General Resume Guidelines

1. **Feedback from Recruiters:**

   - Match previous experience to skills a potential employer may seek, both technical and soft skills
   - Consistency – if resume is inconsistent (across format and content) then recruiter cannot trust candidate's attention to detail (e.g. financial modeling skills)
   - Bullets must quantify measurable results or will risk not being selected, regardless of experience (note: finance resumes may be exception to this rule)

2. **Bullets should highlight or possess a number of skills including:**

   - Analytical skills
   - Leadership
   - Teamwork
   - Communication
   - Persuasion/Influencing/Judgment
   - Quantitative Skills
   - Creativity
   - Problem Solving
   - Relationship Management

   Show Passion for Industry/Function as well as interest and knowledge. Create a match between competencies and needs of Company/Industry. Be concise, inviting the reader to read on. Content should show evidence of prioritization – the goal is to be relevant, not comprehensive.

3. **Results Oriented Bullet Points: Create Aura of Success – SHOW the reader, don't just tell**
   - Limit use of job descriptions
   - Goal to create focused, easy to read, streamlined bullets that are clear in what skills you possess. Rule of thumb: 1-2 skills and no more than 2-3 lines per bullet
   - Results Oriented using **P-A-R (Project, Action, Result)** or **X (action=skills) ->Y (result=value-add)** principle. Begin with verb and quantify or qualify previous successes.
   - In the X ->Y principle, "X" represents the action that you took and showcases your skills (e.g., leadership, analytics, client management, project management, marketing). "Y" explains the result that occurred and showcases the value you added to the company (e.g., what resulted and how it benefited the company; to whom did you present your work and what was the feedback; if your work were implemented, what would be the expected result)
   - A common mistake is for resume writers to only note points based on "X" without indicating the result "Y". This is a risk for two reasons: (1) the bullet point is too general and reads more like a job description, i.e., based on your job title, the reader already knows what you functionally did or (2) the readers have no sense of how successful you were because you did not quantify the results; consequently, they may assume you are inflating the results. Therefore begin each bullet point with the action you took and end with the result.

   EXAMPLE:

   Before: Managed team of three people

After: Managed team of three people conducting market analysis used to execute go-to-market strategy resulting in 7% increase in market share and 20% increase in brand awareness

- It is not expected that you have a result for every single bullet – in cases where you are not able to point to a specific result, using context with quantitative descriptors is a good way to communicate that something you did was significant or to communicate the relative impact of your actions – particularly when the reader might not be familiar with the circumstances.

EXAMPLES:

Before: Managed the ABC product line

After: Managed the ABC product line, representing $$ of the firm's sales

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Before: Led staff in growing depth and quality of student services to match those of competing universities

After: Earned three promotions in two years by leading six-person staff in growing depth and quality of student services to match those of university 25 times larger

- Finally, does each bullet pass the **"So what?" test** – explore in your mind what was special, unique, challenging, and meaningful about that particular project or experience. If your bullet does not clearly answer the "So what" question, then consider re-writing or deleting it

4. **Visual Appeal –** Be consistent with punctuation, abbreviations, capitalization, numbers, and currency. Avoid overcrowding and using same action verbs throughout resume. Lack of detail can be a deal breaker.

5. **General Wharton Practices:**
   - >720 GMAT; >3.7 undergrad GPA
   - Professional Clubs
   - Unique Interests
   - Leadership
   - Show examples of increasing level of responsibility over course of resume
   - Additional Information section can be good conversation starter – Use it!
   - Do not include English as a language listed
   - Be careful with jargon or acronyms – if you don't know it, question it
   - Never use filler words; responsible for, such as, multiple, extremely, very, various
   - Increase: revenue, profits, customer satisfaction, quality, ratings
   - Decrease: costs, turnaround time, error rate, resources required, complaints
   - Quantify specific results with % change when amount is not as impressive
   - Resumes should be *future focused*. Communicate your past career highlights and achievements which are most relevant to the job you want.