I built while working in a state office are a match for ABC company's commitment to outstanding customer relationships.

That's so much better, isn't it?

FEEL

e.g. I feel the relationship management skills I built while working in a state office are a match for ABC company's commitment to outstanding customer relationships.

Why not?

Can you see how adding "I feel" at the beginning of this sentence killed it completely? Tell a psychologist how you feel. Tell a company what you can do for them. If you must, use the word "believe" instead of "feel." But see if you can avoid this type of mushy, maudlin language altogether.

Alternative:

The relationship management skills I built while working in a state office are a match for ABC company's commitment to outstanding customer relationships.

Delete these four words from your cover letters and I promise you more creative and powerful language will arise.

TIP #38:

"TO WHOM IT MAY CONCERN" DOESN'T CUT IT

Do not address your letter to "To whom it may concern." Whenever humanly possible, find out the name of the person who will be reading your resume, and write the letter specifically to that person.

Use your networks to conduct whatever research is necessary. Whom do you know on LinkedIn who is connected to someone in the company you are approaching? What research can you do online to identify the organization's leadership?

If you don't do your research, it is quite possible you will not be seriously considered for a position. How well you are connected is a big component to your value as a senior leader. Leverage your connections and demonstrate to your potential new company that you are taking your application seriously. Your letter will certainly stand out amongst the others that say "To whom it may concern" or "Dear Sir/Madam."

TIP #39:

WRITING A VALUE PROPOSITION LETTER

If you are approaching a company cold, it might be most effective for you to include a value proposition letter (VPL). Here's an example of what a VPL might look like. Note that the impetus for the letter was an accomplishment achieved by the company. The candidate proves that he has been following the industry and this company in particular:

Dear Mr./Ms.:

I recently noticed your accomplishment of _____ in the _____.

I am an experienced Vice President of Operations who has recently worked for a nationally recognized top 25 Home Builder, where I drove the division to an unprecedented 35% market share while increasing productivity 140%.

My accomplishments include:

- Piloted re-structure of product types and land positions that **limited risk potentials by 27%, increased closings by 51%**, and ensured continued growth and improvements in volume, revenue, and customer satisfaction.
- Maintained highest profit margin in company (**26.3%**) while overseeing developments comprised of Condo, Villa, Row-Home, Single Family, and Single Family Luxury product.
- Enriched customer relations through Sales and Construction Manager personal follow-up; designed a referral program resulting in a **30% increase in willingness-to-refer rating**.

If you would like to achieve and sustain results like these, let's talk. My company recently restructured their operations and I would like to explore challenging opportunities in operations management.

I will follow up in a few days with a phone call and would be happy to forward you my resume upon request. I look forward to speaking with you.

Sincerely,

If you are reaching out to Executive search firms, you might write a brief VPL something like the following:

Subject: CPG Executive 10+ Years of Double- and Triple-Digit Growth in China/Asia and US

Dear Ms. Recruiter:

If you are engaged in a search for a Senior Executive in CPG industry based in the U.S. or Asia, you may be interested in the depth of knowledge and experience I offer. With 10+ years in B2B consumer products, I am available and well-situated to contribute to an organization with a growing international/China presence.

Some quick highlights of my qualifications in growing international organizations include:

- Led furniture giant Yangtze to **500% growth**, selling to large retailers that included ABC Carpet & Home and Costco.
- Instituted groundbreaking QC and efficiency measures that carried Yangtze to **#1 industry leader** worldwide.
- Expanded sourcing operations from 10% of ABC Furniture's overall business (\$95MM) to **20% (\$200MM)**.

My attached resume provides more information about my background and accomplishments. I would greatly appreciate the opportunity to speak with you and am available by phone, Skype [Skype address], or email to arrange a mutually suitable time for a conversation. Thank you.

Best regards,

John Paul Jones

Shanghai, CHINA ■ +86-555-5555-5555 ■
jpjoneschina@yahoo.com ■ cn.linkedin.com/in/jpjoneschina

As demonstrated by the above examples, it doesn't take pages and pages to demonstrate your value to a company. The faster you can do it the better.

- 30 <http://theessayexpert.com/blog/job-search-myth-you-dont-need-a-cover-letter/>
- 31 From Donald Burns, <http://www.donaldburns.com/>

TIP #40:**GOOGLE RESULTS ARE THE NEW “RESUME”**

A simple resume just doesn’t cut it anymore. You need to build a strong online presence so you look good when someone punches your name into the Google search bar. Ways to do this:

1. Have a 100% LinkedIn profile that is professional and full of keywords. Learn more in *How to Write a KILLER LinkedIn® Profile.*³²
2. Clean up your Facebook page. That means no pictures of you within 100 yards of a beer! (Did you know that studies show people are judged as less intelligent when holding an alcoholic beverage?!)
3. Establish a Twitter account and tweet useful information about your field of work.
4. Create a website for yourself! Post your online resume there and stock it with keywords.
5. Create a PowerPoint-based resume and upload it to SlideShare. See CareerCloud’s “3 Great PowerPoint Resumes”³³ for some inspiration.
6. Start a blog and write something at least once a week. People with blogs are seen as leaders and doers. The topic is up to you as long as it’s professionally appropriate.
7. Post a professional video on YouTube. YouTube has high search rankings and will have your video show up in Google searches.
8. Search for yourself on Google and see what happens. Is there anything there that looks less than pristine? If so, clean it up. It *will* keep you from getting hired.

Yes, you still need a resume. Just about every hiring entity will ask for one in some form or another. But build your Google brand too. Check out The Essay Expert’s Google results.³⁴ The results change every day!

TIP #41:**POWERPOINT AND VIDEO RESUMES**

Calling all armchair graphic designers and creative people of all sorts!!! I've got great news for you: You can create a PowerPoint or video resume in addition to your standard "vanilla" resume! How cool is that?

If you read the previous tip, you know that Google results are the new resume. How can you get your resume to show up on Google results? That's where PowerPoint, SlideShare, and YouTube come in.

PowerPoint

For more samples of PowerPoint resumes, read "4 Steps to Creating a Visual Resume That Stands Out."³⁵ These folks have used uniquely creative methods to market themselves by means of their resume. Through a combination of language and graphics, they have set themselves apart from the competition: They have shown they are willing to go the extra mile to get noticed and produce outstanding results.

Don't you want to be one of them? If so, don't wait another second. Open up PowerPoint on your computer and get to work!

Need help publishing your PPT presentation to SlideShare?

Read LinkedIn Help Center's "SlideShare—Frequently Asked Questions."³⁶

Video Resumes

Video resumes are becoming more and more viable as a way to present yourself to potential employers. Many hiring managers would rather watch a three-minute video than read through yet another resume. However, according to a September 2015 article by Recruiter.com,³⁷ a standalone video resume will not get you hired on its own. It's important to present a consistently branded multimedia package to succeed in leveraging the power of video and other technology in your job search.

Branding expert Alex Kecske states in his article "Video Resumes: Should You Use Them? Do They Work?"³⁸ that "once the CD disk, thumb drive or other media is viewed, your personality, poise, speaking skills and overall demeanor are evident immediately." This can be both good and bad. Mistakes can be edited out, but if you're not comfortable in front of a camera,

awkward body language could cost you an interview, and although illegal, potential discrimination based on appearance or dialect may also occur.

If you do choose to create a video component to your job search profile, make sure to keep it clear and short (ideally, about two minutes) and point to that video clearly from your resume and LinkedIn profile. Use consistent imaging and branding: Say or show something that differentiates you. “Multimedia resumes work best when they are part of a broader campaign,” according to the Boston Globe, paraphrasing John Wilpers, founder and chief executive of Degrees2Dreams. This campaign “should include a blog about a niche in your professional field, personal marketing through social media, and a series of informational interviews.”

While you may feel that technology has begun to outclass paper when it comes to resumes, don’t be too hasty: 78 percent of hiring entities still prefer a traditional resume over any other format—that’s up 8 percent from 2013, according to a 2016 survey of four hundred U.S. advertising and marketing executives.³⁹

So be careful if you jump on the multimedia bandwagon. It’s not for everyone, it takes a lot of work, and it must be done well to pack a punch. Also keep in mind that many large companies won’t accept video resumes, preferring to utilize resume scanning technology to pre-filter the best candidates. For more help on deciding whether to use a video resume, see Robert Half’s article, “Is a Video Resume Right for You?”⁴⁰

TIP #42:

BEAT THE SCANNERS PART 1—ELEVEN ESSENTIAL RESUME KEYWORD TIPS

You’ve probably heard about the importance of keywords in your resume. Your resume might go through a scanner and not even make it to a human being unless it has the requisite keywords to match the capricious desires of the hiring manager.

What’s a job seeker to do? Here are my top eleven tips for optimizing keywords in your resume:

1. Look at the job description (obvious, right?). In the job listing you will find the secret to what the company is looking for. Just

incorporate the important terms into your resume. For instance, if they want someone with social media experience, you MUST have the words Social Media, LinkedIn, Twitter, Facebook, and Google+ in your resume, IF you can honestly say you have expertise in those areas. Don't lie! Just make sure that if you can put the keywords in with integrity, you do it.

2. Look on the company website where you are applying and use the company's or organization's language. You might find keywords in an annual report as well.
3. Use O*Net⁴¹ to help target your resume keywords:
 - On the website, copy the text in your resume (CTRL-A) and paste (CTRL-C) into the "job description" box (keep the job title box CLEAR). Click Search. The target job title your resume codes toward will appear at the top of the result box with a score next to it. Anything **above 70** is good. Scores above 70 percent will be recognized as a "positive match" by computer screening technologies.
 - To find the O*Net job description for a specific job title, **CLEAR** the results, type in your target job title, for example "Compliance Manager," and you will see the O*Net job title listed. Click on the job title to see the full description. **Utilize the words in the O*Net description to better tailor and customize your resume.** You can add appropriate sections to your resume in order to incorporate these words and phrases.
4. Check keywords for your industry by looking at multiple job descriptions and by looking at the lists in an excellent guide published by The Ladders: Guide to Crafting the Professional's Resume.⁴² This book is written by writers at the top of their game and has excellent industry-specific advice for professional resumes.
5. Search for your position on these websites:
 - [MyNextMove.org](#)⁴³
 - Occupational Outlook Handbook⁴⁴
 - Dictionary of Occupational Titles⁴⁵

6. Use [Wordle.net](#) or [Tagul.com](#). You can cut and paste the job description, the home page of your target company, and any other relevant language into Wordle to see what words show up the most often. The words that show up biggest in Wordle give you big hints about what to include in your resume.



7. Try the Google Keyword Planner.⁴⁶ Type the keywords you've identified into the search bar and you will get a list of similar words and phrases.
8. Don't stop with the keywords you find. Look for synonyms too.
9. Put keywords at the TOP of your resume. The sooner the better. And see #5.
10. If you put keywords in your Core Competencies or Key Strengths section, make sure you ALSO put them in bullets. It will NOT work to claim expertise in a list at the top of your resume and then fail to support your claims in the body of the

resume. The scanners are sophisticated enough to catch it when you don't back up your claimed competencies.

11. Don't put your keywords in text boxes or tables. Some scanners won't pick them up.

These tips will help you get past the evil scanners (ya ha ha ...). If you followed all my other tips, you'll also have a good chance of making it past the human being who will ultimately be your judge.

TIP #43:

BEAT THE SCANNERS PART 2—FORMATTING TIPS

Here are some formats that the ATS software understands. Keep the section headings basic, e.g., Summary, Experience, Education, Certifications. If you diverge from these standards (e.g. Career Progression) or combine section headings (e.g. Certifications & Memberships), the scanners might not recognize the sections at all. The information following the section header could be ignored.

Format #1

First Last

Street Address • City, ST ##### • ####-####: mobile •
email@email.com

SUMMARY

Insert summary here

EXPERIENCE

Company name Location, Dates
Company description

Job Title

SUBHEADER

- Bullet 1
- Bullet 2
- Bullet 3
- Bullet 4
- Bullet 5

Company name Location, Dates
Company description

Job Title

SUBHEADER

- Bullet 1
- Bullet 2
- Bullet 3
- Bullet 4
- Bullet 5

EDUCATION

Name of School, City, ST: **Degree**, Date (optional)

Name of School, City, ST: **Degree**, Date (optional)

Format #2

First Last

Street Address, City, ST #####

email@email.com (###) ####-#### (Cell) (###) ####-#### (Home)

Insert Summary here.

COMPANY NAME, City, ST

Dates

Job Title

- Bullet #1

- Bullet #2
- Bullet #3

COMPANY NAME, City, ST

Dates

Job Title

- Bullet #1
- Bullet #2
- Bullet #3

EDUCATION

Degree, University, Date

Degree, University, Date

Degree, University, Date

CERTIFICATIONS

Certification, School, Date

Certification, School, Date

Certification, School, Date

BONUS TIP

You may have heard that people copy the job description into their resume in white type so that they “secretly” match the keywords in the job description; or that they simply copy and paste the job description as part of the resume without hiding it at all. I do not recommend either of these strategies. The first is blatantly deceptive, and companies have started to convert text into black to catch this tactic. The second, although there were rumors of its working in the past, is not proven to be effective and could backfire. I always recommend remaining on the up-and-up, writing the best resume you can with as many keywords as possible, and not trying to “beat the system” in underhanded ways.

TIP #44:

LINKEDIN-SAVVY

DON'T Copy Your Resume Summary into Your LinkedIn Summary Section! DO Link Your Resume to Your LinkedIn Profile

Why not to copy your resume summary into your LinkedIn Summary:

1. Often your resume summary is laden with overused phrases like “Results-oriented team player with a proven track record ...” or “Dynamic, motivated self-starter with extensive experience ...” If your resume summary looks anything like the

above examples, please rewrite it and hire a professional resume writer if necessary! This type of language belongs neither on your resume nor in your LinkedIn profile.

2. You have two thousand characters at your disposal for a LinkedIn Summary, vs. three to four lines maximum for your resume summary. Why not use all that real estate to say something—really say something—about yourself?
3. Your LinkedIn Summary is an essential place for you to insert keywords if you want to be found on LinkedIn. By inserting a three-line summary, you lose out on your chance to build keywords into your profile.

For more on this topic, and for an example of how to write a LinkedIn Summary, see “3 Reasons Not to Copy Your Resume Summary into Your LinkedIn Summary Section.”⁴⁷

How to Attach Your Resume to Your LinkedIn Profile

Recruiters and hiring managers who find you on LinkedIn will likely be interested in viewing your resume. If you try to upload your resume into your LinkedIn profile itself using the resume tool prompted by LinkedIn, you will end up with a mess. Don’t do it!!

In your Summary and Experience sections, you can add files or links to documents or presentations by clicking on the pencil icon in the corner.



Brenda Bernstein

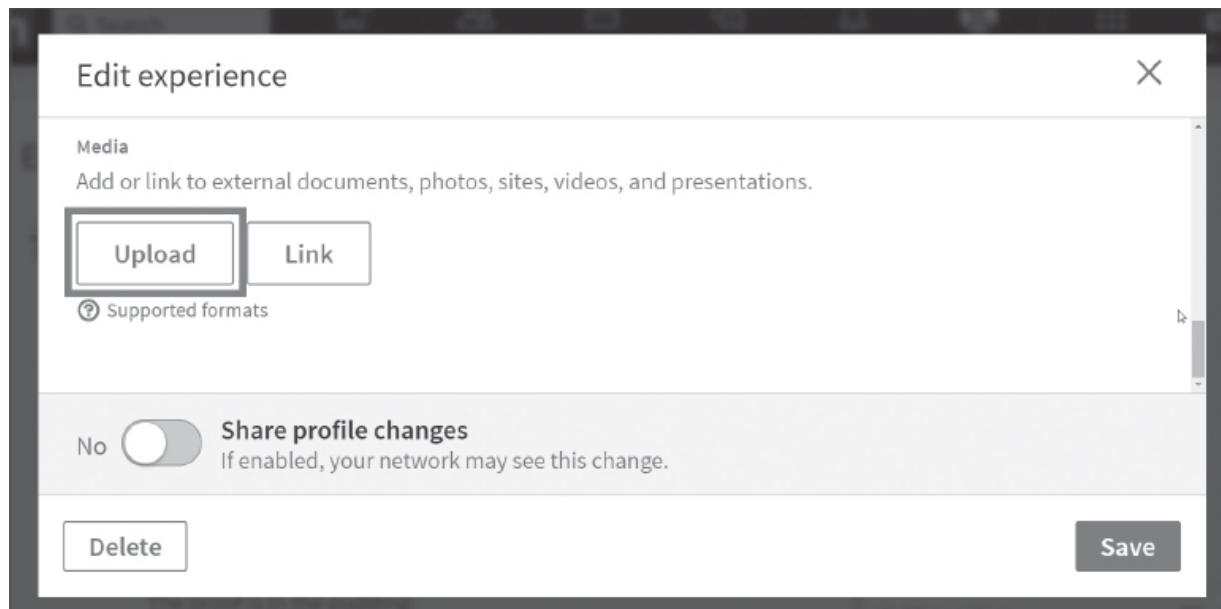
Experience

 Executive Resume Writer | C-Level Resumes | Board Resumes | CMRW | CERM
The Essay Expert LLC
Mar 2009 – Present • 8 yrs 6 mos

I founded a company and built a team of certified resume writers who specialize in creating branded resumes for executives.



Scroll down and you will see the following:



Presto! Your resume will be attached to your LinkedIn profile.

Special Issue

If you're targeting two different job types, consider whether it makes sense to attach a resume that is generalized to qualify for both types of positions, or to attach two versions, or to skip this option entirely.

For a comprehensive tutorial on crafting a KILLER LinkedIn Profile, consider purchasing the #1 Best-Seller *How to Write a KILLER LinkedIn® Profile*,⁴⁸ another one of my titles, which is available in PDF, Kindle, and paperback.

TIP #45:

QR CODES ON RESUMES?

You may have heard about a trend toward putting QR, or “Quick Response” codes on resumes. QR codes are links to a website and they look like this:



The scanner on a mobile phone can take a picture of this image and take the viewer to a website.

To create a QR code, go to a free QR creator like QRCode-Generator,⁴⁹ enter the URL of the site you want the code to link to,

and the program will create a QR code for you.

For a QR code to be worthwhile, it must link to a site that is worthwhile. If you are in a technical field, graphic design, or communications AND you have a website with robust information about yourself and your projects, you might want to put a QR code on your resume. It's more noticeable than a link so it might entice more people to scan and click.

Note that if you're sending your resume electronically, a QR code won't be that useful. If someone is already on a computer reading your resume, they might not scan the code and you might do better by highlighting a URL or inserting another clickable image. If you think about it, the code is only useful for someone who has a hard copy of the resume and wants to investigate further by scanning the code into their phone.

A Boston Globe article in January 2013⁵⁰ told the story of Igor Kharitonenkov. Igor included a QR code on his resume that linked to a site with his "work history, letters of recommendations, and samples of his work, including a video about Bootstrap Compost, a Boston recycling firm, that he shot for his blog on sustainable businesses." He was hired as communications coordinator for the nonprofit City Year Boston out of 200 applicants. It wasn't the QR code that got Igor his job; it was his website. But the QR code sure helped.

TIP #46:
SEND A HARD COPY!

Even with all the technology available today, and really *because* of it, it is very unusual for a hiring manager to receive a hard copy of a resume. If you have the address of the hiring manager or the company you're applying to, send a hard copy! Online resume submissions of course are required by many companies. Nevertheless, you can make an impression by sending a cover letter and resume on nice bond paper. You will have very little company in doing so and you will stand out by making this extra effort to impress and put care into your application.

Off-white or white paper is acceptable, and white is generally preferred. Don't use other colored paper, and do not use paper that has an image on it (other than a graph or simple logo that you've

created). The only reason to have any other image on your resume is that you are a designer of some sort and are sharing your own artistic design!

Another advantage to printing and sending your resume and cover letter is that you will be forced to print your resume and see what it looks like. Many people never print out their resumes, an omission that can lead to an end result with some very strange formatting issues or a font that is so small it is barely legible.

So print your resume. Make sure it looks good and does not have any errors; and use a good old-fashioned envelope or hand-deliver the document to your target company. You might be surprised by the response you receive.

- 32 <http://theessayexpert.com/how-to-write-a-killer-linkedin-profile-e-book/>
- 33 <https://www.careercloud.com/news/2015/7/25/3-great-powerpoint-resumes>
- 34 <https://www.google.com/search?q=the+essay+expert>
- 35 <http://blog.slideshare.net/2013/10/14/4-steps-to-creating-a-visual-resume-that-stands-out/>
- 36 <https://www.linkedin.com/help/slideshare/suggested/53164>
- 37 <https://www.recruiter.com/i/is-a-standard-resume-enough-to-get-you-an-interview-anymore/>
- 38 <http://www.care2.com/greenliving/video-resumes-should-you-use-them-do-they-work.html>
- 39 <http://www.prnewswire.com/news-releases/the-best-resumes-get-back-to-the-basics-300263320.html>
- 40 <https://www.roberthalf.com/blog/writing-a-resume/current-resume-styles-and-trends-you-need-to-know>
- 41 <http://www.onetsocautocoder.com/plus/onematch>
- 42 https://cdn.theladders.net/static/pdfs/Crafting_The_Professional_s_Resume.pdf
- 43 <http://www.mynextmove.org/>
- 44 <http://www.bls.gov/ooh/>
- 45 <http://www.occupationalinfo.org/>
- 46 <http://adwords.google.com/keywordplanner>
- 47 <http://theessayexpert.com/blog/3-reasons-not-to-copy-your-resume-summary-into-your-linkedin-summary-section/>

- 48 <http://theessayexpert.com/how-to-write-a-killer-linkedin-profile-e-book/>
- 49 <http://www.qr-code-generator.com/>
- 50 <https://www.boston.com/jobs/jobs-news/2013/01/13/multimedia-resumes-can-help-candidates-stand-out>

The #1 Most Important Tip Set!

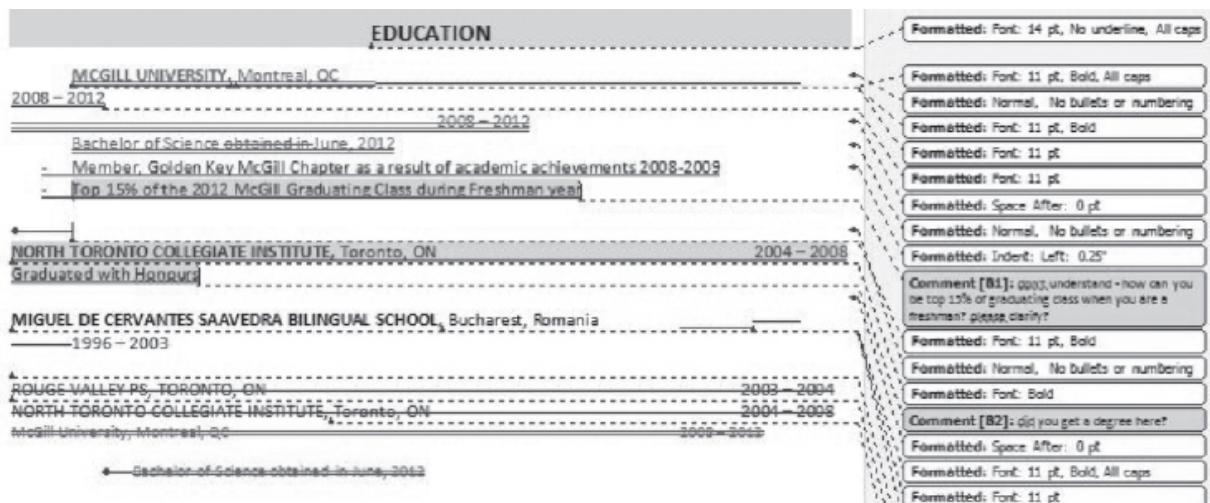
TIP #47:

HOW TO AVOID EMBARRASSING EDITING MARKS ON YOUR DOCUMENTS

MS Word's Track Changes Program

Have you ever gotten a document back from an editor with tons of red or blue lines (maybe even some green ones), and have no idea how to get rid of them all, or view the document the way it's supposed to look? This tip is for you!

Don't Submit a Document that Looks Like This!



Why I Love Track Changes

Microsoft Word has a very useful feature called "Track Changes" that keeps track of changes that an editor makes to a document, and allows subsequent readers to see what changes were made. When the "Track Changes" feature is turned on, anyone who opens the document can see every change made to the original document, whether to fonts, page formats, margins, and text. Track Changes also has a "Comments" feature that allows explanations and suggestions to be entered in the margins of your document.

The value of Track Changes to me as an editor is that my clients can see what I've changed, and I can see the changes they make. I do not then have to go through their resume word by word to see what alterations have occurred. Accepting or rejecting changes is easy and does not require changing individual fonts or colors. Gone

are the days of manually inserting a strikethrough to indicate a deletion!

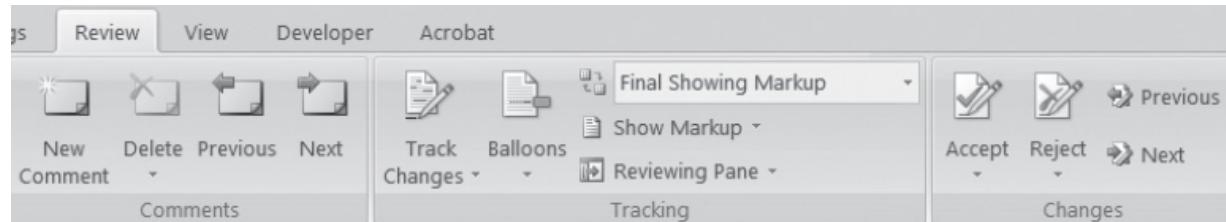
If you are working with someone on your resume, and they send you a set of edits, I recommend accepting them and then tracking the changes you make. This system makes it easy for both parties to keep track of what's being changed, and avoids the necessity of reading the entire resume to find any changes.

The Dangers of Track Changes

Track Changes can be troublesome too. You don't want to send a document with lots of red lines and bubbles all over it to an employer or a school (many people have embarrassing stories of doing this)! The recipient then sees all the suggestions, changes, and possibly the original language and mistakes that needed changing.

As part of proofreading and preparing the final draft of a resume, cover letter, or essay, take the following steps to ensure that you do not inadvertently send a marked up copy to an employer:

Directions for MS Word 2007/2010



Review Tab

1. Check to see if there are any comments or tracked changes in the document:
 - Go to the “Review” tab and click on the window that says “Final Showing Markup.” Go to the “Show Markup” menu and make sure there are check marks in all the boxes (otherwise you might not see the comments or formatting changes when you look at “Final Showing Markup”).
 - **NOTE:** If the window says “Final” and you do not see any red lines, this does not mean they are gone! Make sure you are viewing the markups before determining that your document is clean.
2. If you do not see any changes or comments and you do not make any other changes to the document, you're good to go.

3. However, if you do see comments and tracked changes, you can do one of two things:
 - a. Change “Final: Show Markup” to “Final” and save the final document as a PDF. This solution works if the place you’re submitting your resume accepts .pdf files.
 - b. Accept all the tracked changes and delete all edits and comments (unless you only want to accept some of them, in which case see step 4). **NOTE:** You need to delete edits **SEPARATELY** from comments!
 - Under the “Review” tab, go to “Accept” icon and accept all changes.
 - Under the “Review” tab, go to the icon that says “Delete” (next to the “New Comment” icon), and click “Delete All Comments in Document.”
4. If you want to accept some changes and delete others, you can accept or reject changes and comments one at a time by right-clicking on them individually. You will get a drop-down menu with choices of what to do.
5. Repeat Step 1.

Directions for MS Word 2003

1. Check to see if there are any comments or tracked changes in the document.
 - Go to the “View” menu and click on the “Markup” option. This feature can be switched on or off. On the Reviewing toolbar, click Show, and then make sure that a check mark appears next to each of the following items. If a check mark does not appear next to an item, click the item to select it.
 1. Comments
 2. Ink Annotations (Word 2003 only)
 3. Insertions and Deletions
 4. Formatting
 5. Reviewers (Point to Reviewers and make sure that All Reviewers is selected)
 - When on, you will see all the comments and changes. When off, you will see the document in its final form. **Note: The default setting may be set to “off.” Therefore, never**

assume your final Word document does not contain any hidden comments or changes!!!

2. Get rid of all the redlines and comments (you must delete edits and comments separately). Do this in one of two ways:
 - a. Turn off the View Markup option and convert the final form of the document into a PDF. You can use a program such as Primo PDF.⁵¹
 - b. In the View menu, point to Toolbars, and then click Reviewing.
 - On the Reviewing toolbar, click Next to advance from one revision or comment to the next. Click Accept Change or Reject Change/Delete Comment for each revision or comment. Repeat until all the revisions in the document have been accepted or rejected and all the comments have been deleted.

OR

- To accept all the changes, click the arrow next to Accept Change, and then click Accept All Changes in Document. If you know that you want to reject all the changes, click the arrow next to Reject Change/Delete Comment, and then click Reject All Changes in Document.
 - THEN, to remove ALL comments, click the arrow next to Reject Change/Delete Comment, and then click Delete All Comments in Document.
 - If you want to accept SOME changes and delete others, you can accept or reject changes and comments one at a time by right-clicking on them individually. You will get a drop-down menu with choices of what to do.
3. Repeat Step 1.

Important notes for both MS versions of Word:

1. If you accept all changes before reviewing the document and there is a comment in the middle of your document like "(dates?)" then that change will be accepted and become a part of your document! Make sure you respond to all questions and make any revisions needed inside your document before accepting all changes.

2. *ALWAYS* proofread your final document at least three times! As much as The Essay Expert and other editors attempt to ensure that your documents are perfect, final approval is ultimately your responsibility.
3. If you don't want all your future edits to show up as marked on your document, turn Track Changes off by clicking on it. It's a toggled function. Click it on, click it off.
4. Finally, when you receive an edited document, whenever possible accept or reject the changes before making your own edits! This practice will make it much easier to look at the NEW edits you have made to the document.

TIP #48:

PROOFREAD, AND PROOFREAD AGAIN!

Yes, this is the grand finale! You would be amazed how many grammatical and typographical errors show up in “finished” resumes. I reread every resume I write multiple times, and have my client and another resume writer look over the document as well. There is a LOT of information in a resume, and just as many opportunities to get something wrong. Here are eleven essential spots to examine carefully before submitting your resume to an employer:

1. **Address, phone, and email.** Although it's unlikely you have misspellings in any of these key areas, it can happen, so check them carefully! Perhaps you changed a phone number or email address and forgot to change it on your resume? Make sure your address, phone, and email are all correct and up-to-date! If you are in a technology field, use a Gmail address or paid account and stay away from Hotmail and Yahoo.
2. **Section headings.** Have you checked the spelling of the word Achievements (I have seen senior executives' resumes where the heading is spelled Acheivements)? How about Experience and Activities? Are there any extra letters floating around? Did you correctly spell Extracurricular (I have seen Extracaricular). Not only could errors like these turn off a hiring manager who notices them, but they could prevent an ATS system from recognizing an entire section of your resume.
3. **Job titles.** One of the most commonly misspelled words on resumes is “Manager” (often spelled “Manger”). Check your job

titles to make sure they are spelled correctly! Also, in all your correspondence, make sure to refer to the exact job title listed in the job announcement. Do not abbreviate! Why take chances?

4. **Verbs.** “Led” is the past tense of “Lead” (many people mistakenly write “Lead”). Make sure you’ve spelled it correctly. If you are repeating your verbs over and over in your bullets, see what you can do to vary your verbs. Your resume will truly start to shine. Finally, make sure your past jobs use past tense verbs. Often when someone converts a present job to a past job, some of those verbs remain in the present tense. This applies to ALL verbs in the section, not just the ones that start each bullet.
5. **Format.** Do all your bullets and dates line up with each other? Do you use the same font and font size throughout your resume (unless you have an artistic, consistent reason for using two different fonts)? Is your spacing even? Are your headers all formatted the same way? If not, you have some cleaning up to do!
6. **Dates.** Line up all your dates format-wise and use consistent formatting (don’t write 1/06 to 2/05 in one spot and 3/2008–4/2011 in another; don’t write December 2004 in one spot and Dec. 2006 in another). Check that all dates are accurate, with proper months and years, listed in reverse chronological order.
7. **Document Properties and Tracked Changes.** If someone else assisted you with your resume, there might be tracked changes and document properties still lurking. To clean up tracked changes, accept all changes and delete all comments. Want more detailed instructions? Check out Tip #49, or my article, “How to Avoid Embarrassing Editing Marks on Your Documents!”⁵² To delete document properties such as Author, go to the File tab, click on Check for Issues and then Inspect document. Follow the prompts and your document will be cleaned of whatever information you choose.
8. **Consistency between cover letter and resume.** Match your cover letter format, including header and font, to your resume format. Consistency matters to recruiters and hiring managers!

9. **Additional instructions.** Did you supply all the information and documentation requested by the employer in the job description, in exactly the way it was requested? Following instruction is one of the most important parts to a successful job application!
10. **How does it look in PRINT?** Yes, I suggest PRINTING out your resume and reading it on paper. You might be surprised what you find.
11. **Style guide.** The Chicago Manual of Style and the AP Stylebook are two of the most popular guides on how to write in the English language. These guides govern whether to write out numerals to the number ten or use the Arabic numeral 10; whether to use the % sign or “percent”; and whether to put spaces on either side of an em dash (—). When writing a resume, the most important thing is to be consistent throughout the resume. Don’t put spaces before and after the em dash in one spot and leave them out in another. Don’t put periods between your B.A. and not between your MA (*sic*). Of course, if you’re applying for a job at a publisher, please conform to the style guide used by that publisher. That goes without saying. Other than that, most decision makers will care much more about consistency than about adherence to a particular set of style rules.

Once you are absolutely sure there are no errors in your resume, go through the checklist in Appendix D one item at a time. Then run it by at least three trusted friends and colleagues to see if they find anything you missed! Once they’ve approved of the resume, start applying to your dream jobs!



TIP #49:

GET YOUR RESUME OUT THERE!

Your resume won’t do you much good sitting there on your computer or even sitting there on your LinkedIn profile. It’s up to you to get your credentials in front of the people who matter.

Networking

A former hiring director at Hallmark shared some advice at a career professionals’ conference I attended: “The best way to get an interview is to take advantage of your networks. Get out there and

talk to people!" Networking is essential to connect to people who might lead you to a job opportunity. Most importantly, networking will lead you to the "hidden job market"—the jobs that are not advertised but that are waiting for you to fill them!

If you want coaching on how best to find the jobs that are a fit for you, contact TEESupport@TheEssayExpert.com and we'll give you the names of some career coaches who can steer you in the right direction.

Resume Distribution

One way to get your resume distributed widely is through a resume distribution service. This type of service will send your resume to hundreds of recruiters who have positions available that match your skill set. If you are interested in taking advantage of a resume distribution service, contact TEESupport@TheEssayExpert.com and we will assist you in setting up the distribution. The cost of this service ranges from \$275 to \$375 depending on industry.

TIP #50:

IT DOESN'T END HERE. ON TO THE INTERVIEW!

Your resume will get you in the door, but won't get you a job. That's what the interview is for. Here are ten tips for interviews and negotiations that will help you land a job offer. These come straight from the mouth of a hiring director!

1. Prepare! Know everything you can possibly find out about the company. Come prepared with questions that prove you've done your research.
2. Bring one copy of your resume (on white bond paper), and portfolio if applicable, for each person who will be interviewing you. You never know when you might be requested to provide these materials.
3. Arrive on time! Plan to arrive an HOUR EARLY so if *anything* goes wrong, like your cell phone falls in a puddle, you get a speeding ticket, you copied the address wrong, or the subway breaks down, you'll still arrive on time—calm, cool, and collected.
4. Be friendly to the gatekeepers like the receptionist or secretary who greets you. You are being interviewed the moment you walk in the door.

5. Confidence is key. The most important thing you can do is exude confidence, regardless of how long you've been unemployed or what "weaknesses" other people might think you have.
6. It's essential to have a short statement at the ready (your "elevator pitch") that identifies your unique strengths and what you offer.
7. How you carry yourself physically is extremely important. Confidence shows through your posture, facial expressions, and handshake. Look the interviewer in the eye.
8. You must exhibit a willingness to learn and adapt, over and over again. Come prepared with examples of how you embraced change and excelled.
9. Do your salary research. Educate yourself on [payscale.com](#) and [salary.com](#) so that you can back up your salary request with knowledge about industry standards and cost of living in the relevant geographic area.
10. Remember the 5 Ps: Positivity, preparedness, professionalism, perseverance, and persistence.

Those 5 P's apply to every aspect of your job search! How are you living up to them: Are you staying positive? Preparing diligently? Remaining professional and never giving up? I hope so! I want to know how you're doing! Please send me an email at BrendaB@TheEssayExpert.com to update me on how your resume has improved and how your job search is going.

51 <http://www.primopdf.com/>

52 <http://theessayexpert.com/blog/how-to-avoid-embarrassing-editing-marks-on-your-documents-ms-words-track-changes-program/>



Appendix A
Power Verbs For Resumes

SOME OF BRENDA'S FAVORITES, GROUPED BY TOPIC

The following list of resume verbs is meant to get the wheels in your mind turning. It is by no means complete. Please be creative and use verbs to convey your accomplishments in the most effective way possible.

Although I have organized this list into categories, please do not limit yourself to the categorical headings. For instance, "promoted" could fall under just about any of the categories provided. If you like a word, take it and run with it!

LEADERSHIP

Led / Managed / Oversaw / Directed / Headed / Ran
Piloted / Drove / Steered
Propelled / Championed
Organized / Orchestrated / Conducted / Architected / Engineered
Hired / Evaluated / Reorganized
Advised
Enlivened / Energized
Achieved

INITIATIVE

Initiated / Introduced / Pioneered / Founded
Birthed / Began / Started / Entered
Created / Designed / Developed
Launched / Built
Sparked / Ignited
Established / Instituted
Infused
Brought
Discovered
Conceived / Conceptualized

SALES & ROI

Increased / Grew / Expanded / Improved / Accelerated / Amplified
Heightened / Raised / Lifted / Gained / Maximized / Upturned / Elevated
Outperformed / Exceeded / Soared
Generated / Sourced

Exploded / Mushroomed / Blasted / Rocketed

Sold / Pushed

Multiplied / Doubled / Tripled / Quadrupled

Landed / Captured

Turned around

Eclipsed

Sustained

Populated

Rallied

Yielded / Realized

Monetized

COSTS

Budgeted

Decreased / Saved / Reduced / Minimized / Shortened / Lowered / Diminished

Slashed / Cut / Shrunk / Curtailed / Trimmed / Condensed / Contracted

Negotiated

Halved / Divided

Reversed

Averted / Avoided

EFFICIENCY / PROCESS

Streamlined / Organized / Overhauled / Consolidated / Compressed

Repurposed / Eliminated

Implemented

Enhanced

Channeled

Transformed

STRATEGY & IMPLEMENTATION

Strategized / Analyzed / Identified / Targeted

Planned / Plotted

Navigated

Leveraged

Decided / Chose

Recommended

Brainstormed

Measured / Assessed

Aligned
Prioritized / Addressed
Implemented / Delivered / Executed
Zeroed in / Focused
Positioned / Differentiated
Repositioned / Repurposed / Retooled
Acquired
Penetrated
Marketed

RELATIONSHIPS

Partnered / Collaborated / Teamed with
Nurtured / Cultivated / Fostered
Empowered
Forged
Coached / Mentored
Engaged
Smoothed

COMMUNICATION

Communicated
Taught / Trained / Instructed / Educated
Presented
Drafted / Wrote / Corresponded
Revised / Edited

RECOGNITION

Recognized / Awarded / Honored
Won / Earned / Received
Rose
Ranked
Designated / Credentialed / Certified
Excelled

OTHER

Transported
Provided
Met
Served
Argued
Strengthened

... and more!!



Appendix B
397 Favorite Resume Verbs

REPRODUCED WITH PERMISSION OF THE RESUME WRITING ACADEMY

This list is much longer than the one in Appendix A, presented in alphabetical order. Have fun choosing your best options!

Accelerate

Accentuate

Accommodate

Accomplish

Achieve

Acquire

Adapt

Address

Adjudicate

Advance

Advise

Advocate

Align

Alter

Analyze

Anchor

Apply

Appoint

Appreciate

Arbitrate

Architect

Arrange

Articulate

Ascertain

Assemble

Assess

Assist

Augment

Authenticate

Author

Authorize

Balance
Believe
Bestow
Brainstorm
Brief
Budget
Build
Calculate
Capitalize
Capture
Catalog
Catapult
Centralize
Champion
Change
Chart
Clarify
Classify
Close
Coach
Collaborate
Collect
Command
Commercialize
Commoditize
Communicate
Compare
Compel
Compile
Complete
Compute
Conceive
Conceptualize
Conclude
Conduct
Conserve
Consolidate

Construct
Consult
Continue
Contract
Control
Convert
Convey
Coordinate
Correct
Corroborate
Counsel
Craft
Create
Critique
Crystallize
Curtail
Cut
Decipher
Decrease
Define
Delegate
Deliver
Demonstrate
Deploy
Derive
Design
Detail
Detect
Determine
Develop
Devise
Differentiate
Diminish
Direct
Discern
Discover
Dispense

Display
Distinguish
Distribute
Diversify
Divert
Document
Dominate
Double
Draft
Drive
Earn
Edit
Educate
Effect
Effectuate
Elect
Elevate
Eliminate
Emphasize
Empower
Enact
Encourage
Endeavor
Endorse
Endure
Energize
Enforce
Engineer
Enhance
Enlist
Enliven
Ensure
Entrench
Equalize
Eradicate
Establish
Estimate

Evaluate
Examine
Exceed
Execute
Exhibit
Exhort
Expand
Expedite
Experiment
Explode
Explore
Export
Extricate
Facilitate
Finalize
Finance
Forge
Form
Formalize
Formulate
Foster
Found
Gain
Generate
Govern
Graduate
Guide
Halt
Handle
Head
Hire
Honor
Hypothesize
Identify
Illustrate
Imagine
Implement

Import
Improve
Improvise
Increase
Influence
Inform
Initiate
Innovate
Inspect
Inspire
Install
Institute
Instruct
Integrate
Intensify
Interpret
Interview
Introduce
Invent
Inventory
Investigate
Judge
Justify
Launch
Lead
Lecture
Leverage
Liaise
License
Listen
Locate
Lower
Maintain
Manage
Manipulate
Manufacture
Map

Market
Marshall
Master
Mastermind
Maximize
Measure
Mediate
Mentor
Merge
Minimize
Model
Moderate
Modify
Monetize
Monitor
Motivate
Navigate
Negotiate
Network
Nominate
Normalize
Obfuscate
Obliterate
Observe
Obtain
Offer
Officiate
Operate
Optimize
Orchestrate
Organize
Orient
Originate
Outsource
Overcome
Overhaul
Oversee

Participate
Partner
Perceive
Perfect
Perform
Persuade
Pilot
Pinpoint
Pioneer
Plan
Position
Predict
Prepare
Prescribe
Present
Preside
Process
Procure
Produce
Program
Progress
Project
Project manage
Proliferate
Promote
Propel
Propose
Prospect
Prove
Provide
Publicize
Purchase
Purify
Qualify
Quantify
Query
Question

Raise
Rate
Ratify
Realign
Rebuild
Recapture
Receive
Recognize
Recommend
Reconcile
Record
Recruit
Recycle
Redesign
Reduce
Reengineer
Regain
Regulate
Rehabilitate
Reinforce
Rejuvenate
Remedy
Render
Renegotiate
Renew
Renovate
Reorganize
Report
Reposition
Represent
Research
Resolve
Respond
Restore
Restructure
Retain
Retrieve

Reuse
Review
Revise
Revitalize
Sanctify
Satisfy
Schedule
Secure
Select
Separate
Serve
Service
Shepherd
Simplify
Slash
Sold
Solidify
Solve
Spark
Speak
Spearhead
Specify
Standardize
Steer
Stimulate
Strategize
Streamline
Strengthen
Structure
Study
Substantiate
Succeed
Suggest
Summarize
Supervise
Supplement
Supply

Support
Surpass
Synergize
Synthesize
Systematize
Tabulate
Target
Teach
Terminate
Test
Thwart
Train
Transcribe
Transfer
Transform
Transition
Translate
Trim
Troubleshoot
Unify
Unite
Update
Upgrade
Use
Utilize
Verbalize
Verify
Win
Work
Write



Appendix C

Words to Avoid in Your Resume!

You can get away with using one or two of the following words, but be careful not to rely on them. Go for detail and concrete statements instead!

Assisted

Helped

Energetic

Ambitious

Accomplished

Dedicated

Dependable

Confident

Highly qualified

Results-oriented

Results-focused

Results-driven

Goal-oriented

Detail-oriented

Competent

Innovative

Hard working

Strong work ethic

Effective

Highly motivated

Successful / successfully

Capable of

Able

Qualified

Suitable

Proven track record

Proven ability

Extensive experience

Responsible for

Has talent for

Duties included

Self-starter

Professional

Seasoned professional

Team player

Multitasker

References available upon request

References furnished upon request

Appendix D
Resume & Cover Letter Checklists: Don't Skip These!



**RESUME CHECKLIST PART 1 OF 2:
SUBSTANTIVE/CONTENT/GRAMMAR ISSUES**

1. Have you matched the keywords in the resume to your job descriptions?	<input type="checkbox"/>
2. Have you conveyed your unique selling proposition/branding statement in a way that makes you shine—three lines MAX in a block/paragraph?	<input type="checkbox"/>
3. Have you crafted an effective tagline—or chosen not to?	<input type="checkbox"/>
4. Are there any unexplained gaps? Have you considered how to address those?	<input type="checkbox"/>
5. Are the verbs starting each bullet varied and powerful?	<input type="checkbox"/>
6. Are verb tenses consistent throughout (present for current jobs, past for all others)?	<input type="checkbox"/>
7. Are bullets prioritized in order of importance?	<input type="checkbox"/>
8. Does every bullet contain quantifying information?	<input type="checkbox"/>
9. Does every bullet under a skills category (sub-header) belong in that category?	<input type="checkbox"/>
10. Is the most important information visible in the top 1/3 of the resume?	<input type="checkbox"/>
11. Have you placed a testimonial or graph/chart on the resume (or chosen not to)?	<input type="checkbox"/>
12. Are additional skills and outside activities included if appropriate? Have you added an Awards, Affiliations, Certifications, or Publications section if appropriate?	<input type="checkbox"/>
13. Have you eliminated as many instances of “a” and “the” as possible?	<input type="checkbox"/>
	<input type="checkbox"/>

14. Is GPA included if 3.4 or above? OR major GPA included if higher than overall?	<input type="checkbox"/>
15. Is year of graduation included if within ten years?	<input type="checkbox"/>
16. Does EVERY word count?	<input type="checkbox"/>
17. Have you checked and double checked for parallel structure throughout?	<input type="checkbox"/>
18. Have you checked/Googled spelling, capitalization, and exact language for company names and technology/software?	<input type="checkbox"/>
19. Are the summary statements under your positions three lines or less?	<input type="checkbox"/>
20. Have you shown your resume to at least three trusted friends and colleagues for review?	<input type="checkbox"/>



RESUME CHECKLIST PART 2 OF 2: FORMATTING

1. Have you printed the resume to check for readability and visual appeal?	<input type="checkbox"/>
2. Are fonts and font sizes consistent throughout?	<input type="checkbox"/>
3. Is the font size big enough given the font you are using (see #1)?	<input type="checkbox"/>
4. Are margins NO less than 0.8" left and right, 0.5" top and 0.6" bottom?	<input type="checkbox"/>
5. Are there any double spaces between words?	<input type="checkbox"/>
6. Is there consistent spacing between sentences? There should be only ONE space after each period, comma, semicolon, question mark, exclamation point, and colon!	<input type="checkbox"/>
7. Is there consistent spacing between all lines and paragraphs?	<input type="checkbox"/>
8. Have you made sure your page breaks are logical?	<input type="checkbox"/>
9. Is there a period at the end of every bullet?	<input type="checkbox"/>

10. Are numbers consistent throughout? E.g. 1M/3MM or 3,000/75,000	<input type="checkbox"/>
11. Are numerals consistently either written out or written as numerals?	<input type="checkbox"/>
12. Is the description of the company directly under the company name and not under the job title?	<input type="checkbox"/>
13. Are all company and school names in a consistent font and typeface, and all job titles and degrees in a consistent and different typeface?	<input type="checkbox"/>
14. Are the dates formatted consistently, including consistent dash sizes?	<input type="checkbox"/>
15. Have you deleted any unnecessary tab stops and widows and orphans? Have you inserted hard page breaks?	<input type="checkbox"/>
16. Is there a header on the second page that includes name, phone, and "Resume Page 2 of 2"?	<input type="checkbox"/>
17. Is there a line that says "Experience (Cont'd)" and/or "Company Name (Cont'd)" at the top of the second page?	<input type="checkbox"/>



COVER LETTER CHECKLIST PART 1 OF 2: SUBSTANTIVE/CONTENT ISSUES

1. Does the letter begin with a "hook"? Remember to keep the first paragraph more about the company than about yourself.	<input type="checkbox"/>
2. Have you addressed the key points in the job description?	<input type="checkbox"/>
3. Have you minimized use of the word "I"?	<input type="checkbox"/>
4. Do you state what you know and respect about the company?	<input type="checkbox"/>
5. Have you used a testimonial in the cover letter (or	<input type="checkbox"/>

chosen not to)?

- | | |
|--|--------------------------|
| 6. Is the addressee's name spelled correctly in both the address line and the greeting? | <input type="checkbox"/> |
| 7. Have you checked for repetition of ideas and phrases, and eliminated repetitive language? | <input type="checkbox"/> |
| 8. Have you shown the letter to at least three trusted friends and colleagues? | <input type="checkbox"/> |

COVER LETTER CHECKLIST PART 2 OF 2: FORMATTING ISSUES

- | | |
|---|--------------------------|
| 1. Does the header on the cover letter match your resume header? | <input type="checkbox"/> |
| 2. Is the font consistent with the resume font? | <input type="checkbox"/> |
| 3. Is there consistent spacing after each period and paragraph? Use ONE space after each period, comma, semicolon, question mark, exclamation point, and colon! | <input type="checkbox"/> |
| 4. Is there a colon (not a comma) after the greeting? | <input type="checkbox"/> |
| 5. Is there a call to action in the last paragraph along with a value proposition? | <input type="checkbox"/> |



Appendix E Services & Special Offers

Are you ready to start writing your resume? If you are, congratulations! If not, remember you might get some useful guidance from The Essay Expert's Resume Questionnaires.⁵³

- General Resume Questionnaire⁵⁴ (VP and C-Level, Sales & Marketing, Accounting & Finance)
- IT Resume Questionnaire⁵⁵

Plus ... We are always here to help you. Here is the link to our Executive resume packages (click to learn more). Book purchasers receive specials discounts! Use the following coupon codes for up to \$150 off our executive resume services:

RESUME150 (\$150 Discount): Any resume package worth \$2,397 or more.

RESUME100 (\$100 Discount): Any resume package priced between \$1,447 and \$2,396.

53 <http://theessayexpert.com/do-it-yourself/>

54 <http://theessayexpert.com/product/general-resume-questionnaire/>

55 <http://theessayexpert.com/product/it-resume-questionnaire/>



Appendix F

Recommended Resources

Want to read more about resumes and job search? Here are some great resources:

- Guide to Crafting the Professional's Resume:
https://cdn.theladders.net/static/pdfs/Crafting_The_Professional_s_Resume.pdf
- Career Thought Leaders: Free Career & Leadership Advice:
<https://www.careerthoughtleaders.com/jobseekers>
- Resume-Specific Grammar Tips: Articles on Resume Writing from the Resume Writing Academy:
<https://resumewritingacademy.wildapricot.org/writing-articles>
- Job Seeker Resources including Finding a Career Professional, Award-Winning resumes, Career Pod-Casts, and Resume / Interview / Career / Job Search Advice:
<http://www.careerdirectors.com/jobseeker.htm>
- Career Jam 2015:
<https://www.careerthoughtleaders.com/resources/Documents/Papers%20and%20Journals/CTL-White-Paper-2015.pdf>

Appendix G

Important Opportunities to Give & Receive

WE WANT YOUR FEEDBACK!

We hope you've enjoyed *How to Write a WINNING Resume!* Did you find this book helpful? Please share a review on Amazon and let others know about the value you received.

CHECK OUT OUR SERVICES

If you are still stuck on how to write your resume, consider The Essay Expert's Resume Writing services. Contact us at TEESupport@TheEssayExpert.com or through our web form at TheEssayExpert.com, or call us at 608-467-0067. We look forward to working with you.

Book purchasers receive special discounts on resume services from The Essay Expert. **See Appendix E for coupon codes** you can use right now.

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And of course, please Connect with me, Brenda Bernstein, on LinkedIn!

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My Virtual Assistant, Jeanne Goodman, provides amazing technological support on everything from creating a table of contents to uploading my book to all the right places. I would be lost without her!

Jeri Hird Dutcher, one of my past subcontractors, designed one of the coolest-looking resumes in this book! Judith Monaco, another subcontractor, was primary author of another one of the resumes included as a sample.

I must always thank my publicity man, Scott Becher, who has been relentless in connecting me with media opportunities. And finally, thank you to the University of Wisconsin Law School's Career Services Office, where I received excellent training through writing dozens of resumes for law school students.

Thank YOU for reading my book! You are my inspiration.

About the Author



Brenda Bernstein, Founder and Senior Editor at The Essay Expert LLC, is a #1 best-selling author, an in-demand speaker & consultant, and one of only a handful of career professionals worldwide with both the Certified Master Resume Writer (CMRW) and Certified Executive Resume Master (CERM) credentials. Her #1 best-selling book, *How to Write a KILLER LinkedIn® Profile*,⁵⁶ was featured in *Fortune* and *Forbes* magazines and commanded the top ranking in Amazon's business writing skills e-book category for two years straight. Brenda espouses the belief that resume writing does not have to be a drag, as evidenced by her signature presentation, Top 10 Ways to Make Resume Writing FUN!

Brenda realizes that many people struggle when it comes to writing about themselves. Her services, which include resume writing, LinkedIn profile writing, professional bio writing, and coaching on personal statements for college, enable clients to break through their resistance and look great on paper!

An English degree from Yale University and a J.D. from the NYU School of Law have given Brenda fantastic training in targeted writing. She has used her skills for the past fifteen years to coach professionals and companies on their writing projects. For help today with your Resume, LinkedIn Profile, Personal Statement, or Business Writing Projects, contact The Essay Expert.

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