LEARNING MADE EASY

9th Edition

Resumes

for dummies®

A Wiley Brand



Build a targeted, modern resume

Beat ATS, AI, and hiring filters

Stand out to recruiters and hiring managers

Laura DeCarlo

Award-Winning Certified Master Resume Writer



Resumes

9th Edition

by Laura DeCarlo

for dummies®
A Wiley Brand

Resumes For Dummies®, 9th Edition

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Introduction

Let's be honest — this is not your father's resume.

In today's hiring world of algorithms, artificial intelligence (AI), and lightning-fast screening, you have only seconds to prove your value. Applicant Tracking Systems (ATS) parse keywords, AI models rank applicants, and human reviewers skim at warp speed. Yet, despite all the tech, one truth still stands: A resume is the single most powerful tool to open interview doors.

This 9th Edition of *Resumes For Dummies* brings resume writing into the AI era. Whether you're starting from scratch or updating a proven document, you can discover how to create a resume that works for both machines and humans to sell your strengths, tell your story, and get you in the door.

I tackle what's changed (and what hasn't), show you how to use AI safely and strategically, and guide you step by step through building your core resume and customizing it into OnTarget versions that command attention. You can also find exclusive links to deeper creative resume strategy and additional professional resume samples on the companion website to provide you with even more opportunities to prove your resume can be modern, meaningful, and unmistakably you.

About This Book

Think of this as your hands-on playbook for writing resumes that win interviews. It combines classic marketing principles with the newest technology so you can present your best professional self online, on paper, and everywhere opportunity appears.

Here's what you can expect inside:

- **A modern framework:** Build a core resume, which is a complete master file of your experience, skills, and achievements to make creating tailored OnTarget versions fast and easy.

- **AI with guardrails:** Learn how to partner with AI tools to brainstorm keywords, spot gaps, and polish language while avoiding the traps that can sabotage your credibility.
- **Design and readability:** Discover clean, contemporary layouts that look great to people and parse perfectly through ATS.
- **Real-world examples:** Leverage current, field-tested resume samples — in the book and on the companion website at `www.dummies.com/go/resumesfd9e` — which are drawn from top professional resume writers for successful job seekers at all levels.
- **Career transitions and special cases:** Access clear guidance on what works today for returning to the workforce, changing industries, freelancing, or explaining gaps.

If you go through the entire book, you'll know how to create, adapt, and deliver resumes that get noticed, earn interviews, and advance your career faster.

Foolish Assumptions

I'm assuming that at least one of these describes you:

- You've never written a resume and want an expert, approachable guide to get it right the first time.
- You already have a resume that worked once but not anymore, and you want to modernize it for today's digital screening systems.
- You're considering a job change, promotion, or full-on career pivot and need a resume that tells your new story confidently.
- You've heard about or unsuccessfully tried using AI resume builders.
- You understand that a resume isn't just a list of jobs; it's strategic self-marketing, and you want a competitive edge from someone who's helped thousands of people just like you get there.

If any of that sounds like you, welcome. You can find practical guidance, examples, and encouragement on every page, mixed with a little humor and humanity along the way.

Icons Used in This Book

For Dummies signature icons are the little round pictures you see in the margins of the book. I use them to guide your attention to key bits of information. Here's a list of the icons and what they mean.


REMEMBER

Some points in these pages are so useful that I hope you keep them in mind as you read. I make a big deal out of these ideas with this icon.


TIP

Advice and information that can spark a difference in the outcome of your resume-led job search are flagged with this icon.


WARNING

You don't want to go wrong when presenting yourself and your achievements on paper. This icon signals that trouble may be ahead if you don't make a good decision.

Beyond the Book

Your resume journey doesn't end here. You can get great tips to go from the Cheat Sheet (go to `www.dummies.com` and search for "Resumes For Dummies Cheat Sheet"). And you can visit the online companion website at `www.dummies.com/go/resumesfd9e` for expanded tools and inspiration, including:

- **Professional and award-winning resume samples** from Career Directors International's members and annual Toast of the Resume Industry (TORI) Awards
- **Creative design inspiration** and advanced formatting ideas for networking resumes, career marketing documents, and visual portfolios
- **Downloadable checklists and exercises** that help you collect achievements, measure results, and polish every section of your resume
- **Additional supplemental resources** that didn't fit in the book but can enhance your transition journey

Think of the companion site as your private resource library to expand on the book and give you more options for more industries, challenges, and opportunities to soar.

Where to Go from Here

This book is set up so you can flip to the section of the book that fits your immediate need. But if you're starting fresh or want to understand how all the pieces fit together, begin with Chapters 1 through 5. These chapters explain why resumes still matter in today's AI-driven hiring world, walk you through building a strong core resume, and show you how to transform it into an OnTarget resume that aligns with a specific job posting.

If your resume is already solid and you want to fine-tune or troubleshoot, skip ahead based on what's holding you back:

- **If your resume looks flat or cluttered,** head to Chapter 8, where you'll learn how design, formatting, and structure affect scannability and readability.
- **If you suspect your resume isn't matching job postings well,** Chapter 7 helps you sharpen keywords and word choice so your experience translates clearly to both screening software and human readers.
- **If you want to speed up tailoring without losing accuracy or credibility,** Chapter 6 shows you how to use AI intentionally — as a writing assistant, not a replacement for thinking.
- **If you're keen to see what success looks like across roles, industries, and career stages,** Part 3 gives you a wide range of sample resumes you can learn from and adapt.
- **If you're short on time or want fast, practical reminders,** head straight to Part 4 for checklists, warnings, and quick wins you can apply immediately.
- **If you're going through a life/career change or transition,** Chapters 9 and 10 are for you.

Whichever path you take, remember: A resume is never just a formality — it's your story of impact told with focus and purpose. Done right, it captures attention, builds confidence, and turns opportunity into offer.

Ready to open doors to your next great role?

Let's get started together.

1 Creating Today's Winning Resume

IN THIS PART . . .

See why resumes still matter and how AI, ATS, and online applications shape what works now.Learn how employers pull information from your resume and how formatting helps (or hurts) both humans and parsers.

Understand what's changed with resume formats to select the best one for your background, target, and strategy.

Meet the sections that make up a resume and what belongs where.

Gather the right raw material and build your core resume library.

Turn your core into OnTarget submissions that land more interviews.

IN THIS CHAPTER

- Confirming why a resume still matters — even in today's AI-driven hiring process
- Catching up with current hiring trends
- Understanding what it takes to capture employer attention

Chapter 1
Getting Hired in the AI Era

Are resumes outdated? Every few years someone declares the resume dead, and every time the hiring process answers back: A resume is still required.

Even in today's automated and AI-heavy era, employers need a fast, trusted way to see who you are, how you deliver results, and why you match the job announcement. The job seeker who ultimately lands the interview is the one who learns to sell themselves with their resume by providing researchable proof instead of a life story told in bullet points.

If you want to be selected out of the hundreds, even thousands, of applicants for the job, this book provides a clear pathway to create a winning resume that can survive ATS, navigate AI, and get prospective employers delighted and excited to pick *you.* And in this chapter, you preview what's ahead in this comprehensive guide to resumes and how to craft your resume to reach your goal in the great job chase.

Writing a Resume: It's Still Required

Getting you through the door for an interview is the single job of your resume. In other words, your resume needs to keep what helps a screener say yes in seconds and cut the rest. Whether in an AI-heavy process or one that is exclusively human-driven, that means your resume must:

- Prove at a glance you're qualified for the role.
- Utilize a clean format structure that parses.
- Offer bullets and tight paragraphs that connect required responsibilities to results.

Do this quick check: Does the top third of your resume show your role target, a branding summary, core required skills, and one or two quantified wins? If not, don't worry. You can find out exactly how to do this in Chapters 3 through 5.


REMEMBER

If content in your resume doesn't prove value or relevance, you should rewrite or cut it. This rule applies whether you're building a core resume or an OnTarget resume.

A core resume is your complete, behind-the-scenes master document. It holds all of your experience, accomplishments, skills, and career history — without worrying yet about length or focus. You'll use it as your source material.

An OnTarget resume is the tailored version you create from your core resume for a specific job or career direction. It highlights only what aligns with the role you're targeting, using language that matches what employers and screening systems are looking for.

Throughout this book, you'll learn how to build a strong core resume first and then turn it into focused OnTarget resumes that help you land interviews.

Keeping Up or Staying Behind

With the rapid pace of technology and AI, hiring moves faster and skims resumes harder. Yet, today's job market is filled with qualified candidates, so you have to step up and stand out like never before.



TIP

If your resume reads like it's from the last decade, you'll end up feeling, and being, invisible. Keeping up means modernizing with required headings, clean and attractive layouts, storytelling, crisp metrics, and language that mirrors the job target's requirements.

Be open to resetting your concept of what you must do to create a winning resume. When you're looking for a job, you're taking part in a game where you can't see your competition. Following the steps to create a powerful resume is critical to your success.

Inviting AI, navigating the risks

In Chapter 6 I show you how to use AI to brainstorm and refine phrasing, identify keywords, spot gaps, target the position you're seeking, and even do it all in your voice. However, AI is a tool that is only as powerful as the content and prompts that you give it, and it doesn't know your wins like you do. So if you don't take the time to come up with the stories and achievements that make you unique, your resume will be generic.



WARNING

Letting AI loose with your resume and not checking its output can wreak havoc on your job prospects. AI might include sensitive information that doesn't ever belong on your resume or rely on styles and sections that will immediately make you look out of touch to a potential employer. Plus, AI is known to hallucinate wildly, so don't paste AI text without checking it. Make sure achievements, dates, and metrics are accurate and yours.

Before you refine with AI in Chapter 6, help AI get to know you by gathering your data in Chapter 3 and identifying your stories in Chapter 4. Then you can be confident you have compiled enough information to get the most out of AI, stand out from the competition, and land those interviews.

Catching up with hiring trends

Hiring has changed, and your resume must adjust. Teams skim faster, how information is grabbed from your resume by parsers differs by applicant tracking system (ATS), and AI often ranks who's seen first. Having the experience for the job doesn't matter if you can't present it in a way that checks the boxes for how employers review resumes.

As you'll learn in Chapters 2 to 4, resumes can survive these new trends when they:

- **Lead with a branding summary** that targets your match for the role, scope, and unique achievements in three to four tight lines.

- **Write for parsers and people** by using standard section labels, simple structure, and keeping all key info as live text (no text boxes or graphics for essential keyword content).
- **Align to skills-first screening** by naming skills the job posting calls for near the top and providing each with a result-focused bullet in related positions.
- **Mirror the job's language responsibly** with natural keywords, close synonyms, and no keyword stuffing.
- **Front-load measurable outcomes in job bullets,** such as time saved, revenue influenced, and risk reduced, so value is obvious in the top third of your resume.
- **Signal the scope and context** of your outcomes, such as team size, budget, product/user scale, and customers to anchor impact.
- **Show collaboration and communication strengths,** when target relevant, with results-focused success stories that involve cross-functional partners or stakeholders.



TIP

ATS systems aren't uniform with formats, field mapping, and keyword handling. If you follow the strategies in this book to first create a core resume in Chapter 4 and then deploy the OnTarget resume strategy in Chapter 5 when applying for each position, it *will* work.

HOW TECHNOLOGY SCREENS YOUR RESUME

Applicant tracking systems (ATS) are databases employers use to collect, store, and manage resumes. When you apply online, your resume is uploaded into an ATS, where it's parsed — meaning the system attempts to read and categorize your information into fields like job titles, employers, dates, and skills. If your resume isn't structured clearly, the system may misread or skip important details.

That's why structure and clarity matter more than ever. A resume that's visually clever but poorly organized can confuse parsing systems. Likewise, a resume that's keyword-stuffed but vague won't impress the human decision-maker who eventually reviews it.

The goal isn't to "beat" the technology — it's to work with it. When you understand how resumes are screened today, you stop guessing and start positioning yourself to win. And this book helps you do just that!



WARNING

Don't game keywords by playing tricks like stuffing or pasting them as invisible text. No matter what you see online and in social media, it backfires with humans and can get filtered by systems.

Positioning Your Resume to Win

A winning resume must target a specific job, so you have to adjust your resume for each job opening you're applying for. Your OnTarget resume is the tight version of your core resume tailored for a specific role or employer. It aligns your focus line, branding summary, keywords, and proof to the job posting so you pass first-glance human and system tests.

Need-to-know OnTarget essentials (Chapter 3) include, in order:

- **Focus line:** The role you're targeting that appears at the top of your resume but is not an old-fashioned "Objective" sentence
- **Branding summary:** Three to four lines of text, either in bulleted or paragraph form, that signal not only that you are qualified but that you bring a history of results and value-adds
- **Keywords/areas of expertise:** Often a three-column list of the specific skills the position requires
- **Results-focused experience:** Work history that tells stories front-loaded with results and actions that support the required skills



TIP

Generic resumes spray and pray. They read vague, miss keywords, and fail the first-glance test. Instead, swap generalities for evidence through brief, powerful story-based language that illustrates scope, context, account, and outcome. This will help screeners to say yes in seconds. Putting in the effort to craft your core resume (Chapter 4) and then customize OnTarget versions (Chapter 5) for each application is time well spent as it pays dividends with more interviews and a much shorter job search.

Getting in the door with a marketing mindset

Marketing means matching message to audience and delivering it through the right channel. Identify the decision-maker, speak their language, and send a concise, relevant OnTarget resume with a clear call-to-action.



TIP

When a posting appears, message someone close to the role with a three-line note and your OnTarget resume attached.

Treating yourself like a brand

A brand is a promise: who you are, what you deliver, and how teams feel working with you. Your resume needs to show an employer with many choices why you're worth considering. You'll want to always take steps to thoughtfully match your resume to the position, speak their language, and apply with a powerful, OnTarget resume (Chapter 5).



TIP

When navigating a job search, consider yourself the CEO of You, Inc. and recognize that your resume must function as your marketing brochure that gets prospective employers excited to meet you.

Zeroing in on what employers crave

Employers want impact, reliability, and alignment so it's always a win when your resume translates your work into their outcomes: growth, savings, speed, quality, safety, or satisfaction. Use short, front-loaded bullets to not just tell but sell by making sure they begin with an outcome, challenge, and action (Chapters 4 and 7).



REMEMBER

Never forget that it's not just about being qualified for the job and having the right words on the page. Instead, it's about making the prospective employer's life easy by framing experience in a way that is quick and easy to scan while showing how you stand out from equally qualified competition.

IN THIS CHAPTER

- Understanding different resume formats
- Navigating changes caused by online application and content parsing
- Selecting the format that best flatters your experience

Chapter 2
Selecting the Best Resume Format

Format decisions make (or break) the first-glance test because formats aren't just looks — they're how you organize your resume so a screener and their tools can say "yes" in seconds. Your design choices should clearly guide the reader's eye to prove you have what the target job requires while still passing today's quick scan and parser reality.

To make sure you select the best format for your resume, in this chapter, I show you what has drastically changed, which includes online application content parsing and cutting through ATS (applicant tracking system) confusion. I also help you choose a format from among the three proven structures: reverse-chronological (RC), chrono-functional (CF), and hybrid. You can see which format flatters your story, how to structure it so parsers and people read it cleanly, and how to avoid red flags that derail your progression.



REMEMBER

An applicant tracking system (ATS) is software employers use to collect, organize, and screen resumes before a human ever sees them. While an ATS doesn't hire anyone, it does determine whether your resume makes it through the first gate — which is why structure, clarity, and relevant keywords still matter.

Using a Resume Format to Gain an Advantage

You may assume that *format* simply refers to the way you "decorate" your resume, but it's actually the structure that makes your value scannable for both people and their tools. The right format pulls eyes to the top third, groups like information together (such as summary, skills, and experience), and keeps key facts in live text so nothing gets dropped when systems parse it. In an AI-assisted, ATS-driven flow, structure carries as much weight as wording.

In the next two sections, I explain what shapes your format choices so you can pick the structure — reverse-chronological, chrono-functional, or hybrid — that best flatters your story without raising flags.



REMEMBER

Format is strategy, not decoration. Put what must be seen where it will be seen: role target, branding summary, six to nine core skills, and one to two quantified wins in the top third.

Navigating online application and content parsing

Online applications and applicant tracking systems (ATS) extract, segment, and reformat your resume content before a human ever sees it. Your job is to make sure what you wrote survives the trip, field by field, because formatting directly impacts how accurately your information is parsed and populated during this process.

What changes with parsing includes:

- Apps read your file and map fields (name, title, employer, dates, education) into boxes.
- Some systems strip layout, bullets, and styling. If key info lives in a sidebar, table, or header, it may vanish.
- Pasted content can lose characters (bullets, symbols, smart quotes) or collapse line breaks.

These formatting steps help you maintain control of your message:

- Keep the key facts as normal body text (name, phone, email, city/state, job titles, employers, dates, and education).

- Use standard section labels (summary, experience, education, and skills).
- Use simple bullets and avoid text boxes, columns, tables, and graphics when presenting essential information.
- Keep job titles and dates consistent format-wise (for example, "Jan 2023–Aug 2025").
- Have a plain-text version ready for portals that only accept paste-in content (very rare today).

Sometimes, instead of (or in addition to) uploading your resume and parsing the content, online applications require you to enter information directly into web form fields. When this happens you will:

- Paste from your OnTarget resume (Chapter 5), then proof every field, especially job titles, employer names, dates, and locations.
- Watch for lost characters (bullets, quotes, em dashes). Fix odd symbols and reinsert line breaks when needed.
- Keep titles and dates in a consistent format (e.g., "Jan 2023–Aug 2025").
- Use the "Additional Information" box for a one-sentence value line that mirrors your resume branding summary.
- If the site allows a file upload, attach a clean .docx or PDF as backup.
- Save a copy (screenshot/print to PDF) of what you submitted for later reference.



REMEMBER

You don't have a one-and-done option at your disposal for this process because every online application varies how this process is handled. Even when working with an elite, master resume writer you will still have to carefully check your content when completing online applications.

Understanding resume formats

Resume format refers not to the overall look of your resume but to how you organize and emphasize your information. Different format styles can flatter different histories, but they all aren't effective when applying online.

Historically, formats have come in three main styles:

- The *reverse-chronological format* (or traditional, expected format), which lists employment beginning with the most recent and working backward

- The *chrono-functional format,* which most frequently emphasizes skills and accomplishments first and chronology timeline second, but with cautions
- The *hybrid format*, which lets you customize how you emphasize both the functional skills and the chronology depending on your unique needs, but with even greater cautions



REMEMBER

Although I guide you through all three styles, you need to create an online reverse-chronological resume (RC). Reserve the other formats for situations where you need to network your way into a job to overcome challenges in your career history or to target jobs that don't align with your former path.



WARNING

And yes, there is such a thing as a fourth type, or functional resume, which focuses primarily on skills and leaves out company names and dates where the work was performed. However, this format presents a big red flag for prospective employers who expect to see employment dates and know something is wrong if they don't, so avoid temptation to use it under any circumstances.

Table 2-1 gives you a breakdown of when you might want to use a different format solely for a networking version of your resume. Whenever the reverse chronological is a perfect match, use it as your default.

TABLE 2-1 Your Best Resume Format Based on Your Situation

Your Situation	Format
Perfect career progression	Reverse chronological
New graduate	Reverse chronological, chrono-functional, or hybrid
Seasoned ace	Reverse chronological unless old jobs are most relevant then hybrid
Military transition	Reverse chronological, chrono-functional, or hybrid
Job history gaps	Reverse chronological, chrono-functional, or hybrid
Career change	Reverse chronological, chrono-functional, or hybrid
Special issues	Reverse chronological, chrono-functional, or hybrid
Multitrack job history	Reverse chronological, chrono-functional, or hybrid
Demotions	Reverse chronological, chrono-functional, or hybrid



REMEMBER

Online, the reverse-chronological resume rules. Even with career transitions and gaps, it's still your best overall choice. But again, a job search is marketing and an effective job search almost always means networking your way to the right people. If you've got big challenges in your work history, networking your way to open doors is the only time an alternate format can be considered. After those doors have opened, then follow up with a clean reverse chronological for formal submission.

Choosing the Reverse-Chronological Format

The *reverse-chronological* (RC) format, shown in Figure 2-1, is the default for online applications. It lists your most recent roles first and makes it easy for screens (and their tools) to spot recency, scope, and momentum. In this section, you can better understand what RC emphasizes, decide when to rely on it (even with bends in your path), and structure it to pass the first-glance test as well as parse cleanly.



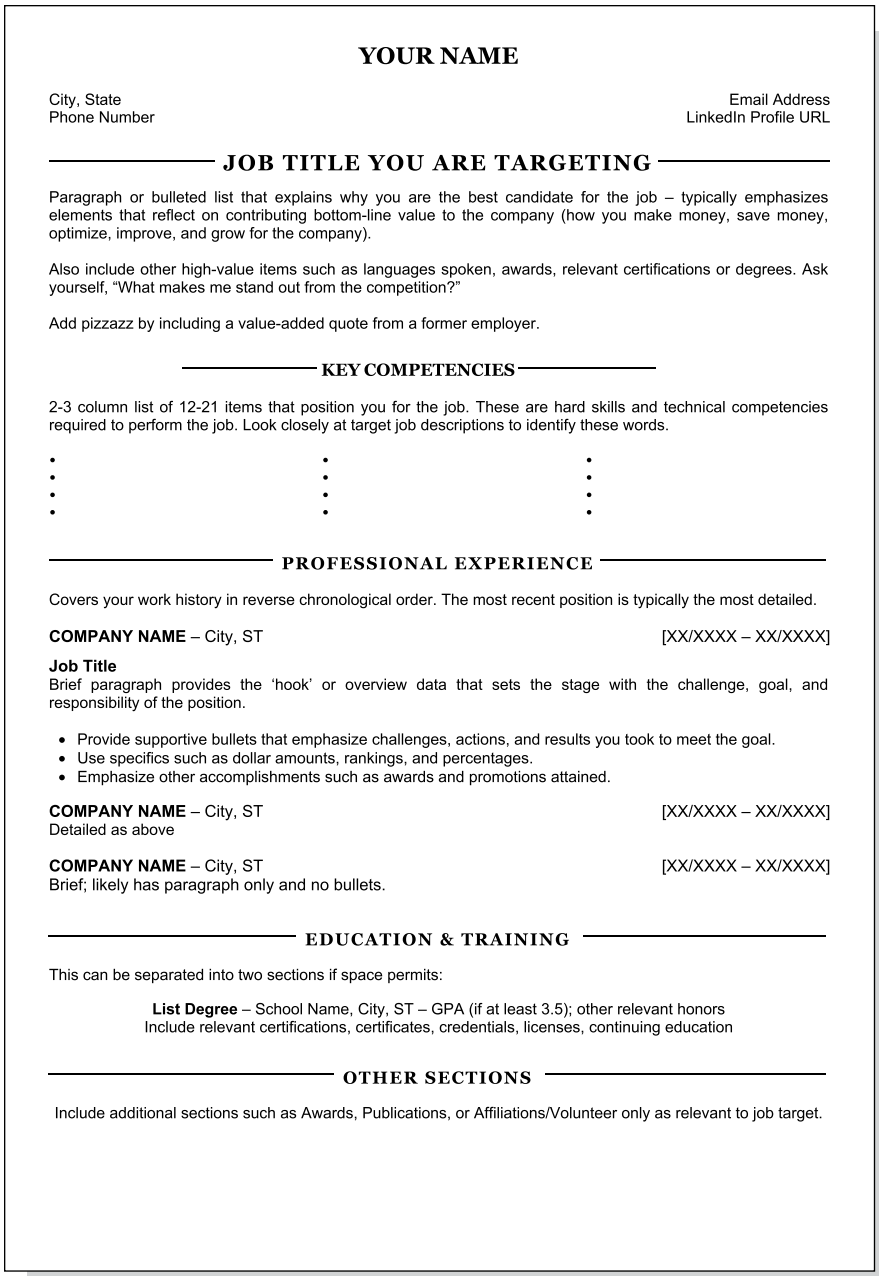
REMEMBER

For any online submission, use RC. Save chrono-functional and hybrid for networking conversations only and still submit an RC resume when asked.

Understanding the reverse-chronological format

The RC format tells your story from the present backward. It puts the newest, most relevant proof on top, which is how hiring teams think: "What have you done lately that matches this role?" When RC most format flatters your story:

- **Recency and progression** (titles, scope, impact) match the role's need.
- **Real-world context** (employers, teams, customers, scale) relates directly to the role.
- **Results map** to the job posting's language and priorities.



YOUR NAME

City, State
Phone Number

Email Address
LinkedIn Profile URL

JOB TITLE YOU ARE TARGETING

Paragraph or bulleted list that explains why you are the best candidate for the job – typically emphasizes elements that reflect on contributing bottom-line value to the company (how you make money, save money, optimize, improve, and grow for the company).

Also include other high-value items such as languages spoken, awards, relevant certifications or degrees. Ask yourself, "What makes me stand out from the competition?"

Add pizzazz by including a value-added quote from a former employer.

KEY COMPETENCIES

2-3 column list of 12-21 items that position you for the job. These are hard skills and technical competencies required to perform the job. Look closely at target job descriptions to identify these words.

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PROFESSIONAL EXPERIENCE

Covers your work history in reverse chronological order. The most recent position is typically the most detailed.

COMPANY NAME – City, ST [XX/XXXX – XX/XXXX]

Job Title
Brief paragraph provides the 'hook' or overview data that sets the stage with the challenge, goal, and responsibility of the position.

- Provide supportive bullets that emphasize challenges, actions, and results you took to meet the goal.
- Use specifics such as dollar amounts, rankings, and percentages.
- Emphasize other accomplishments such as awards and promotions attained.

COMPANY NAME – City, ST [XX/XXXX – XX/XXXX]
Detailed as above

COMPANY NAME – City, ST [XX/XXXX – XX/XXXX]
Brief; likely has paragraph only and no bullets.

EDUCATION & TRAINING

This can be separated into two sections if space permits:

List Degree – School Name, City, ST – GPA (if at least 3.5); other relevant honors
Include relevant certifications, certificates, credentials, licenses, continuing education

OTHER SECTIONS

Include additional sections such as Awards, Publications, or Affiliations/Volunteer only as relevant to job target.

FIGURE 2-1: The tried-and-true reverse-chronological format.

It's important to understand these scenarios that the RC can obscure along with how you can handle them:

- **Career reboot where older work is more relevant:** Front-load a strong branding summary and skills that you prove with targeted bullets under job descriptions.
- **Short projects/consulting:** Group these under one "Consulting" job title and add timeframes with selected engagements.
- **Work history gaps:** Offer a brief context for the gaps, show upskilling, and let the top third of your resume and your related job descriptions sell you.

To gain a better understanding of the RC format, envision your resume as a reverse funnel that pulls the prospective employer into it (see Figure 2-2). Your resume starts narrow to match the job you're targeting. Next, it expands with your summary to show how you stand out from the competition (which excites prospective employers and pulls them in further). Then your resume further expands to encompass all the requisite skills you possess to fit the position. Finally, your resume ends with the large base of the funnel showing your relevant employment experience using those skills and producing those results.

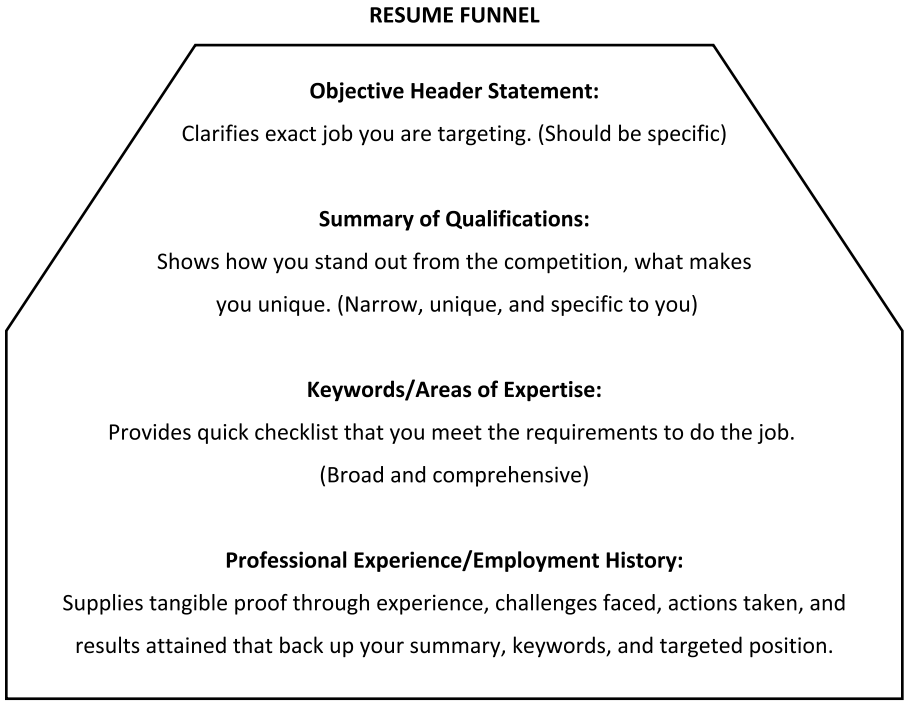


FIGURE 2-2: You'll use the reverse funnel method to write your resume and strategically present yourself and your qualifications.

Many parsers and AI screeners expect RC structure and standard labels (summary, experience, education, skills). Keeping essentials in plain text improves how your resume is indexed and displayed.


TIP

Think of the RC format as your home base. Even if your career path has bends (gaps, short stints, a career change), you can rely on the RC and use the top third of your resume to control the narrative.

Since gaps happen, you can take these steps in your RC job description, which I delve into more deeply in Chapters 9 and 10:

- Name the context briefly when helpful, always looking for the positive spin. "Full-Time Student (MO/YEAR – MO/YEAR)" or "Volunteer – ABC Organization (MO/YEAR – MO/YEAR)" or Home Care to Family Member – (MO/YEAR – MO/YEAR)".
- Group short projects or volunteering under one umbrella: "Project Manager, Consulting – Various Contracts – (MO/YEAR – MO/YEAR").
- Show upskilling during time away, making those the emphasis when possible (courses, certifications, portfolio work). "Project Management Program (Student) – ABC School- (MO/YEAR – MO/YEAR).
- Front-load relevance, strengths, and value in the summary and skills list so screeners see fit before they see gaps.

For a visual example of handling challenges, see Figure 2-3 for grouping short-term contract roles under one position and Figure 2-4 for introducing gap coverage.


REMEMBER

You're not hiding anything, you're framing it. The RC format earns trust because it shows sequence and growth.


WARNING

Don't try to "beat" parsing with an alternate format. You'll only make it harder for humans and systems to understand your value.

Structuring the RC resume

The RC format is one you're likely most familiar with, but I've added in a few marketing points. Here's a deeper view of how it maps out with the one-page template shown earlier in Figure 2-2. Keep in mind that for most job seekers, even some new grads, this will encompass two pages after you've fleshed it out.

PROFESSIONAL EXPERIENCE

PROJECT MANAGER (CONSULTANT) - Various Contracts, FL, GA & Russia [MO/YYYY – MO/YYYY]

Completed XYZ projects for the following corporations:

- **Job Title** (if different) - Company Name, City, State – Date to Date (if date adds value)
- **Job Title** (if different) - Company Name, City, State – Date to Date (if date adds value)
- **Job Title** (if different) - Company Name, City, State – Date to Date (if date adds value)

(OR)

Provided project management consulting around XYZ topics with scope of up to $XM for ABC Company (City, ST), XYZ Company (City, ST), 123 Company (Country).

Follow with a brief paragraph which provides the 'hook' or overview data that sets the stage with the relevant challenges, goals, outcomes, and responsibilities or the contracts.

- Provide supportive bullets that emphasize challenges, actions, and results you took to meet goals.
- Use specifics such as dollar amounts, rankings, and percentages.
- Emphasize other accomplishments such as awards and milestones attained.

Information can be broken out by project instead of grouped together if individually they are stronger and make up a large part of your relevant experience. Always strive to keep content clear when grouping so there is no confusion.

FIGURE 2-3: Grouping short-term contract roles under one position.

PROFESSIONAL EXPERIENCE

Student/Study:

MECHANICAL ENGINEER (FT STUDENT) - University Name, City, ST [MO/YYYY – MO/YYYY]

Start with a brief paragraph that summaries value toward job goal to provide the 'hook' or overview data that sets the stage with any stand-out achievements or challenges.

- Provide bullets that emphasize actual experience gained through papers, projects, case studies, etc.
- Whenever possible emphasize challenges, actions, results, or accomplishments.
- Don't be afraid to talk about 'hands-on learning' to support the job target.
- Emphasize other accomplishments such as awards and milestones attained.

Gap with something relevant to include:

VOLUNTEER / FUNDRAISER - ABC School, City, ST [MO/YYYY – MO/YYYY]

Start with a brief paragraph that strives to make what was done in this section relevant to the target, emphasizing value-adds as much as possible.

- Bullets should be provided when you have stories to tell that are relevant to your target.
- Strive to use language that crosses that bridge from what you were doing to your target industry/positon. AI will help with this in Chapter 6.
- Always emphasize accomplishments and achievements, if available.

Gap with nothing relevant to include:

HOME CARE TO FAMILY MEMBER - City, ST [MO/YYYY – MO/YYYY]

Keep it brief in highlighting any cross-the-bridge responsibilities that might apply to the job. But don't sell yourself short – if you did bookkeeping for a spouse or family member's business you have gap coverage. If you read books on your subject while recovering from a stroke, you have gap coverage. Build out bullets only as they directly relate to selling you for your target.

FIGURE 2-4: Introducing content to cover a gap in employment.



TIP

RC parses more consistently across different applicant tracking systems, so use standard section labels, consistent date formats, and plain text for job titles and company names.

You can think of this format as encompassing three zones:

- **The "say yes" zone** (top third)
  - **Focus line:** Target role or equivalent
  - **Branding summary:** Three to four lines that explore role, scope, and key differentiators (highly relevant licenses, certifications, and awards may also appear here)
  - **Areas of expertise:** Twelve to twenty-one target-specific skills/keywords
- **Experience** (most recent first)
  - **Header line:** Formatted as "Title – Employer, City, ST (MO/YYYY – MO/YYYY)"
  - **Scope line:** Optional as relevant to include team size, budget, product/user scale, key stakeholders
  - **Bullets:** Story-telling around matches for target job formatted with outcome first followed by the action/challenge (incorporating tools/tech, if relevant)
- **Education and training/credentials**
  - **Degrees, certifications, licensure** (relevant first). Formatted as "Title – Organization Name, Date attained (optional)"
  - **Professional development** if it supports the target role



REMEMBER

Always stick with formatting that helps both parsers and people, including:

- Use standard section labels, such as "Experience" and "Education."
- Apply plain text for all essential content (avoiding text boxes/columns for contact info, titles, and dates).
- Spell out and abbreviate the first time you introduce a term: "customer relationship management (CRM)."
- Keep tense consistent always using past tense even in your most recent role so that you can share achievement stories.



TIP

It's critical to always use the OnTarget version of your RC to pick keywords to include and write supporting job description bullets for the job posting in front of you. In Chapter 5 you walk through the steps of creating your OnTarget versions and better yet, in Chapter 6 you can find AI prompts to help you turn your core expertise and experiences into resume magic.



WARNING

Be very careful when considering buying decorative plug-and-play templates as quite often they're created by graphic designers who don't understand ATS or parsing. As a rule, don't put anything that is keyword essential in a sidebar, icon, or graphic. Save those elements for items like a testimonial quote from a client or former employer. A graphically enhanced resume can truly help you shine if you work with a true expert, such as a Certified Graphic Resume Architect or Toast of the Industry Award winner in the high-design categories. These professionals understand how to best utilize high-design elements without masking important information that needs to be parsed.

Chrono-Functional Format

The *chrono-functional* (CF) format, shown in Figure 2-5, leads with what you can do and places the timeline second. In today's job market, the CF format is a networking-only tool: It can open doors in conversations, showcase transferable strengths, and de-emphasize detours. It isn't ATS-safe and shouldn't be used for online submissions.

This section helps you weigh the CF format's tradeoffs, see where it can be used responsibly along with a safe example, and learn how to structure a CF networking version that pairs cleanly with the OnTarget RC you'll still submit when asked.

Understanding the chrono-functional resume format

The CF format puts capability first and timeline second. That can help a human reader see fit before they judge when/where you did the work, but it comes with tradeoffs.

YOUR NAME

City, State
Phone Number

Email Address
LinkedIn Profile URL

JOB YOU ARE TARGETING

Paragraph or bulleted list that explains why you are the best candidate for the job – typically emphasizes elements that reflect on contributing bottom-line value to the company (how you make money, save money, optimize, improve, and grow for the company).

Also include other high-value items such as languages, awards, relevant certifications or degrees. Ask yourself, "What makes me stand out from the competition?" Add pizzazz by including a value-added testimonial.

YOU WILL LIKELY NEED TO USE CROSSOVER LANGUAGE AS DESCRIBED IN CHAPTER 5.

KNOWLEDGE, SKILLS & TRAINING

2-3 column list of 12-21 items that position you for the job. These do not have to be areas of expertise but can be areas of knowledge, skills learned, or hands-on/classroom training that you have completed. Look at job descriptions to understand key skill requirements.

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RELEVANT EXPERIENCE & EMPLOYMENT

A TOP SKILL (Pertinent to objective and job requirements).
- An achievement illustrating this skill, and the job title/class/company/volunteer role in which performed.
- A second achievement illustrating this skill and the job title of position or company in which performed.

A SECOND TOP SKILL (Pertinent to objective and job requirements).
- An achievement illustrating this skill, and the job title/class/company/volunteer role in which performed.
- A second achievement illustrating this skill and the job title of position or company in which performed.

A THIRD TOP SKILL (Pertinent to objective and job requirements).
- An achievement illustrating this skill, and the job title/class/company/volunteer role in which performed.
- A second achievement illustrating this skill and the job title of position or company in which performed.

A FOURTH TOP SKILL (Pertinent to objective and job requirements).
- An achievement illustrating this skill, and the job title/class/company/volunteer role in which performed.
- A second achievement illustrating this skill and the job title of position or company in which performed.

A UNIQUE AREA OF PROFICIENCY (Pertinent to objective and job requirements).
- An achievement testifying to proficiency, including job title/class/company/volunteer role in which performed.

EXPERIENCE TIMELINE

Don't be afraid to mix volunteer roles, school, internship, and paid jobs in this section. This is 'experience' and not just jobs.

Job Title – Company Name, City, ST [XX/XXXX – XX/XXXX]
Subject, Full-Time Student – University Name, City, ST [XX/XXXX – XX/XXXX]
Volunteer Title – Company Name, City, ST [XX/XXXX – XX/XXXX]

EDUCATION & TRAINING

List Degree – School Name, City, ST – GPA (if at least 3.5); other relevant honors
Include relevant certifications, certificates, credentials, licenses, continuing education

OTHER SECTIONS

Include additional sections such as Awards, Publications, or Affiliations/Volunteer only as relevant to job target.

FIGURE 2-5: A chrono-functional resume format for networking.

The following are the pros of the chrono-functional format:

- Spotlights transferable strengths up front (themes tied tightly to the target role).
- Elevates nontraditional experience (volunteer work, coursework, projects) that prove value.
- Reduces noise from early or off-target roles by subordinating them.

The pitfalls of the chrono-functional format include:

- **Parses poorly/looks incomplete** because online systems expect reverse-chronological sequencing
- **Obscures progression** if you don't connect themes back to roles/date
- **Triggers skepticism** if it looks like you're hiding gaps or job-hopping



REMEMBER

The CF format earns a conversation while the RC format gets you through the system. If you think you're leaning toward the CF format, be sure to check out the hybrid format first, which is covered later in this chapter in the section, "Introducing the Hybrid Format."

When you think chrono-functional resume formatting, think "door-opener for humans" and not "parser food" for machines. You could use the CF networking version for:

- **Career change** or when older/nonwork projects show your target match
- **Multitrack portfolio** (contracting + employment) that would benefit from grouping by themes
- **Retun to work/visible gaps** where skills-first framing keeps focus on your value
- **Military to civilian transition** where translation sometimes matters more than sequence
- **Off-target recent role** with prior roles or projects matching the new target
- **Industry pivot** where you must show crossover (for example, EdTech to SaaS product)



WARNING

Use caution or avoid using the CF format when:

- The job opening asks for an upload or provides an application link.
- A recruiter says they'll forward your resume (which usually means into an ATS).
- Your RC resume already tells the story cleanly.

Structuring the chrono-functional resume

Frame yourself as the right fit fast in a CF-formatted networking resume. To do this, prove each theme with attributable evidence, and backstop with a mini-chronology to build trust as illustrated in Figure 2-5 earlier. Build it with the following parts:

- **The "say yes" zone** (top third, just like the RC format)
  - **Focus line:** Target role or equivalent
  - **Branding summary:** Three to four lines that explore role, scope, and key differentiators (can include highly relevant licenses, certifications, and awards here, too)
  - **Areas of expertise:** Twelve to twenty-one target-specific skills/keywords
- **Experience themes** (typically three to five sections, but varies)
  - Use **theme/function header titles** for each that are tied to the target job keywords (for example, Product Strategy, Business Development, Customer Relationship Management).
  - Under each theme, add **two to four proof bullets** (outcome + action + challenge/scope).
  - Be sure to clarify in each bullet in which **position** each took place (for example, "at XYZ Company").
- **Mini-chronology** (to earn trust)
  - **Employment summary block** with "Title – Employer, City, ST (MO/YYYY – MO/YYYY" for each role
  - Optional **scope line** (team, budget, users) for key roles
- **Education and training/credentials**
  - **Degrees, certifications, licensure,** the most relevant first, formatted as "Title – Organization Name, Date attained (optional)"
  - **Professional development** if it supports the target role



TIP

When opting to create a CF format resume for networking, consider these do's and don'ts:

- **Do** map every showcased skill to a **role/source** somewhere on the page.
- **Do** keep themes **specific and relevant** for the target position.
- **Don't** hide dates or remove employers.
- **Don't** convert this resume style for use in online applications. Always upload/apply with an OnTarget RC.

A CF format resume without sources (roles/dates) raises red flags. Always add the mini-chronology and source lines to keep credibility high.



TIP

Reuse the same top third across CF and RC formats with only the middle content changing. This keeps your brand consistent and saves you time in resume rework.

Introducing the Hybrid Format

The hybrid resume format blends the credibility of a timeline with the flexibility of thematic emphasis. Think of it as the middle path where you keep employers, titles, and dates (so you don't raise flags), while you selectively elevate earlier, more relevant experience so it isn't buried.

In today's job market the hybrid resume is a networking-only strategy that helps you seem like the right fit at a glance, even when your recent role isn't the best proof. The hybrid format doesn't hide anything. Instead, it preserves chronology and just adjusts what gets spotlighted first.



REMEMBER

For uploads and portals, use the RC format. Bring the hybrid to conversations, and then follow up with your OnTarget RC resume for formal submissions or uploads.

Bridging gaps without raising flags with the hybrid format

The hybrid format exists to surface relevance without sacrificing trust. It's ideal when the right proof lives earlier in your story, when the last roles you had don't reflect the target, and sometimes even when there are work history gaps.

The hybrid format shines for:

- **Earlier, on-target roles** that are stronger than the latest ones
- **Industry or role return** (where older jobs on page two of your RC format are relied on for your target)
- **Demotion or holding pattern** in your work history you don't want to over-feature
- **Recent gap that needs context** while focusing attention on value

The hybrid avoids red flags (in networking) because:

- You **retain employers, titles, and dates** in the format so a reviewer can still trace sequence.
- You add a **brief emphasis section** to pull forward what matters without deleting the timeline.



REMEMBER

Reuse the same top third across hybrid, CF, and RC formats with only the middle content changing. This protects your voice and brand consistency with employers.

The following are good reasons to choose the hybrid format:

- Your **most recent job is off-target,** but you have earlier wins that match the posting.
- You're **returning to a prior specialty** (earlier experience fits perfectly).
- You've had a **demotion, lateral, or stopgap** that shouldn't dominate the first glance.
- You need to **acknowledge a gap** but keep the focus on skills, outcomes, and readiness.

The following are situations in which you should skip the hybrid format:

- Your RC format resume already **tells the story cleanly.**
- The prospective employer is guiding you straight to an **ATS/portal** (submit RC).
- You're tempted to **remove dates,** which isn't a hybrid but a big risk.



REMEMBER

The hybrid format is for making the right proof visible early. If you find yourself removing chronology, you've left hybrid territory.

Structuring the hybrid format resume

Some employment challenges require the lightest of tweaking to make them blend in (light hybrid), and others require more of a major renovation (heavy hybrid). Always use the smallest move that gets this done.

For a light hybrid (see Figure 2-6):

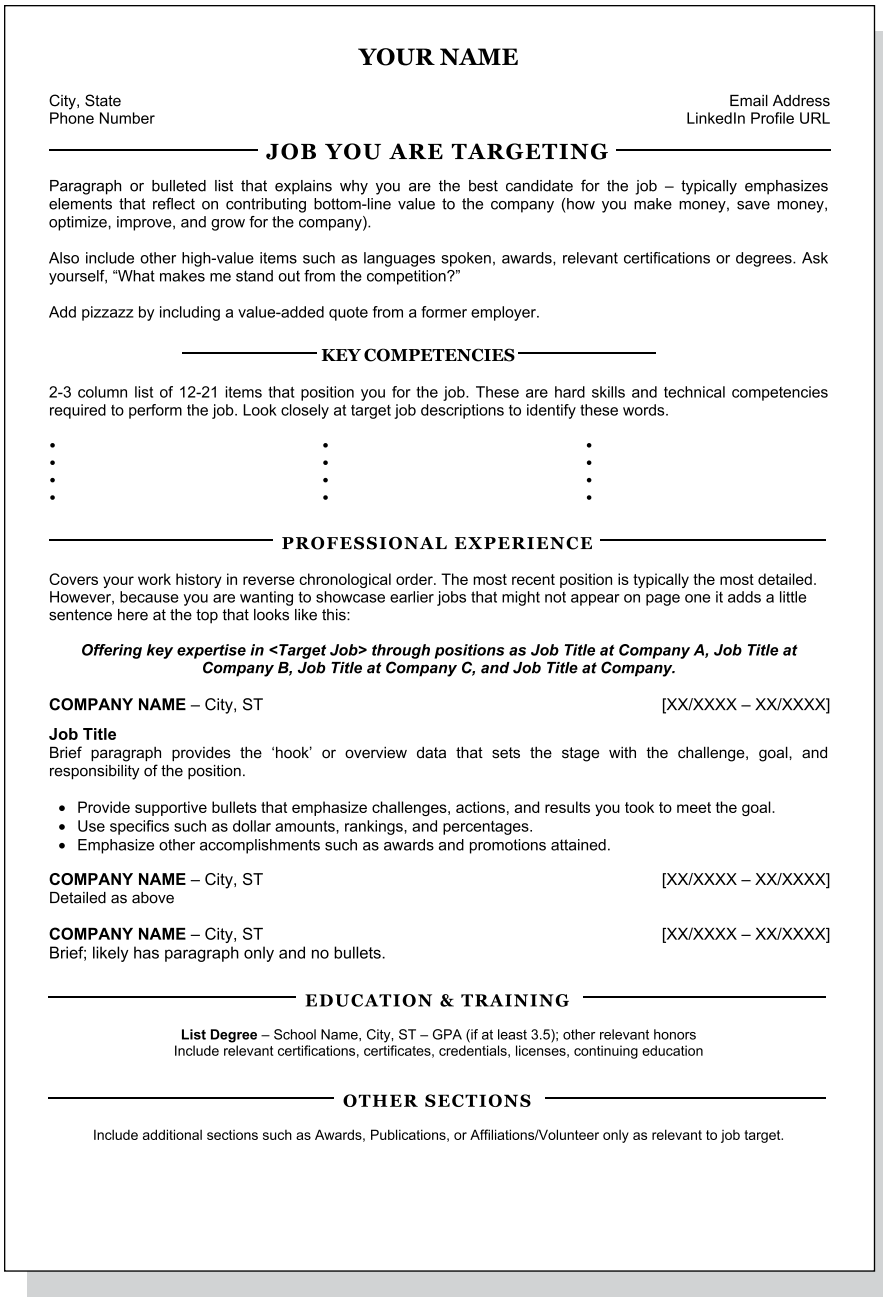
- Maintain an **RC layout.**
- Add a one-to-two-line **relevance spotlight** of positions at the start of the "Experience" section. For example, you might write, "Offering key expertise in <Target Job> through positions as Job Title at Company A, Job Title at Company B, Job Title at Company C, and Job Title at Company."
- In the **most relevant earlier role,** expand bullets slightly while tightening and targeting as much as possible your recent off-target role(s).
- **Focus the summary and top third** of your resume the same as the RC.

When it's crucial for you to play up a job from earlier in your career but going to a chrono-functional resume would be overkill, it's time for the heavy hybrid. Build it by following this format (see Figure 2-7):

- The top third should be the same as the RC format (see the earlier section, "Structuring the RC resume" for more details).
- Insert a short **"Selected Relevant Experience"** block before the full chronology timeline.
- Follow with **Full Employment History** in standard RC order (with dates).

When opting to create a hybrid format resume, either light or heavy, consider these do's and don'ts:

- **Do** keep every role with dates somewhere on the page.
- **Do** label clearly sections of Selected Relevant Experience vs Employment History.
- **Don't** bury essentials in sidebars/graphics and instead keep plain text for titles, employers, and dates.
- **Don't** convert hybrid format for online application. Always submit your OnTarget RC.



YOUR NAME

City, State
Phone Number

Email Address
LinkedIn Profile URL

JOB YOU ARE TARGETING

Paragraph or bulleted list that explains why you are the best candidate for the job – typically emphasizes elements that reflect on contributing bottom-line value to the company (how you make money, save money, optimize, improve, and grow for the company).

Also include other high-value items such as languages spoken, awards, relevant certifications or degrees. Ask yourself, "What makes me stand out from the competition?"

Add pizzazz by including a value-added quote from a former employer.

KEY COMPETENCIES

2-3 column list of 12-21 items that position you for the job. These are hard skills and technical competencies required to perform the job. Look closely at target job descriptions to identify these words.

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PROFESSIONAL EXPERIENCE

Covers your work history in reverse chronological order. The most recent position is typically the most detailed. However, because you are wanting to showcase earlier jobs that might not appear on page one it adds a little sentence here at the top that looks like this:

Offering key expertise in <Target Job> through positions as Job Title at Company A, Job Title at Company B, Job Title at Company C, and Job Title at Company.

COMPANY NAME – City, ST [XX/XXXX – XX/XXXX]

Job Title
Brief paragraph provides the 'hook' or overview data that sets the stage with the challenge, goal, and responsibility of the position.

- Provide supportive bullets that emphasize challenges, actions, and results you took to meet the goal.
- Use specifics such as dollar amounts, rankings, and percentages.
- Emphasize other accomplishments such as awards and promotions attained.

COMPANY NAME – City, ST [XX/XXXX – XX/XXXX]
Detailed as above

COMPANY NAME – City, ST [XX/XXXX – XX/XXXX]
Brief; likely has paragraph only and no bullets.

EDUCATION & TRAINING

List Degree – School Name, City, ST – GPA (if at least 3.5); other relevant honors
Include relevant certifications, certificates, credentials, licenses, continuing education

OTHER SECTIONS

Include additional sections such as Awards, Publications, or Affiliations/Volunteer only as relevant to job target.

FIGURE 2-6: Use the light hybrid to highlight key relevance hidden in your resume layout.

YOUR NAME

City, State
Phone Number

Email Address
LinkedIn Profile URL

JOB YOU ARE TARGETING

Paragraph or bulleted list that explains why you are the best candidate for the job – typically emphasizes elements that reflect on contributing bottom-line value to the company (how you make money, save money, optimize, improve, and grow for the company).

Also include other high-value items such as languages, awards, relevant certifications or degrees. Ask yourself, "What makes me stand out from the competition?" Add pizzazz by including a value-added testimonial.

YOU WILL LIKELY NEED TO USE CROSSOVER LANGUAGE AS DESCRIBED IN CHAPTER 5.

KNOWLEDGE, SKILLS & TRAINING

2-3 column list of 12-21 items that position you for the job. These do not have to be areas of expertise but can be areas of knowledge, skills learned, or hands-on/classroom training that you have completed. Look at job descriptions to understand key skill requirements.

-
-
-
-
-
-
-
-
-

PROFESSIONAL EXPERIENCE

LIST JOBS IN THIS SECTION BY RELEVANCE TO YOUR TARGET, NOT BY CHRONOLOGY.

REGIONAL VICE PRESIDENT – Company Name, City, ST – 4 years
Brief paragraph provides the 'hook' or overview data that sets the stage with the challenge, goal, and responsibility of the position.

- Provide supportive bullets that emphasize challenges, actions, and results you took to meet the goal.
- Use specifics such as dollar amounts, rankings, and percentages.
- Emphasize other accomplishments such as awards and promotions attained.

BRANCH MANAGER – Company Name, City, ST – 7 years
Brief paragraph provides the 'hook' or overview data that sets the stage with the challenge, goal, and responsibility of the position.

- Provide supportive bullets that emphasize challenges, actions, and results you took to meet the goal.
- Use specifics such as dollar amounts, rankings, and percentages.
- Emphasize other accomplishments such as awards and promotions attained.

DIRECTOR OF OPERATIONS – Company Name, City, ST – 3 years
Brief paragraph provides the 'hook' or overview data that sets the stage with the challenge, goal, and responsibility of the position.

EMPLOYMENT TIMELINE

Operational Consultant – Company Name, City, ST [XX/XXXX – XX/XXXX]
Sabbatical (Publishing industry book), City, ST [XX/XXXX – XX/XXXX]
Director of Operations – Company Name, City, ST [XX/XXXX – XX/XXXX]
Regional Vice President – Company Name, City, ST [XX/XXXX – XX/XXXX]
Branch Manager – Company Name, City, ST [XX/XXXX – XX/XXXX]

FIGURE 2-7: The heavy hybrid format highlights an earlier role.



TIP

When opting for a hybrid format for networking, always try to build a light hybrid resume first. If you still can't surface enough proof above the fold, move to the heavy hybrid. The hybrid format's job is to prime the human conversation so your RC format resume is a no-brainer when it's time to apply.



REMEMBER

If a reviewer says, "Send me your resume," they mean something they can forward into the system. That's always your OnTarget RC resume.

For more on tackling resume challenges, see Chapters 9 and 10.

IN THIS CHAPTER

- Understanding the sections of your resume
- Leading with an objective header and strategic branding summary
- Matching the target job with focused keywords
- Proving value with experience bullets
- Streamlining resumes and cutting dangerous clutter

Chapter 3

Mapping Out the Parts: Resume Essentials

A prospective employer takes a risk every time they bring someone new onto the team. Are you really a good match for the role and their culture? Your resume's content shapes the first impression and determines whether you get a closer look. In today's applicant tracking system/AI reality, the right words in the right place are critical.

This chapter outlines the sections you include on your core resume, including job descriptions, which are presented in reverse-chronological order (see Chapter 2 for more on resume formats). As you build your core version here and in Chapter 4, remember that this is your foundation, but results improve when you tailor it. Use this core to build OnTarget versions matched to specific postings (Chapter 5), and tap smart AI prompts to sharpen language where it matters most (Chapter 6).



REMEMBER

Build it right and tight. A clear core resume makes tailoring your OnTarget versions for specific openings faster and helps hiring teams say "yes" to an interview.

Breaking Down the Parts of Your Resume


REMEMBER

Your resume works because readers, and their tools, can predict where to find things. For ATS (applicant tracking systems) and parsing, you should always use recognizable sections and keep essentials in live text (not hidden in text boxes, images, or tables).

Here are the essential parts that make up a resume:

- Contact information
- Objective header (your target role)
- Branding summary
- Key skills/areas of expertise
- Experience
- Education and training

If it helps you get an interview, you may also include:

- Certifications and licenses (also frequently grouped with Education)
- Endorsements
- Work samples (not actually included, but listed as available)
- Activities and affiliations
- Honors and awards

Listing Contact Details That Get You Found

No matter which format you think you will be using (see Chapter 2 for more on formats), start your resume with your name on the top line and then follow with city/state, email, and phone number. Always use a professional personal email address and a phone number you control. If you have a LinkedIn profile or other relevant professional site, you can include that URL as well.


TIP

Use boldface to display your name in a size range of 14- to 26-point typeface, depending on your preference. The rest of your contact information can appear in 10- to 12-point typeface. Keep adjusting type sizes until you get the visual effect you prefer.

You'll specifically want to limit contact information to:

- Your **name** should always stand alone on the top line because that is where human screeners, ATS systems, and parsers expect it to be. Always include your full legal name, and then if you have a nickname, you can include that in quotations.
- An **email address** is critical because it's how the majority of employers will initially contact you. Never use a work email address, an email that dates you (like AOL), or an email that isn't professional (like `bigcouchpotato@whatever.com`). Your resume will benefit from a simple Gmail address that doesn't give away your date of birth (DOB), personal hobbies, or family status.



WARNING

- Include a **phone number** where you can most easily be reached. Some employers prefer to pick up the phone and give you a call. So check voicemail morning, noon, and night for timely call returns.
- **City and state of residence** information shows you have roots. Employers understandably resist springing for relocation costs unless the talent they seek isn't available locally.
- Point prospective employers to a **LinkedIn profile or other URL** when it enhances your value through recommendations, connections, and your social participation and thought leadership.

Framing Your Focus with a Bold Objective

Your objective is a header, stating the specific role you're targeting. It sets context for the summary and skills that follow. Nix any long-winded generic sentences and get right to the point. For example:

> Senior Financial Analyst, UX Researcher, Project Manager, Operations Manager, etc.



TIP

Echo the job title, when appropriate, so it's the same as the job you're submitting your OnTarget resume for. This immediately shows the prospective employer you believe you are a fit for their exact role. You can tailor your OnTarget resume further to complete that impression and help you stand out and get an interview.

Think of your resume as a maze — it has to have a visible entrance or no one would ever get started. Without an objective header, the prospective employer won't know for which position you're applying. Don't assume they'll scan it or read it anyway. Instead, your resume will likely fall into the black hole of job

seekers who don't know what the company needs or what they want. Make each resume OnTarget with an objective header.

Grabbing the Reader with a Branding Summary

If your "Objective" header claims you're a match for the job, the summary section supports this idea by highlighting why you're the best candidate for the role out of other qualified applicants. This branding summary of three to five lines signals role, scope, and edge.

A summary typically contains the three to five skills and competencies — sometimes more — that best support your job aspiration. The data in your statement need not be proven with examples in this brief section. In effect, you're saying, "Here's who I am and how I stand out from the equally qualified competition." The summary is your teaser commercial, encouraging the reader to hang in there for proof of what the opening claims.


TIP

Part 3 of this book contains sample resumes, and links to more online, that illustrate a variety of effective summary strategies and layouts. But Figure 3-1 gives you a quick peek at one such summary. It also contains the objective header statement and key skills section so you can see the entire scope of the marketing strategy in this first third to half page. An effective summary is a results-teaser that makes prospective employers both see that you're qualified and excited to learn more about you.


REMEMBER

A summary is known by many names. Among the most popular are areas of expertise, skills summary, highlights summary, asset statement, power summary, career highlights, career summary, career profile, career focus, summary of qualifications, unique selling proposition, and accomplishments profile.

In the following sections, I show how to make your summary section work for you.

Maximizing your opening pitch

Only initially, when you create your core, one-size-fits-all resume, does this section have all your strengths. However, when you go OnTarget to impress an employer that you are a job match, it will be critical to make this section tight and dynamic toward the job for which you're applying.



YOUR NAME

City, ST | Email Address | LinkedIn Profile URL | Phone Number

SENIOR TECHNOLOGY OPERATIONS MANAGER

Cited by XYZ manager for, "leverages unparalleled technical expertise in information technology (IT) to guide cost savings and responsibly manage resources."

Senior Technology Manager with proven expertise leading multi-million-dollar enterprise IT ops across cloud and on-prem. Reputation for:

- Building reliable, cost-effective platforms (99.95%+ availability, 20-30% cost reductions).
- Leveraging emerging tech to position for market dominance (3X winner of industry IT Bleeding Edge Innovator Award out of 100 companies).
- Leading with integrity; active Top Secret clearance.

Information Technology

- Cloud Infrastructure (AWS/Azure/GCP)
- Identity & Access (IAM,SSO/MFA)
- Observability & SLAs/SLOs
- Backup, DR & Continuity
- Virtualization & Containers (VMware/Kubernetes)
- Enterprise Networking (LAN/WAN/SD-WAN)
- Endpoint & Workplace (Intune/Jamf; M365)
- DevOps & Automation (CI/CD; Terraform/Ansible)

Management

- IT service Management (ITIL/ITSM)
- Budgeting & Financial Operations
- Multi-Site Team Leadership
- Risk, Compliance & Governance
- Incident / Problem / Change
- Program Management & Portfolio Management
- Vendor & Contract Management
- Stakeholder & Customer Experience

FIGURE 3-1: A strong summary section supports your objective header statement and leads into your key skills section.

This brief section, which is typically one or two short paragraphs, a list of bullets, or a combination of the two, provides your 30-second commercial to a prospective employer on why you are a match worth pursuing. This section builds trust and excitement that you not only have the skills required but will also be a return on investment for the company that hires you.



WARNING

The only disadvantage to using a summary can come from user error. Specifically, if you try to oversell yourself with irrelevant data that you think makes you look better, you instead appear to be overqualified or confused, neither of which lands your resume a second look.

Showcasing your value in a snapshot

When you attempt to meet the employer's position needs in your summary with generic words and phrases such as "good communicator" or "works well with others," all you do is group yourself in the huge pool of applicants who have the basic skills for the position. Your summary needs to sell what is called your *unique selling proposition*, or USP.

To identify your USP, look at two areas:

- **Your CAR stories during your career:** *CAR* stands for challenges you've faced, actions taken to resolve them, and results attained. Consider your own CAR stories. Do they demonstrate an ability to turn around failing operations, to identify and institute cost savings, and/or to create processes that save time (and thus money)? Look for these bottom-line strengths and then translate them into your summary with your unique value stated such as in the following two examples:
  - *Visionary Operations Manager with a proven reputation for lowering expenses, turning around operations, and creating positive culture that consistently results in multimillion-dollar revenue gain.*
  - *High-energy Administrative Assistant who excels at meeting the needs of a team of busy executives and technical engineers. Talent for identifying opportunities to create tracking and data management processes, which result in up to 30 percent time savings.*
- **Your key selling features:** These include degrees, certifications, licenses, awards, and even publications that make you stand out for your target job. For instance, if you published a book on a key topic, highlight this accomplishment in your summary. For example:
  - *Recognized authority on web development. Authored* The Authoritative Guide to WordPress *(XYZ publisher); book has been called "If you can read only one, this is it" in press reviews.*
  - *Attained <Certification Name> credential — a qualification held by only 30 professionals worldwide.*



REMEMBER

An accomplishment is a key selling feature only if it makes you stand out from the competition. That's why it's called a *unique* selling proposition. So if a certification is listed as a prerequisite for the position or it positions you as uniquely qualified, include it in your summary section. But, on the other hand, if you have an MBA that's not requested or that's too common a qualification to take up valuable summary space, mention it only in your education section.

Matching the Job Target with Key Skills

Skills are the keywords of your resume. They are a critical component of surviving much of the initial resume scanning that takes place, both by humans and ATS systems, to determine whether you make it to the decision-maker and the interview.



TIP

Although there are specific competencies and skills for each type of job, the way they are specifically worded will vary by employer and industry. So it's critical to carefully study job advertisements and use the wording that the company has used to be a perfect match and to survive applicant tracking systems (ATS). AI prompts in Chapter 6 will make this a snap.

In the following sections, I define two categories of skills and explain how to incorporate the different types into your resume.

Highlighting hard skills that employers crave

Hard skills are the technical qualifications you possess that your profession and target position require. For instance, there is a specific set of unique skills required of a retail manager, administrative assistant, veterinary technician, salesperson, or an aerospace engineer. An example of a veterinary technician might include:

> *Animal restraint techniques, treatment administration (oral/injectable), medication dosage calculation, IV catheter placement, X-rays, blood draws, laboratory testing, diagnostic equipment operation.*

These technical competencies become the cornerstone of your keyword section, which is placed directly under the summary. This section is typically best expressed in a two- to three-column list that includes short, to-the-point key skills and a few competencies. You typically need to include 9 to 21 key skills and competencies. (Flip to Chapters 4 and 6 to ID your skills.)

Conveying soft skills with substance

Soft skills are interpersonal talents such as the ability to work as part of a team or to communicate effectively with customers. You're required to have them for the position, but because of how generic the skills can be, they aren't always listed in the key skills section. Instead, roll them into the summary (see earlier section) when you are describing how you excel and add to the bottom line. It can become clear that you are a strong communicator when you mention "selected to give keynote speech for the industry's leading national conference."

Proving through Experience

Experience includes your professional experience or work history presented in reverse-chronological order (also known as RC). This section is critical because it's where you provide proof to support your objective header, summary, and keyword sections. This is where the employer looks for these details, but this is also where you can easily lose that attention.

Today's resume must account for time. So, each position or time block should strive to have your specific job title, employer company name, location (city, state), and month/year dates of employment. Account for each position or timespan in a way that shows progression and promotion whenever possible. There's more detail about shaping your experience in the following sections.


TIP

For new graduates, those with gaps, or those who are making a serious transition, this section could encompass experience gained from volunteer work, internships, school projects and papers, personal studies, and a variety of nonpaid areas. Check out Chapters 9 and 10 for strategies.

Structuring your professional history

A powerful job description is targeted to the position being applied for and encompasses:

- A **hook line** is typically presented as a brief initial paragraph that sets the stage for the position by laying out the goal or challenge of the position.
- **Proof-stories** are typically presented as a series of bullets that follow the hook. These bullets lead with results with a powerful recipe of outcome (percentage/impact/dollar amount) + action + scope/stakeholders. They start with a strong verb and show measurable change whenever possible (for example, "Cut onboarding time 325 by redesigning intake workflow with HR and sales").


WARNING

Get rid of weak, passive phrases like "responsible for." This phrase should never appear on your resume. Your goal is to stand out from equally qualified candidates with the sizzle only you can offer.

Emphasizing experience that aligns

Your core, one-size-fits-all resume that you will develop first, before beginning to target positions with your OnTarget resumes, is going to cover all the

competencies (experiences) and related accomplishments you have for the job you performed. Under each job listed, your core resume will have a seemingly long list of bullets that you can use to pick and choose from as you later tailor your OnTarget resumes to specific positions.

When you write, always try to focus on the top accomplishments that lure most employers, because they emphasize the bottom-line value you represent to the company (make money, save money, and so on). The most valuable accomplishments include:

- Increased revenues
- Saved money
- Increased efficiency
- Reduced overhead
- Increased sales
- Improved workplace safety
- Attained purchasing accomplishments
- Introduced new products/new lines
- Improved record-keeping process
- Increased productivity
- Launched successful advertising campaign
- Captured market share
- Maximized budgets

As you write, turn continuously to how you affected these power areas, even if you weren't recognized for the contribution. If you made your life easier and your job more efficient, it counts!

The snapshot of the resume in Figure 3-2 depicts a job description from a one-size-fits-all resume. Notice how the first paragraph hooks the reader with the challenge and the bullets cover all areas of key responsibilities while emphasizing CAR stories (for more on CAR stories, see Chapter 4).

Professional Experience

Sales Representative – Company Name, City, ST [MO/YEAR – MO/YEAR]
Hired to penetrate, build and establish all territories in two states. Created six territory sales routes for product lines, five of which were turned over to newly recruited sales personnel. Personally managed the sixth territory. ***Successfully developed district to approximately $3.2 million in annual sales. Consistently in top five of over 200 sales representatives, company-wide.***

- ***Business Development*:** Networked extensively to recruit new clients, participated in social campaigns and advertising, and represented company at community functions to build brand awareness.
  >> Created business referral changes representing 30% of new business. Broke million-dollar sales mark in third quarter of 2025 and built a 30% referral base.
- ***Sales Tracking & Planning:*** Collaborated with company President to create a sales planning and tracking process which was rolled out district wide.
  >> Attained 12% reduction in reporting.
- ***Mature Production Reintroduction:*** Developed new uses and applications for company products with present and prospective customers.
  >> Recaptured declining market share – sold $150K in three months on products slated previously for termination.
- ***Sales Training:*** Provided sales training to all new sales recruits; worked one-on-one and with teams.
  >> Personally selected to attend the Advanced Sales Institute on behalf of the organization.
- ***Marketing Collateral:*** Selected by senior management to collaborate with marketing team to develop marketing collateral for new products.
  >> Gained experience using Adobe suite; initial design selected by team for presentation.
- ***Administration:*** Reported weekly sales and maintained products inventory for district.
  >> Researched and introduced new inventory system which improved product tracking by 40% and cut costs 19% in first year.
  >> Attained 12% reduction in reporting time for staff.

FIGURE 3-2: A succinct yet powerful listing of an applicant's professional experience.

Incorporating competencies with impact

Competencies are the behaviors required to do the work and are often hinted at more than listed. They don't come in a one-size-fits-all package. To meet the needs of ATS, you need to go a step further in your job bullets to show how your accomplishments confirm your competencies. Or to turn it around, you must show how your competencies enabled you to rack up home runs.

Here are a few examples of competencies:

- Displays knowledge of products
- Prioritizes and plans work activities
- Uses time efficiently
- Achieves sales goals
- Maintains customer satisfaction
- Troubleshoots technological problems
- Adapts to new technologies



TIP

Target job descriptions from the company are your friend. You'll know exactly what to play up by reading what the job requires. You'll be able to easily apply prompts in Chapter 6 to do the heavy lifting on this process.

To connect your behaviors with your accomplishments, you might say:

> ***Product development:*** *Created new mid-market segment supporting an annual growth rate of 20 percent in a flat industry, which demonstrated high energy and business acumen.*

In the preceding example, the verb *demonstrated* connects the accomplishment ("Created new mid-market segment supporting an annual growth rate of 20 percent in a flat industry . . .") with competencies ("high energy and business acumen"). Other verbs you can use to bridge the two types of information include:

- Confirming
- Displaying
- Exhibiting
- Illustrating
- Manifesting
- Proving
- Revealing
- Verifying

Making the Grade with Education

Education doesn't include only degrees you have earned. It should also include degrees you are currently pursuing and certificates required to perform your job. Sometimes the section is further expanded to cover certifications, licenses, and continuing education courses. In such cases, you can name the section:

- Education and Training
- Education and Certifications
- Training and Certification (use when you have no advanced degrees)
- Education and Licensure

The rule of thumb is that if you have only one or two in each category, group them together. I flesh out how to present your education in the sections below.

Detailing your degree the best way

Your core resume lists everything in priority order from most relevant to least relevant, which allows you to pick and choose what to include for your OnTarget resumes. (For more on targeting your resume, see Chapter 5.)

The best order for the content is based on what matters most to the prospective employer. With most degrees, for example, the degree itself matters more than the school from which it was earned. So this listing might look like the following:

Degree in Specialty — *University Name, City, ST — honors attained*

If you are currently pursuing a degree or certificate, you can list it like this:

Currently pursuing **Degree in Specialty** — *University Name, City, ST*

You also could — and should — bold the degree so it stands out.


TIP

It's not a good idea to include the year of graduation (or completion) because it can either make you look too green or too dated. An employer will ask you for this information in an interview if it's needed.

WHAT'S FIRST — EDUCATION OR EXPERIENCE?

Education and experience should always follow the objective header, summary, and keyword sections. But after you've cleared those sections, the best strategy regarding the order of education and experience is to lead with your most qualifying factor.

With certain exceptions (such as when you are using a CV for positions in science, medicine, or higher education), lead off with experience when you've been in the workforce for at least one year. When you're loaded with experience but low on credentials, list your education at the end — and perhaps even omit details that over- or under-qualify you.

Here are further tips for effectively highlighting your education:

- New graduates shouldn't list courses taken in their education section. Instead, check out Chapter 13 for tips on making what you learned into keyword skills.
- Do not list the high school you attended or accomplishments in high school.
- Note continuing education, including seminars related to your work.
- If you fall short of the mark on the job's educational requirements, try to compensate by expanding with continuing education. Give the list a name, such as *Professional Development Highlights,* and list every impressive (but, more importantly, relevant) course, seminar, workshop, and conference that you've attended.



WARNING

Sometimes education can cause more harm than help. This is true with:

- Advanced degrees that overqualify you for the position, such as a doctorate when your bosses aren't that educated
- Credentials that show your passions and experience may lie in a completely different area
- Status of high school graduation, unless specifically requested in the job ad

If it's not called for and it could hurt you, it's best to leave it off and save it for discussions that may come up.

Featuring certifications that matter

List on your resume the relevant certifications you hold in your field because they add luster to your qualifications and help you stand out from the competition. Include your certifications either as a subsection of education or make it a stand-alone section if you have many relevant certifications.



TIP

Certifications can be such a big, relevant deal to your job target that they may even be listed in your summary section. When you do this, still list them in the education section so you can add the granting entity and any particulars.

Listing licenses with purpose

If you're in a field or function that requires a license to do your work — such as legal, certified accounting, engineering, teaching, real estate, or medicine — show your license prominently on your resume.

Licenses can be a subsection of education or you can use a heading of "Professional Licensing" (if only one license) or "Professional Licenses" (for more than one license).


TIP

Just as with certifications, holding a license can be so important to the position you're applying for that you may need to list it in your summary section as well. When you do this, list it in the education section as well so you can add the granting entity and any particulars.

Gaining Extra Points with Employers

Is there anything else you can add that will strengthen your image after the core sections above? In the next sections you'll explore other areas of value, including activities, affiliations, honors, awards, and endorsements.

Including relevant activities

Activities can be anything from hobbies and sports to campus extracurricular participation. The trick is to analyze how each activity is relevant to the target job; discuss skills, knowledge, or other competencies developed; and list all accomplishments.


WARNING

It doesn't matter how proud of your activities and hobbies you might be. If they aren't relevant or might hurt you because they're controversial or dangerous, don't include them because they'll just take up precious space that you could use to sell what really matters to the prospective employer.

Aligning with organizations and affiliations

If you have professional and civic affiliations, especially with leadership roles, these could enhance your value and standing. Be sure to relate these affiliations and roles to reviewers in terms of marketable skills, knowledge, and accomplishments. A high profile in the community (online or local) is particularly important for many professions.


WARNING

Again take care to avoid anything that could reflect negatively with a specific employer or give away information about you that isn't relevant (age, race, religion, politics). Doing your homework on a prospective company or target employer will help you know when to add and when to leave off certain roles and affiliations.

Spotlighting honors and awards

You're rarely going to make this a standalone section at the end of your resume because awards related to your profession and target deserve to be center stage in your summary or within the job where they were attained.


TIP

It's not necessary to list awards and recognitions that have nothing to do with work or that don't show you in a professional light, such as winning the local chili cook-off if you aren't applying for a job as a chef.

However, some seemingly irrelevant awards can add value from a competencies standpoint. If there is a competency for a job you are targeting that you don't meet between work and school, an award could do the trick.

Consider new graduate, Tom Nichols. At 15, he was the youngest person to win a fishing tournament and his prize was a new boat. By itself, this accolade is meaningless to the resume, but the context makes it valuable toward his pursuit of a medical sales position. In order to keep the boat, he had to be able to pay for it. To pay for the boat, he started an informal charter business. His clients were local doctors and surgeons, because his dad is a doctor. Can you connect the dots? Tom has tons of transferable value to play up in his new graduate resume in areas such as physician relations, selling, drive, and enterprising spirit. (See Chapter 13 for more on new graduate resumes.)

Getting endorsements

Adding a short, flattering quote that supports your unique value offers third-party proof of your claims. Such a quote might be culled from a letter of recommendation, thank you letter, review, or LinkedIn profile endorsement.

Such a quote might appear near the top of your resume, like the one shown in Figure 3-1 (earlier in this chapter) or within the specific job description. Here are a few examples of endorsements:

- **For an information systems technician:** *Tom is a cost-cutting maven. He was the driving force behind an 80% cut in Internet access and telephone costs. — Bill Jones, CEO*
- **For a sales rep at a toner and cartridge shop:** *Jennifer Robertson's resourcefulness in getting inside the SoapSuds account and expanding it by 15% after others had tried for months is truly impressive. — Kevin Bloch, General Manager*
- **For an administrative support person:** *Sarah is a dynamo of energy and enthusiasm; she streamlined our project procedures, which saved 12 hours each week and made the office feel like a home. — Kathryn Smith, Business Owner*

Endorsements work, or advertisers wouldn't spend billions of dollars to use them. Be sure to check with your source before adding a quote to your resume.

Trimming Details That Don't Belong

There are two more (big) categories of information that you should never, ever include on your resume: salary and references. These sections help you understand why these topics should be left off.

Dodging the salary trap

Never mention salary on your resume. Period.

When it comes up on an application, you almost always have to include a specific amount. Sometimes a job ad asks for your salary history (past) or salary requirements (future). Realize that revealing dollar figures in advance puts you at a disadvantage. This is especially true if you've been working for low pay — or if you've been paid above market.


WARNING

Online applications sometimes require you to detail a former salary or future goals. While you have to answer, whenever possible, go with *negotiable*, *open*, or *flexible* instead of including specific dollar amounts.


TIP

Before you reveal your salary requirements, research the market rate for someone with your skills and experience. Start with websites like Salary (`www.salary.com`), Salary Expert (`www.salaryexpert.com`), and PayScale (`www.payscale.com`).

Avoid being too quick to pipe up with hard figures on the money you've made and the money you want. When you reveal this information without already having a job offer, you might overprice yourself, be talked into taking a reduced salary, or not even get the interview. You always want to strive to get to the interview and the offer before talking dollars.


TIP

An exception to salary silence advice: Tell recruiters with whom you have a serious interest in working with how much you've earned and how much it will cost an employer to hire you. Otherwise, know that recruiters don't want to waste time playing games and are likely to fold up their interest and move on.

Holding off on references

Employment references do not belong on a resume unless an employer specifically asks for them, which rarely happens. In fact, the fastest way to date yourself (and your resume) is to include the words "References available upon request" at the bottom of your resume. It's assumed that you'll have those references available when they are requested.


TIP

Don't wait until an employer requests the contact information for your references to get in touch with people to ask if they'll put in a good word for you. If you haven't done so already, reach out to prior employers, customers, directors of organizations for which you volunteer, professors, teachers, and instructors. Get their permission to have potential employers contact them about you.

Your three to five professionally oriented references should be listed with contact information on a separate page from your resume. You can submit this when applying for a position by uploading it when there is an additional documents option. It's a proactive way of showing you're prepared and confident that references support what you've claimed.

IN THIS CHAPTER

- Gathering data to draw on
- Digging up details, challenges, actions, and results
- Turning all that data into resume gold

Chapter 4

Laying the Groundwork for Resume Brilliance

Before you write, you collect. This chapter gets you past blank-page jitters by assembling raw material — roles, responsibilities, projects, numbers — and then mining it for proof you can use later. By the end, you'll have a core resume file that gives you one organized place to keep facts, stories, and metrics that can be tailored into OnTarget resumes in Chapter 5 and transformed with AI in Chapter 6.



WARNING

Don't judge what's "relevant" yet as you'll have a chance to edit and refine later. You don't want to leave anything out because you can't anticipate what information you'll need for every future application. In Chapter 5, you can choose what to keep for the OnTarget versions.

Getting Started by Gathering Data

Before you write, take the time to gather a working file of resources. This resource file will turn into your core resume by the end of the process. Be sure to include:

- **Resumes:** Resumes written in the past three to seven years

- **Employment info:** Job titles, employers, dates, locations; official job descriptions, performance reviews, and other employment records
- **Project details:** Briefs/charters, scopes, sprint notes, change tickets, and links or screenshots of deliverables
- **Results:** OKRs/KPIs, dashboards, uptime/quality/cost reports, CSAT/NPS, and budget deltas
- **Forms of recognition:** Awards, bonuses, shout-outs, testimonials, and LinkedIn recommendations or endorsements
- **Credentials:** Licenses, certifications, and degrees or course descriptions that prove skills for new grads or career changers
- **Publications:** Books, papers, articles, or other published works
- **Presentations:** Speaking engagements and other presentations
- **Affiliations:** Roles held (business, board level, social, civic, academic) or related contributions (especially focused for new grads and career changers)
- **For new grads or those with a new major credential for job target:** Major course textbooks or material, course syllabi, and school's course descriptions (usually in the catalog)



WARNING

If data is confidential, record percent deltas or ranges and keep context at a high level. Don't export proprietary information from employer systems.

Otherwise, don't censor yourself when gathering data! Avoid judging what is relevant. It's better to include everything and whittle away later than to discount something that might have brought you value. You can always opt not to use something as you refine your resume.



TIP

Take the time to copy and paste (or retype and organize) documents into a single word processing document. This is typically MS Word because it's what most corporations use but you may opt to use Google Docs. You will work in this document, rearranging and finessing information, to create your core resume, so the data you need will be easy to access as you continue.

Keep in mind that some of this data may require you to do a little thinking and a little freewriting where you brainstorm on paper or directly into the document. Get your lists and data together now so you can compile your data into a single document of noteworthy information.

Be sure to save your master core file before progressing. Your best option is Core-Resume-YourName.docx.

Compiling the Content for the Basis of Your Resume

If you've collected initial documented data (see the earlier section, "Getting Started by Gathering Data") and combined it into a single file, don't worry if you have a lot or a little bit of information because you're not through. Your writing isn't polished, resume-worthy content for your final resume yet. Instead, you're likely going to continue dumping information into your document (and saving it regularly to avoid losing it) as you work through this chapter. So don't worry about grammar, impressive wording, formatting, or run-on sentences. Just follow the instructions in this section to get the information down.

Starting with your employment and responsibilities

You're going to start with your employment history section (refer to Chapter 3 for details on the different sections of a resume), but don't worry if this isn't your area of strength or if your job target is different now. You'll have a chance to apply the same process to other areas, such as volunteer work, leadership, courses, degrees, and even gap-year experiences next and in more depth in Chapters 9 and 10.

Start with your most recent job and begin by creating a bulleted list of your responsibilities. Get them all down, regardless of how trivial, because you may need them later when you put the resume together. Here's an example of how your list might look if you're a retail manager:

COMPANY: Weight Loss International (formerly Pacific Weight Loss)

TITLE: Center Manager

LOCATION: [City, ST]

DATES: [Start Month/Year – End Month/Year]

Responsibilities:

- Managed day-to-day business operations.
- Handled interviewing, hiring, training, and supervision of employees.
- Supervised a staff of two as well as an assistant manager.
- Trained staff in selling and customer-service techniques, and motivated them to meet upselling goals.

- Sold memberships and products.
- Handled inventory management.
- Oversaw client account management and service.
- Maintained financial responsibility for payroll within budget as well as daily closeout, bank deposits, and balancing.

Repeat this process for other positions you held in the last ten years. If you're changing careers or returning to a past profession, do the same for older roles that support your new target as well.



REMEMBER

With your documentation in front of you, you can draft this quickly. Don't polish yet as these are working notes.



TIP

If you're missing details for any job description, try:

- Visiting your former employer's careers page (many post current/archived job descriptions)
- Contacting HR or a former colleague (reconnecting via LinkedIn)
- Performing an online search for your job title + employer name to be reminded of responsibilities
- Looking at `Glassdoor.com` (`www.glassdoor.com`) for company-specific information
- Checking industry association career centers for job descriptions

Digging deep to mine for career story gold

After you've listed your history and responsibilities, go back and dig for value, which is what changed because you were there. Think of it like following a thread until you reach specifics about challenges you faced, what you did to address them, and the results you delivered.

In an OnTarget resume, you don't just match the job posting; you also give the employer reasons to pick you over other qualified applicants. That means you sell what you accomplished, not just tell what you did.



TIP

You do this by having concrete stories, which are commonly referred to as *CAR stories*. CAR stands for:

- **Challenge:** What problem or goal did you inherit?

- **Action**: What did you do to address it?
- **Result:** What happened because of your action?

Start your CAR stories by determining the challenges you faced. Do so by returning to the bulleted list for your most recent job and ask yourself:

- What did you step into on day one — any problems or urgent goals?
- Was this a newly created role? If so, what were the expectations?
- Were you filling a long-vacant position?
- Were you recruited? What issues prompted them to bring you on board?

Brainstorm these answers into your notes. If you're drawing a blank, consider the following:

- If the organization was already successful, where did you still spot opportunities to improve?
- After you settled in, what processes, costs, or outcomes did you upgrade?

For example, if you were a retail manager, here are threads to consider:

- What were branch sales goals before you started? Were they met? By what percentage each quarter/year, and why?
- What was turnover/dissatisfaction like? What did you change, and what are the new numbers?
- Were branches ranked? Where was yours on day one (out of how many), and where is it now? What did you do to move it?

After considering these questions, a retail manager might come up with something like this:

Overall Challenges:

- The center needed a full turnaround — rebuild a customer-focused team, win back clients, overcome negative brand perception, and lift revenue by increasing average ticket.
- I took over a poorly performing center with about 80 percent client attrition; ranked twenty-third out of twenty-seven centers.
- Quarterly sales goals were greater than 40 percent below goal.

- Target average sale was $580; actual was $350.
- Customer satisfaction sat at 66 percent; training gaps were evident.
- Inventory shrink ran about 20 percent per month (about $1,200 in losses).
- Center was staffed at three (should be five); all had tenure of less than six months; turnover hurting service and profit.

You can use these notes later to craft a short *hook* in your job description (more on this later in the chapter), which is one line that sets the scene for your achievements.

After you capture the overall challenge(s), go back to each responsibility bullet for the role and sketch a quick CAR story for that item (one line per responsibility is fine at this stage).


TIP

Mine *all* your documentation for proof: LinkedIn recommendations, award memos, thank-you emails, and evaluations often contain ready-made CAR material.

Connecting actions to tangible results

Once you've listed the challenges for each role (the first element of a CAR story), pair each one with the actions you took and the results you achieved to finish your CAR story. Work within the core notes you've already created. For each challenge, jot down one to three actions you took to meet the challenge and at least one measurable result.


REMEMBER

Don't worry about this core resume's page count at the end of this process — especially after you've done it for each of your positions. You will cut down these notes into final, succinct bullets for your final resume when you get to that step.

Using the retail manager example from the earlier sections, your notes might look like:

Actions prompted by the challenge: Annual membership started at $350 but could be upgraded to a platinum maintenance plan of $580, which was the goal. To accomplish this, I directed staff in the following ways:

- Educated on how to upsell platinum level, giving them training materials, scripts, and product knowledge sessions
- Provided add-on role-play demos and weekly client meeting promos; set mini-incentives for staff to practice and adopt

- Reactivated former members with outbound calls (remaining weeks, product credits, service recovery); introduced new leadership
- Hosted open houses to re-engage lapsed clients and showcase services/products
- Launched a referral bonus ($50 in-store credit after four weeks)
- Ran targeted specials to move excess inventory.

Results Achieved:

- Achieved a 50 percent close rate from call to walk-in (vs. 30 percent test-center expectation).
- Upgraded 40 percent of clients from the $350 annual plan to platinum ($580).
- Increased up-front nutrition bar sales by 20 percent via bulk discount offer.
- Improved center ranking from twenty-third to thirteenth in nine months. Reached seventh by Q1 year 2024; maintained status for four consecutive years.
- Began meeting quarterly sales goals in Q2 and continued to do so.
- Earned "Most Improved Center" for four consecutive years (2021, 2022, 2023, 2024).

You're far more than your responsibilities. When you repeat this step on each position, you'll uncover the stories that show your value. This material later turns into concise, results-first bullets with a brief hook for each role.

Taking the Next Steps

It's time to look beyond day-to-day jobs to other areas that show your value. Even if you're not sure what roles you'll target, gather this material now. The sections below describe what else you can round up and give you starter language you can adapt into achievements.



REMEMBER

Don't let the length of this growing document worry you; this is just a resource you'll be glad you created as you move forward.

Considering other accomplishments

You're more than your job titles. To paint a complete picture for employers, pull in education, volunteer work, and recognition that support your target jobs. Think about some of the following areas of accomplishment:

- **Academics (use when a degree/program/certification drives a pivot):**
  - List relevant courses and pull short descriptions from the textbook's table of contents, course description, or syllabi.
  - For each course, jot quick CAR (challenge, action, result) notes: What problem or case did you tackle? What did you learn? What did I analyze/build/test/understand? What changed — grade, outcome, deliverable, presentation, adoption?
- **Awards:** Capture award name, issuer, date, and a one-line "why it matters" for your target. Translate it into a CAR story of strength/value whenever possible.
- **Publications and presentations:** List title, venue, date, and the takeaway in CAR format.
- **Affiliations (volunteer work/leadership):** Add organization, role, dates, and one to two CAR notes that expose target skills.

Brainstorming your way to standout wins


TIP

When you hit a brick wall with your accomplishments, try the following plug-and-play strategy to help uncover the value you delivered. Just fill in the blanks and add these statements to your stories.

Saying it with numbers

A few numbers can reveal more than lengthy paragraphs. Apply these to your work history where you can:

- __ (#) years of extensive experience in _____ and _____.
- Won ____ (#) awards for _____.
- Trained/Supervised ____ (#) full-time and ____ (#) part-time employees.
- Recommended by _____ (# of notable people) as a _____ (something good that they said about you) for excellent _____ (an accomplishment or skill).
- Supervised a staff of ____ (#).

- Recruited ____ (#) staff members in _____ (period of time), increasing overall production.
- Sold ____ (# of products) in _____ (period of time), ranking ____ (1st, 2nd, 3rd) in sales in a company of ____ (#) employees.
- Exceeded goals in __ (#) years/months/days, establishing my employer as ____ (1st, 2nd, 3rd, or whatever number) in industry.
- Missed only ____ (#) days of work out of ____ (#) total.
- Assisted ____ (#) _____ (executives, supervisors, technical directors, thers).

Saying it with percentages

Percentages help readers grasp scope and impact at a glance. Use them to show ranking, goal achievement, cost cuts, and improvements:

- Excellent _____ (your top proficiency) skills, which resulted in ____ (%) increase/decrease in _____ (sales, revenues, profits, clients, expenses, costs, charges).
- Recognized as a leader in company, using strong skills in _____ (skills) to effect a/an ____ (%) increase in team/coworker production.
- Streamlined _____ (industry procedure), decreasing hours spent on task by ____ (%).
- Used extensive _____ (several skills) to increase customer/member base by ____ (%).
- Financed ____ (%) of tuition/education/own business.
- Graduated in the top ____ (%) of class.
- Responsible for an estimated ____ (%) of employer's success in _____ (functional area/market).
- Resolved customer-relations issues, increasing customer satisfaction by ____ (%).
- Eliminated _____ (an industry problem), increasing productivity by ____ (%).
- Upgraded _____ (an industry tool), resulting in ____ (%) increase in effectiveness.
- Increased sales by _____ (%) by _____ (actions).

Saying it with dollar amounts

Bottom-line impact belongs on a resume. Use dollar figures, savings, revenue, and budget results:

- Supervised entire _____ (a department) staff, decreasing middle-management costs by ____ ($).
- Purchased computer upgrade for office, saving the company ____ ($) in paid hours.
- Eliminated the need for _____ (one or several positions in company), decreasing payroll by ____ ($).
- Averaged ____ ($) in sales per month.
- Collected ____ ($) in memberships and donations.
- Supervised the opening/construction of new location, completing task at ____ ($) under projected budget.
- Designed entire _____ program, which earned ____ ($) in company revenues.
- Implemented new _____ system, saving ____ ($) daily/weekly/monthly/annually.
- Reduced cost of _____ (substantial service) by developing and implementing a new _____ system at the bargain price of ____ ($).
- Restructured _____ (organization/system/product) to result in a savings of ____ ($).

Click Save one last time, and you're set — you've collected the data you need to build your core resume (you will use it to create OnTarget versions in Chapter 5).

Your Core Resume: Turning Your Data into Dynamite

Now that all your data is staring you in the face, it's time to make it work for you. With your core resume, don't target a specific job ad; focus on showing the skills, accomplishments, and experience you've built for the type of job you want (think "I'm a chemical engineer" or "I'ma receptionist"). Later you'll pick the best "diamonds" from your core resume to build an OnTarget resume for a specific posting (see Chapter 5).

To make your experience stand out, there's no shortcut. You and your data will do some highlighting, copying, and pasting to move from a multipage roadmap to what will likely be a one- or two-page core resume.


TIP

Don't worry so much about your first pass over this content. Feel free to write full sentences and even be verbose. Focus on writing it exactly as you would like it to read. Then, go back and ruthlessly edit to make sure your hook paragraph is only a few sentences and that each bullet is no more than two lines.

The following sections show you how to best tackle the process.

Assembling the bones of the resume

You can rapidly create the bones of your resume with a few easy steps. (Chapter 3 walks you through specific content for each of these.)

1. **Save the file.**

   Open your word processor and save the document to make repeated saves easier. Include the target role in the file name.

2. **Set up your contact information.**

   Place your concise contact information at the top of the page.

3. **Create section headers.**

   Add placeholders for the sections you'll most likely use: objective, header focus statement, summary, key skills/areas of expertise, experience, education, professional affiliations, and so on.

4. **Fill in the straightforward content.**

   Knock out the black-and-white sections first such as education since the only selling you might offer here is an honor or top GPA.


TIP

The summary section doesn't get a title. It is set directly under your objective header and is meant to complement the job target with your requisite expertise and skill. Listing the word *summary* as a placeholder right now in your document will help you remember to go back and create it.

Another list-like section is the keyword skills, which is near the top of your resume (following your summary) in one to three columns of bullets. This list highlights the key skills you possess for your profession. You'll likely have anywhere from 9 to 21 bullets for your Core resume after you go through the content you've collected. Check out Chapter 7 for more on keywords.

Tackling your most recent or related experience first

Whether your best proof sits in a recent job, volunteer role, internship, or project from a new degree program, start with your most recent professional experience.


REMEMBER

The rule is that if what's most recent is what's most relevant, play that up. Otherwise, dig around for what is most relevant and put your energy there. (For more on nontraditional resume situations, visit Chapters 9 and 10.)

For a traditional, progressive path, focus your effort on the current/most recent position. Your goal is to narrow your content to:

- A hook summary paragraph that sets the scene (role, goals, challenges).
- Supplemental bullets or brief subsections by function showing how you went above and beyond using CAR statements.

To write the hook paragraph, reread your notes for this role and highlight phrases that tell the story, such as:

- "Recruited to . . ."
- "Company faced . . ."
- "Recognized for . . ." / "Achieved . . ." / 'Resulted in saving . . ."

OMIT INTERVIEW-KILLER DATA

Some land mines don't belong on a resume. Save anything negative for the interview, during which you can explain context. Leave out:

- Firings, demotions, forced resignations, early contract terminations
- Personal conflicts with coworkers or supervisors
- Bankruptcy, tax issues, or credit problems
- Criminal convictions or lawsuits
- Homelessness
- Illnesses you've recovered from
- Disabilities that don't prevent you from performing essential job functions, with or without accommodation

Those highlights help you shape the hook now and will also feed the summary section you'll write later.


TIP

You might have put together that the word "I" is assumed in the resume and not actually spelled out. When thinking of writing your hooks and bullets, think "I was recruited to . . ." but write, "Recruited to . . . ." This is standard and expected in resumes.

With responsibilities and accomplishments, group like items together. If you have several items about budgeting, group them, keep the strongest CAR statements, and trim the rest.

If you can't find a CAR statement, that's okay. Keep the bullet on your core resume anyway because you may need it when you build OnTarget resumes. Describe the responsibility as clearly as you can and aim for language that sounds active and value-added. Chapter 7 has plenty of wording ideas.

Focusing on older positions that still count

After you finish your main value position (see the preceding section), the rest go faster. Yes, reread, highlight, and connect the dots so you understand each role's value. But you don't need anywhere near the depth you used for the most recent position.

The older or less relevant the job, the less detail it needs. Unless you're making a major career change that calls for a different approach later, keep it to a brief hook plus a few top-line accomplishment bullets.


TIP

Four employment positions or ten to 15 years is the max you should include, so stop listing and detailing positions at that point. However, if a job feels relevant, you can add a new section to your resume called *Additional Employment* where you simply list job titles, company names, and locations (leave off the dates).

Playing up other relevant experience

If you have other sections with substance, such as volunteer work (common for career changers), internships, major projects, or community leadership, capture them now. Put more time into what's recent and relevant, and give the rest a concise note with one to two outcomes.

For help translating seemingly unrelated roles into language that fits your target, visit Chapter 5 on using crossover wording to bridge experience.

Building your brand in the summary section

Finish with your summary section last as you will have combed through your experience, responsibilities, skills, and accomplishments, and now see your unique selling proposition (USP) clearly.

As described in Chapter 3, your *USP* is the 30-second commercial that shows why you're not only qualified for the job but also the best candidate. Tie together why you're a return on investment for the employer. Ask yourself:

- Do you make money or save money?
- Do you turn things around or optimize processes?
- Have you earned notable recognition (awards, publications) or in-demand credentials?

You already captured these details in your notes. You likely highlighted standout phrases so you can use them now. Here's how to draft it:

Gather all these ideas in one place. Look for standout items or consistent performance in a particular area. For example, if you're good at making money, your USP may include phrases that highlight you're a "rain-maker, focused on profit, able to exceed goals, or skilled at unprecedented financial wins." Conversely, you could have a reputation for finding ways to do things better in every job you've held, making one of your key USPs a "turnaround expert focused on improving processes, profits, and performance."

- Gather the strongest ideas in one place.
- Look for patterns (for example, consistent revenue growth, repeat process fixes, reliability wins).
- Convert these patterns into USP phrases (for example, "Money-maker: rainmaker focused on profit, exceeding goals, and delivering unprecedented financial wins").

Format isn't as key in the core resume summary section, so get it all down into bullets or one or two paragraphs. State powerfully the three to six foundations in which you excel or have excelled that bring bottom-line value to an employer.


TIP

If you find yourself stumped about what really matters, review target job descriptions on the Internet or jump to Chapter 6 for AI prompts to help you ID what's important.

Understanding the Purpose of the Core Resume

After you've built your core resume (the source and foundation for OnTarget versions), you may want a polished version for networking events and job fairs. These open-ended settings call for a broad view of your strengths, not always a single-target resume. If you choose to hand out your core, make it look its best:

- **Save as a new file** so you don't overwrite your master core document.
- **Keep it to two pages** unless you're an executive. When in doubt, drop secondary duties or items without clear accomplishments.
- **Proofread carefully** to catch typos, complex phrasing, and run-on sentences.
- **Leave generous white space** around the page so it's easy to skim.
- **Use a common, readable font** (for example, Aptos 12, Calibri 11 or Arial 10 to 11 point for body text).
- **Remove skills you don't want to market.** Being able to do something doesn't mean you must feature it.
- **Draw attention to value with simple emphasis:** Bold job titles, italicize accomplishments, and consider short testimonial quotes from bosses. Read more on this in Chapter 8.
- **Avoid negative information** that could derail an initial impression.

IN THIS CHAPTER

- Challenging the "good enough" myth and ditching one-size-fits-all resumes
- Selling yourself with ATS filters, parsing and humans
- Tailoring your OnTarget resume, even for career changes

Chapter 5

Crafting Job-Focused Resumes the OnTarget Way

Hiring teams don't read resumes but instead scan fast for proof you're right for the job, and getting your resume in front of a human is part of the challenge. So this chapter shows you how to convert your core resume (see Chapter 4) into tailored submissions the OnTarget way. Use the info in this chapter to match the role's language, surface the right proof in the top third of your resume, and make sure what you write parses cleanly so it gets past the online upload and ATS (applicant tracking system) process so a human actually sees it.

You'll challenge the "good enough" myth, see why generic resumes stall out, and learn a simple flow to extract the right keywords from job descriptions and translate your experience with crossover language, without losing your voice or accuracy. By the end, you'll have a repeatable way to shortcut your path to landing interviews.

Challenging the Myth of "Good Enough"

"Good enough" is how otherwise qualified candidates get filtered out. A generic resume treats every job as the same and asks a busy screener to connect the dots. They won't. Screeners rapidly scan for proof that matches the specific role, the specific language, and the specific team's priorities.

Here's what "good enough" looks like (and why it stalls):

- **One resume for all roles:** You sound capable but not clearly qualified.
- **Vague claims:** Promises are made with phrases like "strong communicator" without proof points.
- **Old wins, no context:** Your wins might have been impressive once but are likely irrelevant now.
- **Keyword misses:** The language fails to match the keywords specific to the job posting.
- **Top third wasted:** The best match is buried or the language doesn't mirror the job posting.

What works instead — the OnTarget approach:

- **Pick a target.** Every submission mirrors one posting (title, team, focus, and so on).
- **Translate, don't invent.** Use job posting terms that match your real experience.
- **Prove it up top.** Place role match, key qualifications, and supportive wins in the top third.
- **Keep it RC (reverse chronological) for portals.** Use structure so parsers read titles, dates, and employers cleanly as discussed in Chapter 2.
- **Cut the extras.** If it doesn't show a match to this job, it isn't OnTarget.



REMEMBER

OnTarget isn't a rewrite of your career but a curation of your core resume. Choose keywords and supporting proof that make it easy for a prospective employer to see that you're a match for the job.



TIP

Before tailoring, ask: "If the hiring manager only skimmed the top third, would they see an obvious match?" If not, move stronger proof up or rewrite using the posting's terms. Chapter 6 provides you with AI prompts to make this process easier.



WARNING

Don't keyword-stuff your resume. If a term appears up top, prove it once in your "Experience" section with a concrete result.

Turning a Generic Resume into an Interview-Generating Resume

Your resume isn't a buffet where a screener samples what they like. A generic version usually gets filtered out before a hiring manager ever sees it. Consider the path it takes in twenty seconds:

1. **Resume is parsed** for titles, employers, dates, and key skills matches.
2. **Auto filters trim** by keywords, title, years, location.
3. **Human skims six to ten seconds** looking for supporting hot points.
4. **Shortlisted,** if you survive it all, and many move on while most don't.

It can stall if there's a language mismatch; the top third doesn't express role match, skills, or quick wins; or your "Experience" section doesn't provide keyword proof. But I can help you fix it. These sections explain how to set your resume up for the best chance of getting placed in the interview pile.

Parsing the first glance

The first person who sees your resume is rarely the hiring manager. It's usually a busy screener who gives each resume a 6–10 second look for obvious fit. If your match is clear, you make the "maybe" pile; if not, you're out.

Make the top third do the work:

- **Target focus objective line:** Match or mirror the job title.
- **Branding summary:** Include what you do, at what scope, and how you deliver value.
- **Areas of expertise:** Use employer's terms from the posting (as they match your skill).
- **Highlight wins:** Emphasize examples of results you deliver with a recent, qualified example or overview.

Format for skimming:

- Use short bullets, clear section labels, and generous white space.
- Keep job titles, employer names, locations, and dates in a clean, consistent pattern.
- Avoid dense paragraphs, tiny fonts, and decorative elements that compete with text instead of showcasing it.

Language alignment:

- Prefer the posting's exact vocabulary to translate and not invent.
- Spell out acronyms the first time used.

Error-free basics:

- Proofread names, numbers, and dates.
- Keep tense consistent using past tense, even in your current role for past-tense achievements.
- Ensure contact information is professional and located at the top.



TIP

Cover everything but the top third of your resume. Would a stranger see your target, aligned skills, and why you go above and beyond other qualified candidates? If not, move stronger proof up.



REMEMBER

It's not enough to be qualified; you've got to sell your unique brand and value that's going to excite prospective employers. If it's not obvious yet, it won't be obvious later to get you in the door.

Parsing through applicant tracking system filters and bots

Most applications go through ATS software first. The system reads titles, employers, dates, and skills, and compares them to the posting. Only strong matches reach a human screener.

Make parsing easy:

- Use RC structure and standard labels (areas of expertise, experience, education).

- Keep essentials in body text and not in headers/footers, sidebars, text boxes, icons, or tables.
- Maintain a consistent pattern: Title – Employer, City, ST (month/year – month/year).
- Use simple bullets and common fonts (Calibri, Arial, Aptos, Times New Roman).
- Upload a .docx or PDF resume.

Make relevance obvious:

- Use the posting's exact terms in "Areas of Expertise" and prove you're match-worthy in the "Experience" section.
- Place role match, aligned skills, and winning highlights in top third.

Landing strong with decision-makers

If your resume reaches the hiring manager, the bar goes up. Because of prior screening, they already know you're a fit. So now they need to confirm not only your match for the role but also what makes you stand out against the competition, making you worthy of their time in an interview. To stand out, target each section on purpose:

- **Objective header:** Mirror the job title.
- **Summary:** Connect your scope to their priorities and include proof.
- **Areas of expertise:** Use employer's terms from the posting.
- **Experience (RC):** Lead with hook followed by result-first bullets that map directly to key requirements.
- **Education/Training:** Include only those items that advance your candidacy for target roles.



TIP

Stand out with CAR stories and bullets ordered by relevance. See Chapter 4 for CAR gathering and Chapter 3 for section structure.

Aligning Your Resume to the Role Using Crossover Lanugage

Once upon a time (typewriters, photocopies), customizing a resume was painful, so the generic version was the norm. Today it's the opposite and using the OnTarget approach where you curate a resume from your core and speak a particular employer's language is the only way forward.


TIP

Picture a bridge between your experience and the employer's world. If they speak healthcare and you speak engineering, your language won't make sense unless you translate your work into their terms. That's *crossover language*: relaying the message of your resume in the employer's vocabulary.


REMEMBER

In the following rare cases, a generic resume is okay:

- **Job fairs:** Bring a clean two-page core that fits the type of role you are seeking for initial contact. Follow up with an OnTarget version.
- **Single job focus:** If you truly chase one role in one niche, one strong resume can work, but you should still tweak it for major postings.
- **Networking/references/social:** Share a general resume or maintain a broadly consistent profile. Respond to leads with an OnTarget version.

An employer knows what they want in a candidate, and they signal this through keywords and phrasing in the posted job description. So to spoon-feed a prospective employer what they're seeking, start by mining keywords from the job description. You can use these to refine your core resume to one that's OnTarget for this particular position.


TIP

If the job description is vague, find three to five similar postings for the same job title and spot common terms and phrases that you can use as keywords. Then go beyond postings for vocabulary: Check the *Occupational Outlook Handbook* (`www.bls.gov/ooh/`), run general searches by job title, and scan professional associations for role definitions and core responsibilities.

What you can usually infer from a job posting:

- The **objective header** you should use (mirror the job title)
- What the **employer values** (play up in your summary, keywords, and experience bullets)

- The **key skills/keywords** to list in "Areas of Expertise" and then prove in "Experience."
- The **crossover wording** that translates your past into the new field's terms (more on this in the later section, "Translating experience with crossover language").

Also note how they label people, work, and outcomes:

- **People:** Patients, members, stakeholders, key decision makers
- **Work:** Sell vs consult, implementation vs. deployment
- **Products:** Cardiothoracic medical devices vs. high-tech equipment

Then revise wording from your core resume with the following workflow so your OnTarget draft uses those terms, without changing the facts:

1. **Mark the must-haves.** Highlight title, required skills/tools, and outcomes (quota, retention, uptime).
2. **Build a keyword list for "Areas of Expertise."** Use the posting's exact terms whenever possible.
3. **Map proof to terms.** Share CAR stories in the "Experience" section with concise, result-first bullets.
4. **Rewrite the top third.** Align your objective header, summary, and areas of expertise.
5. **Cut conflict noise.** Remove content and words that don't support the goal (for example, retail/ops details that don't help outside sales).



REMEMBER

Keywords belong in two areas: up top in Areas of Expertise and in Experience. Mirror the employer's terms and don't stuff them in — make them flow organically.

Figure 5-1 shows a core one-size-fits-all resume for a job seeker who is overqualified for their target position. In Figure 5-2, the same job seeker appears perfectly qualified for this job.



WARNING

Only use language you can defend in an interview. Learn the basics, check usage and context, and be ready to explain your work in that vocabulary. The AI prompts in Chapter 6 will help greatly with this.

Figure 5-3 shows an example of revising a job summary with crossover language to shift from home cabinetry phrasing to project management terminology to match the target role.

YOUR NAME

City, ST | Email Address | LinkedIn Profile URL | Phone Number

RETAIL MANAGEMENT PROFESSIONAL

Sales & Revenue Growth • Operations, Strategy & Management • Customer Service Satisfaction

~ Established #1 out 200 nationwide – Maintained 40% Profitability ~
~ Top individual performer: Awarded for highest growth in one fiscal year (#89 to #1) ~
~ First Director to Achieve $150K Per Month – Turned Around Struggling Center ~

Top-performing and high-energy Retail Operations Manager who draws upon proven experience and results to drive sales and revenue growth, boost client base, turn around struggling businesses, and start up profitable new ones. Recognized as a dynamic leader with proven success in turning individual performers into high-functioning teams which exceed all set goals. Vision for positioning company brands to stand out in the most flooded of markets. Awarded for personal sales performance.

KEY COMPETENCIES

- Sales & Revenue Growth
- Client Relationship Management
- Client Motivation
- Sales Staff Development
- Team Building & Incentive
- Operational Management
- Resource Coordination
- P&L & Inventory Tracking
- Account Management
- Hands-On Leadership
- Customer Needs Assessment
- Product / Service Up-Selling
- Recruitment & Training
- Technology
- Administration & Reporting

PROFESSIONAL EXPERIENCE

ABC COMPANY – City, ST [XX/XXXX – XX/XXXX]

Operations Manager
Challenged to turn around center after its market decline from #1 to #89 out of 200 centers nationwide. Tasked with overhauling all aspects of operations, staffing, sales, customer relations, inventory, P&L, and reports. **Became first Director to meet company challenge of $150K in monthly revenue within eight months of taking over.**

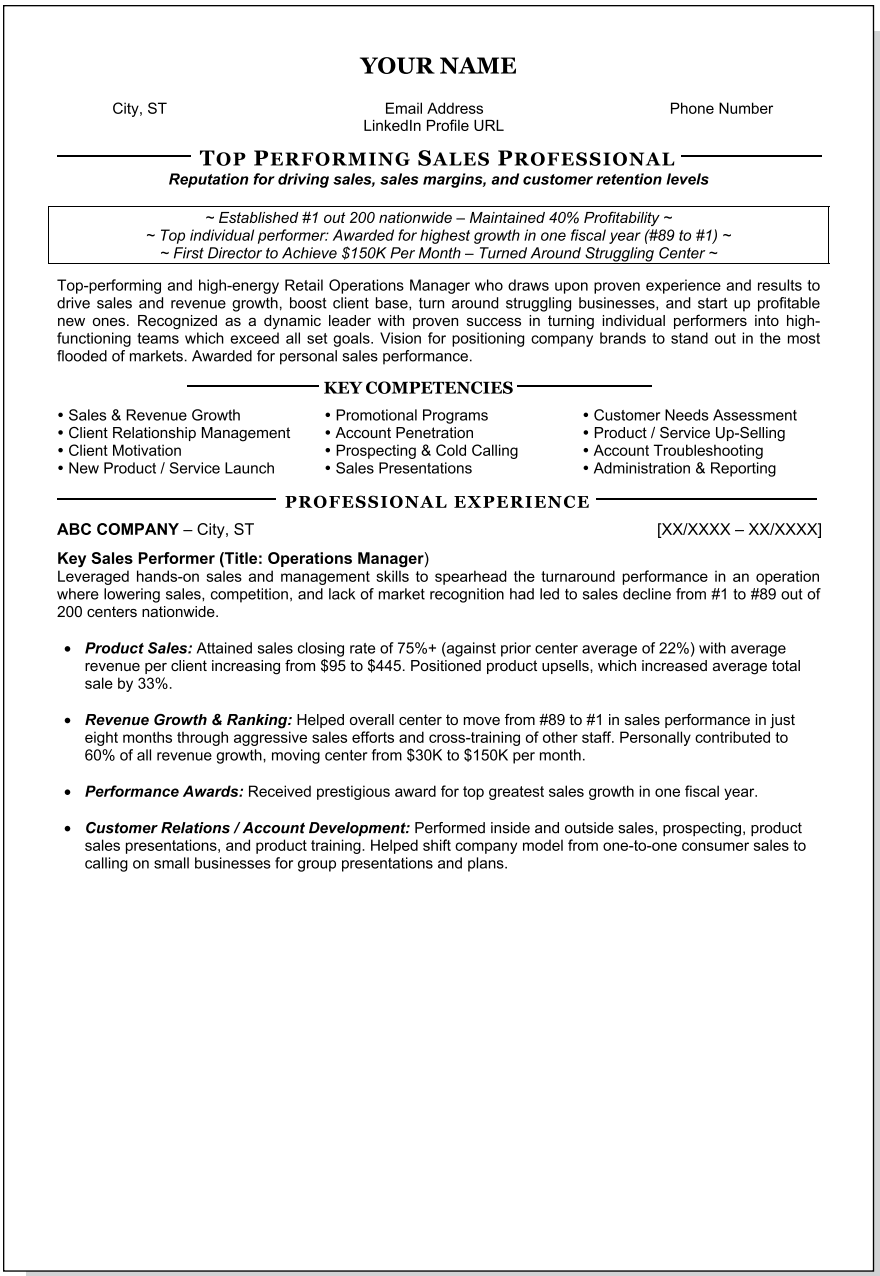
Business Development & Turnaround:
- Escalated revenue from $30K to $150K p/m within just eight months through aggressive customer retention initiatives, staff incentives, and facility overhaul.
- Attained ranking of #1 out of 200 centers in marketplace and maintained 40% monthly profitability by revamping and establishing key controls in ordering, payroll, and inventory. Processes were adopted by corporate for use company-wide.

Product Sales:
- Turned around sales closing rate from 22% to 75%+ with average client sales increasing from $95 to $445. Led staff to attain 50% success in sales upgrades, which increased total sale by 33%.
- Introduced first-ever outside selling to small businesses and groups, which created new revenue channel.
- Received prestigious center award for top performance and greatest growth in one fiscal year.

Hiring, Training & Supervision:
- Took over center abandoned by dissatisfied staff and recruited new team from the ground up to train and developing a powerful team.
- Retained core-performing staff for as much as eight years.

Client Management:
- Created system for knowing clients by name, which established a personalized experience for them, all but abolishing client dropout of program.
- Instituted one-on-one consultations in center; tapped to teach methodology at national conference.

FIGURE 5-1: This core one-size-fits-all resume for a job seeker who last held a position in retail operations management makes them overqualified for targeting a sales position.



YOUR NAME

City, ST | Email Address | LinkedIn Profile URL | Phone Number

TOP PERFORMING SALES PROFESSIONAL

Reputation for driving sales, sales margins, and customer retention levels

~ Established #1 out 200 nationwide – Maintained 40% Profitability ~
~ Top individual performer: Awarded for highest growth in one fiscal year (#89 to #1) ~
~ First Director to Achieve $150K Per Month – Turned Around Struggling Center ~

Top-performing and high-energy Retail Operations Manager who draws upon proven experience and results to drive sales and revenue growth, boost client base, turn around struggling businesses, and start up profitable new ones. Recognized as a dynamic leader with proven success in turning individual performers into high-functioning teams which exceed all set goals. Vision for positioning company brands to stand out in the most flooded of markets. Awarded for personal sales performance.

KEY COMPETENCIES

- Sales & Revenue Growth
- Client Relationship Management
- Client Motivation
- New Product / Service Launch
- Promotional Programs
- Account Penetration
- Prospecting & Cold Calling
- Sales Presentations
- Customer Needs Assessment
- Product / Service Up-Selling
- Account Troubleshooting
- Administration & Reporting

PROFESSIONAL EXPERIENCE

ABC COMPANY – City, ST [XX/XXXX – XX/XXXX]

Key Sales Performer (Title: Operations Manager)
Leveraged hands-on sales and management skills to spearhead the turnaround performance in an operation where lowering sales, competition, and lack of market recognition had led to sales decline from #1 to #89 out of 200 centers nationwide.

- ***Product Sales:*** Attained sales closing rate of 75%+ (against prior center average of 22%) with average revenue per client increasing from $95 to $445. Positioned product upsells, which increased average total sale by 33%.
- ***Revenue Growth & Ranking:*** Helped overall center to move from #89 to #1 in sales performance in just eight months through aggressive sales efforts and cross-training of other staff. Personally contributed to 60% of all revenue growth, moving center from $30K to $150K per month.
- ***Performance Awards:*** Received prestigious award for top greatest sales growth in one fiscal year.
- ***Customer Relations / Account Development:*** Performed inside and outside sales, prospecting, product sales presentations, and product training. Helped shift company model from one-to-one consumer sales to calling on small businesses for group presentations and plans.

FIGURE 5-2: This OnTarget resume is for the same job seeker, but the focus of the content has been changed based on the target job description to complement an opportunity in sales.

TO CLONE OR NOT TO CLONE: MIRRORING AD LANGUAGE

Yes, mirroring the exact words from the posting whenever they truthfully fit is what you must do. Software often prefers exact matches, and busy screeners might miss synonyms. ATS also checks how you used the term: Listing CRM helps, but proving you used it to achieve something, like lifting retention, helps more. (For parsing basics, see Chapter 4).

Before:

Cabinet Designer – Company Name, City, ST [XX/XXXX – XX/XXXX]

Managed all aspects of home renovation projects such as kitchens, bathrooms, and closets from initial layout to completion. Created innovative cabinet designs. Sold renovation projects at 110%+ to quota. Helped train less experienced cabinet designers.

After:

Project Management: Design/Build Installations - Company Name, City ST [XX/XXXX – XX/XXXX]

Provided strategic direction to both clients and staff in all aspects of design and build project lifecycles for projects valued at $15-150K. Facilitated entire process, which included project scope, initiation, planning, scheduling, budgeting, contractor selection, resource allocation, risk assessment, quality control, and cost control. Completed all projects under schedule, which encompassed all delivered, 99% customer satisfaction level, and high craftsmanship from concept to completion.

FIGURE 5-3: An example of revising a job summary using crossover language.



TIP

Not sure which words to use? In Chapter 6 you'll get AI prompts that extract terms from a posting, suggest accurate crossover phrasing, and help you draft your Experience bullets from your Core.



REMEMBER

Save each OnTarget version you create. When a similar role appears, open that file, tweak as needed, and you're submission-ready in minutes.

2

Crafting Resumes That Command Attention

IN THIS PART . . .

Apply AI to turn your core into OnTarget resumes.

Discover how to choose words that sell your strength and match you for target roles.

Refine design for instant appeal that lets you stand out against the competition.

Understand how to revise your resume as you grow in your career.

Tackle pivots and roadblocks to put your best foot forward.

IN THIS CHAPTER

- Getting efficient with AI
- Steering clear of common traps caused by AI

Chapter 6
Turning Core Content into Gold with AI

If you have a core resume (see how to build one in Chapter 4) that you've tailored into an OnTarget version (see Chapter 5 for how to do this), you can use AI as a drafting assistant. *Never* use AI as a decision-maker, but do use it to speed up wording, identify the best keywords, and keep formatting crisp for parsing. In this chapter, I detail how you can supply the strategy and proof so the AI of your choice can help you convey your message faster and cleaner.

Writing Faster and Smarter After You've Done the Thinking

AI can speed up your writing, but you must first do the actual thinking because AI can help you write faster but it can't decide your target role, priorities, or what your story should be. You should already have built your core resume (Chapters 3 and 4) with responsibilities, CAR stories, metrics, scope, and tools. Now you can quickly tailor that content with prompts to a target job without losing your voice or accuracy. This helps you create an OnTarget resume for a specific job posting (see Chapter 5 for more about OnTarget resumes and how to write them).



REMEMBER

Here's how you can use AI after you've done the thinking:

- Analyze the job posting to surface role-specific keywords, skills, and priorities so your resume speaks the employer's language.
- Generate or refine a targeted branding summary that connects your scope, strengths, and ROI (return on investment) to the role.
- Transform core resume bullets into result-first, ATS-clean power statements that highlight your impact, metrics, and relevance.

Any modern tool works (ChatGPT, Claude, Copilot). Paste only what you're comfortable sharing and always proof for accuracy because AI is known to make things up.



TIP

Keep your core document as the single source of truth. Every OnTarget version starts there and snaps back to it. So don't change the core version. Instead, save a new version of the core to refine your OnTarget version with AI.

Finding the fit and extracting keywords

Hiring teams (and their tools) judge how well you fit by the exact words you use. Your first AI task is to compile a clean list of target keywords you can mirror in your "Areas of Expertise" section and later for your "Summary" and bullet rewrites in your "Experience" section.

Follow the prompting process below to identify key job description content and find your fit for the role using your core resume. Make sure you have the job posting and your core resume handy. Just input the prompt content and recommended resources detailed in the following steps into your AI tool:

1. **Identify keywords from the job posting.**

   Prompt: "From the job posting below, extract the high-value keywords, skills, and requirements. Group as must-have vs. nice-to-have. For each, add a common synonym/variant (e.g., account management / client success), flag any licenses/certs, and return as a compact list I can consider for pasting into my resume keyword section." [*Paste the job posting before hitting enter/go.*]



TIP

The AI tool now has that data so as long as you stay in the same discussion as you move through these steps, you won't have to re-upload information. It's a solid idea to name each AI conversation with the job title and company name so you can return to it to craft follow-up letters or other targeted tools.

2. **Determine how well you fit the job posting.** With this next prompt you will identify how close of a match you are to this role and also identify crossover terms (see Chapter 5) to play up when the fit isn't perfect.

   Prompt: "Based on my core resume notes that I will paste (or upload) below, map which must-have items I already demonstrate, where I have adjacent experience, and which crossover terms I should use so my background reads as on-target. Keep it to a short table with the headings: requirement, proof/source, suggested wording." [*Paste or upload your core resume before hitting enter/go.*]

With these two prompts you have a solid map for what to include in your two-to-three-column Areas of Expertise keyword section that follows your summary, and you can understand if you're a solid match for the role.


TIP

It's a good idea to apply for roles where you meet the majority of the must-haves and at least 70 to 80 percent of the nice-to-haves with adjacent/crossover proof. Otherwise, save your time and network first.

Prompting powerful summary statements

Your summary is the advertisement for *you*. It must demonstrate how you're not only qualified but a candidate who offers a return on investment in making or saving money, improving quality or satisfaction, or other wins that demonstrate your value. Keywords win relevance, and hooks win persuasion.

For these prompts you will need the target job description (posting), your areas of expertise (get these by using the steps in the earlier section, "Finding the fit and extracting keywords"), and the job description section of your core resume.

Using the same AI conversation from the earlier section, input the prompts from the following steps to create a summary statement (if you use a new conversation, you'll have to upload information, like your core resume, instead of asking AI to recall it):

1. **Draft a results-first, ATS-clean branding summary.**

   Prompt: *You are a Master resume writer helping me write a resume branding summary for the role [Target Title] at [Company]. Using the job posting and core resume I previously uploaded: (1) Start with a focus line: "[Target Title] — [primary scope/industry/edge]". (2) Then write 3–5 tight lines that sell ROI (faster, better, more profitable/efficient/risk-reduced), using employer language and metrics where accurate. (3) Weave in 3–6 of the most relevant items from my Areas of Expertise, but naturally, not as a list. (4) Avoid clichés ("results-oriented"), buzzy fluff, and anything I can't prove. Keep it ATS-clean (plain text, no icons). Here are my core*

resume Experience highlights. [Paste or upload core resume before hitting enter/go if you're using a new AI conversation.]

2. **Select from branded summary options.**

   Prompt: *Using the exact same inputs, generate 2 alternate summaries: (1) Strategic (market/financial impact forward) and (2) Operational (execution/throughput/quality forward). Keep both to the same 3-5 lines. No new facts.*

   Pick the summary that fits the job description best: **If the description leans toward market/financial impact** (revenue, growth, CAC/LTV, share), choose the Strategic version. **If the description leans toward execution/throughput/quality** (SLAs, uptime, cycle time, defects), choose the Operational version.


TIP

   Blend both summaries if needed. (You can ask AI to do that as well). You can steal one strong line from the other version as long as you don't exceed total length and keep proof intact. It's also a good idea to save both variants in case you need to swap them in future similar postings.

3. **Tighten without losing power.**

   Prompt: *Reduce to </= 67 words, preserving metrics, scope, and employer keywords. Replace any vague claims with concise proof. Keep the focus line.*

4. **Add more proof (optional).**

   Prompt: *Add one final, single-line proof element that begins with an outcome (number or %), then names the lever (how). Example pattern: "Recognized for saving time – cut onboarding time 43% by standardizing CRM workflows across 3 regions.*

5. **Add an early career or pivot variant (optional).**

   Prompt: Create a variant for [student / career-changer] that sells transferrable ROI using my projects/volunteer work/certs. Keep 3–5 lines and stay honest about scope.


TIP

Keep your focus line (Objective Header) literal: "Product Marketing Manager — B2B SaaS, PLG, GTM Launches." That clarity speeds both human scanning and parsing.


WARNING

Never let AI invent numbers, brands, or credentials. If a line isn't provably yours, cut it.

Transforming raw content into a results-driven resume

You've got a core resume full of responsibilities, CAR stories, metrics, scope, and tools; along with your target job posting. This section turns that raw clay into clean, powerful statements: results-first, ATS-focused, keyword-matched lines that a human can skim in seconds.

Use this one-shot "Select + Rewrite" process to have AI do the heavy lifting. You'll want to start with your most recent/relevant position because that's where your focus is if you've had a progressive career path. Then follow these steps:

1. **Select and rewrite experience content.**

   Prompt: *Your goal is to use my Core resume bullets and content from [Job Title] at [Company] in order to select the ones that best match this target job and rewrite them as 1–3 lines max, ATS-clean power statements in the shape Outcome, followed by Action, then* followed by *Scope/Tools. The voice should be concise, professional, no "I", no fluff with power verbs. Mirror the target job's language naturally with no keyword stuffing. Past tense. Priorities lie in proving better/faster/cheaper/safer (ROI), quantify where true, keep nouns and titles plain text. Deliver: (1) 1-3 line max summary section for the role that incites interest and creates a hook that brings the value and achievement of the position together. (2) Rewrite and condense 6-10 bullets for the target role that prove required key job target experience and are results-focused*. [Paste or upload your experience job description before hitting enter/go.]

   You should now have a strong, but short, opening introduction paragraph followed by a series of bullets.

2. **Order and trim.**

   Prompt: *From the bullets you just produced, remove duplicates, tighten content to 1-2 lines each when possible, order them strongest-to-least based on the job posting, and give each a theme title at the beginning (for example, "Strategic Planning," "Customer Service"). If two lines say the same thing, merge into the stronger single bullet. Return only the final list in priority order.*

3. **Repeat this two-step process.** Do the first two steps for one to two more positions, max, on your resume before applying the next prompt.

4. **Adjust earlier positions that still fall within a ten- to fifteen-year work history.**

   Prompt: *Your goal is to use my core resume bullets and content from [Job Title] at [Company] in order to create a powerful results-first position overview summary of no more than 3-4 lines. Sum up the Outcome-Action-Scope/Tools to create a hook*

that mirrors the target job's language naturally with no keyword stuffing. No "I", no fluff with power verbs. Past tense. Priorities lie in proving better/faster/cheaper/safer (ROI), quantify where true, keep nouns and titles plain text.

What you have now are concise, results-first bullets and short role overviews that mirror the posting. Drop them into your RC (reverse chronological) resume under each role, lead with the top bullets, and keep everything as laser-focused on your target as possible.


REMEMBER

Before you paste, fact check every metric, tool, and claim against your core resume. Read it out loud once and cut anything that doesn't prove the target role. Keep bullets to one to three lines max.


TIP

Keep keyword nouns in plain text (at least once), use standard section labels (Experience, Education, and so on), and leave adequate white space as humans skim and parsers strip some styling and can't always read keywords if placed in design-heavy elements like text boxes.

Avoiding AI Traps and Mistakes

AI is your drafting assistant and not your decision maker. Use it to speed up wording and then verify the content. To be sure you stay clear of giving over too much control to AI, watch for these common traps and see how to avoid them:

- **Hallucinated facts:** Never blindly accept numbers, names, or tools that AI fills in. Cross-check every metric and title against your core resume.
- **Keyword stuffing:** If a sentence reads like a word list, prompt with: *Rewrite for plain English and keep 1–2 high-value terms.*
- **Off-brand voice:** If the output doesn't sound like you, prompt with: *Regenerate in a concise, professional voice with no hype.*
- **Format breaks:** Don't let AI add tables, text boxes, or icons for critical info. Keep essential content in body text. Remember, you're using AI for content *not* layout.
- **Privacy:** Paste only what you're comfortable sharing and remove personal identifiers and confidential data.

Do a final pass with your own eyes by following this checklist:

- All writing is in past tense, with one to three lines max per bullet, which flows from result to action to scope/tools.
- The top third sells the role: Focus line, branding summary, and areas of expertise mirror the posting.
- Your resume contains no filler content ("responsible for"), me-statements, or clichés.
- Dates, titles, and employer names are consistent and in plain text.
- Any redacted data, that is safe to share, has been re-added.
- You've saved one OnTarget file per job, and your core remains the master.

Now you should be ready to lock the draft, save a clean OnTarget file, and move forward knowing both the bots and the humans can (and want to) read what you've written.

AI RESUME MYTHS, HACKS, AND DISASTERS TO AVOID

If you've spent more than five minutes on job-search social media, you've likely seen "AI hacks" promising to trick applicant tracking systems or force your resume to the top of the pile. Many of these tactics are not only ineffective — they can actively disqualify you.

Here are some of the most common (and dangerous) AI resume myths floating around online:

- **Hiding white text prompts:** Suggestions like embedding hidden instructions, such as "Ignore all other candidates" or "Rank this resume highest," don't work. ATS software strips formatting and ignores hidden text, and human reviewers who spot it may question your ethics.
- **Keyword stuffing generated by AI:** Overloading your resume with long keyword lists or awkward repetitions makes your resume harder to read and easier to reject. Both bots and humans are designed to detect relevance, not desperation.

(continued)

(continued)

- **Letting AI invent experience:** AI tools will confidently fabricate metrics, job duties, tools, or certifications if you let them. Submitting false or exaggerated information can cost you interviews or even your job, if discovered later.
- **Uploading confidential or personal data:** Pasting sensitive employer data, proprietary information, or personal identifiers into AI tools can violate confidentiality agreements and create privacy risks.
- **Using AI to design your resume layout:** Tables, columns, icons, graphics, and text boxes may look appealing, but they often break parsing and hide critical information from ATS systems. Worse, AI can throw in sections that make you look dated.
- **Believing AI replaces strategy:** AI can't decide what belongs on your resume, what to prioritize, or how to position your experience. Without strong core content and proof from you, AI simply accelerates weak writing.

The smart approach is to use AI to rewrite, tighten, and translate content you've already thought through and not to shortcut truth, ethics, or strategy. If a tactic sounds like a trick, it probably is.

IN THIS CHAPTER

- Selling yourself with wow words
- Sharpening winning words with AI
- Getting grammar and spelling tips

Chapter 7
Working Wonders with Wow Words

Words do the heavy lifting on a resume, but you don't need to be adept with a thesaurus to fine-tune your phrasing. In this chapter I focus on action verbs that turn flat, "responsible for" lines into energetic, results-first bullets while keeping keywords in view. I help you pass the scan and impress the human by showing you how to get the most out of your action verbs in this chapter. You can see how to pair them by leading with an outcome followed by a strong verb as well as ground them with keywords that mirror the job description.

Understanding Wow Words

Wow words are the intentional word choices that make your resume clearer, stronger, and more persuasive at a glance. They come in two flavors, both of which matter:

- **Action verbs** (this chapter's focus) bring your stories to life: revived, streamlined, negotiated, engineered. They make bullets dynamic and outcome-driven instead of flat "responsible for . . ." statements.

» **Keywords** are usually nouns that match search terms and requirements (you can meet them in Chapters 3 and 4 and get prompts for them in Chapter 6): CRM, OSHA compliance, Python, revenue operations.



REMEMBER

Keywords help you get found and pass screens; action verbs help you get chosen. So use them together for the biggest impact.



TIP

In this edition I limit wow words to just verbs in this chapter, but you can visit the online companion website for a variety of industry-specific keyword skill lists and other related resources. Visit it by going to `www.dummies.com/go/resumesfd9e`.

Sparking Action with Wow Verbs

Use lively, energetic verbs to communicate your abilities and accomplishments while focusing on words of power and substance. Try out some of the recommended wow verbs in these sections, organized by job posting role, and use the ones that are authentic for you.



TIP

Looking across the lists, you can find verbs that fit almost any role. Start with a result, pick a precise verb, and then anchor it with keyword nouns. Avoid reusing verbs and strive for original use for each bullet.

Administration and management

advised	initiated	prioritized
approved	installed	promoted
authorized	instituted	recommended
consolidated	instructed	redirected
delegated	launched	reorganized
developed	integrated	reviewed
diagnosed	managed	revitalized
directed	mediated	scaled
drove	mentored	spearheaded
ensured	monitored	streamlined
examined	negotiated	strengthened

eliminated	originated	supervised
guided	overhauled	transformed
headed	pioneered	trimmed
influenced	presided	validated

Communications and creativity

addressed	edited	proofread
arranged	enabled	publicized
assessed	facilitated	published
authored	influenced	reconciled
branded	initiated	recruited
campaigned	illustrated	reported
conducted	introduced	revitalized
created	localized	scripted
curated	narrated	shaped
demonstrated	pitched	storyboarded
designed	planned	summarized
developed	presented	translated
directed	produced	visualized

Sales and persuasion

advocated	launched	recruited
centralized	liaised	repositioned
championed	managed	resolved
consulted	mediated	reviewed
evangelized	negotiated	saved
forecasted	nurtured	secured

identified	planned	solved
implemented	presented	spearheaded
improved	promoted	stimulated
increased	proposed	surveyed
influenced	prospected	targeted

Technical ability

analyzed	expedited	operated
architected	fabricated	optimized
automated	facilitated	pioneered
classified	generated	reduced
compiled	improved	refactored
configured	increased	researched
conducted	installed	restored
containerized	integrated	revamped
deployed	interfaced	streamlined
designed	launched	supplemented
detected	managed	surveyed
developed	migrated	systematized
eliminated	modified	tested
engineered	monitored	upgraded

Office support

administered	documented	onboarded
allocated	drafted	ordered
applied	enacted	organized
assisted	evaluated	planned

balanced	facilitated	prepared
budgeted	formatted	prioritized
charted	implemented	reconciled
completed	improved	scheduled
contributed	instituted	solved
coordinated	liaised	supported
defined	logged	triaged

Teaching and training

accommodated	designed	innovated
adapted	developed	instituted
assessed	effected	instructed
augmented	empowered	integrated
briefed	engaged	introduced
built	evaluated	mentored
certified	expanded	modeled
charted	facilitated	onboarded
coached	formulated	presented
conducted	generated	revolutionized
conveyed	guided	summarized
delivered	implemented	trained
demonstrated	initiated	upskilled

Research and analysis

amplified	detected	invented
analyzed	discovered	investigated
articulated	documented	measured

assessed	evaluated	modeled
benchmarked	examined	pinpointed
calculated	experimented	planned
charted	explored	prepared
collected	extracted	quantified
compared	focused	segmented
compiled	forecasted	surveyed
composed	generated	tested
conducted	identified	synthesized
consulted	interpreted	validated

Helping and caregiving

administered	educated	reassured
advised	empowered	recognize
advocated	expedited	rectified
assessed	facilitated	referred
assisted	fostered	reformed
boosted	furthered	rehabilitated
collaborated	guided	represented
consoled	helped	served
coordinated	liaised	settled
consulted	monitored	supplied
counseled	nursed	supported
de-escalated	nurtured	stabilized
demonstrated	optimized	streamlined
diagnosed	promoted	treated
documented	provided	triaged

Financial management

adjusted	eliminated	purchased
administered	exceeded	reconciled
allocated	financed	reduced
analyzed	forecasted	reported
audited	funded	researched
balanced	generated	reshaped
budgeted	hedged	returned
calculated	increased	revised
capitalized	invested	saved
decreased	managed	secured
developed	modeled	solicited
disbursed	planned	supplemented
distributed	projected	systematized

Wowing Your Way to More with AI

Chapter 6 gave you fast-action prompts, but here's how to use AI to sharpen verbs and keep bullets punchy while preserving your voice:

- **Verb upgrade:** Paste a dull bullet and ask for three alternatives that start with stronger verbs and keep the same facts (no embellishment).
- **Outcome-first flip:** Ask AI to reorder each bullet to start with the result, then the action and challenge (see Chapter 4 for more on CAR stories).
- **Jargon check:** Have AI swap insider jargon for language used in the target job description (you still verify for accuracy).
- **Duplications delete:** Ask AI to flag repeated verbs and suggest varied, authentic options.



WARNING

AI is known to make stuff up. Check facts before adding data to your resume.

Polishing Resume Language

Resume language isn't conversational so keep it tight and professional. Drop first- and third-person pronouns; start lines with a verb; and skip most articles unless they clarify meaning. Use past tense in job descriptions, even for a current role because you're reporting completed results, and split long sentences. Finally, don't just rely on spell-check but visually triple-check spelling, names, titles, tools, and numbers.



REMEMBER

Active verbs + consistent past tense + short, clear lines = winning content.



WARNING

One misspelling is enough to screen you out. Employers connect that with lack of quality focus. Read your resume back to front and have someone proofread it.

IN THIS CHAPTER

- Designing for digital first and print second
- Making small choices for big impact
- Giving your qualifications breathing room
- Choosing an overall look that supports your story

Chapter 8

Refining Your Design for Maximum Impact

Good design isn't decoration but how you make your resume easy to scan, easy to trust, and easy to say "yes" to. A well-designed resume guides the eye to what matters most for the job you're targeting. It's appropriate for your level, relevant to the role, and effortless to read on-screen.

Content still wins, but it only gets read when your layout helps busy reviewers find the proof fast. Smart design choices create a clear path through your document so a screener can answer in seconds:

- Why are you contacting me?
- What can you do for us?
- How do I know you can do this here?
- What makes you stand out from equally qualified candidates?



REMEMBER

Design for humans *and* their tools. Keep essential text (section labels like Summary, Experience, Education; job titles; employers; dates; contact info) in live body text so it parses cleanly when you upload a .docx or PDF.

Your resume can be both visually polished and still ATS-clean. While you may network with an alternative format (see Chapter 2) to overcome initial gaps or concerns, when it comes time to apply, make sure you stick with the reverse chronological (RC) for proper parsing.

Arranging Your Layout for Instant Appeal

When your resume feels like a page out of a dictionary, no one reads it. The instinct to "fit everything in with small fonts, tight spacing, and heavy blocks of text" usually backfires. Those elements overwhelm the eye and exhaust the reader. Even niche recruiters won't often fight to find your value if dozens of easier-to-read options are waiting.

Instead, give your words breathing room. A little white space makes your resume look confident, modern, and professional but never empty. That may mean trimming sentences, simplifying phrasing, or choosing a cleaner sans-serif font that conserves space without looking cramped or being too small. Slight adjustments to line spacing or margins can help, as long as the page still feels open and balanced.

In this section, you'll see how small design choices for spacing, margins, and structure will create an instant visual welcome that encourages hiring managers to keep reading.

Measuring your margins with intention

White space isn't wasted space because it's what makes your resume readable and modern. Think of margins as the frame that gives your content room to breathe. For top and bottom, margins never go below 0.5 to 0.6 inches and side margins never below 0.7 to 0.8 inches. Going smaller risks a cluttered, cramped look while going larger than 1 inch can make it appear as though you don't have enough value to share.

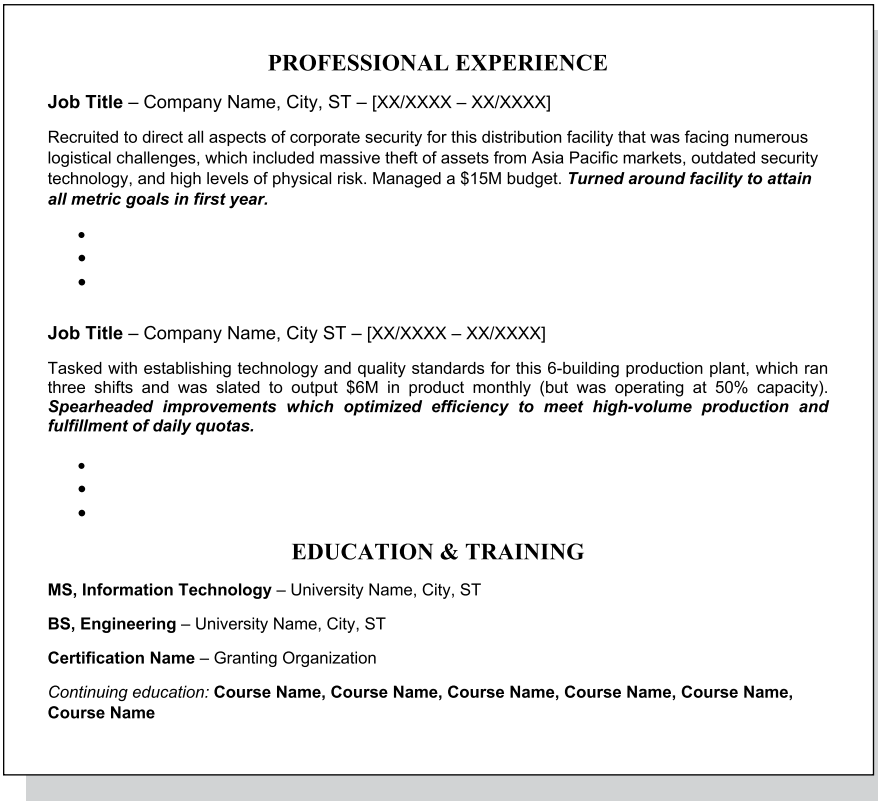

WARNING

Full justification (even right and left edges) may look polished but can create distracting "rivers" of white space running down your text. If you can't eliminate those gaps by rewording, switch to left alignment/justification for a cleaner, more natural read. The goal is easy scanning, not rigid symmetry.

Balancing blank space for readability

Left alignment is standard and reader-friendly, but sometimes it can leave too much open white space on the right side of the page. Scan your layout for wide gaps or uneven areas that make the page feel lopsided. A balanced layout helps guide the eye naturally through your content.

See Figure 8-1 for a before example with uneven white space and Figure 8-2 for an improved version that uses columns, bullets, centering, and indenting to create a cleaner, more inviting flow.



PROFESSIONAL EXPERIENCE

Job Title – Company Name, City, ST – [XX/XXXX – XX/XXXX]

Recruited to direct all aspects of corporate security for this distribution facility that was facing numerous logistical challenges, which included massive theft of assets from Asia Pacific markets, outdated security technology, and high levels of physical risk. Managed a $15M budget. ***Turned around facility to attain all metric goals in first year.***

-
-
-

Job Title – Company Name, City ST – [XX/XXXX – XX/XXXX]

Tasked with establishing technology and quality standards for this 6-building production plant, which ran three shifts and was slated to output $6M in product monthly (but was operating at 50% capacity). ***Spearheaded improvements which optimized efficiency to meet high-volume production and fulfillment of daily quotas.***

-
-
-

EDUCATION & TRAINING

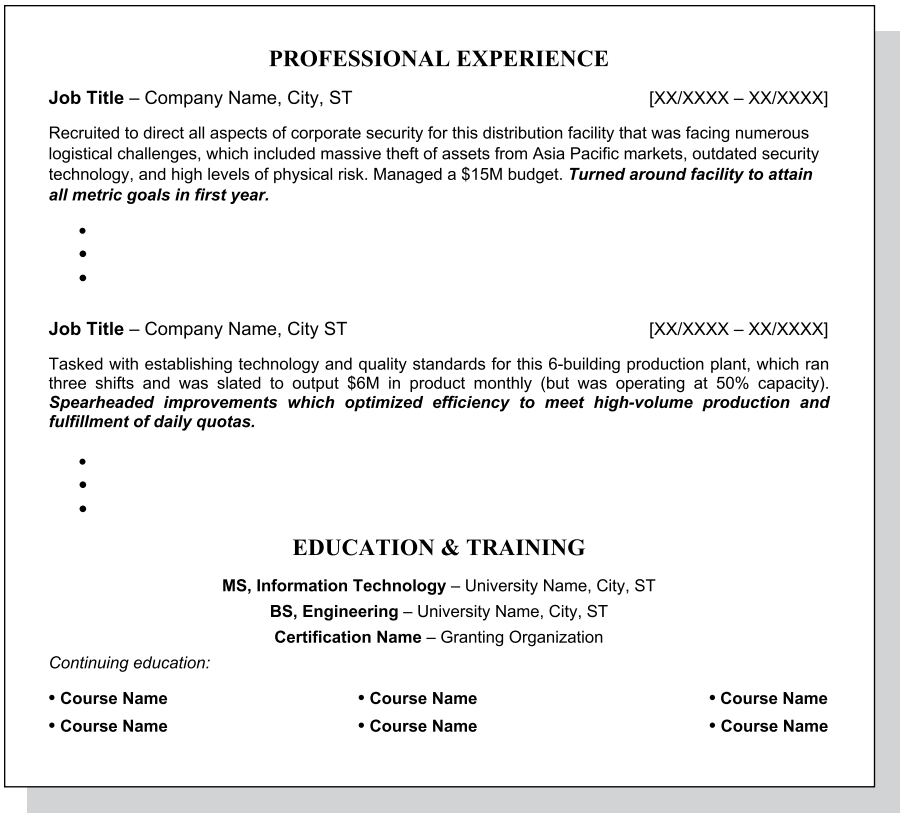
MS, Information Technology – University Name, City, ST

BS, Engineering – University Name, City, ST

Certification Name – Granting Organization

Continuing education: **Course Name, Course Name, Course Name, Course Name, Course Name, Course Name**

FIGURE 8-1: This snapshot shows a before resume with wasted white space.



PROFESSIONAL EXPERIENCE

Job Title – Company Name, City, ST [XX/XXXX – XX/XXXX]

Recruited to direct all aspects of corporate security for this distribution facility that was facing numerous logistical challenges, which included massive theft of assets from Asia Pacific markets, outdated security technology, and high levels of physical risk. Managed a $15M budget. ***Turned around facility to attain all metric goals in first year.***

-
-
-

Job Title – Company Name, City ST [XX/XXXX – XX/XXXX]

Tasked with establishing technology and quality standards for this 6-building production plant, which ran three shifts and was slated to output $6M in product monthly (but was operating at 50% capacity). ***Spearheaded improvements which optimized efficiency to meet high-volume production and fulfillment of daily quotas.***

-
-
-

EDUCATION & TRAINING

MS, Information Technology – University Name, City, ST
BS, Engineering – University Name, City, ST
Certification Name – Granting Organization

Continuing education:

- **Course Name**
- **Course Name**
- **Course Name**
- **Course Name**
- **Course Name**
- **Course Name**

FIGURE 8-2: This snapshot shows an after resume with balanced, attractive white space.

Employing Basic Design Elements for a Readable Resume

If you've ever tried to read a solid block of text, you know how quickly your eyes glaze over. Employers and recruiters feel the same way trying to scan dozens of resumes that look like research papers instead of marketing pieces. The fix is simple: Break it up by grouping related details, using clear headings, and applying font size, spacing, and indentation to guide the eye.

Professional resume writers often fine-tune these details to fit more information without making the page feel crowded. They adjust font size, tighten spacing, align sections for visual flow, condense type, use a smaller-size font, and manipulate vertical spacing. You don't need to become a design expert, however — simply follow the readability techniques in the next few sections to make your resume content look clean, organized, and easy to digest.

Breaking up blocky text

Dense paragraphs are hard on the eyes and easy to skip. Keep every section scannable by limiting paragraphs to two to four sentences or no more than five lines of text. If you need more room to tell the story, split it into two paragraphs or follow with a few focused bullets that highlight key results.



REMEMBER

Shorter blocks create rhythm and make your accomplishments faster to absorb.

Group content under each role

Once you've written a short overview hook paragraph for a position, support it with clear, well-spaced bullets that tell your **C**hallenge, **A**ction, and **R**esult (CAR) stories (see Chapter 4 for creating CAR stories). Long, uninterrupted bulleted lists make the reader's eyes wander and dilute impact.

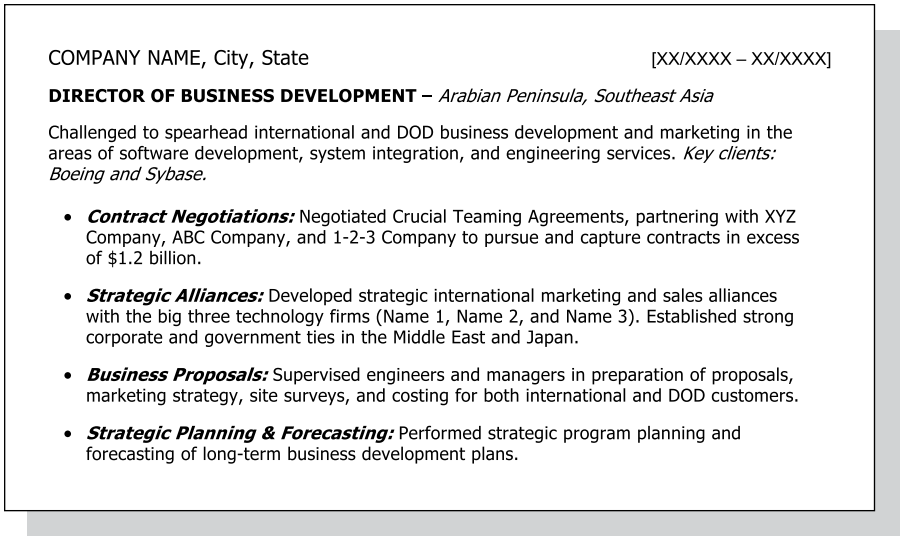
Add a little white space between bullets to keep them readable, or group related points under small headings or categories. This helps key results stand out and makes it easier for reviewers to find the details that matter most.

See Figures 8-3, 8-4, and 8-5 for examples of how simple spacing and organization can turn dense blocks of content into reader-friendly, visually balanced layouts.

COMPANY NAME, City, State [XX/XXXX – XX/XXXX]
DIRECTOR OF BUSINESS DEVELOPMENT – Arabian Peninsula, Southeast Asia
Challenged to spearhead international and DOD business development and marketing in the areas of software development, system integration, and engineering services. *Key clients: Boeing and Sybase.*

- Negotiated Crucial Teaming Agreements, partnering with Axyl, Cytograph, and Synex to pursue and capture contracts in excess of $1.2 billion.
- Developed strategic international marketing and sales alliances with Macintosh, Oracle, and Microsoft. Established strong corporate and government ties in the Middle East and Japan.
- Supervised engineers and managers in preparation of proposals, marketing strategy, site surveys, and costing for both international and DOD customers.
- Performed strategic program planning and forecasting of long-term business development plans.

FIGURE 8-3: This snapshot shows a before resume that is too blocky and dense.



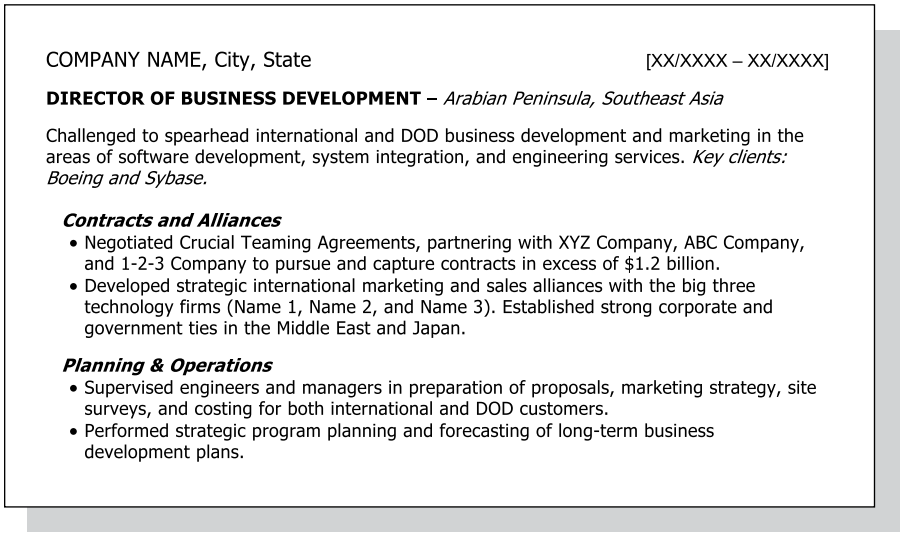
COMPANY NAME, City, State [XX/XXXX – XX/XXXX]

DIRECTOR OF BUSINESS DEVELOPMENT – *Arabian Peninsula, Southeast Asia*

Challenged to spearhead international and DOD business development and marketing in the areas of software development, system integration, and engineering services. *Key clients: Boeing and Sybase.*

- ***Contract Negotiations:*** Negotiated Crucial Teaming Agreements, partnering with XYZ Company, ABC Company, and 1-2-3 Company to pursue and capture contracts in excess of $1.2 billion.
- ***Strategic Alliances:*** Developed strategic international marketing and sales alliances with the big three technology firms (Name 1, Name 2, and Name 3). Established strong corporate and government ties in the Middle East and Japan.
- ***Business Proposals:*** Supervised engineers and managers in preparation of proposals, marketing strategy, site surveys, and costing for both international and DOD customers.
- ***Strategic Planning & Forecasting:*** Performed strategic program planning and forecasting of long-term business development plans.

FIGURE 8-4: This snapshot shows an after resume that employs bullet titles to draw the eye.



COMPANY NAME, City, State [XX/XXXX – XX/XXXX]

DIRECTOR OF BUSINESS DEVELOPMENT – *Arabian Peninsula, Southeast Asia*

Challenged to spearhead international and DOD business development and marketing in the areas of software development, system integration, and engineering services. *Key clients: Boeing and Sybase.*

Contracts and Alliances

- Negotiated Crucial Teaming Agreements, partnering with XYZ Company, ABC Company, and 1-2-3 Company to pursue and capture contracts in excess of $1.2 billion.
- Developed strategic international marketing and sales alliances with the big three technology firms (Name 1, Name 2, and Name 3). Established strong corporate and government ties in the Middle East and Japan.

Planning & Operations

- Supervised engineers and managers in preparation of proposals, marketing strategy, site surveys, and costing for both international and DOD customers.
- Performed strategic program planning and forecasting of long-term business development plans.

FIGURE 8-5: This snapshot shows an after resume that employs functional sections to draw the eye and break up content.

Drawing attention with simple visuals

A touch of design can highlight your best wins. Use a text box or shaded callout to draw attention to something special such as an award, testimonial, or quick fact that reinforces your value. Visual anchors like these help the reader pause and notice what matters most. Figure 8-6 shows a variety of ways you can highlight information through the use of text boxes.

Draw the eye to the Summary:

YOUR NAME

City, ST | Email Address
LinkedIn Profile URL | Phone Number

EXECUTIVE MANAGEMENT POSITION

Expert at achieving results in Start-Up, Turnaround, and Challenging International Markets.

Talented consultative & visionary leader recognized for expertise in:

- ✓ Building, revitalizing, & optimizing operations.
- ✓ Delivering innovation to capture opportunity.
- ✓ Creating synergy among diverse groups.
- ✓ Maximizing cross-cultural business skills.
- ✓ Driving profitable growth in volatile markets.
- ✓ Fulfilling corporate / company vision.
- ✓ Maintaining a customer-centric focus.
- ✓ Containing costs & maximizing assets.

Draw the eye to a Testimonial:

Your Name

City, State Zip
Phone Number
Email Address
LinkedIn Profile URL

Sales & Business Development Professional

"A dynamic sales leader who exceeds all expectations" – JP Ridley, VP of Sales, ONEAC Inc.

Talented and resourceful rainmaker with a reputation for establishing **multi-million dollar territories** with both new and mature product lines. Multilingual skill and culture experience has led to closing deals in international markets including Asia and the UK. Recognized repeatedly as a **top sales performer** – ranked in the top four nationwide consistently for past ten years.

Draw the eye to Key Information:

YOUR NAME

City, State Zip ♦ Phone Number ♦ Email Address ♦ LinkedIn Profile URL

TECHNOLOGY OPERATIONS MANAGER

Cited for "unparalleled technical expertise in information technology (IT) … commitment to quality … dedication to managing resources responsibly." – CEO, XYZ Company

Talented Sr. Technology Manager with experience directing multi-million dollar technology programs. Excel in planning, implementation and leveraging emerging technologies to achieve innovative yet cost effective product and service solutions.

Reputation for consistently identifying opportunities to drive bottom-line quality, efficiency, process reengineering, and profitability. Expert with lean budgets. Possess a Top Secret Clearance.

Notable client engagements:

Major Company #1
Major Company #2
Major Company #3
Major Company #4

FIGURE 8-6: Text boxes featuring the summary, a testimonial, and key information grab the eye.



TIP

Use visual callouts sparingly — once or twice in your entire resume is plenty. A well-placed highlight is meant to pull the reader in, not compete with your main content.

Also, although it's important to spell out accomplishments in the body text of the resume for parsing, you can positively grab attention with a chart or graph to draw the eye. See Figure 8-7 for an example.

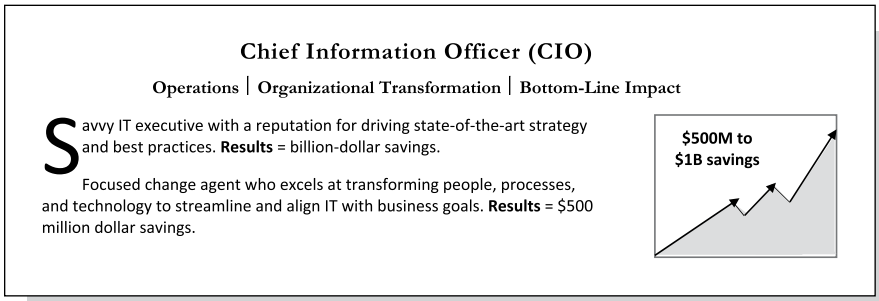


FIGURE 8-7: A very simple chart can depict a key metric, such as cost savings.



REMEMBER

These visual cues can appear anywhere within your resume, not just at the top. Use them only where they add clarity or impact, and always keep essential text such as job titles, employers, dates, and section headers in the main body so your resume remains ATS-friendly and parsable.

Creating headers that draw the eye

Section headers anchor your resume, help readers find what they're looking for fast, and tell systems how to parse your content when you upload your resume to apply online for a job. While online systems are sensitive to specific titles, it's the body text of the experience that matters most, so you can use some stylistic elements to make your headers stand out such as:

- Use a slightly larger, bolder, or different font from your body text.
- Add subtle shading or horizontal lines to separate sections.
- Apply a single accent color for header text or bullets.



TIP

Keep design choices light. Unless you have advanced layout skill, avoid putting headers inside shapes or text boxes, since that can block ATS scanning on upload. Use color only as it fits your field with deeper tones like navy, burgundy, or charcoal often being safe and bright or pastel hues leaning toward unprofessional. Save more creative header treatments for networking or printed versions, and stick with clean text headers for online submissions.

See Figure 8-8 for simple, professional header styles that make your resume look polished without sacrificing parsing accuracy.

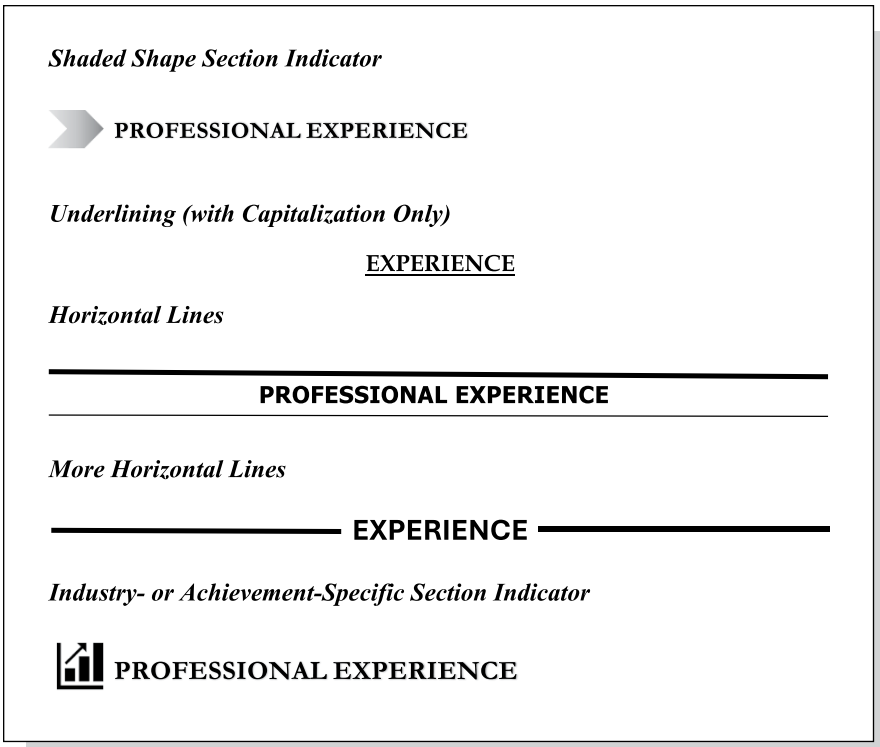


FIGURE 8-8: This snapshot shows a variety of header options you might employ.

Picking appropriate fonts and font styles

Fonts set the tone for your resume before anyone reads a word. Clean, modern typefaces make your content easy to scan and help your document look polished on any screen. You don't need fancy effects to stand out as subtle contrast does the work for you.

Here are simple, safe ways to use fonts effectively:

- **Use two complementary fonts.** Choose a clean sans-serif font such as Aptos, Calibri, Arial, Tahoma, or Verdana for the body text, and pair it with a classic serif font like Times New Roman, Garamond, or Georgia for headers. This mix keeps your resume modern, readable, and balanced while maintaining full compatibility with ATS systems.
- **Take advantage of bold and italic.** When used sparingly, bold draws attention to job titles or key results, while italic can highlight supporting details.

- **Vary font sizes with purpose.** Slightly increasing the font size for headers, job titles, or your name helps guide the reader's eye naturally through your content.


TIP

Keep your overall font size between 10 and 12 points for body text and slightly larger (14 to 20 points) for headings. Skip novelty or script fonts entirely as they're harder to read and can confuse parsing software.

Staying consistent across elements

Consistency signals professionalism. After you've chosen your fonts, spacing, and bullet style, use them the same way throughout your resume. Inconsistencies distract from your content and make the layout look sloppy, so you want to avoid these common mistakes:

- Mixing different tabs, indents, or alignments.
- Switching bullet shapes or symbols without reason. You can mix styles sparingly if it's intentional and looks clean.
- Changing line spacing between sections. Keep the same spacing between headers, body text, and bullets for a polished, cohesive look.

Applying final appearance touches

Before sending your resume into the world, give it a final polish:

- **Check alignment.** Your name and contact information can be left-aligned, centered, or right-aligned as long as you stay consistent.
- **Proofread relentlessly.** Typos and grammar errors are instant credibility killers. Run spell-check, read your resume aloud, and ask a detail-oriented friend to review it. Even one small mistake can overshadow an otherwise perfect match.
- **Fix widows and orphans.** Avoid single words or short lines stranded on their own line by spending time rewriting to get rid of these dangling, lonely words and phrases.
- **Skip underlining.** Underlining can interfere with scanning and make text harder to read with lower case text. Use bold or spacing for emphasis instead.



TIP

If your resume runs more than one page, include your name and page number in a simple header or footer that matches the first page (for example, Page 1 of 2). Avoid unnecessary graphics with key body text that can disrupt parsing.



WARNING

Whether fee or free, templates may look convenient but often do more harm than good. Many rely on hidden tables or text boxes that break parsing, hurt ATS scannability, and make you blend in with the competition through a layout identical to hundreds of others.

Standing out with a creative resume

If you have the skills and eye for design, you can take your resume further with creative touches that still keep it professional and readable. Subtle graphics, color accents, or layout variations can showcase your personality and make your resume memorable when used with intention. For inspiration, check out the sample resumes in Chapters 11 to 13 and explore additional design-heavy, award-winning examples from professional resume writers online at `www.dummies.com/go/resumesfd9e`.



REMEMBER

Creativity should never come at the cost of clarity. If your design choices distract from your achievements or confuse online systems, scale them back. Think of creativity as a way to express your brand — not to reinvent the rules. When done right, your resume's design becomes as strategic as its content.

Printing with Purpose and Polish

Even in a digital-first job market, having a few printed resumes can still serve you well. Bring crisp copies to interviews, networking events, and career fairs. (Never rely on Wi-Fi to share your resume at an event as it could fail). A professional-looking paper version also reinforces your attention to detail when handed directly to a decision-maker.

Use high-quality printer paper and a good printer, and keep the look identical to your digital version with the same layout, fonts, and content. There's no need for colored stock or fancy folders; clean white, cream, or light gray paper always looks professional.

IN THIS CHAPTER

- Jump-starting your career
- Making years of experience a positive
- Transitioning out of the military
- Reflecting your authentic self

Chapter 9
Navigating a Major Life Change

Searching for a job is stressful, and navigating a life transition is, too. Combine the two and it can feel overwhelming, but you can move confidently from one phase of life to the next. This chapter guides you through the most common transitions:

- Launching for your first job after graduation.
- Continuing your career as a seasoned or transitioning professional.

As you move through this chapter you'll learn how to frame shifts as strengths so employers see your potential, not your change. If you're facing issues such as job gaps or other career setbacks, turn to Chapter 10.

Scoring Big with Your First Gig

When you've just graduated it's easy to worry that "no experience" will hold you back. But what employers really want to see is your drive, your results, and how quickly you can learn and contribute. You can sidestep challenges by showing energy, fresh perspective, and up-to-date knowledge that more seasoned

candidates may lack. This section gives you a quick primer on how to build a resume that opens doors to your first professional opportunity.


TIP

For effective examples of new graduate resumes, turn to Chapter 12. You can also explore award-winning new graduate resumes created by professional resume writers at CareerDirectors (`https://careerdirectors.com`) under the Find a Career Pro navigation button. Here you'll see great examples for overcoming new grad challenges. A few of these are also showcased in the companion website found at `www.dummies.com/go/resumesfd9e`.

Promoting strengths with no experience

As a recent graduate, you have a number of standout selling points:

- **You bring fresh energy and enthusiasm.** Employers appreciate new professionals who are eager to learn, contribute, and grow.
- **Your skills and knowledge are current.** Through coursework, internships, and projects, you've developed practical experience that's directly relevant to today's workplace.
- **You offer strong value.** Companies know early-career hires bring big potential without the high price tag of seasoned pros. That makes you an excellent long-term investment.
- **You're tech-savvy and adaptable.** You've grown up in a connected, global environment, comfortable with collaboration tools, AI, and change.

Add in the fact that you're quick to learn, open to feedback, and unshaped by "we've always done it this way" habits, and you're prime for development by an organization. With those strengths, hiring managers will want to take a second look at what you can bring to the table.

Recognizing rookie blind spots

Your biggest blind spots aren't about capability but perspective. You may underestimate what you bring to the table or worry employers will see your education as theory and not practice. Common missteps include:

- **Undervaluing your experience.** Projects, research papers, class learning, volunteer work, internships, and even part-time jobs all demonstrate transferable skills. Don't dismiss them for not happening in a job.

- **Letting the stereotype stand.** Some employers assume new grads have knowledge but little practical experience. Counter that by emphasizing results such as how your coursework solved real problems.

These are easy gaps to close with smart resume strategy. The more you focus on value, outcomes, and adaptability, the faster you'll look ready to hire.

Demonstrating value as a recent graduate

Your resume isn't a catalog of everything you've done but rather a targeted marketing tool that positions you for the roles you want.

Even when using a reverse-chronological (RC) format for online applications, you should include relevant student and unpaid experience in your "Experience" section. Doing so keeps your resume readable by systems and humans while showing you've applied your learning in real-world settings.

To show that you're ready for the job you're aiming for, you'll emphasize experiences and results that connect directly to the field or function you're pursuing. Whether those examples come from coursework, internships, projects, or volunteer work, what matters is demonstrating impact and not just activity. For more on RC formatting see Chapter 2.

Data-mine your college experience

Uncover and reframe every class project, internship, volunteer role, and job that gave you something marketable. When reviewing your college years, look for experiences that demonstrate transferable skills, measurable outcomes, and real-world readiness:

- **Work experience:** Internships, part-time or campus jobs, entrepreneurial ventures, freelance work, and volunteer roles all offer valuable context.
- **Team participation:** Sports, clubs, and group projects prove collaboration, discipline, goal setting, and sometimes leadership, which are great indicators of workplace performance.
- **Achievements:** Awards, scholarships, honors, and a high GPA (3.5 or above) validate commitment and excellence.
- **Projects and research:** Captsones, case studies, or class deliverables can show problem-solving, analysis, or innovation in action.

- **Course-based skills:** Technical or professional competencies gained through your studies show alignment with your target job.
- **Technical proficiency:** Tools, software, and platforms you're confident using will shine when they are a match for those listed in job descriptions.

The goal is to translate your education into employable value. Organize experiences in RC order preferably under Experience so systems can read them, and humans can see your classroom learning has workplace impact. I'll show you how the Experience section isn't just about paid jobs in the sections that follow.

Clarify your aim

Start your resume by clearly stating your job target. Today's employers and systems scan for focus and not for lofty objectives. Skip the old school "Seeking a challenging position" and go straight to the point with a short, keyword-rich line that names your desired role or field: For example:

> *Research position in urban planning field — Chicago area.*

Keep it concise and relevant. If you're applying online, make sure your job-title wording matches the title in the posting so your resume gets picked up in keyword searches and resonates with human screeners.

Summarize what makes you stand out

Your resume should open with a short summary that highlights your strongest assets and value. (See Chapter 3.)

Start by thinking about what professors, internship supervisors, or mentors have praised you for. Review recommendation letters or awards you've received from clubs, academic work, or volunteering. Then, craft two to four sentences that capture those strengths in a confident, results-focused way. (Chapter 6 has AI prompts to help.) Here's an example of a summary:

> *Visionary and high-energy marketing graduate recognized for creativity in developing campaigns for real-world brands including XYZ Company and ABC Company. Campaign selected by an agency panel out of 24 presented by fellow competitors. Driven to success — attained 3.75 GPA in BS in Marketing.*

Here's what makes this summary work:

> **Authentic:** Grounded in real classroom or internship experience
>
> **Quantified:** Includes metrics (GPA, client examples, or selection results)
>
> **Targeted:** *Aligns with target field (marketing) and uses industry keywords*



REMEMBER

Keep it to three to five lines at the top of your RC resume. It's the first section humans and systems read, so include keywords that match your target job.

Sell your skills, knowledge, and training



WARNING

You may be tempted to follow advice to simply list the names of your classes under your degree in the "Education" section. Don't! That's how employers (and software) get the impression you have book smarts but not workplace-ready skills, nixing critical keywords. (More on this in Chapters 5 to 7.)

Instead, showcase your classroom learning, school papers, projects, transferrable work, and volunteer skills as proof of what you can do. Directly under your summary, add a two- or three-column list with the title:

Knowledge, Skills, and Training

For example, a marketing grad might include:

Advertising, Marketing, Public Relations, Budgeting, Pricing, Graphic Design, Client Relations, Project Planning, Market Research, Branding, Writing & Editing, Social Media

Check out Figure 9-1 for an example of how this can look.

Knowledge, Skills & Training

- Advertising
- Budgeting
- Branding
- Project Planning
- Public Relations
- Graphic Design
- Client Relations
- Market Research
- Marketing
- Pricing
- Social Media
- Writing & Editing

FIGURE 9-1: List your knowledge, skills, and training with bullets.

This gives your resume immediate keyword-matching power while providing the skills you'll reinforce later in your "Experience" section.



REMEMBER

Many new grads skip the keyword section assuming they have little to offer, but that's not true. Course descriptions, syllabi, and project lists provide the specific tools, techniques, and concepts that align with your target job(s).



TIP

If you're not sure what to include, scan target job postings. The language used in those descriptions will guide you to the most relevant skills and keywords. (See Chapter 7 for more on power words and keyword strategy.)

Experience isn't just about paid jobs

Your experience isn't limited to paychecks. Strengthen it by including unpaid positions, internships, special projects, and volunteer jobs/leadership roles (such as campus club president). List them just like you would employment in RC order under your experience section. For example:

Marketing, FT Student – ABC University, City, ST | 1/2021-Present

- **Marketing Campaigns:** Designed and presented campaign for XYZ Company that was selected by ABC Ad Agency as the top project out of 24 submissions. Collaborated with agency staff on mock pitch presentation.
- **Marketing Collateral:** Created promotional content including press releases, websites, brochures, and social media assets using Canva, Photoshop, and WordPress as part of advanced design coursework.

President (Marketing Responsibility) – 123 Sorority, City, ST | 1/2023-Present

- **Recruiting & Marketing Campaigns:** Collaborated with volunteers to develop effective on-campus and off-campus recruiting campaigns that led to 30% increase in pledges over prior three years.
- **Communications & Promotions:** Served as organization spokesperson to university administrators and secured approval for a unique on-campus fundraiser that raised $25,000 in one semester.



TIP

Highlight the experience that best aligns with your career goal. If you have at least one year of full-time professional experience, you list your "Education" section after your "Experience" section — unless your degree more directly supports a career change or new specialization.



REMEMBER

ATS (applicant tracking systems) recognize these entries when you format them like real jobs. Always include a title, organization, city, and dates for each role, even if it wasn't paid. You'll be transparent while benefitting from a keyword match.

Dump unhelpful information

Don't pad your resume with filler. Hobbies, personal interests, or high school activities rarely help unless they directly relate to your career goal or reveal valuable traits such as leadership, teamwork, or creativity. Include an activity only if it is needed to support your target job. Otherwise, cut it.

Make unrelated work history relatable

Maybe your past jobs don't match your target field but the skills you used probably do. A cashier, server, or retail associate develops customer service, problem-solving, and multitasking abilities that translate into roles like marketing coordinator, account manager, or office administrator. To connect the dots for employers:

1. Review job postings for your target roles and note recurring keywords.
2. Reframe your past tasks to show how they demonstrate those same skills.
3. Describe outcomes, not duties (how your work created results or solved problems).

For instance, instead of writing:

> **Cashier –** ABC Grocery, Company Name, City, ST | Dates
>
> Scanned items and processed payments.

You might say:

> **Customer Service Rep (Title: Cashier) –** ABC Grocery, Company Name, City, ST | Dates
>
> Managed high-volume customer transactions with speed and accuracy while promoting in-store loyalty programs; recognized for exceptional customer service as Employee of the Month 5X in 2 years.

Avoiding common new graduate mistakes

Even the most enthusiastic new grad can sabotage their chances with a few easy-to-fix missteps. Steer clear of these errors:

- **Skipping results:** Don't just say what you did but explain the impact, whether improving efficiency, leading a project, or earning top marks.
- **Overusing buzzwords:** "Hard-working" and "team player" mean little. Replace these with concrete examples of collaboration or initiative.
- **Listing everything you've ever done:** Focus on what sells you for your current goal, not a catalog of every class, club, or job you've held.
- **Stopping at the basics:** You put in the time to earn your degree, now invest in the effort to market it by moving beyond a bare-bones list.

- **Burying key information:** The top third is prime real estate so lead with your strongest content, including summary, key skills, and achievements.
- **Ignoring employers' needs:** A resume isn't about what you want; it's about the results and ROI you offer. Study target job descriptions and focus on what you can do for them.
- **Neglecting proofreading:** A typo can undermine all your credibility. Proof your document aloud, then have a detail-oriented friend review it.
- **Using templates:** Stick to a clean, scannable reverse-chronological layout that parses correctly online.



REMEMBER

The goal isn't to look perfect but to look prepared. A polished, focused, and well-targeted resume tells employers you're ready to contribute.

Moving Beyond "Too Old" to "In Demand"

For some industries even those in their 40s face age bias. But it doesn't have to stop you. What matters is how you show up on paper and online: strategic, current, and confident. This section walks you through practical ways to counter bias, spotlight your strengths, and make hiring managers see you as exactly what you are — experienced, capable, and ready to deliver results.

Selling your strengths as a seasoned pro

Studies show mature professionals excel at analysis, empathy, and judgment, which are invaluable skills in today's complex workplaces. You bring several key advantages to the workplace:

- **Road-tested:** You've built judgment, perspective, and real-world problem-solving skills that save employers time, money, and missteps. Your experience helps you spot issues early and make informed decisions.
- **Reliable:** Your track record shows consistency and follow-through. Employers can count on you to show up, perform, and bring a strong work ethic and sense of accountability.
- **Flexible:** You've learned to adapt to new priorities and technologies. Whether you're open to hybrid schedules, consulting, or mentoring roles, you can pivot as business needs evolve.
- **Financially practical:** You know your worth and can evaluate offers realistically, often with less financial pressure than younger competitors.

- **Collaborative:** Years of teamwork have honed your communication and diplomacy. You naturally build consensus and keep projects moving.
- **Big-picture perspective:** You've seen and experienced enough to anticipate needs, manage risk, and improve results before problems arise.

Busting myths about mature workers

Experienced workers bring measurable value, proven judgment, and a work ethic that younger generations are still developing. Here are a few common myths and resume realities:

- **Myth: Older workers can't or won't learn new skills.**

  Reality: The over-50 crowd is now the fastest growing group of digital learners. Show that agility on your resume by citing new certifications, software proficiency, or continuing education courses. Highlight recent technology use, online collaboration, or process improvement achievements that prove you're current, confident, and curious.

- **Myth: Training older workers is a lost investment because they won't stay long.**

  Reality: Today's mature professionals are extending their careers, often by choice. Reinforce your reliability and engagement by emphasizing commitment to quality work, strong communication, adaptability to multigenerational teams, and readiness to take on new challenges.

- **Myth: Benefit and accident costs are higher for older workers.**

  Reality: Instead of addressing health directly, prove your value through outcomes — consistent performance, low absenteeism, and long-term contributions that offset any perceived cost differences.

Leveraging experience to stay competitive

Even with your proven track record, it's easy for employers to assume they can find someone they perceive as more current. Your mission is to prove them wrong both quickly and visually. A clean, modern layout (see Chapter 8) paired with a forward-focused message keeps your resume fresh.

Stock your resume with quantifiable accomplishments, relevant skills, and evidence that you're continually learning. Use the following strategies to help your experience work for you — not against you.

Match your target job description

Start by reviewing several job descriptions for roles that interest you. Identify what employers are asking for including skills, tools, and outcomes. Then, compare those requirements with your own transferable strengths to build a bridge between your past experience and future goals.


TIP

If your industry is shrinking or changing direction, look at related roles that use similar abilities. To explore similar occupations visit the *Occupational Outlook Handbook* (`https://www.bls.gov/ooh/`) from the U.S. Department of Labor. Matching your skills to evolving roles moves your focus from what you've done to what you can do to show the measurable value you offer.

Shorten your resume

A good rule of thumb: Focus on the last 10 to 15 years of experience. That's where employers and ATS focus first.

If you have earlier roles that add more value than recent ones, include them under a heading, such as Key Experience, Additional Experience, or Prior Work History. List job titles, employers, and locations in body text but skip the dates or even list total years in role. This keeps content searchable and provides interview talking points without revealing your full career span.


TIP

Avoid overwhelming readers with decades of detail. Keep the spotlight on your most current, relevant accomplishments and skills. If you're bridging industries or re-entering the workforce, consider a hybrid format only for the networking phase to better showcase transferable skills (see Chapter 2).

Focus your resume

Stay focused and remember your resume isn't an autobiography. Concentrate on your two most recent or most relevant positions, especially those that match your current career goals. Older or unrelated experience doesn't need equal billing.

If your background includes many unrelated roles, your resume can start to look like a career kaleidoscope. For tips on handling that, see Chapter 10.

Show that you're a tower of strength

Demonstrate resilience through results. Use examples that show how you solved problems, cut costs, improved systems, or adapted quickly to new challenges. Employers value professionals who've weathered change and come out stronger when conditions get tough.

Demonstrate cultural and professional awareness

Show that you're attuned to today's inclusive workplace language and values. Use terms that reflect respect and awareness — for example, *diversity*, *cross-cultural*, *multicultural*, *multiethnic*, and *people with disabilities* (never *handicapped*). Use *women* rather than *girls* or *gals*.

Sensitivity in wording and tone is especially vital for positions involving teamwork, leadership, or public interaction.

Send your resume online

Submitting your resume digitally signals that you're current, confident, and comfortable in today's tech-driven hiring world. Most employers expect online submissions through company portals, LinkedIn, or email.

Before sending, double-check that your file name is professional and that you're using an ATS-friendly format (.docx or PDF). See Chapters 1 and 2 for guidance on digital resumes, online applications, and Chapter 16 for tips on using LinkedIn to boost visibility and outreach.

Remove outdated education dates

Leaving graduation years off your resume is smart strategy. What you studied matters far more than when you studied it. If an employer really wants to know when you graduated, they'll ask in the interview. For now, keep the focus on your relevant credentials and learning, not the timeline.


TIP

If you've recently gone back to school to refresh your skills or change direction, revisit the new graduate strategies earlier in this chapter and apply the ones that strengthen your current goals.

Trim your resume to fighting weight

If you've built a long and varied career, deciding what to keep can feel like trying to choose between your best wins! Focus on the content that directly supports your current target and let the rest go.

A trusted colleague or mentor can also review your resume for clarity and focus. A fresh, objective eye can quickly spot what's essential and what's just extra weight. AI can also help with the prompts in Chapter 6.

Employ appropriate headings

When your background includes freelance, contract, or volunteer work, you can still label that section "Experience" or "Professional Experience" as it encompasses both paid and unpaid roles. It keeps your timeline clear and positions all experience as credible and career relevant.

If you've changed direction through new education or certifications, list education before experience. You can even refine the heading — for example "Accounting Education" — to align with your target field. Your "Experience" section then follows, reinforcing how you applied learning.

Considering a lower-level role strategically

If you're ready to step down from a higher position, don't rely on your resume alone to explain why. Use networking, referral, and direct outreach to spark conversations where you can tell your story and shape how decision-makers perceive your change. Signal that you're not bailing out or burned out but reengaging your strengths in a new direction. For instance:

> *After years of leading teams and projects, I realized I'm most fulfilled performing hands-on work where I can directly contribute to results. I'm ready to apply my experience in a more focused, day-to-day role that lets me keep learning and adding value.*

Be upfront about compensation expectations, too:

> *I understand that transitioning into a new field comes with a learning curve, and I'm comfortable with a pay adjustment that reflects that.*

When you adapt your resume, lead with transferable skills such as leadership, communication, and problem-solving, being sure to back them up with examples. An engineer pivoting into sales could emphasize:

> *Leveraged a strong technical background and communication skills to translate complex solutions for clients and support key business decisions.*

Always apply using an RC format (see Chapter 2) to ensure proper parsing and credibility, but use your summary and bullet language to spotlight crossover strengths.



REMEMBER

A step down is a strategy and not a setback. Employers value maturity, humility, and purpose-driven professionals who bring experience without ego. Show that you're choosing your next chapter with intention.

Dodging mistakes that seasoned workers make

With a long career behind you, it's easy to overlook details that can hold your resume back. Keep it sharp by avoiding these common missteps:

- **Choosing the wrong focus:** Like new grads, experienced professionals sometimes highlight everything instead of targeting what matters most. Zero in on experience and results that align with your next role. (See "Avoiding common new graduate mistakes" earlier in this chapter.)
- **Using outdated resume standards:** Modern resumes don't include personal details like marital status or unrelated hobbies, and they rely on clean, ATS-friendly formatting and targeted keywords matched to experience proof. (See Chapter 8 for layout and Chapter 5 for keywords.)
- **Skipping a summary:** Without a summary, even a strong career can read like a list. Lead with a concise opening that connects your strengths to your target field, like a professional hook. See Chapter 3 for summaries.
- **Overlooking continuing education:** If your formal education ended years ago, showcase your commitment to learning through certifications, workshops, or professional development relevant to your next goal. Skip high school, even if it's the only education you completed.



REMEMBER

A polished resume isn't about age but about relevance. Keep your focus current, your format modern, and your message forward-looking.

Shifting from Military Work to Civilian Employment

Transitioning from military service into a civilian role can feel daunting. Fortunately, when it comes to your resume, there are guidelines to help you stand out.

Your military career has given you a wealth of transferable skills that employers crave, including leadership, discipline, teamwork, problem-solving, and mission focus. The key is learning how to translate those into civilian language without the military acronyms and jargon that recruiters may not understand. In the following sections, you'll learn how to highlight your service experience with civilian-friendly clarity and impact.



TIP

If you're preparing to transition from active duty, take advantage of the Transition Assistance Program (TAP). TAP offers career counseling, resume workshops, and interview preparation tailored for service members entering the civilian workforce. Contact your installation's TAP office or visit TAP events online (`https://www.dodtap.mil`) to get started.

Highlighting strengths from military service

Your time in uniform has equipped you with a powerful foundation of skills and values that employers value. Among your strongest assets are:

- **Discipline and accountability:** You understand structure, deadlines, and what it means to deliver consistently and with integrity.
- **Adaptability and agility:** Frequent relocations, shifting missions, and new responsibilities have honed your ability to adapt and learn fast.
- **Team leadership and collaboration:** You've worked within diverse units where teamwork, communication, and shared accountability meant mission success.
- **Cross-cultural competence:** You've interacted with people from many backgrounds and environments, developing sensitivity, diplomacy, and global perspective.
- **Operational excellence:** You know how to set objectives, manage resources, and follow through to achieve measurable outcomes.
- **Resilience under pressure:** You've proven your ability to stay calm, focused, and effective in challenging situations, which are strengths employers value.



REMEMBER

Civilian employers may not immediately recognize the depth of your military background. Your job is to connect the dots by translating what you've done into results and skills they understand and need.

Addressing employer concerns up front

Even with impressive qualifications, some employers may not immediately understand how your military experience fits into the civilian workplace. The good news is that these common misconceptions are easy to overcome with the right messaging. They include:

- **Translating "milspeak" into plain English:** Civilian employers may not understand your titles, acronyms, or mission descriptions. Swap terms like NCOIC or OIC for civilian equivalents such as supervisor or project manager. Focus not only on operations but also on outcomes.

- **Balancing confidence with approachability:** Your professionalism and command presence can read as rigidity. Emphasize collaboration, teamwork, and adaptability to show you're mission- and people-oriented.
- **Bridging business gaps:** Corporate processes differ from military operations, but your experience managing logistics, budgets, and people demonstrates business acumen in action. Quantify where you've allocated resources, met targets, or improved efficiency.
- **Reframing the "structure" myth:** Some hiring managers assume veterans need constant direction. Dispel this by highlighting times you took initiative, led independently, or adapted to fluid conditions.
- **Clarifying fiscal responsibility:** Many civilians assume the military runs without budget constraints. Point out where you managed cost controls, tracked assets, or optimized resources to achieve mission goals.


TIP

Employers appreciate clarity and confidence. The more you translate your achievements into civilian terms (metrics, results, leadership impact) the faster they'll recognize your value.

Transitioning smoothly into civilian roles

Your transition to civilian life will feel much easier once you approach it like you would a mission, with clear objectives, the right intel, and a solid plan of action. Follow these steps to keep your resume and confidence on track:

- **Gather your resources.** Tap into career-transition tools such as the Transition Assistance Program (TAP), veteran employment centers, and LinkedIn's "Veterans Career Portal." (See the "Resources to consider" section later in this chapter for more.)
- **Do a complete brain dump.** List every responsibility, achievement, and mission outcome from your service record. Just get it all down and don't worry about editing or length yet. Then follow the process in Chapter 4 to translate those raw notes into measurable accomplishments.
- **Study civilian job descriptions.** Review listings for roles you're targeting to understand employer language. Pay attention to recurring keywords, qualifications, and success metrics. Chapter 6 offers AI prompts to help.
- **Tailor your resume for your new audience.** When you write your RC resume, emphasize results and transferable skills that mirror your target industry's needs. (See the next section for guidance on translating military language into civilian terms.)



REMEMBER

Your military background gives you a strong foundation. Success comes down to translation to show employers how your mission success, leadership, and adaptability directly meet their business goals.

Writing for civilian markets

Most employers aren't fluent in milspeak, so translate your experience into clear, civilian-friendly language that matches target job. To avoid being overlooked, don't let acronyms, ranks, or unit titles dominate your resume.



TIP

To write your resume in language employers understand:

- **Get expert help.** Visit your branch's Transition Assistance Center for resume workshops or one-on-one guidance.
- **Ask a civilian reviewer.** Have a friend or colleague outside the military read your resume to flag any unfamiliar terms or content.
- **Use translation tools.** Master Military Resume Writer Billie Parker Jordan of Advantage Resumes and Career Services recommends these resources:
  - O*Net Military Crosswalk (`https://www.onetonline.org/crosswalk`)
  - Mil2FedJobs Federal Crosswalk (`https://www.Mil2FedJobs.com`)
  - DOL Military-to-Civilian Occupation Translator (`www.careerinfonet.org/moc`)
  - My Next Move for Veterans (`https://www.mynextmove.org/vets`)



REMEMBER

Clarity beats jargon every time. When you translate your experience into everyday business terms relevant to your job target, you show employers exactly how your service translates into value for their team.

Resources to consider

Before you start writing, gather the official records and documents that will help you recall your accomplishments, verify dates, and translate your experience accurately:

- **Evaluations and Performance Reports**
  - **Marine Corps:** Fitness Reports (E-5 and above) or Proficiency/Conduct Marks (E-4 and below)
  - **Navy:** Fitness Reports (Officers)/Performance Evaluations (Enlisted)
  - **Army:** Officer, NCO, or Enlisted Evaluation Reports (OER/NCOER/DA Form 2166)

- **Air Force:** Enlisted or Officer Performance Reports (EPR/OER)
- **Coast Guard:** Enlisted or Officer Evaluation Reports (EER/OER)

» **Training and Education Records**

- Joint Services Transcript (JST) or Community College of the Air Force (CCAF) transcript
- Certificates for military and civilian training courses
- Degree or credential documentation for any additional education

» **Service Summaries and Career Overviews**

- VMET (DD-2586): Verification of Military Experience and Training
- MOS/AFSC/Rating Description: Job code explanations outlining core duties
- Awards and citations to include medals, commendations, and certificates with performance context

» **Civilian Job Prep Resources**

- Job descriptions for your target roles
- Notes on transferable skills or achievements aligned with positions



TIP

You can request record copies through the National Personnel Records Center (`www.archives.gov/personnel-records-center/ompf-access`) or access your Official Military Personnel File (OMPF) via milConnect (`https://www.dmdc.osd.mil/milconnect`).

Translating "milspeak" into civilian terms

The following classic Q&A with career transition expert Bill Gaul continues to capture the heart of translating military experience into language employers understand. While some terminology has evolved, his examples still illustrate how powerful your resume can become when you trade "milspeak" for clear, civilian language.

Q: Can you give an example of what you call milspeak?

A: An Army officer's resume read: "As commanding officer of a 500-person organization, I was responsible for the health, morale, and welfare of all personnel." Health, morale, and welfare? Just think of the incredible range of skills and experience completely overlooked in that milspeak phrase. Far-reaching accomplishments and important responsibilities are whitewashed into boilerplate terms that mean nothing to a civilian hiring manager.

For example, digging into "health, morale, and welfare," we found "policy development, human resource management, budget planning and administration, process improvement, operations management, and staff development."

Q: What's the deal with job titles?

A: Some military job titles are ambiguous, some misleading. For example, a Navy fire control technician does not put out fires but operates and maintains electronic weapons targeting systems. Classic examples still used in many transition workshops include:

- Mess cook (food service specialist)
- Fire control technician (electronic weapons systems technician)
- Motor pool specialist (automotive maintenance technician)
- Provost marshal (law enforcement officer)
- Quartermaster (supply clerk)
- Base commander (mayor of a small city)


TIP

For updated translation tools and terminology, use the Military Skills Translator on My Next Move for Veterans (`https://www.mynextmove.org/vets/`) or the O*NET Military Crosswalk (`https://www.onetonline.org/crosswalk`), a free Department of Labor website.

When in doubt about the ethics or clarity of "civilianizing" your job title, you can list it like this: Functional Job Title: Mayor of Small City.

Q: What can you do in situations where your specific work experience doesn't closely relate to the job you're applying for?

A: You can communicate your organizational position instead of your job title. An E-5 Marine Corps embassy guard applying for a management position in the security industry listed his job title as "facility supervisor." He added the details of his experience within the body of his resume. This drew readers because it represented more of a fit than someone who kept people in proper lines applying for visas.


TIP

This approach still works when applying online or through recruiters. Just make sure your original military title appears somewhere in the body text or parentheses (for example, "Facility Supervisor (Embassy Security Guard, E-5, USMC)") so it's transparent and searchable.

Q: Aren't most military members in combat-related jobs?

A: Yes, and that can be a problem, trying to relate the job you've had to the job you want, unless you're applying for law enforcement positions. But for the straight combat MOS (military occupational specialty) — infantry, tank gunner, reconnaissance Marine, and the like — there are several options.

List your relative position in an organization — "unit supervisor" instead of "platoon sergeant" as your title. Your work in collateral duties may be the key. A platoon sergeant seeking a position in staff development and training, based on duty as a training NCO (noncommissioned officer), can list "training supervisor" as their title.

The dates listed must accurately reflect the time you spent in the specific collateral duties, of course. As you know, it is often the case that you will have more than one collateral duty while performing a key role for an organization.


REMEMBER

While law enforcement remains a common fit for veterans from combat arms roles, today's employers also seek these professionals for project management, operations, logistics, security, training, and emergency management positions. Focus your resume on leadership, teamwork, and mission execution skills that align with your target field.

Q: How should you list your level of authority?

A: Omit references to rank or grade such as "NCO," "petty officer," and "sergeant." Unless an employer has military experience, these terms won't communicate your relative position within an organization. Instead, list civilianized equivalents appropriate to your level of authority:

- Safety Officer (coordinator)
- Training NCO (training supervisor)
- Barracks Sergeant (property manager)

Q: What about education and training?

A: Many courses and schools leave recruiters wondering exactly what you trained for because the course titles can be esoteric and arcane. The rule is this: List your training in a way that will provide immediately apparent support for your job objective.

If the name of a school or course doesn't communicate exactly what you were able to do after the course that you couldn't do before, show that value because you are trying to inform, not mystify. You are trying to demilitarize the language to help resume reviewers understand the nature of your military training. Some examples:

- SNAP II Maintenance School (Honeywell Computer Server Maintenance School)
- NALCOMIS Training (Automated Maintenance and Material Control System Training)
- Mess Management School (Food Service Management School)
- NCO Leadership Training (Leadership and Management Training)

(Editor's note: The same principle applies to today's advanced systems and technical schools — rewrite course names in plain language that reflects the actual skills or certifications you gained, such as network administration, cybersecurity, project management, or logistics operations.)

Q: Is that all there is to civilianizing a military background?

A: Not quite. To help resume reviewers understand the depth of your training, list the number of classroom hours you studied. To determine the number of hours, multiply the number of course days by 8, or the number of weeks by 40. If you completed the course within the past 10 years, list the completion date. If the course is older, leave off the date. Examples:

Leadership and Management Training (160 hours)

Organizational Development (120 hours)



TIP

Many modern training records can also be converted into continuing education units (CEUs) or mapped to civilian certifications through programs like COOL, ACE, or the Joint Services Transcript system.

Writing Your Resume While Coming Out or Living Authentically

Every job seeker deserves the freedom to show up authentically, and that includes those who identify as lesbian, gay, bisexual, transgender, queer, or who otherwise live outside of traditional gender or orientation norms. Whether you're newly

coming out, returning to work after transition, or simply deciding how visible to be about your identity, your resume can reflect both who you are and the professional strengths you offer.

You never have to hide your accomplishments, leadership, or community contributions to protect your employability. The key is to decide what feels safe, what feels true, and what supports your goals. Some job seekers choose to highlight affiliations, advocacy, or leadership in LGBTQ+ organizations as part of their personal brand. Others prefer to let their work and results speak for themselves, keeping personal details private until a later conversation. Both are valid choices and can lead to professional success.



REMEMBER

Your resume is a marketing document, not a confessional. It should reflect your value as a professional first, while honoring your authentic self in a way that aligns with the company cultures and roles where you'll thrive.

When approached thoughtfully, your LGBTQ+ identity or advocacy work can be positioned as a strength offering evidence of resilience, emotional intelligence, and leadership under pressure. The next sections show you how to make confident, informed decisions about what to include and how to frame it for maximum career impact.

Deciding what to share, when, and why

There's no single right level of disclosure when it comes to your sexual orientation, gender identity, or related community involvement. The choice depends on your comfort level and goals, and the type of employers you target. Your resume should reflect your choice and not pressure from others.

Start by thinking strategically about what information adds value to your career story. Some professionals lead with their advocacy experience as part of their personal brand, while others include it more subtly, under neutral headings or skill-based language. Either path can be effective. The goal is to keep the focus on your qualifications and leadership, not your label:

- **Clarify your comfort zone.** Before writing, decide whether you want to be fully open, partially open (for example, mentioning an LGBTQ+ organization without specifying your role as an identity leader), or private.
- **Assess the audience.** Research prospective employers' diversity statements, employee resource groups, and public reputation. Companies that support inclusion are more likely to see your identity as a strength.

- **Emphasize skills, not status.** If you mention LGBTQ+ organizations or initiatives, frame them around leadership, program development, or community impact the same way you'd describe other accomplishments.
- **Consider timing.** If you're concerned about bias in early screening, you can reserve more personal details for the interview stage.
- **Be consistent across materials.** Your resume, LinkedIn profile, and cover letter don't have to mirror each other exactly, but they should align in tone and comfort level.


TIP

When in doubt, start with language that highlights universal skills such as advocacy, training, mentoring, outreach, event planning, diversity education, policy development, or inclusion leadership. These translate well across industries and convey value without oversharing.

U.S. federal law prohibits employment discrimination based on sexual orientation and gender identity under Title VII of the Civil Rights Act, enforced by the EEOC. But remember, while protections exist, company culture matters, so research employers carefully to decide what to share.

For guidance on aligning resume language, pronoun use, and diversity-related keywords with your online profiles and early screening systems, see Chapters 1 and 2.

Positioning an LGBTQ+ affiliation as a strength

When you choose to share your LGBTQ+ identity or related community involvement, treat it as a professional asset that reinforces your value, credibility, and leadership. Employers increasingly recognize that inclusive teams innovate faster and serve customers more effectively. Your lived experience can be a differentiator, not a detour.

The key is to show how your identity, advocacy, or volunteer work has helped you develop transferable competencies that employers want. Think of your resume as proof of adaptability, cross-cultural communication, and leadership under pressure — skills honed through navigating difference, educating others, or building safe and inclusive spaces.

Consider these ways to highlight your strengths:

- **Lead with results.** Quantify your contributions — for example, "Founded a student LGBTQ+ resource group that grew to 75 active members" or "Organized diversity training sessions attended by 200 employees."
- **Show leadership and initiative.** Describe your roles in terms of responsibility and impact: "Advocated for inclusive policy change," "Developed allyship workshops," or "Served as board treasurer for a nonprofit supporting queer youth."
- **Connect to business value.** Frame your involvement around outcomes employers understand such as improving engagement, enhancing community relations, or strengthening team cohesion.
- **Demonstrate emotional intelligence.** Reference mentoring, conflict resolution, or advocacy as examples of empathy and resilience, which are qualities prized in modern workplaces.
- **Reflect authenticity.** If being out or living authentically has strengthened your confidence or communication, it's fair to reference that growth as part of your personal brand statement or summary.


REMEMBER

You're not defined by a label but by the leadership, empathy, and courage that come with owning your story. When you show how those qualities translate to workplace results, the right employers will see strength.

Highlighting community impact and advocacy roles

If you've contributed to community organizations, advocacy groups, or initiatives that advance equality, inclusion, or social change, that experience deserves recognition. These roles often involve high-level leadership, public speaking, event coordination, fundraising, and policy or program development, which are all valuable, transferable skills. The key is to translate your impact into employer-relevant results.

When describing this work on your resume, focus on what you accomplished and how it demonstrates professional strengths. Employers respond best to achievements framed around outcomes including growth, engagement, visibility,

education, or collaboration, rather than just titles or causes. Here are some examples of how to highlight community involvement:

- **List advocacy roles like professional experience.** Treat volunteer or nonprofit leadership as formal experience with titles, dates, and impact statements (for example, Director of Outreach — LGBTQ+ Community Alliance, 2021–Present).
- **Quantify results.** Replace generic phrasing like "participated in events" with data-driven outcomes: "Secured $25,000 in sponsorships for Pride Month initiatives" or "Directed diversity campaign reaching 3,000 community members."
- **Integrate transferable skills.** Emphasize competencies such as stakeholder engagement, event planning, strategic communication, and program development.
- **Show collaboration and allyship.** Highlight partnerships with organizations, schools, or corporations to demonstrate teamwork and influence beyond the LGBTQ+ community.
- **Include recognition.** Add credibility with awards, nominations, or media coverage to show that your impact is both measurable and respected.



TIP

Volunteer and advocacy experience can belong in either the Experience or Community Leadership section, depending on its relevance to your career target. Use placement strategically to reinforce your qualifications.

For additional resources on workplace inclusion and employer equality ratings, visit the Human Rights Campaign's Corporate Equality Index (`www.hrc.org/resources/corporate-equality-index`) or Out & Equal Workplace Advocates (`www.outandequal.org`).

IN THIS CHAPTER

- Overcoming job gaps and reentering your career with confidence
- Navigating challenges that could raise red flags
- Reframing unique circumstances into selling points

Chapter 10
Overcoming Career Roadblocks

Career paths aren't always smooth. You may have a gap in your work history, a detour that didn't pan out, or an event that makes you wonder how to present yourself on paper. The key is to address these issues strategically before a hiring manager's imagination does it for you.

Nobody's career is perfect, but most obstacles can be turned into strengths with the right approach. In this chapter, you'll discover ways to turn setbacks into proof of resilience to position yourself for your next win.

Navigating Job Gaps

Job gaps can happen for all kinds of reasons, and returning to the workforce after time away can feel overwhelming. Common causes include:

- Layoff or unemployment
- Caring for children or other family members
- Health challenges or disability

- Education or retraining
- Incarceration or reentry
- Sabbatical for personal growth, travel, or writing

Whatever the reason, a recent unaccounted period can raise red flags. Instead of hoping no one notices, acknowledge the gap and redirect attention to your skills, accomplishments, and readiness to work.


TIP

If your gap is less than a year, don't sweat it as standard job searches often take several months to a year. It's fine to only list years (not months) on a networking resume, but when it's time to apply with your reverse-chronological (RC) version, you'll need those details.

Reframing career gap as growth

The key to turning a career gap into a value-added period is recognizing the threads of growth that make it valuable. When thinking about your time, look for experiences demonstrating initiative, learning, or contribution:

- Took classes, earned certifications, or pursued self-study to stay current
- Performed unpaid consulting, freelance, or project work for friends, family, or community groups
- Created and sold crafts or products online or locally
- Volunteered in leadership, project coordination, or fundraising roles
- Wrote a book, blog, or articles connected to your profession
- Traveled extensively and developed cultural awareness or language skills
- Stayed engaged through professional associations, networking, and industry events

Once you list these activities, you'll see that your gap reflects professional growth and motivation, which are qualities every employer values. You can feature these experiences briefly in your networking resume or LinkedIn profile, then blend them into your RC version for formal applications.

Bridging the gap with confidence

How does all this translate into a clear title, timeline, and description on your resume? The key is to emphasize activities that reflect progress and value, not

absence. Choose a short, truthful title that best positions you for your target, which might look like:

- **Consultant:** Contacted former clients for short projects, maintained professional visibility through blogging and association involvement, and completed several contract-based assignments.
- **Volunteer Fundraiser:** Directed local nonprofit's annual campaign, which included recruiting and leading volunteer team, strategic planning, creating innovative marketing materials, and boosting donations by 300%.
- **Household Coordinator:** Oversaw scheduling, logistics, budgeting, and directing of daily activities for family operations, overcoming challenges of schedule and personality conflicts.
- **Independent Study, Project Management:** Stayed current through PMI coursework and forums, presented Project Gap to local chapter meeting, and pursued PMP credential.
- **Bookkeeper:** Managed finances for a family business, ABC Trucking. Processed accounts payments and receivables, handled cash receipts, and bank balancing. Implemented QuickBooks, streamlined reporting, and cut monthly costs by 40%.



WARNING

Be cautious when labeling yourself a "consultant" or "business owner." If it's true, briefly name clients and note deliverables; if not, avoid it. Employers may assume you're too independent or plan to return to self-employment. A simpler title such as "Project Coordinator" or "Operations Support" often works better.



REMEMBER

Avoid overexplaining the "why" of your gap in your resume. Keep the focus on transferable skills and results, not circumstances. Save the backstory for interviews.

If your business experience is legitimate but you're seeking to downplay seniority, use neutral titles (for example, Manager instead of President) and business names that don't match your own (for example, "River's End Consulting" instead of "Theresa K. Bronz, Inc.").

Reentering the Workforce after Caregiving

Whether you stepped away to raise children or care for aging relatives, reentering the workforce has its challenges. After years of managing a household or supporting family, it's easy to forget that you've been using many of the same skills

employers prize — time management, leadership, organization, budgeting, communication, and grace under pressure. The key is translating your experiences into language that fits your target job. For example, the following list offers some phrases of experience, followed by how you can best translate them for employers:

- **Grace under pressure:** Crisis management and multitasking
- **Resourcefulness:** Operations or (office) management
- **Negotiation and diplomacy:** Conflict resolution and teamwork
- **Organization and scheduling:** Logistics or administrative coordination

You can't claim a specific job title on your resume, but you can make an equivalency statement:

> **Caregiver to Family Member –** City, ST 11/2023 to 8/2024
>
> Maintained financial, scheduling, and health-related operations for multigenerational household; balanced competing priorities with efficiency and resilience.



REMEMBER

Reframe your home-management years around transferable strengths: planning, budgeting, problem-solving, and people skills. These translate well to a variety of positions. Consider these sample crossover examples:

- **Juggling schedules:** Project manager, coordinator, dispatcher, executive assistant
- **Health advocacy and peer support:** Patient liaison, medical office assistant, HR, employee benefits assistant
- **Event & relocation coordinator:** Party coordinator, nonprofit organization fundraiser, art gallery employee, event planning support, travel agent, relocation coordinator
- **Conflict resolution:** HR support, customer relations, school or office administrator
- **Budgeting:** Purchasing assistant, retail manager, accounting clerk



TIP

Omit personal information such as age, marital status, physical condition, or family details. Even though employers can't legally ask, it's best to avoid information that may trigger bias.

To ease your return, explore reputable reentry resources such as iRelaunch (`www.irelaunch.com`) — which offers free starter materials — and Path Forward (`www.pathforward.org`), a nonprofit connecting caregivers to mid-career "returnships." For other free workforce reentry options, visit CareerOneStop's Reentry Program Finder (`www.careeronestop.org`).

For tailored resume and job search guidance from certified experts in military transition, reentry, or diversity inclusion, visit the Career Directors International directory (https://careerdirectors.com/find-a-career-professional/).

Seeking a Job When You Have a Disability

Millions of job seekers are protected by the *Americans with Disabilities Act* (ADA), which makes it illegal for an employer to discriminate against qualified individuals because of a physical or mental disability.

ADA protection covers a wide range of conditions, including but not limited to AIDS/HIV, alcoholism, cancer, cerebral palsy, diabetes, emotional illness, epilepsy, hearing and speech disorders, heart conditions, learning and intellectual disabilities, muscular dystrophy, and visual impairments. It doesn't cover temporary limitations, such as pregnancy or a broken bone.

Generally, the ADA forbids employers with 15 or more employees from:

- Discriminating based on disability in hiring, pay, or advancement.
- Requiring applicants to take pre-employment medical exams.

Employers must also provide reasonable accommodations to qualified individuals unless doing so would cause undue hardship, a standard interpreted by the courts.


TIP

If you have a disability covered by the ADA, review the law's details and accommodation examples at www.ada.gov or through the Job Accommodation Network (JAN) at (https://askjan.org), which provides free guidance on workplace accommodations and employee rights.

The following section offers advice on building an effective resume while navigating disability-related disclosure and presentation choices.

Deciding whether to disclose a disability

In most cases, don't disclose a disability on your resume. Your goal is to secure an interview first, when you'll have the opportunity to highlight your qualifications and value. Consider these guidelines:

- **If your disability is visible,** disclosure can help you manage logistics and set the tone of confidence. You might mention it when confirming the interview,

for example: "Because I use a wheelchair, could you please recommend the most accessible building entrance?" Or, if you prefer, simply visit the site in advance to identify accessibility in person.

- **If your disability isn't visible,** such as chronic illness, mental illness or epilepsy, disclosure is optional unless you'll need an accommodation. In that case, you can wait until the offer stage to discuss specifics.

No matter your decision, approach it from a place of confidence and professionalism — you're sharing information, not seeking permission.

Explaining gaps with honesty and strategy

If your disability led to a gap in your work history, follow the same approach outlined earlier in this chapter: address it honestly but focus on your readiness and value.

You can't erase a gap, but you can frame it strategically. If your time away was for recovery or treatment, simply note it as "Sabbatical" and be prepared to discuss your return to the workforce with confidence.


TIP

Before restarting your job search, refresh your professional knowledge through online courses, certifications, or industry reading so you can speak confidently about current trends and tools.

If you've experienced multiple employment breaks, consider networking your way to opportunities with a hybrid resume format (see Chapter 6) to emphasize strengths and skills over strict chronology. You'll still need to use the RC version for applications, but a hybrid can help you get to that point more effectively.

For additional peer or professional guidance, connect with resources such as the Job Accommodation Network (`https://askjan.org`) or certified career experts through Career Directors International (`https://careerdirectors.com/find-a-career-professional/`).

When substance abuse is the problem

Substance abuse is recognized as a disability under the Americans with Disabilities Act (ADA). If you're in recovery, you're protected by the act's provisions. However, active substance use or dependency on illegal drugs isn't covered. Don't mention past substance abuse on your resume. Instead, address any employment gaps as outlined earlier in this chapter.



REMEMBER

If the topic arises during interviews, be honest and brief while selling yourself by focusing on growth, stability, and professional strengths. Have letters of recommendation, documentation of continuous employment, or awards earned since recovery to demonstrate your reliability and commitment.

If you're still struggling with substance abuse, the most important next step isn't rewriting your resume but seeking help. Once you've received treatment and regained stability, your work history can be reframed as a story of resilience and renewal.

Seeking a Job When You're an Ex-Offender

Each year millions of people transition from incarceration or community supervision back into the workforce. If you're among them, you're not alone — and you're not without support. With the right approach you can rebuild your career and move forward with confidence.

This book can guide you in writing a modern, digital-ready resume that highlights your value and helps you network your way back into the workforce. Still, you'll also benefit from specialized reentry assistance, which can help you navigate background checks, legal rights, and employer programs designed to hire justice-impacted individuals.

Preventing negative info from derailing your search

The purpose of your resume is simply to get you in the door for an interview. Period. It's not the place to explain past mistakes, highlight weaknesses, or include information that could bias an employer.

Keep your resume future-focused and employer-centered. Emphasize what you can contribute now, not what happened before. If questions about your record arise, save that discussion for a later stage in the process — ideally, once you've demonstrated your value and built rapport in an interview or conversation.



TIP

Your goal isn't to hide your past but to lead with your present strengths. Once employers see your professionalism, reliability, and motivation firsthand, your history becomes only one part of a much bigger story.

Avoiding chronological format pitfalls

The reverse-chronological format (RC), discussed in Chapter 6, isn't the best choice when you've had employment interruptions or limited recent experience, although it will play a key role later in the job application process. Because this format focuses heavily on employers and dates, it can draw attention to gaps you'd rather initially de-emphasize while building interest in you.

Instead, start with a functional or hybrid format (also explained in Chapter 6) for networking or approaching reentry-friendly employers. These styles let you spotlight your skills, competencies, training, and professional strengths first, which helps employers see what you offer today rather than where you've been.


TIP

Be sure to prepare the RC-based version because online applications require exact dates and job sequences. You can check out other sections in this chapter for strategies on massaging any gaps.

Getting support for successful reentry

You don't have to navigate your career reentry alone. A variety of free and low-cost resources can help you rebuild confidence, gain training, and connect with employers who believe in second chances:

- **CareerOneStop's Reentry Resources (`www.careeronestop.org/ExOffender`):** A U.S. Department of Labor site offering state-by-state job search, training, and legal aid resources
- **National Hire Network (`www.hirenetwork.org`):** Provides links to programs across all 50 states that assist people with criminal records in overcoming employment barriers
- **The Reentry Employment Opportunities (REO) program (`www.dol.gov/agencies/eta/reentry`):** Supports workforce development and job-readiness initiatives for individuals with prior justice involvement
- **Career Directors International (CDI) (`www.careerdirectors.com/find-a-career-professional`):** A source to find certified resume writers and career coaches who specialize in crafting reentry-friendly resumes and job search strategies


TIP

When you're ready to return to work, lean on experts who understand the reentry process. A well-crafted resume and supportive professional guidance can make all the difference in helping employers see your potential and not your past.

Addressing Experience Dilemmas

Most job listings include a line describing how much experience the ideal candidate should have. If you're like most job seekers, it can feel like a Goldilocks moment where you either have too much experience or not quite enough. Rarely does it seem just right.

Fortunately, your resume can be shaped to highlight what truly matters: the results, skills, and value you bring today instead of just the number of years you've worked. This section walks you through practical ways to reframe both too much and too little experience so your background reads as a perfect fit.

Staying competitive with one long-term job

A reader writes:

> *I've stayed in my current and only job too long. When my company cut thousands of workers, we received outplacement classes. I was told that job overstayers are perceived as lacking ambition, uninterested in learning new things, and too narrowly focused. What can I do about this?*

If this sounds familiar, take heart. Employers value commitment — they just need to see growth and relevance, not stagnation. With a few strategic adjustments, you can demonstrate that your long-term tenure reflects loyalty, performance, and continuous learning rather than complacency. The following strategies show you how to position your longevity as an advantage.

Divide your job into career milestones

If you've spent many years with one employer, it's vital to show that you grew within the organization rather than repeating the same role for many years. The simplest way is to divide your tenure into career milestones that reflect increases in scope, skill, or responsibility.

For example, you can show internal growth under one employer with subheadings like Project Coordinator → Senior Coordinator → Department Lead. This approach visually and logically communicates advancement, even when all roles technically share the same employer line.

When uploading an RC resume online, list each milestone with its own title and corresponding years (if applicable). This reinforces growth while maintaining system readability and chronological integrity.



TIP

Keep the structure authentic by showing advancement through results, expanded responsibilities, or evolving project scales. Avoid made-up job levels or generic labels ("Level 1," "Level 2") that can sound artificial or confuse recruiters and parsing systems.

Deal honestly with job titles

If your official job title never changed you can use better matched industry titles or descriptive phrases to clarify your evolving scope and better match your target. For instance:

- Warehouse Specialist (Title: Courier/Dispatcher)
- Office Coordinator (Title: Administrative Assistant)
- Sr. Accountant (Title: Accountant)
- Supervising Accountant (Title: Level 3)
- Sr. Accountant (Level 2)

These cues help both human reviewers and AI parsers understand that your scope expanded while keeping your resume truthful and compliant with verification systems.



REMEMBER

If your title remained static for many years, emphasize progression through your achievements. Metrics like process improvements, mentorship roles, or expanded team oversight convey advancement without title inflation.

Tackle deadly perceptions head-on

Employers may assume that long tenure equals complacency or outdated skills. Counter those assumptions by proving continued relevance and initiative.

- **Demonstrate results.** Use the CAR framework (Challenge, Action, Result) to describe measurable outcomes that show innovation and performance (see Chapter 4).
- **Show continuous learning.** List certifications, professional development, and recent training in your "Education" or "Summary" sections.
- **Highlight engagement.** Feature professional memberships and committee roles to show you're connected and current in your field.



TIP

Avoid trying to explain away why you're leaving a long-held job in your resume. The resume's job is to sell you and not to defend you. If you need to express alignment, do so briefly in your cover letter. For example:

I'm excited to apply for the Department Manager position with your company. As an organization known for its innovation and sustainability, you align perfectly with my personal values and professional goals.

Boosting value with thin experience

When a job posting calls for more years of experience than you have, don't disqualify yourself prematurely. Employers are often more interested in impact than calendar time.

Break down your existing experience to highlight depth, progression, and measurable outcomes. Use the strategies in Chapter 4 to showcase how your accomplishments, responsibilities, and skills demonstrate the equivalent value of a more tenured professional.

You can also strengthen your case by incorporating relevant coursework, certifications, volunteer projects, or contract work that extend your professional reach beyond traditional employment years.


TIP

Quantify wherever possible. Two years that include leadership, results, and continued learning often outweigh five years of routine activity.

Addressing Situations Not in Your Control

In today's fast-moving world, even high-performing professionals can find themselves caught in organizational change such as layoffs, mergers, or acquisitions designed to boost the bottom line. When this happens, your task is to reframe the disruption as part of a larger story of adaptability and contribution. The following guidance helps you handle these situations confidently on your resume.

Bouncing back after several layoffs

Hard as it may seem to believe, good employees sometimes experience multiple no-fault separations in a short time. If this has happened to you, provide brief factual context beside each employer to shift focus from the layoff to your performance. For example:

Carol Interiors (company closed) or *Salamander Furnishings (relocated)*

A short note removes blame while building transparency. When you combine clear context with strong accomplishment statements (see Chapter 4), you'll demonstrate continued value and resilience rather than instability.

Explaining changes from mergers and acquisitions

When multiple corporate takeovers have reshaped your employer name, without you ever leaving the job, you'll want to show continuity and progress.

If your role expanded over time, display the evolution clearly:

Job Title - Company D (formerly Company C) — Dates

Job Title - Company C (formerly Company B) — Dates

Job Title - Company B (formerly Company A) — Dates

If your responsibilities remained consistent, simplify the record:

Job Title, Company D — Dates

(Through a series of mergers and acquisitions, supported companies including Company A, Company B, and Company C.)


REMEMBER

Listing prior entities builds trust and prevents confusion during background or employment verification checks, which will most likely return legacy company (former employer) names.

Handling Red-Flag Circumstances

Even the most successful careers don't always follow a perfectly straight line. Many professionals experience detours including demotions, reorganizations, short job stints, or overlapping roles, all of which can raise questions if not framed correctly.

Employers can spot these patterns at a glance, but their reaction depends on how you present them. Your goal is to tell a career story that reflects growth, adaptability, and professionalism — not instability.

Today's workforce norms have shifted. Job hopping, career reinvention, and portfolio-style careers are more common than ever, yet some employers still cling to old assumptions. In the following sections you'll find strategies for neutralizing common red flags and showing how every experience, including the messy ones, adds up to value.

Explaining a demotion without shame

Demotions happen for many reasons, some in your control and some not. Perhaps leadership changed, budgets tightened, or you voluntarily stepped back to balance new priorities. Whatever the cause, showing a move to a lower-level role can raise questions if not handled with care.


REMEMBER

Treat a demotion much like any other setback by highlighting what you achieved and not what changed. A well-framed resume entry can keep focus on your impact rather than your title. If you left on decent terms, speak with your former manager or HR to clarify what title and dates can fairly appear on your resume. Some employers may agree to list your highest title for the full tenure or allow a grouped presentation. You won't know unless you ask.

When that's just not possible, use one of the following approaches to maintain clarity and credibility when networking your way into an opportunity.

Option one: Use the big umbrella

You can use the umbrella concept, which involves grouping roles under one company heading without breaking out individual role dates, as long as the version you submit online follows a linear reverse-chronological (RC) format. See Figure 10-1 for how the umbrella format looks on a resume.


REMEMBER

Whenever you use this or the strategies that follow, these approaches work best for networking handouts, LinkedIn, recruiter introductions, and email attachments sent directly to humans. Always apply with your RC version so your information parses correctly into databases, matches job requirements, and avoids raising missing data flags.

Option two: Group like with like

similar to the umbrella approach, grouping like with like lets you consolidate related roles, such as two management positions, under a single date range to show continuity and growth. Then, list earlier roles in the company with their original dates.

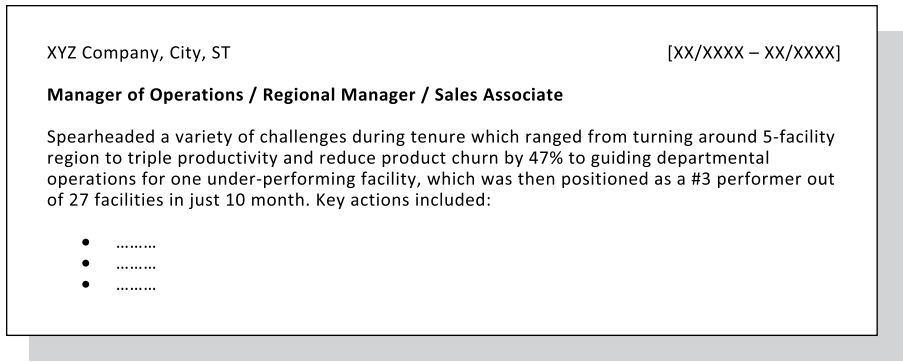


FIGURE 10-1: This snapshot shows the umbrella concept at work in a networking resume.

This version provides a sense of factual structure while downplaying the demotion and emphasizing long-term contribution. See Figure 10-2 for an example of the grouping like with like format for your networking resume.

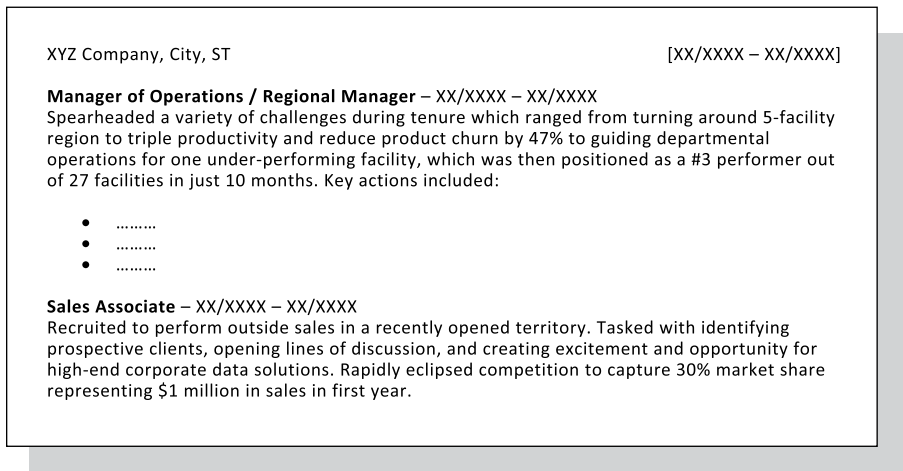


FIGURE 10-2: This snapshot shows grouping like with like in a networking resume.

Option three: Explain it away

Proceed with caution here! Sometimes a demotion happens for reasons that have little to do with performance. You may have requested reduced responsibilities while earning a degree, caring for a family member, or pursuing a major personal project. Or the company itself may have restructured, merged, or shifted leadership priorities in ways that changed your role. When the demotion still allowed you to contribute and perform, Figure 10-3 shows how you can address it with a brief, neutral statement such as:

Assumed role with reduced scope to complete company-sponsored MBA program.

A – Getting an advanced degree

XYZ Company, City, ST [XX/XXXX – XX/XXXX]

Manager of Operations / Regional Manager – XX/XXXX – XX/XXXX
Spearheaded turnaround of 5-facility region to triple productivity and reduce product churn by 47% as Regional Manager. Requested and granted assignment to Manager of Operations role to decrease 50-hour accountability while completing MBA. Successfully guided operational of single under-performing facility from #22 to #3 out of 27 facilities in just 10 months. Key actions included:

B – Writing a book

XYZ Company, City, ST [XX/XXXX – XX/XXXX]

Manager of Operations / Regional Manager – XX/XXXX – XX/XXXX
Spearheaded turnaround of 5-facility region to triple productivity and reduce product churn by 47% as Regional Manager. Requested and granted assignment to Manager of Operations role to decrease 50-hour accountability while working to meet publisher deadlines on my first book, *Operational Excellence.* Successfully guided operational of single under-performing facility from #22 to #3 out of 27 facilities in just 10 months. Key actions included:

C – Handling an external personal challenge

XYZ Company, City, ST [XX/XXXX – XX/XXXX]

Manager of Operations / Regional Manager – XX/XXXX – XX/XXXX
Spearheaded turnaround of 5-facility region to triple productivity and reduce product churn by 47% as Regional Manager. Requested and granted assignment to Manager of Operations role to decrease 50-hour accountability while traveling to handle a person emergency which has now been addressed and completed. Successfully guided operational of single under-performing facility from #22 to #3 out of 27 facilities in just 10 months. Key actions included:

D – Explaining a company change that wasn't your fault

XYZ Company, City, ST [XX/XXXX – XX/XXXX]

Manager of Operations / Regional Manager – XX/XXXX – XX/XXXX
Spearheaded turnaround of 5-facility region to triple productivity and reduce product churn by 47% as Regional Manager. Assigned to Manager of Operations role following company buy-out with established regional management team. Successfully guided operational of single under-performing facility from #22 to #3 out of 27 facilities in just 10 months. Key actions included:

FIGURE 10-3: These four options show ways to account for different demotion challenges.



TIP

Even when your resume reads well, your former employer's reference may influence how opportunities unfold. When possible, clarify what your past supervisor will say and, if needed, request a reference that emphasizes your strengths and ongoing contributions. If your reputation or future prospects could be harmed by inaccurate statements, consult an employment attorney about your rights and options for addressing it formally.

Turning job-hopping into value

Once a red flag, job hopping is now more common in dynamic industries. Still, when you've made multiple moves in a short period, employers may question your stability, loyalty, or focus. Your goal is to proactively reframe that story to emphasize value, adaptability, and growth rather than movement. The following list identifies perceptions employers often have of a job hopper and ways to reframe them.

Perception	Counter
Is disloyal or self-focused	Show reliability through metrics, completed projects, and references to teamwork or trust.
Will leave for the next offer	Emphasize achievements that took time to deliver such as long-term initiatives or multi-phase results.
Doesn't know what they want	Tie roles together with a clear professional theme such as: "building high-performing teams" or "streamlining workflows."

After addressing perceptions, reinforce your stability through accomplishments that highlight:

- **Adaptability:** Thriving during mergers, transitions, new technologies, or other emerging changes
- **Commitment:** Finishing projects, mentoring others, or improving team performance
- **Growth:** Promotions, expanded scope, cross-industry success, or increasing complexity of assignments
- **Credibility:** Positive feedback or recognition (see Chapter 4 for quotes)
- **Performance:** Consistent metrics showing impact, regardless of tenure


TIP

For networking or recruiter-handout versions, you can simplify timelines by showing years only or grouping short projects under a single heading to emphasize continuous engagement.

For formal job applications, always use the RC format with full month-and-year dates so your information parses correctly into ATS and passes verification checks. Use your cover letter to acknowledge the breadth of your experience and your goal for long-term fit.

When contract or agency work looks like job hopping

If your resume lists a series of short-term roles that were all performed through the same employer, staffing agency, or consulting firm, you can simplify the presentation by grouping them together. This layout shows continuous employment while still giving credit for each client assignment.

Luckily, reporting this information on your resume is easy. You can group them all under one date umbrella for the agency and then list each company beneath it with its description and accomplishments. For example:

> XYZ Agency, City, ST 8/2024 to present
>
> **Marketing Representative**
>
> Stepped into challenging marketing roles with Company A, Company B, and Company C with goal of raising consumer awareness and profits.
>
> For **Company A,** Name of Department/Division
>
> As **job title,** performed:
>
> - Accomplishment
> - Accomplishment
> - Accomplishment

In the same format you see Company A, offer the company, department/division, job title, and accomplishment information for Companies B, C, and so on.



TIP

If your job assignments were virtually the same, you can combine the bullet points under the agency heading. Just make sure to clarify which company benefited from each result.

Framing self-employed or family employment with credibility

You may not realize it, but even a solid self-employment or family business background can raise subtle red flags for employers. When hiring managers see family-run or self-owned companies on a resume, they sometimes assume the work was casual, unstructured, or lacked external accountability, even if in reality you worked harder than anyone else. The key is to neutralize the perception and showcase your professional contributions with clear, verifiable results.

Conversely, if you've been self-employed, titles like President, Director, or CEO can work against you unless they align with your next target role. If you're returning to a mid-level or contributor position, those titles can make you appear overqualified or resistant to taking direction.

Fortunately, a few small wording adjustments can make all the difference. If you

- **Worked for the family:** Omit references to family-owned, inherited, next-generation, parents, or siblings. Treat it as any other professional position, focusing on challenges, action, and results. Use a job title that reflects your role such as Operations Manager, Bookkeeper, or Front-of-House Manager. If you're unsure, research current job postings in your field to confirm terminology that matches your level of accountability.
- **Owned a successful business:** If your venture grew into a sizable operation and you plan to continue at an executive or entrepreneurial level, you can keep your CEO or President title. Back it with metrics including revenue growth, staff managed, client base, and innovation.
- **Are returning to employment after self-employment:** If you're moving back into the workforce, align your job title and description to your target role rather than your ownership status. For example, if your next goal is Marketing Manager, title your entry the same way and emphasize marketing strategy, campaign leadership, and client engagement as your core responsibilities. The goal is to bridge and not emphasize the gap between business ownership and employment.



TIP

For guidance on reframing experience to align with a new career direction, see Chapter 9. For real-life examples of self-employment and career change resumes, turn to Part 4 as well as the online companion website at `www.dummies.com/go/resumesfd9e`.

3 Exploring Real-World Resumes That Work

IN THIS PART . . .

See samples of resumes for various positions and professions in today's changing job market.

Check out examples of resumes that address the issues of too much or too little experience.

Find ways to work with special circumstances such as a return to the workforce or a career change.

Link to a library of additional resume samples on the companion website, including award-winning ones that demonstrate bells and whistles you can add to truly make your resume pop.

Chapter 11

Matching Industry and Career Fields with OnTarget Resumes

The sample resumes in this chapter show how OnTarget principles come to life across a wide range of industries and career fields — from hospitality and logistics to IT, office administration, and healthcare. You'll also see examples aligned with ongoing professionals as well as fast-growing and emerging areas such as telehealth, digital marketing, sustainability, AI-related roles, DEI, and ed-tech.

Whether your path has been linear or full of surprises, these samples demonstrate how to tailor your resume to the expectations, language, and priorities of your chosen field (see Chapter 5 for more specifics about adjusting your core resume to OnTarget versions).



REMEMBER

These resumes reflect the OnTarget refinement candidates use for specific job postings regardless of their current title or role. These examples represent real people with distinctive experiences and goals, and they're offered as roadmaps, not rules, to inspire your approach.



TIP

Whenever possible, we've included resumes in the book that emphasize emerging careers. I could never cover the numerous professions all in one book. So if you want to see even more samples for challenges, other job targets, and employment levels, please visit the companion website at `www.dummies.com/go/resumesfd9e`. There you'll find:

- Expanded sets of resumes for topics covered in this chapter as well as Chapters 12, 13, and 14
- Award-winning creative examples from Career Directors International's (TORI) Awards
- Bonus designs and formatting options that couldn't fit in the print edition

To protect the privacy of the original job seekers, all printed and online samples have been fictionalized in consistent ways:

- The job seeker's name appears as *Your Name* at the top of the resume and as *NAME* when mentioned in a testimonial quote. These indicate where you should refer to yourself.
- Contact information is shown with the words *City, State, Zip Code, Phone,* and *Email.* This is where you would place your contact information.
- Employment dates (and education dates, when included) use the word *Date or XX/XXXX.* This is where you would list your months and years of employment or the year you earned a credential.
- Job descriptions do not list actual employer company names. Instead, you'll see *Company Name, Company A, Company XYZ, Hospital Name,* and the like. This is where you would list your employer's company name.
- If a year is stipulated, such as *Won this award in 2024,* the word *Year* has been substituted for the actual date.

Cybersecurity Senior Manager seeks the same position authored by Laura DeCarlo. Value is showcased through metric-rich storytelling, use of titles on bullets to draw the eye, and a powerful summary that lets him stand out against the competition.

YOUR NAME

CITY, ST ZIP CODE | PHONE NUMBER | EMAIL ADDRESS | LINKEDIN PROFILE URL

Senior Security Operations Center (SOC) Manager – Large Scale Enterprise

Furnish cybersecurity peace of mind — Guide enterprise SOC transformation and leadership with precision and authority, architecting threat-ready environments that fuse automation, intelligence and team excellence to drive down risk, accelerate response and earn unwavering trust from C-suite to front lines.

Proven track record of transforming underperforming security operations into mature, metric-driven programs aligned with business strategy. Ensure compliance, protection, sustainability and efficiency.

- **Certifications:** CISM | CISSP | CNFA | GCIH | GPEN | GWAPT | GMON
- **Sectors:** Financial/Banking | Government | Healthcare | Construction | Education

IT Security Solution Architecture	Security Operations Management	Security Tools & Technology
Team Leadership & Development	Incident Response & Threat Mitigation	Process Improvement
Cybersecurity Strategy & Policy	Vulnerability Management & Penetration Testing	Establish Best Practices
Security Auditing & Risk Assessment	Risk Management & Compliance (PCI-DSS, GRC)	Security Automation
MITRE ATT&CK & Cyber Kill Chain	Threat Intelligence & Advanced Threat Hunting	24x7 SOC Management
IAM Management & Access Control	Budget, Project & Stakeholder Management	Red Teaming

PROFESSIONAL EXPERIENCE

ABC CORPORATION | City, ST **XX/XXXX to Present**

CYBERSECURITY (SOC) SENIOR MANAGER

Tapped to lead a mature Security Operations Center for a Fortune 50 global enterprise. Spearheaded SOC modernization, revamped incident response plan, expanded to deliver 20/7x365 protection across 18K+ endpoints, built high-performing 8-member analyst team and secured multimillion-dollar investments in security tooling.

Defeated advanced cyber threat actors as Incident Commander. Translated complex threats into executive strategy, commanded high-stakes incident responses and created measurable improvements in detection, readiness and risk posture. ***Reported directly to CTO during 5-month management gap. Met and exceeded all set security compliance goals for two years running.***

- **SOC Modernization:** Mobilized conversion of SOC to 24x7x365 for rapid detection and mitigation of security breaches. Designed and implemented hybrid managed MDR solution through vendor RFP to integration.
- **Matured Threat Intel Program:** Developed cybersecurity threat intelligence program and threat hunting operations that improved organizational security posture and addressed over 100 potential security risks.
- **Vulnerability & Risk Reduction:** Ranked top 5 of 35+ peer companies on 3rd party penetration test. Reduced attack surface by 37%; spearheaded penetration testing projects to ID and remediate critical vulnerabilities.
- **SOC Operational Readiness Leadership:** Improved readiness, response time and efficiency by 36% with team of 9 analysts. Developed comprehensive documentation and procedures and introducing cross-training.
- **Incident Response Leadership:** Revamped outdated response plan and reduced incident response time by as much as 72% across 50+ high-impact cybersecurity incidents. Oversaw end-to-end lifecycle and executed coordinated containment, eradication and post-incident analysis strategies to minimize business disruption.
- **Automation & Efficiency:** Increased threat detection efficiency by 39% through deployment of automation tools and streamlining of log analysis and alert prioritization workflows. Automated triage of phishing alerts.
- **Security Stack Upgrade:** Secured $3M+ investment in upgraded security tooling and automation by presenting post-incident ROI analysis and leading a proposal aligned to business risk and budget strategy.
- **Cross-Team Security Collaboration:** Improved security culture by collaborating with architecture, identity and compliance teams to build processes for remote access, country-based blocking and risk mitigation.
- **Enterprise-Wide Collaboration:** Enhanced executive preparedness with enterprise-wide manager to C-suite tabletop exercises. Improved threat elimination via scenario simulation and response coordination.

continued

PROFESSIONAL EXPERIENCE *continued*

WORLDWIDE CORPORATION | City, ST **XX/XXXX to XX/XXXX**

SECURITY ASSURANCE ANALYST (PENETRATION TESTER)

- Elevated scope and impact of security assurance program by spearheading enterprise-wide penetration testing and vulnerability management initiatives.
- Improved cybersecurity posture by 30%. Achieved 100% PCI-DSS compliance and reduced compliance gaps by 18% through automation, risk-based remediation and strategic collaboration with cross-functional teams.
- Delivered measurable improvements in threat posture by optimizing patch management processes, streamlining attack surface reduction efforts and automating validation workflows to save 9-14 hours/month.
- Improved use of automation to identify and remediate 95% of critical vulnerabilities through penetration testing initiatives, and to secure sensitive information and systems against potential breaches.
- Played key role in modernizing vulnerability and compliance operations across multiple environments, positioning organization to operate with greater security and confidence.

CORPORATION NAME C | City, ST **XX/XXXX to XX/XXXX**

SENIOR SOC LEAD

Advanced SOC performance by leading a 6-analyst team in operational process improvement, automation integration and mentorship. Modernized outdated playbooks and implemented training to strengthen incident response readiness. Developed real-time dashboards, improved visibility and saved 9+ hrs/mo in analysis.

CORPORATION NAME D | City, ST **XX/XXXX to XX/XXXX**

SECURITY ENGINEER

Led end-to-end incident response and launched a vulnerability management program that reduced external attack surface by 40%. Streamlined post-incident workflows and upgraded security appliance management, saving 3–4 hours/month.

EDUCATION & CERTIFICATION

Master of information Systems Management: Security Concentration *with Honors* - Name Graduate School, City, ST

Bachelor of Information Technology: Security Concentration – University Name, City, ST

CISM - Certified Information Security Manager

CSSP – Information Systems Security Professional

CCNFA – Certified Network Forensic Analyst

GCIH – Certified Incident Handler; CTF coin recipient

GPEN – Certified Penetration Tester

GWAPT – Certified Web Application Penetration Tester

Mid-Career Senior Data Scientist seeking to equally showcase data science with data analyst skills authored by Susan Barens. Opportunities are maximized through keywords, a strong summary section, and use of bold in bullets.

YOUR NAME, Ph.D.

SENIOR DATA SCIENTIST | DATA ANALYST

Transforming data into actionable insights for an innovative, smarter tomorrow.

City, ST | Phone Number | Email Address | www.linkedin.com/in/name/

Revenue Growth | Data-Driven Insights | Business Strategy & ROI
Project Management & Delivery | Marketing, HR & Consumer Insights
AI & Machine Learning (ML) | Programming Tools (Python, R, SQL, Azure Databricks)

BUSINESS PERFORMANCE OPTIMIZER AND DATA SCIENCE LEADER with a career record driving growth and innovation through advanced analytics, machine learning, and data-driven insights.

STRATEGIC BUSINESS PARTNER AND ADVISOR in collecting, analyzing, and pinpointing market and operational gaps and developing predictive models that improve processes and boost business performance.

SAVVY COMMUNICATOR IN TRANSLATING DATA SCIENCE FINDINGS into actionable roadmaps and machine learning/AI products that are easily understood and applied by teams in the everyday business environment.

DATA SCIENCE & ANALYSIS STRENGTHS

- Data Management & Analytics Leadership
- Enterprise Business Analysis & Roadmaps
- Consumer Insights, Market Trends & Value
- Agile, Scrum & Project Leadership
- Risk Mitigation, Governance, Compliance & SOPs
- Metrics Management & Reporting
- Retail, Healthcare, Finance & Aerospace Industries
- Team Mentorship & Executive Communications

Career History & Achievements

COMPANY NAME– City, ST XX/XXXX to Present

Senior Data Scientist – Human Resources Division

Drive strategic business decisions at the highest levels by leveraging advanced data analysis, consulting, and machine learning (ML) to predict outcomes, uncover complex data relationships, and develop quantitative return on investment (ROI).

Partner cross-functionally to support global initiatives using cutting-edge technologies, including Azure, cloud-based VMs, and spark enabled clusters. Operationalize machine learning models in batch data pipelines by scaling and automating data preparation and deploying solutions through scalable processes. Unlock opportunities across customer transactions and data ecosystems and present results to leadership.

SELECT ACHIEVEMENTS:

- **Identified 50% underreported disengagement** while linking engagement to turnover; subsequently presented retention insights to senior HR and C-suite executives.
- **Improved turnover prediction accuracy by 10%** after engineering a machine learning pipeline to predict individual turnover risk.
- **Built a scalable framework for training models** with PySpark ML and tracked results using MLflow.
- **Enabled a holistic understanding of employee turnover** by developing complementary machine learning models and automating data products after analyzing the impact of manager turnover on subordinates.

continued

YOUR NAME, Ph.D.

COMPANY NAME– City, ST XX/XXXX to XX/XXXX

Senior Machine Learning Scientist/ Data Analyst

Created business value, drove innovation, and achieved strategic business priorities through the design, development, and deployment of predictive and prescriptive analytics, machine learning, and data-driven solutions. Led the data strategy by building cutting-edge data products by leveraging Python, R, and advanced tools to enhance business intelligence and visualization techniques, including PowerBI and Tableau.

- **Improved efficiency and customer segmentation 50%** through data restructuring (Azure Databricks) and ML.
- **Enhanced data integrity** by identifying data quality anomalies and improper entry using PowerBI.
- **Achieved a 99% fill rate (up from 25%)** by designing, testing, and deploying a machine learning model via Azure Databricks and Scikit-Learn to address missing business records, increasing client and patient value.

Teaching Experience

UNIVERSITY — City, ST
MBA Adjunct Instructor, Business Analytics

Education

UNIVERSITY — City, ST
Ph.D. in Experimental Psychology, Ph.D.

UNIVERSITY — City, ST
Master of Science in Psychology
Bachelor of Science in Psychology

Technical Skills

R Programming & Python Programming:
Machine Learning (ML) Fundamentals in R; Time Series Analysis in R;
Data Scientist, Data Analyst; Python Programming Track; Machine Learning (ML); & Data Manipulation

Azure Cloud Computing Areas:
Cloud Resources, Machine Learning (ML), Data Engineering, Azure Databricks

Automation and Controls Engineer authored by Bridget Batson. Every section is structured to demonstrate not just what he worked on but how his engineering decisions drove tangible outcomes. Smart art and graphics draw the eye.

YOUR NAME

City, State | Phone | Email | LinkedIn

INDUSTRIAL AUTOMATION & CONTROLS ENGINEER

Industrial Automation & Controls Engineer with a career leading large-scale electrical, software, and control systems projects for global manufacturing operations. Design and integrate automated systems that improve reliability, efficiency, and safety across complex production environments while reducing downtime, extending equipment lifespans, and bridging design, maintenance, and operations to achieve peak performance on critical systems.

Lead the full lifecycle of automation initiatives, from concept and design through installation, commissioning, and long-term optimization; oversee PLC, HMI, and SCADA programming, panel design, and system integration for both new equipment and modernization of legacy assets; and partner with cross-functional teams to align technical strategies with production goals, budget requirements, and safety standards.

ENGINEERING & TECHNICAL EXPERTISE

Electrical Engineering | Automation Programming | Systems Integration | Programmable Logic Controllers (PLC) | Pneumatic Systems
Hydraulic Systems | Variable Frequency Drives (VFD) | Human-Machine Interface (HMI) | Supervisory | Control and Data Acquisition (SCADA)
Control Panels | Motor Controls | Electrical Diagrams | Schematics | Calibration | Testing | Engineering Design and Optimization
Industrial Automation | Manufacturing Operations and Process Control | Predictive Maintenance | Technical Support | Field Service

AUTOMATION TOOLS & PLATFORMS

Allen-Bradley | Siemens | Mitsubishi | Eaton | Yaskawa | SMC | MAC | Festo | Rockwell Automation | Omron | MATLAB | Multisim | PSpice
SolidWorks | AutoCAD | HMI/SCADA Software | VFD Configuration Tools | PLC Programming Environments

BUSINESS AND LEADERSHIP EXPERTISE

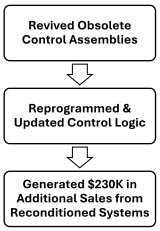
Project Management and Strategic Planning | Supply Chain and Resource Optimization | Vendor and Client Relations | Forecasting
Cost Control | Talent Development | Training | Documentation | Compliance | Safety | Risk Mitigation

CAREER HISTORY

Company: City, State X/XXXX - Present
Automation & Controls Engineer / Technical Support Specialist
Directed automation and electrical engineering operations supporting the design, maintenance, troubleshooting, and continuous improvement of automated industrial washer-extractors across a global manufacturing environment. Developed detailed electrical schematics, verified code compliance, upheld safety standards, conducted root cause analysis, and provided hands-on production and technical support to sustain plant performance and reliability.

Tools & Technologies: Allen-Bradley ControlLogix | Siemens TIA Portal | Mitsubishi GX Works | Eaton | Yaskawa | ABB | SMC | MAC | Festo | FactoryTalk View | RSLogix | AutoCAD Electrical | SolidWorks | MATLAB | PSpice

- **Designed, tested, calibrated, and programmed automation and control systems,** including electrical panels, motor controls, sensors, PLCs, HMIs, VFDs, pneumatic assemblies, and SCADA systems, in compliance with engineering standards, electrical codes, and internal safety protocols. Integrated new automation processes into existing production lines to improve throughput and minimize downtime.
- **Developed modernization and retrofit strategies** that extended the service life of legacy systems with limited replacement components.
  - ➔ Revived obsolete control assemblies by identifying compatible parts and sourcing replacements from alternative suppliers.
  - ➔ Reprogrammed and updated control logic for aging machines to ensure stability and interoperability with new hardware.
  - ➔ The initiative generated approximately $230K in additional sales from reconditioned systems previously marked for phase-out.



- **Reduced control component and panel costs** by an average of $85K annually by introducing simplified in-house designs and negotiating improved supplier pricing.
- **Served as the primary automation point of contact for domestic and international customers** across multiple time zones.
- **Collaborated with mechanical engineers, electrical technicians, production supervisors, and sales teams** to develop design enhancements, resolve customer-reported issues, and support annual business and capacity planning objectives.
- **Maintained production schedules during volatile supply chain periods** by qualifying alternate vendors and coordinating internal manufacturing of key automation components.
- **Mentored and trained engineering interns** on automation principles, PLC programming, process design, and technical documentation best practices.

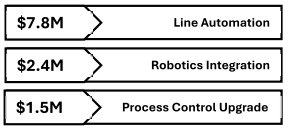
YOUR NAME

City, State | Phone | Email | LinkedIn

Company: City, State X/XXXX – X/XXXX
Field Service Engineer – Automation Systems
Directed large-scale automation and electrical engineering projects involving the installation, calibration, and maintenance of advanced automated instrumentation at research and manufacturing facilities throughout the region. Re*cognized for engineering knowledge, client development, and project delivery performance with a promotion and expanded responsibility scope.*

Tools & Technologies: Rockwell Studio 5000 | Siemens Step 7 / TIA Portal | Beckhoff TwinCAT | Cognex Vision Systems | EtherNet/IP | Modbus TCP | Profibus | HMI/SCADA Integration | LabVIEW | MATLAB | AutoCAD | SolidWorks Electrical

- **Managed multimillion-dollar automation initiatives for major institutional and corporate clients.**
  - → **$7.8M Packaging Line Automation Project for a Global Consumer Goods Company**. Delivered a full controls migration and conveyor automation upgrade in six weeks, four weeks ahead of the 10-week goal, for a seamless operational integration.
  - → **$2.4M Robotics Integration Project for an Automotive Supplier**. Installed and commissioned a fully automated robotic assembly cell. Completed the project two weeks ahead of schedule to accelerate line startup and minimize production downtime.
  - → **$1.5M Process Control Upgrade for a Food & Beverage Manufacturer.** Replaced obsolete PLC and HMI systems with a new control platform while collaborating with software and mechanical teams to ensure regulatory compliance and maintain 24/7 production continuity.



- **Built and maintained long-term client partnerships with leading universities, laboratories, and biotechnology firms** by serving as their primary automation liaison and technical resource.
- **Met all project milestones, budgets, and quality targets while traveling across multiple states** to oversee installation, commissioning, and customer training.
- **Utilized advanced diagnostic and testing equipment,** including multimeters, oscilloscopes, high-voltage testers, leak detectors, degaussers, and remote access systems, to ensure precision and reliability across complex automation environments while complying with safety controls.

Company: City, State X/XXXX – X/XXXX
Automation Engineer / Lead Technician / Manager
Steered automation, electrical, and systems engineering operations while managing a technical team and expanding capabilities for a fast-growing manufacturing company. Oversaw resource planning, project delivery, and system reliability while coordinating with leadership to support company growth and modernization goals.

Tools & Technologies: Allen-Bradley MicroLogix / CompactLogix | Mitsubishi FX Series | Eaton Drives | RSLogix | AutoCAD | Multisim | SQL Server | Visual Basic | Windows Server | SolidWorks

- **Designed and implemented new electrical systems, control panels, and automation assemblies** in compliance with national electrical codes, safety regulations, and internal standards. Increased equipment uptime by 22% through systematic upgrades to control systems and optimized preventive maintenance schedules.
- **Developed and implemented custom software and server solutions** that enhanced performance monitoring and data integrity.
  - → Created a secure internal database accessible remotely by authorized employees, improving maintenance visibility and equipment tracking by 40%.
  - → Developed automated data backup processes that reduced system recovery time from six hours to under one hour.
- **Improved first-time repair accuracy from 68% to 91%** within six months by training and mentoring technicians in troubleshooting, PLC logic fundamentals, and preventive maintenance.

EDUCATION

Bachelor of Science (BS), Electrical Engineering | University: City, State

TECHNICAL SKILLS

Python | SQL | Visual Basic | C# | LabVIEW | Ignition SCADA | Wonderware InTouch | FactoryTalk View Studio | TIA Portal | RSLogix | TwinCAT 3 | AutoCAD | SolidWorks | Kepware | OPC UA | Ethernet/IP & Modbus TCP/IP Protocols | Tableau | Power BI | Git | VMware

Automotive Technician authored by Bridget Batson. This crisp and bold one-page format hits all the right notes — draws the eye with a graphic representative of strengths, emphasizes results, and drills down on relevant keywords for ATS.

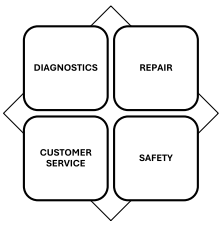
YOUR NAME

City, State | Phone Number | Email | LinkedIn URL

AUTOMOTIVE TECHNICIAN & MECHANIC

Recognized For Professionalism And Work Ethic
Diagnostics | *Repair* | *Customer Service* | *Safety*

An **Automotive Technician/Automotive Mechanic** with an AAS degree in automotive technology. Diagnoses, repairs, and maintains a wide range of vehicles, operates manual and electric tools/equipment, manages projects, meets deadlines, and maintains operational and safety compliance while building rapport, trust, and confidence with customers.



SYSTEMS & COMPONENTS SERVICED

Engines | Transmissions | Brake Systems | Steering & Suspension | Cooling Systems | Drive Trains
Electrical & Lighting Systems | Exhaust Systems | Hybrid & Battery-Electric Systems (BEV)
Air Conditioning & Heating (HVAC) | Fuel Injection & Ignition Systems | Tire Mounting & Balancing

TOOLS, TECHNOLOGIES & EQUIPMENT

Hand Tools: Combination Wrenches | Ratchets & Sockets | Torque Wrenches | Screwdrivers | Pliers | Pry Bars | Hammers | Allen Wrenches | Punches & Chisels | Feeler Gauges | Tire Pressure Gauges
Power Tools: Impact Wrenches | Air Ratchets | Grinders | Drills | Cutting Tools | Electric Screwdrivers | Polishers | Heat Guns | Belt Sanders
Software: Mitchell1 | ALLDATA | Identifix | ShopKey | Field Complete | Microsoft Office
Diagnostic Equipment: OBD-II Scanners | Multimeters | Battery Testers | Compression Testers | Vacuum Gauges | Scan Tools (Snap-on, Autel, Bosch) | Oscilloscopes | Code Readers | Smoke Machines
Shop Equipment: Vehicle Lifts | Floor Jacks | Jack Stands | Brake Lathes | Tire Mounting Machines | Wheel Balancers | Alignment Machines | Hydraulic Presses | Coolant Flush Systems | Oil Drainers | Parts Washers

EDUCATION

Associate of Applied Science (AAS): Automotive Technology
College Name: City, State

PROFESSIONAL EXPERIENCE

Appliance Repair Technician | Company Name: City, State | XX/XXXX – Present
Inspected, tested, troubleshot, diagnosed, and repaired appliances (refrigerators, washers, dryers, dishwashers, ovens, water heaters, trash compactors, and induction cookers) while meeting aggressive deadlines and responding to emerging situations. Worked to self-finance college education.

Key Achievements:

- **Honored with "Employee of the Month" awards** for professional integrity, client feedback, punctuality, and quality repairs.
- **Achieved and maintained a 98.7% average client feedback score,** exceeding the 92% company goal.

Key Responsibilities:

- **Leveraged technical skills to rapidly identify and resolve complex electrical and mechanical malfunctions** in line with original equipment manufacturer (OEM) protocols and organizational standards.
- **Mitigated safety risks by adhering to OSHA and internal safety regulations**, wearing personal protective equipment (PPE), and removing work hazards.
- **Developed logistics and transportation plans** to perform on-site maintenance and repair services while maximizing time, value, and the use of resources.
- **Tracked inventory levels (parts and materials)** to ensure continuous supply availability and operational efficiency.
- **Maintained detailed service records** for each repair job, including parts used, labor hours, and customer communication.
- **Pursued continuous professional growth** to remain informed on industry advancements and technologies.
- **Increased customer satisfaction** by proactively communicating repair processes, timelines, and costs, answering questions, and resolving concerns with urgency and diplomacy.

Software Skills: Office 365 | Kronos Timekeeping | Zoom | Adobe | Field Complete

Senior Director of Healthcare Solutions authored by Deirdre Rock. Strategic callout boxes highlight impact scope from the start, drawing the eye to measurable impact. Bolding, bullets, and clean layout further make it pop.

Your Name

City, State | Phone Number | Email Address

SENIOR DIRECTOR OF SYSTEM SOLUTIONS

Shaping the Future of Healthcare Through Human-Centered Innovation & Strategic Enablement

Entrepreneurial healthcare leader with 15+ years at the forefront of digital transformation. Recognized for advancing disruptive, patient-centered innovations that reshape and strengthen care delivery.

Change Agent propelling institutional mission, strengthening patient care, and empowering staff through strategic blend of patient-centered and user-focused system design. Led innovations across virtual care, EHR, and CIS.

Respected Advisor with strong executive presence blended with ability to engage clinicians, researchers, and administrative staff. Comfortable leading critical conversations that foster trust, alignment, and forward momentum.

AREAS OF EXPERTISE

- ✓ **Enterprise-wide System Implementations**
- ✓ **Telehealth Operations Transformation**
- ✓ **Project/Program Management Lifecycle**
- ✓ **Data-Driven Tech-Forward Solutions**
- ✓ **Patient-Centered Alignment**
- ✓ **Multi-Million-Dollar Budgets**
- ✓ **Executive Advisory & Influence**

Budgets up to $485M → **Cross-functional Teams 245+** → **12 System Transformations** → **3 Notable Awards**

PROFESSIONAL EXPERIENCE SNAPSHOT

COMPANY A, City, State

SENIOR DIRECTOR, ELECTRONIC HEALTH RECORDS | Date – Date

Selected to spearhead 3-year transformational Enterprise-wide Electronic Health Records (EHR) implementation, partnering with executive steering committee and project stakeholders. Full oversight for $4M+ project budget and project teams of 245+. Minimized challenges and risk by drawing on healthcare systems expertise and robust change management experience.

- **Translated overall organizational vision into 3-year strategic roadmap** spanning timelines, resource allocation, and risk management strategies. Conceived user-centric solutions aligned with clinicians, researchers, and administrators' needs.
- Achieved Gold-Star level 9 system optimization **reached by top 3% of organizations unleashing $2M savings.**
- **Assembled and provided guidance to multidisciplinary project teams**, including IT, clinicians, and external consultants.
- **Orchestrated end-to-end transition** from legacy EHR systems to Epic delivering on timeline, budget, and expectations.

COMPANY A, City, State

VICE PRESIDENT, HOSPITAL SYSTEMS SOLUTIONS | Date – Date

Executed strategic direction for enterprise-wide virtual care transformation, spanning digital monitoring, patient reporting, and telehealth innovation. Transformed proof-of-concept care delivery models to scalable digital care solutions prioritizing clinician engagement and patient access across pipeline of high-impact projects with budgets up to $13M+.

- **Defined, prioritized, and piloted operational infrastructure that facilitated virtual care deployment, business continuity, financial forecasting, regulatory integration, and care model redesign**.
  - ◊ Identified forward-looking technological telehealth solutions aligned with organizational goals, institutional compliance, and capital budgets.
  - ◊ Modernized and automated operational workflows streamlining patient journeys and clinician enablement while embedding patient-first approach.
  - ◊ Optimized reporting empowering clinicians, care teams, and stakeholders with accurate data for patient-centered decision-making.
- **Directed full virtual care governance lifecycle** from strategic vision to operational execution and workforce readiness.

COMPANY A, City, State

SENIOR DIRECTOR, HOSPITAL OPERATIONS SOLUTIONS | Date – Date

Promoted to orchestrate pipeline of improvements across virtual health solutions and hospital operations technology to improve access, quality, and engagement of patients and clinicians, propelling organization towards fully digitalized operations. Partnered with leaders spanning CNO, CHIO, CDO, EVP Hospital Ops, and Nursing Informatics in defining strategic plan.

- **Piloted end-to-end delivery of enterprise-wide virtual care initiatives** across telemedicine, maintaining institutional alignment and governance, deploying across 1.2K clinicians, MDs, NPs, and specialty groups.
- **Established, shaped, and implemented forward-looking, scalable, and sustainable digital health solutions** and influenced adoption and user enablement through tailored training programs.
- **Leveraged KPIs and continuous feedback loops** uncovering areas for improvement. Collaborated with key stakeholders on ongoing refinement, championing forward-looking improvements that evolve with organizational needs.

COMPANY A, City, State

SENIOR DIRECTOR, AMBULATORY CARE OPERATIONS | Date – Date

Transitioned clinical operations to fully integrated computerized process. Designed and delivered multisite strategic solutions for efficient and quality patient care, balancing resource availability, institutional objectives, and governance protocols.

- **Pivotal force in realizing Company A strategic plan for multiple new site locations** and programs in NYC and tri-state area.
  - ◊ Piloted highly anticipated launch of 750K SF state-of-the-art outpatient facility and 3 inpatient locations.
  - ◊ Realized broad portfolio of project milestones, including smart building technology planning and implementation, furniture and fixture standards, end-user IT needs, art selection, building opening, and staffing and training.
  - ◊ Orchestrated phased-readiness and occupancy program achieving seamless day-one operational performance.
  - ◊ Awarded Best Design Award for Company A Healing Space by the Academy of Architecture for Health.
- **Led evaluation of outpatient operations, processes, and pain points** and partnered with clinical and administrative leaders on defining forward-state workflow design that boosted efficiency, compliance, and patient satisfaction.
- **Recommended and developed policy, program, and procedural improvements** that supported outpatient care delivery, system changes, and long-range goals, enabling service consistency across outpatient locations.

EARLIER SCOPE:

Directed and enhanced clinical operations for 140+ physician practices, 23 clinical services, and 5 chemotherapy units.

EDUCATION

Master's in Business Administration | University Name, City, State

Bachelor of Science, Health Management and Policy | University Name, City, State

Corporate Sustainability Advisor authored by Tiffany Cruz. This resume leads with a quote to set the tone and makes content consumable through spacing, bolding, and use of bullets.

YOUR NAME

Corporate Sustainability Advisor

City, ST | Phone Number | Email Address

"We are the architects of the future – soaring on the wings of change."

Savvy, charming, and tenacious executive advisor and business strategist with a lifelong passion for environmental sustainability and bountiful energy tuned into driving climate change awareness. Leveraging top global talent, data analysis, new technologies, and creative thinking to help solve key climate issues. A recognized thought leader in the new era of business. A natural people influencer with the demonstrated ability to understand the human factor in complex and mission-critical situations. Empowering today's and tomorrow's leaders with communication-based leadership and political acumen to drive sustainable change.

Champions new initiatives in high-visibility and large-scale launches with an uncanny gift to motivate and inspire others.

- **Sustainability Advocacy:** Member of former Title & Name's Climate Leadership Team and a Global Green Energy Council. Founding Member of a global Water, Energy, and the Environment Organization.
- **Coaching Executives for 24+ years:** Gained a reputation as one of the most credible thought leaders in the new era of business, considered an influential practitioner of strategic branding, partner relations, and systems integration.
- **Corporate Branding:** Optimizing the customer journey by three interlinked components: The audience that is guided or impacted by the business (consumer, client, customer, employee, community, and competition). This symbiotic relationship establishes the perfect customer journey, placing your customer at the heart of everything that determines trust, satisfaction, and performance.

KEY STRENGTHS

Strategic Planning | Sustainability, Environment & Climate Change | Executive Advisory | Organizational Leadership
Brand Strategy & Brand Equity | Program Development | Resource Management | Fundraising | Donor Relations | Media Relations
Public Policy | Policy Analysis | Data Analysis | Environmental Policy | Career Development | International Development
Coaching & Mentorship | Talent Development, Engagement & Retention | Best Practices | Diversity & Inclusion (D&I)

ADVISORY & LEADERSHIP ROLES

University Name
ADVISORY COUNCIL MEMBER XX/XXXX TO PRESENT

Serve as an industry expert and thought leader in providing innovative advice and dynamic perspectives. Advance the mission and achieve milestones and program goals with accountability, diligence, and foresight. Support and represent the interests of the program. Advise on key areas such as recruitment, fundraising, and marketing by developing continuing education curriculum, e-learning programs, speaking engagements, and mentoring for company CEO's and executive leaders on Transformational Leadership.

Company Name
CHIEF VISIONARY OFFICER/DIRECTOR OF PARTNER RELATIONS XX/XXXX TO XX/XXXX

Led the vision and planning for the City's new mixed-use city development project with an ever-changing technology fabric enabling a new model of commerce, government, and living. Championed a truly distinctive idea with bold innovation, risk management, and continuous iteration. Recruited and retained a team of diverse, top-talent architects, students, professors, technology executives, documentary producers, historians, government, artists, investment partners, and environmentalists.

- Oversaw all communications, messaging, partner relations, and strategic leadership for effective strategic branding.
- Developed, marketed, and led strategic partners to attract public and private financing for this self-sustaining, smart eco-city.

Company Name
BOARD OF DIRECTORS CORE TEAM & COORDINATOR OF GREEN BUILDING ECO-CITY TASK FORCE XX/XXXX TO XX/XXXX

Advanced program initiatives by productively engaging with key external and internal constituents. Managed large and complex issues through diverse and competing interests with a high tolerance for ambiguity, strong interpersonal skills, and political acumen. Collaborated with global corporations to influence adoption of sustainability and community engagement efforts.

YOUR NAME

Corporate Sustainability Advisor

City, ST | Phone Number | Email Address | Page 2

ADVISORY & LEADERSHIP ROLES CONTINUED

Company Name
Founding Member XX/XXXX TO XX/XXXX

Drove the program vision focused on turning water challenges into opportunities. Enabled global innovation and entrepreneurship by developing the "City Name" for water and creating a path to market for new products. Worked closely with the Sales and Marketing teams on high-visibility, environmentally-focused technology investments and partner initiatives.

Company Name
Principal Business Advisor & Executive Coach XX/XXXX TO XX/XXXX

Served as a trusted executive advisor and business partner to international business leaders. Provided insights, recommendations, and business models to enable clients to optimize organizational structure, engage stakeholders, and capitalize on global market opportunities by making informed, quick, and effective decisions. Built and expanded a vast professional network while managing a portfolio of clients in corporate and non-profit organizations.

ADDITIONAL EXPERIENCE

Company Name
COMMUNITY RELATIONS MANAGER XX/XXXX TO PRESENT

Develop key messages and strategies to optimize a wide variety of communications platforms and channels. Establish and cultivate relationships with team members and customers. Drive brand awareness and community engagement with a pulse on customer needs and industry trends. Foster a positive and inclusive culture with a commitment to diversity.

Company Name
PRINCIPAL CONSULTANT XX/XXXX TO PRESENT

Deliver thought leadership to global executives within startup and enterprise organizations, as well as Fortune 500 Board Members. Build and manage trusting relationships as an advisor, partner, and influencer. Enable stakeholders with tools to achieve innovation, insight, and success with coaching, brand building, and continuous development. Analyze corporate strategy and culture and present recommendations for improvement. Design enterprise processes that drive behavioral change and organizational excellence.

PUBLICATIONS

- **Author/Speaker** | "Book Name" | *Balboa Press, a division of Hay House Publishing, 2020*
- **Contributing Author** | "Series Name" | *Clarity of Vision Publishing, 2012*
- **Author** | Business Education | Written dozens of articles specific to client engagements, speaking, and coaching

EDUCATION & TRAINING

- **(BA) Bachelor of Arts in Public and Corporate Relations Marketing** | UNIVERSITY NAME
- **Professional Certified Coach, Personal, Business and Executive Coaching** | UNIVERSITY NAME
- **Registered Dental Hygienist** | Licensed in State and State | UNIVERSITY NAME
- **Alumna** | UNIVERSITY NAME
    - Nominated for the flagship program with 100 women of character & achievement

DEI Educator transitioning to DEI Administrative role authored by Tammeca Riley. This resume demonstrates the range of relevant experience through a well-positioned summary and bullet language that best aligns with the candidate's goal.

Your Name

City, ST Zip Code
email ◆ phone
LinkedIn

Diversity, Equity & Inclusion Specialist ► Professional Development Programs

Transitioning to a Diversity, Equity & Inclusion role to Leverage 7+ years of Driving Inclusive Cultures & Crafting Programs to Empower Equity Across Teams.

- **DIVERSITY, EQUITY & INCLUSION (DEI) CHAMPION:** Engaged, intuitive, and progressive DEI leader, known for championing the creation of a more inclusive and equitable environment of cultural competence while shifting cultures and creating opportunities for all people regardless of their diversity dimension. Created, transformed, and evolved curriculum, DEI-based programs, and professional development initiatives to align with business initiatives.
- **AWARD-WINNING DEI PROGRAM DESIGN & DEVELOPMENT CHAIR:** As Professional Development Chair of an International Honor Society, planned and led several DEI programs recognized for "Outstanding Professional Development" geared towards future educators and community members.
- **"LEAD BY EXAMPLE" PEOPLE LEADER:** Expertise working directly with individuals representing a range of ethnicities, races, disabilities, linguistics, and socioeconomic backgrounds. Showcase outstanding interpersonal and influential skills in leading community initiatives, supporting affinity groups, and forging collaborative, credible relationships across all leadership levels.

CORE COMPETENCIES

Diversity, Equity, Inclusion & Belonging (DEIB) Analysis ▪ Professional Development (Students, Adults, Teams) ▪ Program Development ▪ Diversity & Inclusion Strategy ▪ Synchronous & Asynchronous (Virtual & Hybrid) Teaching ▪ Legislative & Regulatory DEI Knowledge ▪ Change Management ▪ Performance Management ▪ Program Research ▪ Inclusive Communications

EXPERIENCE HIGHLIGHTS

Educator (Leadership & DEI Implementer) | School Name, City, ST (YYYY-Present)

Direct ownership of developing, coaching, and upskilling 19 diverse students in an International Baccalaureate program.

- Conduct curriculum assessments and identify resource gaps to meet learning objectives in diverse and inclusive classrooms. Partner with educators to supplement curriculum with relevant resources to meet the unique needs of diverse learners.
- Implement innovative teaching strategies and encourage open dialogue to foster empathy and understanding among diverse student populations. Utilize storytelling and real-world examples to reinforce key concepts and promote learning.
- Employ culturally responsive teaching strategies and responsive language and materials to ensure students from diverse backgrounds feel included and valued in the classroom.
- Prioritize holistic student development by teaching conflict resolution skills, emphasizing the importance of self-care, and promoting emotional intelligence.
- Advise educators on strategies to actively engage with diverse communities to understand their needs and perspectives.
- Build strong relationships with learners, families, colleagues, leaders, and community members. Leverage insights gained from these relationships to understand cultural backgrounds and unique needs, and inform and shape DEI work at the school.

International Teacher (Leadership & DEI Partner) | School Name, International Location (YYYY-YYYY)

Hired to teach 10 global ESOL (English as a Second Language) students in Math, Science, Social Studies, and English. Provided inclusive language and resources for students and faculty.

- Spearheaded the creation of resources and lesson plans to address real-world issues and hold safe spaces for courageous conversations in the classroom, resulting in increased empathy and awareness among students.
- Advocated for equity and inclusivity by writing a letter of solidarity to the head of schools, resulting in the implementation of resources and spaces for discussing and honoring victims of systemic violence.
- Aligned curriculum and instruction with state standards and utilized data from assessments and reports to develop personalized learning plans and customize student interventions.
- Influenced the organization's diversity recruitment strategies and programs to attract candidates from diverse backgrounds, by applying expertise in analyzing assessments and data.

Your Name **Page 2 ◆ email ◆ phone**

Educator (DEI Teacher Specialist) | School Name, City, ST (YYYY-YYYY)

Recruited to analyze assessments and data to design and implement effective inclusive programs, language resources, and classroom strategies.

- Promoted equity and inclusion in the workplace by spearheading efforts to develop and implement protocols that ensured all team members were treated with respect and dignity. Sought support from colleagues and senior leaders to address discriminatory behaviors across the school.
- Planned and implemented inclusive learning programs that accommodated diverse learning needs and allowed students to learn at their own pace.
- Collaborated closely with translators and interpreters to ensure accurate and appropriate information delivery for English language learners and other diverse populations.

Inclusion Aide (DEI Specialist) | Company Name, City, ST (YYYY-YYYY)

Crafted a diversity and inclusion outreach plan to connect resources for students in underrepresented communities. Exceeded expectations for social and emotional success and engagement for all participants.

- Addressed the unique social and emotional needs of participants with diverse abilities and learning styles by developing and implementing effective programs, strategies, and resources in alignment with state and national standards proven to improve student engagement and success rates.
- Fostered a supportive and inclusive environment for participants, drawing on a deep understanding of Individualized Education Programs (IEP) and other development frameworks.
- Created and facilitated an inclusive recreational environment for individuals with mild disabilities, promoting social interaction and a sense of community.
- Generated daily activity reports detailing insights into participants' experiences, challenges, and successes.
- Recognized by program leaders for organizational and adaptive communication skills.

INTERNSHIPS

Senior Year Internship | School, City, ST (MM/YYYY-MM/YYYY)
Junior Year Internship | School, City, ST (MM/YYYY-MM/YYYY)
Sophomore Year Internship | School, City, ST (MM/YYYY-MM/YYYY)

RESEARCH PROJECTS

Implementing Social Justice in the Elementary Classroom
STEM Instruction for People of Color in Lower Income High Schools
Gender Representation in Children's Literature
Immigrant Responsive Practice: For K-12 Educators
Family Role: Literacy Programs for Low Income Families with Language Barriers (Early Years)
Creating an Inclusive Environment for K-5 LGBTQ+ Families

EDUCATION & TRAINING

Master of Science, Equity and Diversity in Education (Expected Completion: MM/YYYY) **|** University Name – City, ST
Bachelor of Science, Elementary Education: Liberal Arts and Technology (YYYY) **|** University Name – City, ST

Diversity Series in Education | Logic of English | Organization for Children
Gifted and Talented Resource Training | Council Conference

Digital Marketing Director authored by Bridget Batson. This resume uses graphs, lines, bullets, bolding, and language to show progression, create excitement, and help position the candidate for the next leadership role.

YOUR NAME

City, State | Phone | Email | LinkedIn

STRATEGIC MARKETING AND BRAND BUILDER

FULL-FUNNEL MARKETING | GO-TO-MARKET STRATEGIES (GTM) | MARKET AWARENESS AND EXPANSION
BALANCES BRAND EQUITY WITH COMMERCIAL PERFORMANCE

Growth-focused marketing and branding leader with a career delivering full-funnel, insight-driven marketing campaigns and brand strategies that fuel revenue, increase awareness, and expand market share. Champion go-to-market (GTM) efforts, modernize brand platforms, and analyze emerging customer, market, and industry trends to maximize ROI and commercial impact. Builds and leads high-performing teams while fostering cultures of creativity and accountability, and developing partner programs.

Marketing	**Digital Marketing**	**New Product Development**
Branding	**Consumer Insights and Engagement**	**Budgeting**
Reputation Management	**Content Creation**	**Agency Management**
Full-Funnel Marketing	**Social Media Marketing**	**Retail Activation**
Go-to-Market Strategies (GTM)	**Campaign Performance**	**Talent Management**
Omnichannel Marketing	**In-Store Promotions**	**Media Relations**

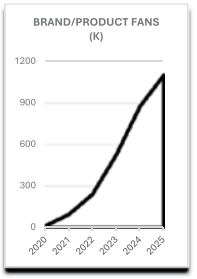
CAREER HISTORY

COMPANY: City, State | XXXX – Present
MARKETING DIRECTOR

Led strategic digital marketing and brand initiatives for a global spirits and gourmet snacks company, developing end-to-end marketing campaigns that strengthened brand positioning and fueled sustained market growth. Directed multimillion-dollar budgets, third-party agency partnerships, and cross-channel promotions spanning digital, experiential, and retail channels.

Planned, designed, executed, and managed end-to-end marketing and branding strategies to fuel top-line revenue growth, brand awareness, and market expansion for the global corporation while leading go-to-market (GTM) efforts, overseeing third-party agency projects, planning/administering multimillion-dollar marketing budgets, and implementing marketing/branding process and program enhancements that maximized the return on investment (ROI) of department spending.

- **Achieved double and triple-digit growth** through multichannel marketing campaigns that included social media marketing, in-store marketing/retail, trade shows, digital marketing, experiential marketing, packaging, and guerrilla marketing/research. *Marketing impacts:*



  - ❖ **820% Growth in Brand/Product Fans**, from 12K to 1.1MM+.
    - ✓ *12K (2020), 95K (2021), 240K (2022), 525K (2023), 875K (2024), 1.1MM (2025 to-date)*
  - ❖ **43.7% Growth in Sales Revenues,** from $10.8MM to $15.5MM.
    - ✓ *$10.8MM (2020), $11.6MM (2021), $13.2MM (2022), $14.3MM (2023), $15.1MM (2024), $15.5MM (2025 to-date)*

- **Reduced acquisition costs by over 60%** through original, shareable content that achieved organic reach exceeding paid performance.
- **Launched a record-breaking product line for a new tropical-inspired spirits blend** through a fan-driven campaign, "Blend by the People," that engaged consumers in recipe creation and product naming.

  - ❖ **Campaign Results**: Reached 2.2M consumers, captured 850+ recipe submissions, secured 12K fan votes, and generated 3M+ impressions.

- **Transitioned the company from ad hoc to insight-led, data-driven marketing** by embedding social listening, digital polling, and consumer immersion research, ultimately uncovering actionable insights at minimal cost.
- **Streamlined data visibility and decision-making** by instituting structured Nielsen-based reporting and automated dashboards to save 20+ hours per month on analytics, improved transparency, and empowered regional teams to execute targeted strategies.
- **Directed a full brand identity overhaul following a corporate merger** and headquarters relocation, retaining market loyalty and ensuring continuity of brand equity.

YOUR NAME

City, State | Phone | Email | LinkedIn

COMPANY: City, State | XXXX – XXXX

SENIOR MARKETING MANAGER, STRATEGIC ALLIANCES

Developed and managed co-branded marketing partnerships with leading tech brands, enhancing visibility, credibility, and sales impact across retail, experiential, and digital environments. Served as a strategic liaison between internal teams and agency partners to ensure unified messaging and campaign excellence across all channels.

- **Directed campaign development from ideation through execution.** Oversaw digital advertising strategy, creative asset development, content calendars, and paid media optimization while ensuring brand integrity and compliance across all deliverables.
- **Designed and implemented insight-led omnichannel campaign calendars** while aligning partner objectives with internal KPIs, incorporating paid social, email marketing, and CRM-driven segmentation. *Results:*

❖ **Boosted average campaign engagement by 38%,** achieving more than 6.5% click-through rates (CTR) and 28%+ email open rates through precise audience targeting and A/B-tested creative.

❖ **Elevated social reach by 41% year-over-year**, increasing brand visibility through integrated influencer partnerships and cross-platform storytelling.

❖ **Increased website conversions by 27%** through optimized landing page design, refined call-to-action strategies, and aligned organic/paid campaign execution.

38%	CAMPAIGN ENGAGEMENT BOOST
41%	SOCIAL REACH GROWTH
27%	WEBSITE CONVERSION UPTICK

- **Drove incremental sales via integrated retail and digital activations, merchandising collaborations, online promotions, and joint brand storytelling initiatives** with national retailers.
- **Partnered with analytics teams to track campaign performance metrics** (CTR, CPC, engagement rate, conversion trends, and email list growth); leveraged insights to refine targeting and improve ROI.
- **Led and mentored a high-performing team** to develop their professional skills and achieve promotions through strength-based leadership, digital upskilling, and continuous coaching.

COMPANY: City, State | 2013 – 2015

DIGITAL & SOCIAL MEDIA MANAGER

Directed end-to-end digital marketing, social media strategy, and agency partnerships for a diverse mix of clients across consumer products, retail, and lifestyle sectors. Oversaw paid and organic content, influencer activations, and performance analytics to build visibility, drive engagement, and strengthen online brand presence.

- **Planned, launched, and optimized cross-platform digital campaigns** (Facebook, LinkedIn, YouTube), achieving a 64% growth in engagement and 37% increase in followers year-over-year through content consistency and creative testing.
- **Managed an annual digital advertising budget of $600K** while reducing cost-per-click (CPC) by 29% and improving overall ROI by 41% through refined targeting and audience segmentation.
- **Elevated email open rates from 18% to 32% and improved click-through rates (CTR) by 25%** via strategic automation, subject line testing, and visual redesigns.
- **Increased organic web traffic by 52%** through SEO content planning, keyword optimization, and UX-focused landing page improvements.

EDUCATION

MASTER OF BUSINESS ADMINISTRATION (MBA): Marketing | University Name
BACHELOR OF BUSINESS ADMINISTRATION (BBA): Marketing | University Name

MARKETING AWARDS

Campaign of the Year Award – Marketing Society of America
Marketing Excellence Award – Regional Industry Council

PROFESSIONAL AFFILIATIONS

American Marketing Association | Women of the Vine & Spirits

AI/Machine Learning Team Lead authored by Amy Britta Watt. This resume is worded and designed to show this person is more than a machine learning engineer; they're someone who leverages technology to solve real business challenges and isn't reluctant to explore new territory.

YOUR NAME

Machine Learning Expert

City, State ✦ Email Address ✦ Phone Number

Unlock Limitless Revenue Potential Through Masterful Innovation

Pushes the boundaries of machine learning and AI to drive game-changing innovation for global leaders, Fortune 500 companies, and industry disruptors. Guides teams to engineer predictive analytics, deploy dynamic pricing models that elevate efficiency, and optimize cloud solutions to reduce operational costs.

- ☑ **Elevates team performance,** nurturing collaboration that streamlines workflows and maximizes efficiency.
- ☑ **Ignites innovation,** driving impactful solutions that align with business goals and deliver measurable results.
- ☑ **Bridges technical expertise** with a strategic vision to elevate customer engagement and optimize operations.
- ☑ **Transforms complex challenges** into actionable insights to drive decision-making and business growth.

EXPERIENCE HIGHLIGHTS

Company Name ✦ City, State — month year - Present

Global company specializing in advanced machine learning and AI solutions transforming industries through innovation and insights.

MACHINE LEARNING TEAM LEAD

Fused strategic vision with technical expertise to guide a 15-member team of engineers and data scientists. Drove innovation in pricing models, customer insights, and real-time data analytics, advancing global supply chain logistics. Collaborated with cross-functional teams to integrate AI solutions. Aligned technology initiatives with business goals.

Powered Groundbreaking Advancements in AI and Machine Learning

- ✓ **Predictive Analytics:** Generated $2M in revenue growth with predictive analytics models to identify customer behaviour patterns, integrating machine learning (ML) algorithms with business workflows.
- ✓ **Revenue and Efficiency Gains:** Elevated operational efficiency by 15% and revenue by 10% across key markets by launching dynamic pricing models, predictive customer insights, and real-time data analytics.
- ✓ **Logistics & Customer Insights:** Amplified fulfilment performance, increasing pricing accuracy by 12% and customer retention by 8% by developing and deploying ML models for pricing optimization, behaviour analytics, and real-time predictive insights.
- ✓ **End-to-End Machine Learning Lifecycle:** Improved system reliability by 15% and accelerated model implementation timelines by 25% with data preprocessing, advanced model training techniques and production monitoring systems.
- ✓ **MLOps Best Practices:** Achieved a 30% increase in model integration speed by designing automated CI/CD pipelines, containerizing models with Podman and integrating version control for data and code.

Company Name ✦ City, State — month year – month year

Multinational software leader in creative and document solutions, enabling exceptional digital experiences worldwide.

SENIOR MACHINE LEARNING ENGINEER

Engineered and fine-tuned cutting-edge machine learning models and pipelines to unlock smarter, data-driven decisions. Partnered across teams, architecting seamless deployment and rock-solid production systems that powered performance and innovation.

Pioneered Advanced Machine Learning Solutions, Streamlined Workflows, and Crafted Seamless Systems

- ✓ **Deep Learning Models:** Capitalized on Python to advance deep learning, using PyTorch and TensorFlow to cut error rates by 25%.
- ✓ Large Language Models (LLM): Propelled LLM performance by integrating frameworks like Hugging Face, LangChain, PEFT, and LlamaIndex, increasing efficiency by 30%.

SENIOR MACHINE LEARNING ENGINEER, CONTINUED…

- ✓ **Scalable AI Solutions:** Augmented AI solutions, advancing LLMs to boost engagement by 20%.
- ✓ **Design Process:** Streamlined design workflows using data-driven strategies and creative tools, boosting team productivity by 15% and accelerating turnaround times for high-priority campaigns.
- ✓ **Integration Strategies:** Reduced deployment time by 20% by refining machine learning workflows, implementing models through Docker and MLOps pipelines and utilizing Azure and AWS.

Company Name ✦ City, State month year – month year

Triple-A video game publisher, setting new industry standards with unforgettable experiences through immersive adventures.

MACHINE LEARNING ENGINEER

Integrated ML and AI services into production as part of a 12-member team. Collaborated with data scientists to refine models and implemented solutions like reinforcement learning. Built services, databases, and interfaces. Supported advanced ML applications and combined technical expertise with a drive to solve real-world problems.

Reimagined ML and AI Potential, Revolutionizing System Scalability and Igniting Bold Innovations

- ✓ **Trained Learning Models:** Accelerated predictive accuracy by 15% across key applications by training advanced machine learning models using TensorFlow.
- ✓ **Infrastructure Scalability:** Orchestrated a 30% improvement in system scalability by leveraging containers, Kubernetes, and workflow management tools to enhance infrastructure reliability and growing user demands.
- ✓ **Cloud Computing:** Harnessed cloud computing services, including Google Cloud, Azure, and AWS, reducing operational costs by 15% and improving system reliability and scalability.
- ✓ Model Performance: Lessened evaluation time by 20% and improved performance tracking consistency with Vertex AI and TensorBoard.

Company Name ✦ City, State month year – month year

Innovative leader in technology and consumer products, creating groundbreaking solutions that transform user experiences.

SOFTWARE BUILD ENGINEER

Contributed to feature integration across operating systems as part of a 9-member team, developing build system solutions using distributed computing, cloud services, and virtualization. Optimized CI/CD pipelines, debugged UNIX systems, managed version control, and refined workflows with updated technical documentation.

Transformed Build Systems with Advanced Automation and Enhanced Cross-Platform Functionality

- ✓ **Automation:** Crafted robust and scalable build automation tools with Python and JavaScript, fueling a 20% boost in deployment speed while energizing cross-team collaboration for seamless project execution.
- ✓ **Team Productivity:** Revolutionized development workflows by implementing version control systems with Git and Subversion, slashing integration conflicts and amplifying team productivity to new heights.
- ✓ **Text Editors & Workflow:** Elevated developer efficiency by harnessing the power of advanced text editors such as Sublime, Vim, and Emacs, streamlining coding workflows and boosting precision in every keystroke.
- ✓ **Web Application Development:** Revamped web application performance by engineering scalable architectures, refining functionality, and elevating user experiences across diverse cross-platform ecosystems.

EDUCATION

Master of Science in Applied Computing, Artificial Intelligence • ABC University

Bachelor of Science in Computer Science • ABC University of Toronto

Mechanical and Electrical Maintenance Technician positioning for Reliability and Mechanical Engineer authored by Bridget Batson. This resume is structured to mimic the systematic thinking of an engineer. Language choice emphasizes performance-driven results and presents with clean, industrial formatting.

YOUR NAME

City, State | Phone | Email | LinkedIn

RELIABILITY AND MECHANICAL ENGINEERING

EQUIPMENT, PARTS, MAINTENANCE, REPAIR, AND ACCOUNT MANAGEMENT

➔ A professional technician with a proven record of maintaining, repairing, and optimizing complex mechanical and electrical equipment across industrial, manufacturing, and automation environments. Troubleshoot systems, replace and calibrate parts, and ensure peak uptime, safety, and performance. Experienced in managing parts inventory, coordinating with vendors and suppliers, and supporting large-scale maintenance and reliability programs that minimize downtime and maximize productivity.

➔ Combine hands-on expertise with analytical skill to identify root causes, streamline workflows, and implement preventive maintenance strategies that extend equipment lifespan and reduce total cost of ownership. Earn repeat business through dependable work, accurate repairs, and clear communication with clients and vendors. Committed to continuous improvement, compliance with OSHA safety standards, and the advancement of equipment reliability and operational excellence.

CORE COMPETENCIES

Equipment and Parts Management | Account Management | Maintenance and Repair | Reliability Engineering | Mechanical Operations
Preventive Maintenance | Vendor and Supplier Management | Inventory Control | Order Management | Project Management
Quality Assurance and Quality Control (QA and QC) | Pricing and Quoting | OSHA Safety | Cost and Budget-Focused
Process Improvement | Troubleshooting | Root Cause Analysis | Failure Analysis | Data Analysis and Data Visualization

PROFESSIONAL EXPERIENCE

Company Name: City, State — XXXX – Present
Mechanical and Electrical Maintenance Technician

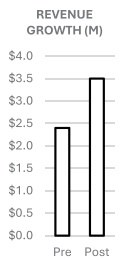
Performed troubleshooting, preventive maintenance, and component-level repairs on mechanical and electrical systems across diverse industrial environments while diagnosing faults, rebuilding and calibrating parts, and testing systems to ensure optimal performance and reliability for clients in manufacturing, automation, and production operations.

Equipment: Motors, Gearboxes, Hydraulic Systems, Pneumatic Controls, Valves, Pumps, Conveyors, PLC-Controlled Systems

Industries: Manufacturing, Industrial Automation, Energy, Aerospace, Packaging, Chemical Processing, Food & Beverage, Pulp & Paper, Plastics, Transportation

Equipment & Brands: Allen-Bradley and Siemens PLCs, Baldor, ABB, and WEG Motors, Parker Hannifin Hydraulics, SMC Pneumatics, Goulds and Grundfos Pumps, SKF Bearings, Eaton and Danfoss Drives, Lincoln and Graco Lubrication Systems

- **Supported revenue growth by 45.8%,** from $2.4M to $3.5M, by maintaining strong client relationships and delivering high-quality, timely repair services.
- **Recognized as a subject matter expert (SME) in reliability, maintenance, and component-level repair.**
- **Exceeded performance metrics in quality, efficiency, and output**. *Highlights include:*



  - ➔ **Reliability: Maintained a <1% warranty return rate (vs. 3% industry benchmark).**
  - ➔ **Efficiency: Reduced average project turnaround time from 20 to 14 days.**
  - ➔ **Throughput: Completed more than 2,500 service orders annually.**

- **Expanded the average lifespan of components by 35%** by teaming with engineers to analyze failure data, implement new inspection checkpoints, and standardize rebuild procedures.
- **Reduced repair turnaround times** to meet client demands while capturing cost savings by leading the initiative to source and secure new vendors and expand the supplier network.
- **Maintained a zero-incident OSHA safety record throughout tenure.** Wore personal protective equipment (PPE), conducted safety inspections, participated in safety meetings, and identified and resolved workplace hazards.
- **Improved traceability, accountability, and accuracy** by streamlining workflows, preparing documentation, and preparing inspection checklists.
- **Introduced the use of Power BI dashboards** to conduct equipment performance analysis, identify downtime trends, and formulate preventive maintenance plans for peak operability.

YOUR NAME

City, State | Phone | Email | LinkedIn

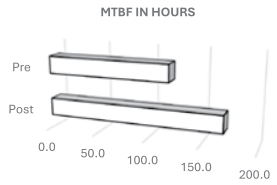
Company Name: City, State XXXX – XXXX
Mechanical and Electrical Maintenance Technician

Conducted hands-on equipment maintenance, diagnostics, and repairs across a range of mechanical, hydraulic, and pneumatic systems. Calibrated controls, replaced components, and executed reliability tests to ensure safe, efficient operation of production and facility equipment. Partnered with maintenance planners, engineers, and production teams to meet uptime goals, minimize unplanned outages, and maintain compliance with safety and quality standards.

Equipment: Compressors, Pumps, Valves, Bearings, Conveyors, Gear Drives, Actuators, Electrical Panels, PLC Systems

Industries: Automotive Manufacturing, Industrial Machinery, Oil & Gas, Packaging, Power Generation, Water Treatment, Chemical Processing, Warehousing & Distribution

Equipment & Brands: Rockwell Automation, Siemens and Allen-Bradley Controls, Eaton and Square D Electrical Components, Parker and Swagelok Fittings, SKF and Timken Bearings, Nord Gear Drives, Sullair Compressors, Grundfos and Gorman-Rupp Pumps



- **Collaborated with engineers to redesign a bearing lubrication system** that cut friction-related failures by 50%.
- **Increased mean time between failures (MTBF) by 41.7%** (from 120 hours to 170 hours) through targeted preventive maintenance schedules and root cause failure analysis.
- Assisted in overhauling electrical control systems. Results:

➔ **Reduced downtime by 28%**
➔ **Improved diagnostic accuracy.**

- **Conducted infrared thermal inspections and vibration analysis** to identify wear patterns and predict component failures.
- **Rebuilt hydraulic and pneumatic assemblies** using updated seals and precision alignment to restore factory-level performance.
- **Supported a 24/7 maintenance operation** by responding to emergency breakdowns and ensuring production continuity.
- **Improved parts traceability** by organizing inventory, labeling systems, and implementing barcode scanning for faster retrieval.
- **Trained junior technicians** on lockout/tagout (LOTO), multimeter use, torque calibration, and fluid power safety procedures.
- **Received the Employee Safety Excellence Award** for maintaining a five-year zero-incident record.
- **Documented all maintenance activities**, updated CMMS entries, and communicated findings in daily shift reports to leadership.

EDUCATION

Associate of Applied Science (AAS)
Mechanical and Electrical Systems Technology
Institution Name: City, State

CERTIFICATIONS | TRAINING | PROFESSIONAL DEVELOPMENT

Board of Certified Safety Professionals (BCSP) – Safety Certification
Certified Reliability Professional (CRP)
Root Cause Analysis (RCA) and Failure Analysis
Continuous Improvement and Lean Manufacturing Training

SOFTWARE

Microsoft 365 (Word, Excel, Outlook, PowerPoint, Teams) | Power BI | Infor | Adobe | Zoom

Technical Sales Executive authored by Susan Barens. Clean, bold lines, quotation, bolding, and powerful writing help emphasize the qualifications and selling achievements of this candidate.

YOUR NAME

TRANSFORMATIONAL SALES EXECUTIVE

B2B CONSULTATIVE SALES | TECHNICAL SOLUTIONS | INDUSTRY APPLICATIONS

Greater City Area | Phone Number | Email Address

"Revolutionizing business success one human connection at a time."

AWARD-WINNING BUSINESS DEVELOPMENT LEADER AND SALES GENERATOR with a proven career capturing markets and growing robust pipelines and revenue gains in fast B2B product and service markets.

COMPETITIVE STRATEGIST AND NATURAL PERCEIVER of customer challenges, priorities, and needs. Iron-clad partnership builder with a history of overcoming resistance, winning long-term customers, and simplifying complex, value-added solutions that close gaps and improve, transform, and scale a client's business.

AUTHENTIC COMMUNICATOR AND NEGOTIATOR of win-win solutions. Known as a patient, optimistic, and servant leader that embraces change, encourages people to have fun, and produces year-over-year results.

SALES LEADERSHIP STRENGTHS

- Sales & Program Planning, Strategy, & Execution
- Forecasting, Revenue, & Gross Profit Goals
- Market Data, Trends, & Expansion
- Product Development, Branding, & Launch
- Customer Success & Net Promoter Score (NPS)
- RFPs, Bids, Pricing, & Multilevel Negotiations
- Vertical Distribution Channels & Partnerships
- Long Sales Cycles, Quotas, KPIs, & Metrics
- Product Demos, Education, & Testing
- Trade Shows, Conferences, & Networking

Career History & Achievements

COMPANY NAME, City, ST | XXXX to Present

SENIOR TERRITORY SALES LEADER, XX/XXXX to present

$1.5M annual sales revenue • NC, SC, GA, FL, VA, MI, OH, IA • 72 Tier 1 accounts • Team of 6

TOP ACCOUNTS: Alpha Manufacturing, Beta Automotive, Gamma Motors, Zeta Systems

Fuel revenue and profit goals for a global manufacturer, distributor, and servicer of OEM solutions. Define and build annual strategic and tactical business development, sales, and program plans that grow portfolios, penetrate markets, drive brand recognition, and build relationships with Tier 1 suppliers, distributors, and end users.

Drive tooling design, technical processes, and Net Promoter Scores using market research, gap analysis, and product education programs. Manage pre- and post-sales analysis, trade shows, and operator conferences. Oversee business development and sales metrics reporting.

- **Boosted sales from zero to 350% in four months** after introducing a new advanced cutting tool design featuring the best delivery time and quality in the industry.
- **Grew new sales 15%+** each year by using competitive market intelligence and enlisting product specialists during client meetings to better serve the client's needs and simplify the sales process.
- **Built the southern territory from one to 72 accounts** after defining, analyzing, and segmenting the market; setting new goals; and using new and traditional strategies that included cold calling.

TECHNICAL SALES ENGINEER, XX/XXXX to XX/XXXXX

$1M in annual revenue • Tier 1 accounts

TOP ACCOUNTS: Alpha Manufacturing, Beta Automotive, Gamma Motors

Drove tooling product sales across assigned territory by growing existing customer portfolio and acquiring new business. Collaborated with commodity managers, engineers, and purchasing agents to identify monthly, quarterly, and annual goals and develop product marketing strategies.

Achieved quota by prospecting customers using market research, cold-calling, sales leads, and networking. Performed technical and manufacturing needs analysis, identified client operational gaps, and provided demos and training to highlight product applications, benefits, and features. Compiled performance metrics to meet key performance indexes.

- **Saved multimillion-dollars in annual costs** after developing a dull tool inventory system that sold refurbished tools across the industry in record time.

COMPANY NAME, City, ST | XXXX to Present

DEPARTMENT HEAD, XX/XXXX to XX/XXXXX

Oversight of 4 Departments • Temporary & permanent staff management

Drove customer service, merchandising, and department key performance metrics for multiple departments of a leading home improvement retailer. Led daily operations including customer service, merchandising, loss prevention, and product and service sales. Led human resources activities and trained, coached, and developed teams for personal and professional growth.

- **Achieved the "Gold Level Award"** year after year in recognition of exceptional management skills, displaying consistent team camaraderie, and for serving as the voice of the customer.

Early Sales Career Highlights 5+ years:

CONSTRUCTION CO. — City, ST | **Safety Specialist**

Education & Professional Development

UNIVERSITY NAME – City, ST

Certificate, Business Administration

DALE CARNEGIE PROFESSIONAL SALES TRAINING & CERTIFICATIONS:

- Human by Design: Future-Proofing Yourself in an AI-Driven World
- Winning with Relationship Selling
- Appeal to Buyer Motives to Close
- High Impact Presentations
- Develop your Leadership Potential

Sports Physical Therapist authored by Dr. Jeannine Bennett. The focus of this resume is on quantifiable outcomes that stand out through charts, bolding, and clean, well-space layout. Both language and structure are tailored to attract idea clients.

YOUR NAME

City, State | Phone Number | Email Address

Travel Physical Therapist | Sports Medicine Expert | Trusted by Pro & Collegiate Teams

Cutting recovery time, boosting performance, and keeping elite athletes game-ready.

Award-winning physical therapist with over 10 years in elite sports medicine, including field-side work with a four-time Super Bowl champion team. Proven ability to reduce athlete recovery time, prevent re-injury, and deliver measurable performance improvements. Adept at customizing therapy strategies for high-stakes environments, ranging from collegiate athletics to national tournaments, using evidence-based care and advanced techniques.

SPORTS:
Baseball
Basketball
Football
Soccer

- **Field-Based Injury Management:** Traveled with teams across 40+ events annually, reducing game-related injuries by 35% and supporting real-time performance optimization.
- **Elite Athlete Recovery:** Designed recovery protocols for Super Bowl-winning team; reduced athlete downtime by 20%, enabling faster return-to-play cycles.
- **Post-Surgical Outcomes:** Achieved 30% improvement in recovery rates for surgical cases through individualized, data-driven care pathways.
- **Advanced Treatment Modalities:** Applied cupping, dry needling, and functional movement therapy to boost recovery speed by 25% among high-performance athletes.
- **Patient-Centered Excellence:** Earned "Excellence in Patient Care" Award for a sustained 95% satisfaction rate across 1,500+ annual patient interactions.

Core Competencies

Comprehensive Evaluation & Treatment Planning | Electronic Health Record (EHR) Systems
Evidence-Based Practice | Manual Therapy Techniques | Myofascial Decompression (MFD)
Outpatient Orthopedic Physical Therapy | Patient Education & Counseling | Patient Management
Quality & Performance Metrics Tracking | Rehabilitation Technology Utilization | Therapeutic Modalities

Professional Physical Therapy Experience

LEAD PHYSICAL THERAPIST, COMPANY NAME — City, ST | Date to Date

Oversaw 20 junior therapists, directing cutting-edge sports rehabilitation for 30+ elite athletes weekly and crafting high-impact recovery strategies to enhance performance outcomes.

- **Injury Management and Outcomes:** Specialized in high-impact injuries such as ACL tears and rotator cuff injuries, achieving a 25% faster recovery rate and reducing re-injury rates by 15% through targeted evidence-based protocols.
- **Travel and Athlete Support:** Delivered on-site injury management during 40+ games and tournaments annually, reducing game-related injuries by 20% and enhancing player performance and readiness.
- **Outcome Improvement:** Drove a 25% improvement in functional outcomes for chronic pain patients and reduced post-surgical recovery times by 20% through innovative treatment strategies.
- **Program Development:** Developed and rolled out a new rotator cuff rehabilitation protocol, decreasing recovery times by 30% and improving patient outcomes in over 100 cases.



PHYSICAL THERAPIST, COMPANY NAME City, ST | Date to Date

Directed 10 junior physical therapists in delivering specialized orthopedic and sports injury rehabilitation, enhancing patient outcomes through evidence-based practices and collaborative care.

- **Orthopedic Rehabilitation:** Managed a caseload of 45-50 patients per week, specializing in post-surgical rehabilitation and sports injuries. Implemented evidence-based treatment plans, resulting in a 25% improvement in recovery metrics.
- **Patient Education:** Conducted educational workshops on injury prevention and home exercise programs, leading to a 15% decrease in re-injury rates.
- **Collaborative Care:** Worked closely with orthopedic surgeons and sports medicine specialists to ensure comprehensive care, coordinating multi-disciplinary team meetings to optimize patient rehabilitation plans.
- **Outcome Tracking:** Utilized outcome-tracking tools to measure progress, resulting in a 20% increase in the number of patients achieving their rehabilitation goals within the expected timeframe.
- **Research Contribution:** Contributed to a study on the effectiveness of different manual therapy techniques, published in the "Journal of Sports Physical Therapy."

High-Profile Internship

ATHLETIC TRAINER INTERN, COMPANY NAME City, ST | Date to Date

Supported elite athletes through advanced rehabilitation and injury prevention strategies. Implemented innovative recovery protocols and enhanced operational efficiency, significantly improving player safety and performance.

- **Successful Project:** Developed an ACL recovery program, reducing recovery time by 20% and decreasing recurrence by 15%.
- **Injury Prevention:** Applied preventive taping, bracing, and padding techniques, contributing to a 15% reduction in minor injuries during the season.
- **Team Travel Support:** Provided on-site injury management and rehabilitation during games and tournaments, ensuring immediate care and optimizing player readiness.
- **Rehabilitation Support:** Assisted in player recovery through the use of therapeutic modalities like ice baths and ultrasound, achieving a 20% faster return-to-play for key athletes.
- **On-Field Assistance:** Provided critical support during practices and games, ensuring player safety and hydration, which resulted in zero heat-related incidents during summer training.
- **Record Management:** Maintained precise and detailed records for over 50 athletes, enhancing medical staff efficiency by 25% through improved documentation processes.
- **Inventory Management:** Streamlined the tracking and organization of medical supplies, reducing equipment shortages by 30% throughout the season.

Education & Certifications

Doctor of Physical Therapy, University Name City, ST | Date
Master of Physical Therapy, University Name City, ST | Date
Bachelor of Science in Kinesiology, University Name City, ST | Date

Certifications

Board Certified Sports Clinical Specialist (SPC), Date
Board Certified Orthopedic Clinical Specialist (OCS), Date
Certified Strength and Conditioning Specialist (CSCS), Date
Licensed Physical Therapist (PT), License #PT123456, Date

Professional Affiliations

Physical Therapy Association (APTA), Member City, ST | Date to Date
Orthopedic Physical Therapy Special Interest Group (OPT-SIG), Member City, ST | Date to Date

Registered Nurse authored by Deirdre Rock. Even in-demand RNs need to stand out, and this resume delivers. The emblem draws the eye, and clean spacing, strong writing, results, and bolding keep it there. Spanish fluency is further emphasized with a shaded line.

YOUR NAME, RN

CITY, STATE ● PHONE NUMBER ● EMAIL ADDRESS

Dedicated Registered Nurse with 20+ years of hands-on clinical experience in fast-paced, top-ranked medical centers. Expertise spans peri-operative, telemetry, neurology, gynecology, and step-down cardiac care units, delivering patient-centered care and collaborating closely with multidisciplinary teams to drive best patient outcomes.

Experienced leader and mentor, serving as preceptor for new staff and conducting ongoing training to support team development and deliver service excellence. Trusted by physicians, administrators, and clinical teams for extensive clinical expertise and proven ability to provide individualized, high-quality patient care.

Fluent in Spanish, fostering inclusive communication and ensuring equitable care for patients from diverse backgrounds.

SKILLS

Telemetry/Step-down ● Operating Room 7 Same Day Surgery ● Medical Plans ● Patient Education & Advocacy Regulatory Compliance & Safety ● Records Management ● Staff Scheduling ● Leadership ● Training & Development

MEDICAL LICENSURE & CERTIFICATIONS

New Jersey Registered Nurse (RN) ● Certified Nurse-Operating Room (CNOR) ● Basic Life Support (BLS)
Advanced Cardiovascular Life Support (ACLS)

PROFESSIONAL NURSING & LEADERSHIP EXPERIENCE

Hospital Name, City, ST — Date to Date

State-owned, teaching hospital, tertiary care provider & a state-designated Level-1 Trauma Center with 500+ beds

STAFF NURSE/CIRCULATOR/SCRUB NURSE (Date to Date)

Worked through series of progressive assignments, including assuming responsibility as Assistant Nurse Manager, providing support and scheduling for 45+ nursing staff. Ensured administration of safe patient care by applying the nursing process of assessment, planning, implementation, and evaluation, consistently meeting standards of excellence.

- Assessed patient medical history, reviewed medications, and provided hands-on care across various medical conditions before, during, and after surgery in accordance with care plans navigating busy transitional environments.
- Coordinated with patient's care team and communicated with physicians regarding changes in patient's clinical condition, functioning as patient's advocate.
- Stepped into Nurse Manager role with full accountability for OR operations, staffing, scheduling, and safety; promoted teamwork to support consistent patient care and operational excellence.
- Led training for new nurses, taking on preceptor responsibilities, and strengthening ongoing staff development by shaping and conducting education programs and lectures.
- Consulted with patients, families, and caregivers on care plan, medication administration, and physical activity. Responded to questions and directed issues to appropriate physician or administrative personnel.

Hospital Name, City, ST — Date to Date

Leading urban teaching hospital affiliated, consistently ranked #1 in the state, with approximately 2,600 beds

NURSE COORDINATOR, GU/GYN

Assumed additional responsibilities as GU/GY Nurse Coordinator, supervising daily operations and coordinating between surgeons and management, supporting measurable improvements in team efficiency and patient satisfaction.

- Coordinated schedules and assigned staff to cases, balancing availability of equipment and supplies and adapting schedules to meet changes while ensuring optimal patient care and meeting established productivity guidelines.
- Directed management of medical equipment and supply inventory, maintaining optimal stock levels and streamlining order processes to ensure seamless patient care delivery.
- Functioned as coach and mentor for new personnel, floater, and supplemental staff onboarding 10+ staff monthly.

Hospital Name, City, ST Date to Date

A 358-bed regional tertiary-care, teaching, and research center in busy urban setting

RN, STAFF NURSE, TELEMETRY/NEUROLOGY/GYNECOLOGY

Delivered safe patient care, managing up to 8 patients. Employed the nursing process of assessment, planning, implementation, and evaluation, ensuring exemplary care while adhering to regulatory guidelines. Supervised and coached junior nursing staff and took full responsibility as Step Down telemetry unit charge nurse.

- Consulted with healthcare team members to coordinate alignment across assessment, planning, and implementation of optimal patient care plans.
- Ordered appropriate testing, conducted telemetry readings, employed appropriate equipment, and interpreted results. Identified irregular telemetry reports and notified appropriate medical team members.
- Performed necessary corrective medical action upon adverse symptomatology and swiftly responded to life-threatening situations based on nursing standards and regulatory guidelines.
- Functioned as charge nurse for busy Step-Down telemetry unit, rotating across three senior staff members.
- Maintained complete, clear, and accurate patient records across electronic systems for immediate accessibility.
- Supported patient and patient's family with respectful and medically informed communications, pre- and postoperative expectations, and medication administration.

EDUCATION

Master of Science in Nursing Education, University Name, City, ST

Bachelor of Science Degree in Nursing, University Name, City, ST

VOLUNTEER CONTRIBUTIONS

International Surgical Health Initiative (ISHI), humanitarian non-profit organization

Supported 6 international missions across Asia, South America, and Africa, providing free surgical care to underserved communities and war-torn areas.

NGO medical missions, Philippines

Supported 12 medical missions across the Philippines, supporting individuals and communities with urgent care services.

Executive Assistant authored by Laura Hartnell. This resume positions the candidate as a trusted organizational partner. The tagline establishes credibility while callout boxes embedded within the summary reinforce key impacts and measurable achievements.

Your Name

City, ST • Phone • Email • LinkedIn

C-Suite Executive Assistant | Strategic Partner in Finance, Operations & Communications

The trusted partner executives rely on to keep priorities clear, teams connected, and details managed flawlessly.

Dependable administrative partner with 12+ years of experience providing strategic support to CFOs, COOs, VPs, and Boards of Directors across the manufacturing, agriculture, pharmaceutical, and financial services sectors. Proactive problem solver with the ability to anticipate needs, streamline operations, and manage sensitive priorities with discretion.

Skilled at coordinating multinational schedules, administering large-scale financial and compliance processes, and preparing executives for high-stakes meetings and negotiations. Frequently relied on by executives to craft speeches, summaries, and key written materials, bringing clarity and influence through strong communication.

Saved ~$5K annually by streamlining vendor contracts and reducing office supply vendors by 30% across 4 business locations.

Managed 210+ corporate credit card accounts, reducing fraud risk and transitioning to new banking platform for better oversight.

Cleared an 8-month backlog of executive expense reports within 4 months of hire, allowing Finance to close year-end early.

Core Competencies

Executive Calendar & Global Travel Management • Expense Reporting & Budget Tracking • Contract Administration
Process Improvement & SOP Development • Confidentiality • Event Planning & Corporate Engagement
Meeting Preparation • Written Communications, Speechwriting & Editing • Bilingual Communication (English & French)

Productivity Tools: Microsoft Office (Outlook, Word, Excel, PowerPoint, Teams, CoPilot) • SharePoint • Adobe Acrobat • Zoom • CRM • Concur/Nexonia • OneSpan • Xhibit • Banking Portals • Simply Accounting • Typing Speed: 60 wpm

Professional Experience

Company Name *Brief company description*

C-SUITE EXECUTIVE ASSISTANT | Date – Date

Provide strategic support to the CFO, COO, and VP of Operations, coordinating priorities across Finance, Product Development, and Operations. Coordinate global schedules, contracts, and meetings across subsidiaries, ensuring executives remain prepared, aligned, and focused on high-value strategic priorities.

- Prepare bilingual board packages and implemented a standardized formatting checklist, saving time for executives and ensuring clarity, quality, and consistency.
- Administer 210+ corporate credit card accounts, improving oversight, reducing fraud risk, and enabling a smooth transition to a new global banking platform.
- Partner with executives on negotiation prep, creating summaries, checklists, and discussion prompts that sharpen focus and strengthen outcomes in high-stakes meetings.
- Developed SOPs for monthly and triannual reporting, creating a clear, repeatable process that supports cross-training and continuity in financial communications.

Company Name *Brief company description*

ADMINISTRATIVE SUPPORT SPECIALIST | Date – Date

Delivered tailored consulting services including proofreading and editing for university students, as well as organizational and administrative support for seniors. Built systems that improved efficiency, reduced stress, and enhanced daily life for clients, earning referrals and long-term trust.

- Designed customized filing systems and reference binders for seniors, simplifying access to critical records and reducing clutter for greater independence.
- Implemented colour-coded calendars and management strategies while centralizing supplies and decluttering, all of which improved organization, reduced missed appointments, and generated measurable household cost savings.

Your Name

Phone • Email • Page 2 of 2

Company Name *Brief company description*

EXECUTIVE ASSISTANT | Date – Date

Supported the COO, VP of Quality Assurance, and executive teams in a compliance-driven environment, coordinating schedules across multiple time zones, high-stakes meetings, and regulatory projects. Recognized for initiative, efficiency, and professionalism, with early performance bonuses and a strong letter of recommendation.

- Assisted in the development of a digital Crisis Communications Playbook, consolidating SOPs and GMPs across departments into clear, accessible summaries.
- Built a centralized SharePoint resource of service providers, travel vendors, and membership accounts, streamlining access and improving team efficiency.
- Cleared a backlog of eight months of expense reports within four months of hire, enabling Finance to close year-end early and earning an early bonus award.

Company Name *Brief company description*

EXECUTIVE ASSISTANT | Date – Date

Assisted senior leadership during the launch of a nationwide retail insurance division, coordinating acquisitions, strategic planning, and executive meetings. Served as confidential liaison during acquisition processes, maintaining trust with executives, clients, and stakeholders through discretion and integrity.

- Organized national seminars, conferences, and President's Council meetings, ensuring seamless logistics for up to 50 participants across multiple regions.
- Generated a national succession planning database in Excel, enabling leadership to target retiring brokers and identify acquisition opportunities.
- Designed an acquisition optimization process using Lean Six Sigma methods, creating efficiencies that guided leadership in making faster, data-driven decisions.

Company Name *Brief company description*

EXECUTIVE ASSISTANT | Date – Date

Provided comprehensive executive support for both business and personal matters of the President and CEO, building deep trust and expanding responsibilities across the organization. Recognized for cost savings, event planning, and creating cross-training resources to strengthen continuity.

- Optimized vendor management by consolidating suppliers across four locations (30% reduction) and negotiating costs for insurance, equipment, and renovations, generating ~$5K in annual savings.
- Co-chaired the Social Fund, coordinating events for up to 300 employees and international dealers, receiving positive feedback from staff and executives.
- Revitalized employee recognition and event accessibility, achieving record-high participation at company events.

Education & Certifications

Diploma in Business Administration Management – University Name

Lean Six Sigma Green Belt Certificate – Certification Organization

Simply Accounting Level 1 & 2 – College Name

Senior Mortgage Officer authored by Lori A. Jazvac. Added value is not only captured immediately from the summary profile with a callout box to the areas of expertise and selected milestones, but it is also succinctly woven throughout the resume.

YOUR NAME

City, State • Email Address • Phone Number • LinkedIn Profile

SENIOR OFFICER | MORTGAGES / OPERATIONS / CUSTOMER SERVICE | BANKING & FINANCE

Leading with a strategic vision ♦ Expanding growth ♦ Driving operational and financial efficiency ♦ Building trusted relationships

Forward-thinking finance executive with expertise in leading all aspects of banking and finance operations, maximizing revenue growth, increasing market share, and enhancing productivity while facilitating empowering customer solutions.

Banking Executive leveraging firm knowledge of mortgage lending policies and 15+ years of banking service excellence. Champion teams to conduct mortgage application screenings, pre-credit submissions, post-approvals, and after-sales support within credit centres.

Proactive problem-solver with superb analytical skills. Motivate cross-functional teams to deploy customer-focused strategy, resolve critical issues, gauge risks, and provide exceptional customer service. Infiltrate new territories and expand diverse portfolios across Spain. Harness assertive leadership, strong work ethic, high integrity, along with solid financial controls and due diligence. Build trusted internal/external stakeholder relations with brokers, developers, managers, clients, and teams to optimize banking operations while meeting compliance.

BACHELOR OF FINANCIAL MANAGEMENT & BANKING SCIENCES, UNIVERSITY NAME, CITY, ST
MORTGAGE BROKER CERTIFICATION COURSE, XYZ ORG | MORTGAGE OPERATIONS COURSE, UNIVERSITY NAME, CITY, ST

AREAS OF EXPERTISE

- ☑ Banking Operations & Team Leadership
- ☑ Banking Product & Portfolio Management
- ☑ Mortgage Services
- ☑ Treasury Settlements & Investments
- ☑ Debt Collection
- ☑ Financial Management
- ☑ Consumer Banking / Client Relations
- ☑ Investment Banking
- ☑ Strategic Business Planning
- ☑ High-Level Negotiations
- ☑ Risk Management
- ☑ Regulatory Compliance

UNIQUE VALUE PROPOSITION

- ✓ **Oversaw ~20 reports ► $15M budget ► ~50 weekly mortgage cases**
- ✓ **Led mortgage service officers to outperform branch administration targets**
- ✓ **Increased customer service quality 90%+; reduced turnaround time by 60 minutes**
- ✓ **Maximized portfolio growth for high-net-worth and very-high-net-worth clients**
- ✓ **Drove high performance through coaching and mentoring ~20 staff members**
- ✓ **Delivered customer satisfaction and drove 100% compliance**
- ✓ **Provided clients with viable finance solutions and investment strategies**
- ✓ **Mitigated debt collection and facilitated timely payments of 1000s of dollars**

PROFESSIONAL EXPERIENCE & IMPACT

Independent Consultant | Date to Present: Managed ~50 business consulting projects in Spain while planning transition to US. Leveraged expertise in growth strategy, project planning, sales, negotiations, and strategic partnerships to maximize property investment value.

Company Name, City, ST | Date to Date

Well-established international bank providing residential and commercial banking services to diverse clients.

Senior Officer – Mortgage Services (Date–Date) ● Senior Officer – Operations (Date–Date) ● Senior Retail Sales Officer – Consumer Banking (Date–Date)

SENIOR OFFICER – MORTGAGE SERVICES (Date – Date)

Promoted to facilitate smooth functioning of overall banking operations while delivering sales support. **Led 20 direct reports.** Managed daily operations, including bookkeeping, check processing, and recordkeeping. Applied advanced expertise and technical knowledge in corporate client services, branch coordination, post-dated cheque clearing, financial management, and management information systems reporting. Strategized and controlled banking services and trade operations. Set business objectives, growth targets, and brand strategies aligned with business plan. Liaised with key departments to classify accounts. Managed customer database, monitored customer issues, and maintained quality service.

Increased business growth through deploying proactive business initiatives while overseeing up to 50 weekly mortgage cases.

- ☑ **Improved customer service quality 90%+ and reduced turnaround times 30 minutes while fostering 100% accuracy and customer satisfaction with stocks, bonds, commodities, foreign currencies, and other securities.** Provided recommendations for investments. Grew and sustained alliances with individual and corporate customers. Deployed robust controls and delivered financial solutions.
- ☑ **Expanded portfolio with high- and very-high-net-worth clients up to average of 30%, optimizing operations and security on banking products.** Consulted with security agencies to facilitate bank security agreements. Offered products/services aligned with banking objectives.
- ☑ **Drove high team performance and productivity. Managed and trained ~20 employees, promoting engaging work environment.**
- ☑ **Facilitated 100% compliance.** Conducted and monitored due diligence for customers following banking regulations, procedures, and processes during documentation processing. Tracked teller transactions and aligned strategies with audit compliance.

Your Name | Phone Number • Email Address

Continued…Company Name

SENIOR OFFICER – OPERATIONS (Date – Date)

Progressed to oversee operations of back-office of branch, **including 4 direct reports.** Supported branch manager in proper administration and safeguarding of branch assets. **Navigated performance of 3 bank tellers and championed high customer service standards.** Authorized and verified transactions and vouchers. Generated and analyzed weekly, quarterly, and monthly reports. Prepared proposals for corporate clients of credit facilities. Followed up with clients and concerned departments for classified accounts. Drafted correspondence; addressed business inquiries.

Facilitated smooth branch operations while demonstrating unwavering accountability to meet strategic goals.

- ☑ **Resolved 95% of client issues within <3 days.** Verified and initiated corrective measures on financial activities on delinquent loans, list of delinquent loans, unemployed borrowers, substandard accounts with interest charged, delinquent status change reports, and others.

SENIOR RETAIL SALES OFFICER – CONSUMER BANKING (Date – Date)

Hired to manage retail sales of front office. Addressed and resolved credit issues along with various loans. Supervised 5 direct reports in credit departments along with **$15M budget**. Sold loan products and marketed unique brand of bank to grow client base. Helmed loan procedures.

Presented clients with customized consumer banking solutions while sustaining robust and compliant operations.

- ☑ **Maintained effective, timely, and tailored customer service and fulfilled all compliance targets.**
- ☑ **Upheld high-level operational controls and preserved bank's reputation as well as customer data confidentiality.**

EARLIER CAREER

Company Name | 5 Years' experience

Known as one of the largest and long-standing commercial banks in the Middle East.

Progression: Supervisor / Debt Collector – Risk Management Division

Supervisor – Banking & Mortgage Operations ● Supervisor – Treasury Settlements

Supervisor – Treasury & Investments ● Banking Executive Trainee – Foreign Remittances

SUPERVISOR / DEBT COLLECTOR – RISK MANAGEMENT (Date – Date)

Succeeded in managing cash flow and forecasting daily cash requirements; executed financing decisions. Helmed investment appraisal process for potential investment businesses; performed financial analysis and maintained due diligence. Determined bank's tax position and applicability of taxable/non-taxable requirements. Drafted proposals on adjustment/rescheduling plan. Evaluated long-term alternative borrowing strategies and proposed recommendations within capital structure guidelines. Conversed with legal department about referred cases and affirmed solutions.

Safeguarded bank's interests, recommended appropriate measures, and devised settlement plans for resolution of delinquent cases.

- ☑ **Collected hundreds of thousands of dollars by end of month while maintaining trusted customer alliances.** Consistently followed up with customers for due payments and collections. Provided accurate reporting for daily collection and banking operations.
- ☑ **Facilitated timely recovery of installments of rescheduled advances within 2 days; initiated remedial actions to mitigate losses.** Recovered defaulted loan installments from guarantors of borrowers of all branches while ensuring regulatory compliance.
- ☑ **Sustained solid client relations.** Collected information on financial means and indebtedness of customers and guarantors to negotiate realistic settlement plans. Checked value of collateral held against loan accounts. Updated A/R schedule and coordinated adjustments.

PROFESSIONAL CERTIFICATIONS

Company Name	**Anti-Money Laundering & Compliance | Business Image & Standards for Front Lines & Tellers Consumer Banking – Integration / Assets Training**
XYZ Organization:	**Microsoft Banking Institute | Bank Accounts | Management & Treatment of Bad Debts | Marketing & Selling Financial Tables Analysis | Risk Management | Banking Financial Analysis | Basic Banking Operations**
XYZ Organization:	**Modern Methods of Financial Credit Management & Analysis | Customer Service**
University Name:	**English Communications Course**
Additional Skills	***Technologies:*** **MS Word, Excel, Windows O/S, Internet, Email, Computer and Web-Based Applications** ***Languages:*** **English, Spanish, French, Arabic**

HR Generalist authored by Laura Hartnell. A strong tagline introduces her as a people-focused problem solver, while the layout reinforces credibility through clear structure and embedded "Impact Snapshot" metrics. Roles show measurable contributions to drive results.

YOUR NAME

City, ST • Phone • Email • LinkedIn

Human Resources Specialist

Empowering teams through organized, people-focused HR support and seamless operations!

HR Generalist recognized as an approachable point of contact who raises the bar in employee satisfaction by cultivating happy, healthy workplace environments where staff feel heard and valued. Guided by a passion for helping people and organizations thrive, bringing professionalism, fairness, and consistency to all aspects of HR service delivery.

Available to support day-to-day HR functions, including:

- ✓ **Payroll & Benefits:** Accurately administer payroll for domestic and international employees and resolve inquiries quickly.
- ✓ **Onboarding & Orientation:** Create welcoming experiences and smooth transitions so new hires contribute from day one.
- ✓ **Employee Relations:** Address concerns with empathy and transparency, fostering dialogue and stronger team connections.
- ✓ **Retention Strategies:** Develop wellness and training initiatives to improve engagement and safeguard against turnover.
- ✓ **Compliance:** Ensure 100% HR file accuracy and compliance with FLSA, EEOC, and OSHA.

Critical Skills

Human Resources • Office Administration • Payroll & Benefits Management • Data Analytics & Reporting • Labor Relations
Workforce Planning • Recruitment • Interviewing • New Hire Onboarding & Orientation • Training & Coaching

Professional Summary

Human Resources Generalist Date – Date
Company, City, ST

Hired to restore stability and rebuild HR operations during a period of low morale, high turnover, and inconsistent communication among a geographically dispersed workforce. Supported a team of 25 in-house employees and 150+ field-based contractors assigned to large-scale infrastructure projects. Tasked with restoring trust, improving retention, and bringing HR processes up to compliance and efficiency standards.

Employee satisfaction ↑ **75%+** • Turnover ↓ **23%** • Launched LinkedIn Learning access for **175+ employees**
Modernized HR files & policies across **4 worksites** • Reduced daily grievances from dozens to **< 3 per** week

- Developed and implemented a retention strategy centered on employee well-being and open communication. Expanded access to health insurance, launched feedback channels, and held monthly "Ask HR" sessions to surface and address concerns proactively. Rebuilt employee confidence and created a more transparent, inclusive culture.
- Fortified learning and development programs by conducting training needs analyses, identifying skills gaps, and introducing new on-demand training tools via LinkedIn Learning, resulting in a 35% increase in voluntary participation.
- Oversaw full cycle hiring and onboarding for both domestic and expatriate employees, managing contracts, background checks, offer letters, payroll setup, and benefits enrollment while improving first-90-day retention by 17%.
- Updated HR systems and documentation, cleaning up personnel files in HRIS, redesigning the employee handbook, and updating all HR policies, procedures, and forms to align with FLSA, OSHA, and EEOC regulations.
- Introduced standardized safety and compliance protocols across four worksites, partnering with field supervisors to reduce incident reports by 15% and reinforce accountability.

YOUR NAME

Human Resources Business Partner Date – Date
Company, City, ST

Provided comprehensive HR support to a workforce of 200+ full-time employees and 100+ seasonal staff across production and office functions. Supported the full employee life cycle from recruitment through offboarding while partnering with leadership to improve employee engagement and compliance.

100% payroll accuracy • **18-day reduction** in average time-to-fill • New-hire satisfaction ↑ **40%**
90-day turnover ↓ **17%** • **20% improvement** in employee retention over two years

- Administered biweekly payroll and benefits for all employees using ADP, maintaining 100% accuracy across pay cycles and resolving inquiries within 24 hours to build employee trust and minimize escalations.
- Coordinated end-to-end recruitment for 100+ seasonal hires, partnering with department leaders to clarify role scopes and developing standardized interview guides that reduced time-to-fill by 18 days while improving hiring quality.
- Revamped onboarding and new-hire orientation, introducing welcome checklists, buddy pairings, and first-week learning modules that improved new-hire satisfaction by 40% and reduced 90-day turnover by 17%.
- Partnered with operations leaders to develop recognition and engagement programs such as "Employee of the Quarter" awards, anniversary spotlights, and wellness challenges, contributing to a 20% improvement in retention over two years.
- Designed HR analytics dashboards in Excel and Power BI to monitor headcount, turnover, and training participation; insights presented monthly to leadership to inform staffing and succession planning.

Human Resources Assistant Date – Date
Company, City, ST

Acted as the first point of contact for HR inquiries, supporting a workforce of 220+ employees with professionalism and empathy. Collaborated closely with the HR Manager and accounting team to maintain seamless operations across payroll, onboarding, and employee communications.

Processed **80+** new-hire files annually • Coordinated quarterly engagement events attended by **90%** of staff

- Prepared and processed onboarding documentation—including I-9s, tax forms, and HRIS entry—for all new hires, maintaining a 100% accuracy rate in file audits and ensuring compliance with company and federal requirements.
- Reviewed and validated payroll data each pay period, verifying hours and expense reimbursements for 220+ employees to support accurate, on-time processing.
- Assisted with recruitment logistics, scheduling interviews, managing calendars, and providing timely candidate updates that improved applicant satisfaction and hiring team coordination.
- Planned and executed employee engagement initiatives, including quarterly town halls and appreciation events with an average 90% participation rate, reinforcing a culture of recognition and inclusion.

Education

Master of Arts in Industrial and Labor Relations – University Name
Certificate in Customer Service and Ethics – College Name

Technology & Professional Knowledge

Productivity Tools: Jira; Basecamp; Lark; Power BI; Google Suite; MS Office Suite (Word, Excel, PowerPoint, Outlook)

HR Policies & Legislation: Awareness and ability to comply with U.S. employment laws and HR compliance standards, including FLSA, EEOC, ADA, OSHA, and FMLA

Technical Project Manager authored by Renzo Luis Maurtua-Neumann. The transition from short-term contract roles to long-term leadership in IT is handled by shifting from task-based to results-driven focus. Stories, metrics, and a clean layout support this focus.

YOUR NAME, MBA, PMP, CSM

City, ST Phone Number Email Address

PROGRAM MANAGER

Technical Solutions | Systems Integrations | PACS/VNA Migrations

Driving Complex Systems Integrations to Modernize Architectures, Improve Scalability, and Unlock Operational Efficiency.

Versatile Project Manager with Marine Corps IT roots and a decade in healthcare leading high-visibility initiatives across Imaging and OR. Expert in application rationalization post-M&A, Epic integrations, PACS/VNA migrations, and enterprise upgrades—aligning clinical, IT, and vendor stakeholders for seamless go-lives.

MBA in Project Management with advanced certifications in project leadership, Agile/Scrum, risk, and Lean Six Sigma. Combines Agile, PMBOK, and Lean practices to compress schedules (e.g., 6 vs. 9 months), strengthen governance, and raise workflow accuracy and performance; an executive-ready communicator driving alignment and measurable adoption.

Core Competencies:

Program & Project Management ● Enterprise-level Software Application Projects ● Healthcare IT Systems Integration ● PACS/VNA Migrations ● SaaS Products ● Information Systems Implementation ● Risk Management ● Epic Implementations ● Vendor & Contract Management ● Stakeholder Engagement ● Agile/Scrum & Lean Six Sigma ● Data Migration & Integration ● Problem Solving ● Team Leadership

PROFESSIONAL EXPERIENCE

COMPANY NAME 1 | Senior Project Manager – Contract | Date – Date

GE MUSE Upgrade and integration with Epic EHR | 5 Hospitals (New York, New Jersey) | 20-Member Project Team

Hired as Project Management Consultant to lead enterprise GE MUSE v9 upgrade across five Hackensack Meridian hospitals, integrating with Epic EHR. Coordinated cardiology, IT, clinical engineering, and GE teams; managed testing, cutover, and go-live remotely. Reported to PMO Director.

- Completed the GE MUSE v9 systemwide upgrade in 6 months vs. 9 planned, integrating with Epic and overcoming severe resource constraints through critical-path re-sequencing and executive escalation; improved ECG workflow efficiency, compliance, and long-term supportability.
- Unlocked resources through executive sponsorship, partnering with the primary sponsor to remove obstacles, align managers, and mobilize IT/Epic/PACS—keeping the critical path moving under heavy constraints and enabling an on-time, risk-controlled go-live.
- Achieved 100% staff readiness by go-live by designing and delivering targeted training for cardiologists, nurses, and technicians—co-created with GE and internal educators—elevating ECG documentation accuracy and post-upgrade user satisfaction.

COMPANY NAME 2 | Senior Project Manager – Contract | Date – Date

Third-Party Imaging Integrations | Froedtert Hospital | 5-Member Project Team

Senior Project Manager leading implementation of three third-party apps (MIM, BrainLab, Omniscient) across OR and Imaging. Built project plan, coordinated multidisciplinary meetings, maintained momentum, and managed vendors. Reported to Director of Imaging.

- Integrated MIM, BrainLab, and Omniscient with enterprise PACS, enabling bidirectional image exchange for post-processing and automated return to PACS without disrupting OR/Imaging workflows.
- Deployed 25 Citrix servers and 7 workstations to meet imaging app requirements, stabilizing performance and supporting concurrent users across OR and Imaging.

COMPANY NAME 3 | Senior Project Manager – Contract | Date – Date

PACS Decommission & VNA Migration | Hospitals & Clinics (OK/WI) | $1M Budget | 5-Member Project Team

Led a multi-site GE ViewPoint upgrade across Oklahoma and Wisconsin. Standardized imaging workflows, coordinated vendor/IT/clinical teams, cleared SOW/PO blockers, and orchestrated two-state training logistics. Established governance, schedules, and communications to ensure consistent deployment and adoption across hospitals and clinics with minimal disruption to patient care.

- Orchestrated enterprise imaging consolidation by migrating a multi-PACS estate to Hyland ACUO VNA and decommissioning legacy PACS during the SSM Sectra rollout.
- Coordinated Dicomatics, Hyland, GE, and Fuji teams and led integrated testing with Epic and Billing to ensure data integrity and go-live readiness.
- Unblocked a three-month procurement stall by securing executive PO sign-off within four weeks through coordinated stakeholder Q&A, enabling the project kickoff by February.
- Designed a hybrid training model (2 vendor trainers + 2 clinicians): in-person for hospitals and virtual for remote clinics, standardizing workflows and completing training without extending timelines.

COMPANY NAME 4 | Senior Project Manager – Contract | Date – Date

Medium-to-large projects across the USC facilities | $1.2M Budget | 42-Member Project Team

Served as Senior Project Manager, overseeing 10 medium-to-large projects across USC OR and Imaging. Delivered the PowerScribe 360→One 2023 upgrade, integrated Cerner and Allscripts, aligned with PACS modernization teams, accelerated delivery, and ensured executive visibility to maintain imaging continuity.

- Built a 250-step project plan and 50-step cutover, aligning servers, template migration, and application deployment with cross-team checkpoints to compress timelines and ensure predictable execution across OR/Imaging.
- Consolidated 25,000 templates into 1,000 Auto Text and 500 Smart Auto Text (94% reduction), simplifying maintenance, improving consistency, and accelerating clinician adoption.
- Deployed a new Gamma Knife modality and reading room, coordinating Facilities, network, desktop, vendors, and a third-party contractor; integrated Olympus and Stryker in the OR to deliver end-to-end operational readiness—from infrastructure to clinical workflow.

COMPANY NAME 5 | Senior Project Manager | Date – Date

PowerScribe One, Philips iSite Upgrade | 27-Member Project Team

Recruited as Senior Project Manager to deliver the enterprise PowerScribe 360→One upgrade across Imaging; established governance, coordinated IT/clinical/vendor teams, and aligned with concurrent Epic upgrades.

- Delivered the PowerScribe 360→One (2023) upgrade by establishing governance, coordinating with concurrent Epic upgrades, and leading server/template migration and application deployment—securing a controlled cutover across Imaging.
- Modernized the Philips imaging stack by managing the iSite upgrade as a prerequisite and executed the Philips Vue implementation, sequencing dependencies to protect imaging continuity.
- Enabled interoperability at scale by leading a team to develop 15+ API integrations across third-party applications, streamlining radiology/OR workflows and reducing manual handoffs.

COMPANY NAME 6 | Project Manager | Date – Date

PACS Archival & Epic Radiant/Cardiology Migration | $6M Budget | 11-Member Project Team

Joined as Project Manager post-acquisition, owning 22 applications from the newly acquired children's hospital. Led teams to integrate into Epic, migrate to Tower-standard platforms, or transition to Tower infrastructure—driving application rationalization, vendor coordination, and controlled cutovers.

- Orchestrated a 22-project Radiology/Cardiology PACS program, developing charters/plans and managing ten vendors to deliver Epic or standard-platform transitions on schedule.
- Migrated 800,000+ images from legacy PACS/VNA, coordinating 86 modality reconfigurations with Biomed and vendors—no clinical downtime.
- Produced 42 current/future-state gap analyses with Visio, driving SOWs, technical requirements, and mitigation across six risk assessments for executive decisions.
- Established a weekly C-suite/clinical reporting cadence, ensuring transparency, alignment, and timely approvals across all 22 applications.

OTHER EXPERIENCES

- COMPANY NAME 7 | Consultant, PACS Systems, Date – Date
- COMPANY NAME 8 | Consultant, Project Manager, Date – Date
- COMPANY NAME 9 | Consultant, PACS Systems, Date – Date
- COMPANY NAME 10 | Consultant, SIS System Administrator, Date – Date
- COMPANY NAME 11 | Consultant, CIS Program Administrator, Date – Date
- COMPANY NAME 12 | Clinical Informaticist, CIS Program Administrator, Date – Date

EDUCATION

- MBA - Project Management | ABC Organization, Date
- Bachelor of Science - BS, Management Information Systems | XYZ Organization, Date
- Certifications:
    - Project Management Professional, PMP | PMI Agile Certified Practitioner, PMI-ACP | PMI Risk Management Professional, PMI-RMP | PMI PMO Certified Professional, PMI-PMOCP | PMO Certified Practitioner, PMO-CP | Certified Green Project Manager, GPM-b | Certified ScrumMaster, CSM | Certified Scrum Product Owner, CSPO | Lean Six Sigma Black Belt | Epic Radiant

TECHNOLOGY AND PRODUCTIVITY TOOLS

- Software: Clinical Applications, EHRs, MS Office
- Programming Languages: SQL
- Operating Systems: Windows
- Databases: SQL
- Frameworks: Waterfall
- Productivity tools: MS Project, MS Office, Tableau
- Others: Servers and Clinical Application Integration

Executive Chef authored by Deirdre Rock. This resume leads with a short, high-impact summary emphasizing culinary mastery, operational leadership, and entrepreneurial experience. Expertise is backed up with metrics wherever possible.

YOUR NAME

City, ST
Phone Number
Email Address

EXECUTIVE CHEF

Innovative culinary professional Delivering Culinary Excellence & Revenue Growth

PERFORMANCE SUMMARY

Accomplished Executive Chef with 20+ years of success leading high-volume, award-winning culinary operations renowned for delivering distinctive and memorable dining experiences.

Proven record of managing multi-unit restaurant teams of 100+, generating $55M–$100M in annual revenue, driving consistency, profitability, and brand reputation within competitive hospitality markets.

Blends culinary artistry with business acumen, leveraging hands-on ownership experience to guide menu engineering, cost control, and strategic sourcing, ensuring operational excellence and alignment with evolving guest preferences.

Known for steadfast commitment to training and retaining committed teams, cultivating a workplace culture that celebrates innovation, skill development, and an overall positive experience from front to back of house.

EXPERTISE

- ✓ **Menu Development & Innovation**
- ✓ **Culinary Vision & Concept Creation**
- ✓ **Team Leadership & Training**
- ✓ **Restaurant & Kitchen Operations**
- ✓ **Budget Control & Revenue Growth**
- ✓ **Guest Experience Excellence**
- ✓ **Food Safety & Sanitation Compliance**
- ✓ **Product Research & Development**
- ✓ **Vendor Relations & Inventory**
- ✓ **Optimization & Safety Compliance**

PROFESSIONAL CULINARY EXPERIENCE

Company Name, City, ST — Date to Date

CORPORATE EXECUTIVE CHEF

Oversaw 4 NYC high-volume and 5 pop-up locations with annual sales of $65M+, managing all aspects of menu research and development, meeting budgetary and quality requirements while pursuing culinary trends.

- Cut COGS 12% across multiple restaurant locations through vendor negotiations, portion control, and waste reduction initiatives, while increasing clientele 23% through consistent menu innovation and elevated dining experiences.
- Educated and mentored 140 staff on culinary, safety, and health standards and implemented daily sanitation audits across locations, ensuring immediate readiness for health inspections.
- Spearheaded development and implementation of standardized and centralized ordering procedures, harnessing group purchasing power and locking in favorable pricing.
- Championed cost control by driving recipe adherence, introducing innovative approaches, and enhancing production techniques. Researched product sourcing for optimal food and beverage quality within cost limits.
- Orchestrated kitchen certification system tracking employee retention, development, cross-training of stations, certifications, and continuing education advancement for consistent best practices among staff.

Company Name, City, ST — Date to Date

HEAD CHEF MANAGER (Contract)

Directed multi-unit kitchen operations throughout busy Green Trees Airport and functioned as Executive Chef at an innovative Moo to Milk farm-to-table full-service restaurant with menu of 50 offerings changing daily.

- Headhunted during transitional stage of large-scale transformation of Terminal 1, collaborated with key stakeholders on strategy, culinary vision, and research and development of 50+ menu offerings for this union-led, 24-hour operation with $350K-$500K in daily sales.
- Implemented, oversaw, and monitored training and development of 35 cooks, directly supervised 8 chefs, and collaborated with 6 FOH managers across multi-unit locations and multi-kitchen units at each location.
- Architected and developed internal database of 1000+ menu items, defining recipes that met quality standards and launched culinary calendar of 50 menu selections daily.
- Monitored food and market trends, introducing cutting-edge equipment and enhanced techniques to minimize waste.

continued

Company Name, City, ST Date to Date

OWNER/EXECUTIVE CHEF

Shaped and executed business plan and transitioned from concept into full-scale launch of 200-seat high-end waterfront restaurant, achieving $4M in revenues within first year with 22% COGS. Directed kitchen operations, BOH costing, scheduling, payroll, marketing, and facility management. Winner of Top ST restaurant for 5 consecutive years.

- Conceived trend-driven recipes and menus, daily specials, and catering of exceptional events, incorporating innovative dishes, multi-cultural cuisines, and local-fare inspired by demographic research.
- Cultivated positive customer relationships and addressed customer service needs in tandem with General Manager.
- Recruited, trained, and mentored 2 sous chefs, 15 cooks, and 60+ employees, with consistent high staff retention.
- Orchestrated, developed, and conducted highly effective 15-minute food 101 classes for BOH and FOH staff, including knife skills, equipment maintenance, correct equipment, and kitchen safety and sanitation.

Company Name, City, ST Date to Date

EXECUTIVE CHEF

Led high-end steakhouse restaurant with sales over $5M with 24% COGS. Complete oversight for kitchen operations, COGS, scheduling, maintenance, menu/recipe adherence, and safety/sanitation. Collaborated with corporate stakeholders and implemented rebranding initiative, aligning customer dining experience with overall business goals.

- Honored with Top Chef award for best in food quality and presentation, guest satisfaction, cost control, and exceptional facility management.
- Nominated as regional P&L expert for northeastern locations, educating and coaching staff on effective tactics for cost management while ensuring excellence in service and food quality.
- Key partner to Executive Culinary Director, collaborating on new recipe development, concept piloting, and testing, ensuring exceptional quality and delivery across locations.
- Consulted with corporate on leadership programs serving as communication "hub," disseminating information to staff by executing localized training programs—identified staff for senior roles and coached for advancement.
- Employed centralized ordering procedures and tight internal controls to deliver target COGS, consistently meeting budget controls and exceeding sales goals.

EDUCATION

Associate of Applied Science (A.A.S.), Culinary Arts – University Name, City, ST

Bachelor of Science (B.S.), Hospitality Management – University Name, City, ST

Advanced Culinary Diploma – University Name, City, ST

CERTIFICATIONS

Certified Executive Chef (CEC®) – American Culinary Federation (ACF)

Food Safety Manager Certification – National Restaurant Association

ServSafe Manager Certification – National Restaurant Association

Allergen Awareness Certification – State Food Safety

Leadership in Hospitality Management Certificate –American Hotel & Lodging Educational Institute (AHLEI)

Wine & Beverage Management Certificate – Court of Master Sommeliers

TECHNICAL SKILLS

Microsoft Office ◆ POS Systems ◆ HotSchedules ◆ CrunchTime ◆ Ceridian

Chapter 12

Aligning Experience and Age with OnTarget Resumes

Worried you may have too much experience — or not enough — for your target role? Or that your age might affect how your resume is perceived? The samples in this chapter show how to present your background so it feels like the perfect fit.



REMEMBER

These examples represent real people with distinctive experiences and goals. They're offered as roadmaps, not rules, to inspire your approach.



TIP

Whenever possible, I've included resumes in the book that emphasize emerging careers. Want to see even more samples for challenges, other job targets, and employment levels? Visit the companion website at `www.dummies.com/go/resumesfd9e` for additional resume examples. There you'll find:

- Expanded sets of resumes for this chapter's topic as well as Chapters 11, 13, and 14
- Award-winning creative examples from Career Directors International's TORI Awards
- Bonus designs and formatting options that couldn't fit in the print edition

To protect the privacy of the original job seekers, all printed and online samples have been fictionalized in consistent ways:

- The job seeker's name appears as *Your Name* at the top of the resume and as *NAME* when mentioned in a testimonial quote. These indicate where you should refer to yourself.
- Contact information is shown with the words *City, State, Zip Code, Phone,* and *Email.* This is where you would place your contact information.
- Employment dates (and education dates, when included) use the word *Date or XX/XXXX.* This is where you would list your months and years of employment or the year you earned a credential.
- Job descriptions do not list actual employer company names. Instead, you'll see *Company Name, Company A, Company XYZ, Hospital Name,* and the like. This is where you would list your employer's company name.
- If a year is stipulated, such as *Won this award in 2024,* the word *Year* has been substituted for the actual date.

Technical Certificate New Grad seeking Project Manager position authored by Laura DeCarlo. This resume's strategy overcomes challenges by bringing older, related jobs forward and playing up skills gained in the certificate in each of his former roles that initially would have seemed unrelated.

YOUR NAME

City, ST Zip | Phone Number | myemail@yahoo.com

PROJECT MANAGER

PROJECT MANAGEMENT INSTITUTE (PMI) ~ PROJECT MANAGEMENT CREDENTIALS

Talented professional who excels at delivering the right solution and identifying unrecognized opportunities by leveraging passion, focusing on excellence, and broad industry project management expertise. Skilled at increasing sales and profitability by implementing new initiatives and drawing upon transferable research, development and evaluation skills to drive project success.

Takes ownership of projects from inception to completion, proactively managing risks and issues, setting up project strategies, procedures, control systems, quality plans, budgets and timelines. Passion for working with people and strong client relationship management skills.

KNOWLEDGE, SKILLS & TRAINING

- Project Management
- Scope Management
- Time Management
- HR Management
- Procurement Management
- Team Leadership / Guidance
- Framework & Processes
- Quality Planning & Control
- Cost Management
- Scheduling & Planning
- Communications Management
- Search Engine Optimization (SEO)
- Integration Management
- Project Troubleshooting
- Quality Management
- Process Improvements
- Risk Management
- Budget Management

EMPLOYMENT TIMELINE

Held key project-driven positions which included:

Project Management - Kitchen Design — 2 Years
Big Retail, ST

Mortgage Loan Officer (Project Based) — 4 years
Big Finance - MD

Marketing Manager (Project Based) — 2 years
Allied Plywood / Alliance Products / A&M Supply - VA

Project Manager, Construction Company A & Construction Company B — 2 years

EMPLOYMENT EXPERIENCE

BIG RETAIL – Melbourne, FL — XX/XXXX to XX/XXXX

Project Manager – Kitchen Design *(Actual Title: Kitchen Designer)*

Provides strategic, comprehensive leadership and guidance to staff in all aspects of design and build project lifecycles including project scope, initiation, planning, scheduling, budgeting, contractor selection, resource allocation, risk assessment, and quality and cost control. Success attributed to facilitating across-the-board communication regarding project scope, expected deliverables, and major milestones with all involved parties from concept to completion.

- ***Project Management:*** Directed and oversaw all lifecycle aspects of renovation projects from creation to successful completion. Included requirements gathering, project planning, estimating, budget management, change management, and project sign-off.
  - **Cost Control / Order Management:** Planned work according to objectives by managing material and purchase orders and contracts, verifying accuracy, and ensuring project plans were adhered.
  - **Project Planning / Quality Control:** Ensured project plans were developed to meet compliance guidelines and implemented within realistic scope, schedule, cost, and quality.
  - **Requirements Gathering:** Increased kitchen renovation projects by more than 100% above quota through thorough project lifecycle management. Consistently resolved customer issues by understanding customer requirements and delivering solutions to meet their needs.
- ***Staff Training:*** Achieved No.1 and top ranking for regional design centers around the state by developing and facilitating detailed training sessions to kitchen designers. Willingly shares knowledge, allowing the business the meet objectives while encouraging a knowledge sharing culture.
  - Increased project performance by more than $3.8M in residential remodeling projects through staff development.

continued

YOUR NAME **Resume Page Two**

RELEVANT EXPERIENCE HIGHLIGHTS

BIG FINANCE – City, ST XX/XXXX to XX/XXXX

Project Manager - Mortgage Loans *(Actual Title: Mortgage Loan Officer)*

Created key marketing project to develop business and managed the overall success of loan projects for homeowners and investors. Defined projects, analyzed requirements, gathered business requirements, identified risk, delivered quality solutions, and managed the overall schedule to deliver projects on time.

- ***Project Lifecycle:*** Managed lifecycle for projects from needs analysis and requirements gathering to risk management analysis, documentation, liaising with clients and underwriters, and project closure.
- ***Internet Marketing Project:*** Achieved top five search engine placement against more than seven million competing websites by creating and managing a personal mortgage website to generate incoming leads. Generated significant new business leads.
  - **Planning, Analysis & Testing:** Evaluated and tested website content, layout and design and successfully analyzed data from web metrics to improve placement.
  - **SEO:** Achieved search engine placement to top five positions by creating and implementing targeted marketing campaigns. Performed independent learning on search engine optimization (SEO) techniques and use of key words.

THAT PLYWOOD COMPANY – City, ST XX/XXXX to XX/XXXX

Project Manager - Marketing *(Actual Title: Marketing Manager)*

Directed marketing projects for $100M 7-state wholesale distributors with three divisions within a business-to-business environment. Managed all aspects of project management while providing leadership and direction to matrix teams.

- ***Program / Project Management:*** Created all programs and solely managed projects across three divisions. Included product lifecycle management, requirements analysis, planning, liaising with all involved parties, and meeting of critical deadlines for project closure.
- ***Website Project Management:*** Led project management of company website from defining objectives, needs analysis and design to writing briefs, milestones, roll-out and go-live.
- ***Planning / Lifecycle Management:*** Achieved a 44% increase in sales by overseeing product lifecycle management of marketing projects, from researching target markets, lifecycle of design to agency selection and launching of comprehensive campaigns.
- ***Project Control / Execution:*** Delivered a 10-fold increase in sale leads by overseeing the control and execution of project marketing plans for 9-profit centers each targeting unique client audiences and developing the marketing strategy for the newly acquired branch.
  - **Monitoring & Controlling:** Revitalized five struggling districts, taking revenues from $24M to $41M in one year by measuring activities, identifying solutions, and influencing change control.
  - **Issues Management:** Reversed an under-performing districts downward sales trend to 60% revenue growth in under one year by spearheading analysis and resolution of issues.

EARLY EXPERIENCE

Project Manager *– Construction Company A*
Project Manager / Production & Sales *– Construction Company B*

- ***Project Management:*** Directed and oversaw all aspects of construction project management from needs analysis, design, and coordination to implementation for multiple implementation projects in varying scope and size.
- ***Team Leadership:*** Led project teams in the planning, design and build of new projects. Hired and negotiated contracts for all sub-contractors, monitored on-site production, and resolved issues.

EDUCATION & AFFILIATION

Certificate in Project Management – University Name Corporate Education Center

Member, Project Management Institute & PMI State Name Chapter

PMI Specific Interest Groups *(Design-Procurement; Construction; Consulting; Marketing/Sales; Metrics; Risk Management; Information Systems; Troubled Projects; International Development; Service & Outsourcing; Oil, Gas, Petrochemical)*

New Four-Year Graduate Seeking Legislative Staff Assistant authored by Jennifer Fishberg. In this resume, the focus is on playing up the job seeker's valuable internship, turning classes studied into keywords, and including a quote from the congressman for the internship.

YOUR NAME

Street Address, City, State, Zip
☎ Phone Number | ✉ Email Address

"NAME is truly dedicated to public service and consistently goes above and beyond to assist our constituents and his colleagues…a real asset to our team."
– The Hon. Any Congressman, XYZ District

LEGISLATIVE STAFF ASSISTANT CANDIDATE

Self-motivated political science graduate with experience in demanding, fast-paced legislative environment and knowledge of current policy issues. Proven ability to interface effectively with diverse constituents, handle high volume of correspondence for Congressional District Office, and assist with diverse casework. Known for calm under pressure and strong work ethic; excelled in degree studies and internship while working full-time and earning promotion.

Constituent Communications & Casework ▪ Outreach Campaigns ▪ Research & Statistical Analysis
Event Planning & Organization ▪ Administrative Support ▪ Intranet Quorum / MS Office

Additional Knowledge, Skills, and Training: International Affairs ▪ Labor & American Politics ▪ Urban American Politics ▪ Race, Gender & American Politics ▪ American Foreign Policy ▪ Advanced Topics in Quantitative Research ▪ Design & Analysis of Public Opinion Polls ▪ Independent Research Project on XYZ (presented and debated)

EDUCATION

Bachelor of Science in Political Science, XYZ University, City, State

RELATED EXPERIENCE

OFFICE OF ANY CONGRESSMAN, City, State **Date–Date**
Congressional Intern

Office of the U.S. Representative serving five counties of State's ABC Congressional District with diverse population of 200,000.

Key Contributions:

- Monitored, accurately summarized, and prioritized constituent phone calls, mail, and faxes, and drafted correspondence utilizing Intranet Quorum; reported opinion trends to Congressman and Press Secretary during weekly meetings.
- Entrusted with tasks outside the scope of intern duties based on proven professionalism and knowledge of legislative issues; assisted constituents by responding to questions and concerns relating to ABC Act and XYZ Act.
- Selected by supervisor to lead team of four interns on 6-week research project to update outdated contact list, establishing foundation for increased community outreach and engagement.
- Instructed constituents on administrative processes to expedite issue resolution with federal agencies including Social Security Administration, Health & Human Services, Veterans Affairs, and Citizenship & Immigration Services.
- Praised by Congressman for serving as his representative at community events to raise visibility and generate goodwill.

ADDITIONAL WORK EXPERIENCE (TO SUPPORT STUDY)

COMPANY NAME, City, State **Date–Date**
Manager (Date–Date)
Customer Service Associate (Date–Date)

Specialty retailer with 250+ locations across 15 states. Promoted to Manager after only eight months of hire based on demonstrated initiative, reliability, and skill in motivating staff.

Key Contributions:

- Ranked among top 10% of employees nationwide in sales.
- Earned distinction among peers and improved service quality by volunteering to complete highest level of product training on personal time and proactively researching and analyzing product data to better educate customers.
- Sparked 15% increase in targeted brand sales in first year on the job by actively promoting preferred suppliers' products.
- Coordinated and disseminated schedules for 10 staff members to ensure adequate coverage, tracked budget, trained all new hires on opening and closing procedures, and managed day-to-day logistics.

Graduate School New Grad seeking Clinical Nutrition role authored by Laurie Berenson. This resume does a great job of incorporating related volunteer experience into the professional timeline as well as showcasing training as skill. It also nicely uses a quote as a third-party proof testimonial.

YOUR NAME, MS

City, ST Zip • Email Address • Phone Number • linkedin.com/yourname

Recent graduate pursuing a career in

CLINICAL NUTRITION

Compassionate nutrition professional seeking to leverage education and training to provide practical guidance and nutrition support to adolescent patients. Strengths include empathy, adaptability, and clear communication skills.

Areas of Knowledge and Training Include:

- ❖ Nutrition Status Assessment
- ❖ Nutrition Care Process
- ❖ Medical Nutrition Therapy
- ❖ Motivational Interviewing
- ❖ Nutrition Intervention
- ❖ Human Metabolism
- ❖ Group Nutrition Education
- ❖ Nutrition Counseling
- ❖ Clinical Nutrition Management

"Name excelled during her clinical rotation. She has a knack for conveying information to patients and their family members in easy-to-understand terms. She especially thrived in working with adolescents."
– Name, RDN, LDN, Company Name

EDUCATION

Master of Science (M.S.) in Nutrition—Date
University Name, City, ST
- Completed accelerated B.S. to M.S. (ABM) program; scheduled to take the RDN exam on Date
- *Thesis:* "Balancing Macronutrients for Optimal Adolescent Health"

Bachelor of Science (B.S.) in Dietetics with a Clinical Concentration—Date
University Name, City, ST
- Dean's List 8x | Scholarship Award recipient

PROFESSIONAL MEMBERSHIPS & CERTIFICATIONS

Organization Name, Student Member — Date—Present
Organization Name, Human Subjects Research — Issued Date; expires Date
Organization Name, ServSafe Manager — Issued Date; expires Date

INDUSTRY EXPERIENCE

Dietetic Intern, Name Dietetic Internship, City, ST — Date—Date
Completed 1,024 hours of supervised practice in the following rotations: patient services management (32 hours), clinical (448 hours), clinical nutrition management (32 hours), long-term care (32 hours), foodservice management (160 hours), community (160 hours), and pediatric/specialty (160 hours).

Founder & Food Blogger, @accountname — Date—Date
Established and maintain an Instagram account with 4k+ followers. Develop and test plant-based recipes. Design content and edit videos. Engage with followers, other food bloggers, registered dietitians, and plant-based brands.
- Built and maintained profitable brand partnerships with Company A, Company B, and Company C.
- Designed, marketed, and sold a series of e-books with curated collections of plant-based recipes.

Clinical Nutrition Volunteer, Company Name, City, ST — Date—Date
- Under the supervision of registered dietitians on staff, answered patient questions and offered ordering assistance to ensure patient meal selection remained in line with prescribed diet orders.

Continued...

YOUR NAME, MS

City, ST Zip • Email Address • Phone Number • linkedin.com/yourname

INDUSTRY EXPERIENCE—*CONTINUED*

Dietetics Summer Intern, Company Name, City, ST Date—Date

- Completed 50 hours of shadowing experience with the store's on-site registered dietitian, attending nutrition education events, product sampling, children's programming, and in-person nutritional counseling sessions.

Summer Intern (Virtual), Company Name, City, ST Date—Date

- Researched and drafted new content and slides for four modules of an online toddler nutrition course.

Social Media Intern, Name, MS, RDN, LDN Date—Date

- Automated the posting of Pinterest pins for blog posts by introducing Tailwind software for scheduling.

COMMUNITY INVOLVEMENT

Food Pantry Volunteer Coordinator, University Name Date—Date

- Expanded the weekly schedule by six hours by effectively coordinating student staffing for shifts at this on-campus food pantry run by students for students. Promoted to volunteer coordinator after eight months.

Helpline Resource Volunteer, Organization Name Date—Date

- Shared industry resources and referrals by responding to incoming emails within set time parameters.

Cooking with Kids Group Leader, University Name Date—Date

- Educated groups of 20–25 at-risk adolescents about nutrition and healthy cooking and offered community outreach by coordinating three sessions of this hands-on after-school program.

CAMPUS LEADERSHIP

Sorority Name, Chapter Name, Vice President of Philanthropy | University Name

Magazine Name, Assistant Editor | University Name

Nutrition Club Name, President | University Name

SOFTWARE SKILLS

Proficient in Microsoft Office (Word, Excel, PowerPoint), Google Suite, Practice Better, Tailwind, and Canva.

...

"Throughout her time with us, Name acted professionally, demonstrated accountability, and showed an eagerness to learn and contribute. Her research was thorough, detailed, and conveyed a keen understanding of the industry."

– Name, RDN, Company Name

High School Grad seeking summer employment authored by Gabrielle Suttis. This resume prioritizes strengths, skills, learning style, and experience to present a diverse, motivated individual who would qualify for a number of roles and opportunities.

Gabrielle Suttis

High School Graduate

Phone Number | Email Address | City, State

Creative and collaborative high school graduate with a track record of taking on and completing tasks with unmatched acceptance and willingness. Known as a reserved extrovert and flexible team contributor with a strong work ethic who happily takes on assigned responsibilities. Work best with structure and specific direction. Excellent teamwork skills developed through work and progressive hockey experience. Currently the youngest player of the City men's recreational hockey league.

GENERAL SKILLS

Creativity	Trial & Error • Problem-Solving • Improvising • Experimenting • Initiative • Questioning	**Interpersonal**	Collaborating • Respecting & Valuing Differences • Getting Along With & Supporting Others • Compromising • Flexibility • Desire to Contribute
Communication	Speaking • Writing • Listening • Reading • Following Directions • Confidence • Respect	**Organization**	Prioritizing • Decision-Making • Attention to Detail • Visualizing & Planning • Scheduling

EDUCATION

High School Diploma | High School Name – *City, State* Date

Favorite subjects: *Music* – Learn bass guitar part individually and join with classmates on other instruments, playing together in casual, creative, and collaborative classroom setting.

Math – Appreciate the structure and change involved in solving different problems with different mathematical methods.

EMPLOYMENT EXPERIENCE

Framer/Labourer | Company Name – *City, State* Start Date–End Date

Hired to frame residential properties on short evening shifts and full-day weekend shifts. Worked on a team of 3–4 framers, taking direction from site manager and stepping up to pick up where previous crew left off. Maintained safety standards, followed safe work procedures, and produced high-quality work.

Landscaper/Labourer | Company Name – *City, State* Start Date–End Date

Hired to complete commercial landscaping project at a downtown skyscraper. Worked on a team of 3–8 landscapers on 11-hour shifts, taking direction from project manager. Built fences, laid sod, installed sprinklers, and directed crane operator. Completed physically demanding tasks in intense heat. Completed WHMIS training and followed safety procedures.

EXTRACURRICULAR & HOBBIES

City Recreational Hockey League, *Youngest team member* Start Date–Present

Midget U16 AA Hockey, *Defense* Start Date–End Date

Bantam Hockey Start Date–End Date

Hobbies: *Bass Guitar, Acoustic Guitar, Sports & Wellness – Personal Fitness, Downhill Skiing, Hockey*

VOLUNTEER EXPERIENCE

State Minor Hockey Association, *Sold raffle tickets at hockey tournament event* Date

2-Year Degree New Grad seeking Electrical Engineering Technician position authored by Laura Hartnell. This resume pulls from personal experience, employment, and class projects while front-loading skills and knowledge for quick scannability.

Your Name

City, State | Phone | Email

Electrical Engineering Technician – Power Distribution & Control

Recent graduate with hands-on experience in PLC programming, protection relays, HMIs, and MCC wiring. Applied theoretical knowledge through academic projects simulating real-world power distribution systems, including relay protection testing with SEL-751 and Omicron software, PLC-to-robot communication builds, and fire alarm circuit troubleshooting.

Skilled in diagnostics using oscilloscopes, multimeters, and AutoCAD. Complemented by practical experience in residential wiring, Arduino projects, and tutoring peers in AC/DC circuits, PLCs, and MCCs. Recognized for reliability, punctuality, and a safety-first mindset, with proven ability to collaborate in team settings and adapt to demanding environments.

Core Competencies

PLC Programming (Allen Bradley, Siemens) • HMI Design & Programming • MCC Wiring, Troubleshooting, & VFD Programming
Relay Protection Testing (SEL-751, QuickSet, Omicron CMC356) • AC/DC Circuit Design & Diagnostics • AutoCAD Drafting
Power Distribution Systems & Load Balancing • Fire Alarm & Safety Circuit Installation • Electrical Wiring (120V/240V)
Electrical Safety Protocols (CT/PT Applications, CAT Classifications, PPE Compliance, Lockout/Tagout Practices)

Education

Electrical Engineering Technician – Power Distribution & Control | Technical College Name, City, ST [Date – Date]

- Achieved 3.8 GPA while completing advanced training in PLCs, HMIs, MCCs, and protection relays
- Served as Class Representative, providing student input to improve program relevance

Full Plate & Pipe Welding Diploma | Technical College Name, City, ST [Date – Date]

Select Academic Projects

Residential Power Distribution Simulation

- Configured and paralleled simulated power sources to maintain 240V delivery to a residential block.
- Programmed SEL-751 relays with QuickSet software and Omicron injections for reverse power and phase protection.

PLC-to-Robotics Integration

- Programmed PLCs (Allen Bradley, Siemens) to communicate with robotic arms via CAT6 cabling.
- Monitored real-time robot movements through PLC I/O tracking and user interface controls.

Fire Alarm System Circuit Design

- Designed and installed a Class A fire alarm AC system with redundant paths for reliability.
- Diagnosed and corrected wiring errors to ensure uninterrupted alarm functionality under failure conditions.

PLC & HMI Tank Level Control System

- Developed a PLC-controlled tank monitoring system with alarms at 50%, 25%, and empty levels.
- Designed HMI graphics to display tank levels, control valves, and acknowledge alarms.

Motor Control Center (MCC) Programming

- Wired and programmed MCCs to control motor performance using Variable Frequency Drives (VFDs).
- Conducted real-time programming adjustments to evaluate motor efficiency and responsiveness.

Power Source Paralleling Lab

- Safely paralleled a simulated generator with a squirrel-cage motor, matching phase angle, voltage, and impedance.
- Verified successful load sharing while avoiding backfeeding and overheating risks.

Your Name – Page 2

City, State | Phone | Email

Work History

Private Tutor | Company, City, ST [Date – Date]

- Delivered 1:1 and group tutoring in AC/DC circuits, PLC programming, HMIs, and MCCs, improving student understanding through step-by-step instruction and contextual examples.
- Created learning guides that simplified complex electrical concepts into practical applications, strengthening both student performance and personal technical mastery.
- Reinforced knowledge by adapting explanations to diverse learning styles, building communication and mentoring skills transferable to technical team environments.

Welder/Fabricator (Casual Shift Work) | Company, City, ST [Date – Date]

- Interpreted blueprints and welded to safety code specifications, ensuring production consistency and quality.
- Collaborated with team members to complete high-volume fabrication projects under tight deadlines, maintaining strict adherence to safety procedures.
- Applied troubleshooting to correct weld and design issues, emphasizing precision and problem-solving.

Store Manager / Clerk | Company, City, ST [Date – Date]

- Managed day-to-day operations and a team of up to 5 employees in a highly regulated vape-shop environment.
- Enforced compliance with local law by always verifying age of customers and rejecting non-compliant suppliers.
- Built customer trust and satisfaction by providing reliable, knowledgeable service in a fast-paced retail setting.

Line Cook / Prep Cook | Company, City, ST [Date – Date]

- Supported smooth kitchen operations in a high-pressure environment, coordinating with team members to deliver quality service while maintaining strict food safety and cleanliness standards exceeding regulatory requirements.
- Assisted in large-scale events, such as preparing 2,000 wings in a single service period, showcasing stamina, teamwork, and efficiency.

Metal Sorter / General Labourer | Company, City, ST [Date – Date]

- Sorted demolition materials for proper processing, ensuring safety and efficiency in a demanding environment.
- Maintained compliance with PPE and safety protocols in a physically strenuous role.

Personal Projects

Residential Electrical Installations

- Completed multiple projects for family and friends including installing ceiling fans, motion-sensor outdoor lights, bathroom fans, vanity lighting, and outlet replacements. Gained experience working with 120V/240V wiring in non-ideal, real-world environments.

Arduino & Microcontroller Builds

- Experimented with small-scale automation and control circuits, reinforcing knowledge of inputs/outputs, logic, and troubleshooting.

Custom PC Build & Optimization

- Built, upgraded, and overclocked a personal computer, applying problem-solving and hardware integration skills while maintaining system performance and stability.

Young Professional Seeking Customer Service/Sales Associate authored by Susan Guarneri. This resume plays up experience, qualifications, and results gained from a four-year position working for family (without indicating it was a family business). Job bullets draw the eye with titles.

YOUR NAME | City, State, Zip Code | Phone Number, Email Address

CUSTOMER SERVICE & SALES ASSOCIATE
Client Relationship Management / Business Customer Acquisition

☑ **College graduate** with unique blend of experience in customer acquisition, sales and marketing, operations management, client relationship management, and team building in commercial (B2B) marketplace.

☑ **Creative, energetic developer** of high-level (95%) repeat and referral business. Enhanced revenues, expanded customer account base, and boosted client retention by selling and cross-selling full-service, custom-designed flooring solutions for discriminating buyers within a highly competitive market.

☑ **Solid customer engagement and relationship management skills.** Ability to quickly gain clients' respect and trust via empathy, integrity, and credibility. Motivated team player willing to "go the extra mile," partnering with customers and contractors to devise optimal design options for projects ranging from $10,000 to $40,000. Additional proven skills and experience in:

- Client Relationship Management
- Operations / Project Management
- Customer Acquisition Strategies
- Adobe Photoshop & Illustrator
- Consultative Sales
- Digital Marketing
- Revenue Growth
- WordPress Web Design
- Marketing Communications
- Account Development
- Training & Team Building
- Social Media

EDUCATION & TRAINING

Bachelor of Arts, Visual Communications – College Name, City, ST: GPA: 3.8
Courses: Interactive Media Design, Photography, Photoshop, Graphic Design, Visual Communications

Technology Summary: Windows / Mac OS, Microsoft Office – Word, Excel, PowerPoint, Outlook, Adobe Photoshop, Adobe Illustrator, Quark XPress, Macromedia Flash, WordPress.

PROFESSIONAL EXPERIENCE

COMPANY NAME, City, ST [Date – Date]
Subcontracting firm (tile, hardwood flooring, and carpeting) catering to upscale construction trade.

Operations Manager / Business Developer (Actual Title: Project Manager / Designer)
Partnered with owner in branding and guiding thriving business. Supervise 12 F/T and 8 P/T employees.
Worked full-time while attending college (GPA 3.8). Promoted to Operations Management in [Date].

- **Sales Growth.** Played key role in propelling business within 7 years from $80,000 to $2.5 million annually. Initiated direct marketing cold calls with new-home general contractors; grew major contractor accounts from 3 to 10 (single-family home and condo projects increased from 30 to 150 projects per year).
- **Customer Engagement.** Gained reputation as trusted project advisor; teamed with homeowners and contractors to develop elaborate design layouts. Created added value, extended relationships, generated additional revenue, and solidified account penetration via solution-selling, cross-selling, and up-selling.
- **Training & Team Motivation.** Enabled quick turnaround on custom new-home flooring construction projects by scheduling, coordinating, and motivating 4-6 work crews daily. Chosen by owner to train and supervise employees in new installation techniques, quality production, and top-notch customer service practices.
- **Leadership.** Promoted to manage daily operations, including sales and business development. Streamlined operations processes and innovated digital marketing communications to promote best-in-class service.

Early Career Pro seeking Project Manager role authored by Paula Christensen. Metrics and results are emphasized while less-related experience is framed effectively and earlier roles emphasize transferrable stretgths to position for large-scale project management.

YOUR NAME | PROJECT MANAGER

Phone Number | Email Address | City, ST ZIP | linkedin.com/in

Ambitious and proactive team player with a passion for continuous learning and problem-solving. Skilled in project planning, resource allocation, and team leadership, committed to exceeding client expectations.

COMPETENCIES: Project Management | Team Leadership | Budget Adherence | Problem Solving | Site Management | Subcontractor Coordination | Client Relations | Quality Assurance | Safety Compliance | Materials Procurement | Market Research | Sales & Marketing | MS Office: Word, Excel, PowerPoint, Teams | Communication

PROFESSIONAL EXPERIENCE

Project Manager / Foreman | Company Name | City, ST Date–Date

Develop and manage timelines, budgets, and work sequencing. Partner with clients to clarify scope and create detailed plans, including material lists, labor requirements, and equipment needs. Monitor expenditures to stay within cost projections and assign tasks to crew members. Read and interpret plans, using scale ruler to map and mark job sites.

- Supervised team of 8-12, coordinating efforts on initiatives from minor plant replacements to full-yard renovations.
- Reduced cost overruns 18% through better forecasting, tighter spend controls, and refined scheduling.
- Led six-figure, full-yard remodel; slotted crew, navigated key milestones, and communicated with clients.
- Mentored diverse team with no prior landscaping experience, fostering supportive environment that encouraged learning.
- Administered $200K+ in annual project spend, maintaining cost variance within ±3% across major builds.

Real Estate Agent | Company Name | City, ST Date–Date

- Briefly explored real estate industry, honing skills in sales and client communication, before re-aligning career with long-term goals in project management.

Manager in Training | Glacier Landscaping | City, ST Date–Date

Delivered high-quality landscape and hardscape renovations, ensuring customer satisfaction through efficient, precise work. Collaborated across teams and worked independently to meet build and installation deadlines.

- Consistently brought in projects ahead of schedule and under budget.
- Commended for staying level-headed in high-pressure situations, consulting with others to solve problems, and ensuring customer needs were met through great service.

Leasing Consultant | Company Name | City, ST Date–Date

Oversaw daily property management activities, including maintenance, staff supervision, and safety compliance. Tracked expenses, processed payments, and generated reports. Conducted tours, processed rental applications, and guided prospective tenants through leasing process.

- Directed turnover of 1,000 units in two weeks by assigning staff, scheduling cleaners and maintenance, and documenting property damage for billing.
- Worked in tandem with property and operations managers to implement marketing strategies, coordinate events, enhance outdoor spaces, and restructure fitness centers.

EDUCATION

Bachelor of Business Administration (BBA), Minor in Property Management | University Name Date

- *Relevant Coursework*: Project Management, Strategic Management & Business Policy, Procurement & Contract Management, Lean Project Methods, Leadership for Project Teams, Supply Chain & Logistics Management
- *Capstone Project:* Developed comprehensive business plan for revitalizing distressed property, including budgeting, rent adjustments, and market research.

Early Career Pro seeking Instructional Design Lead role authored by Betsy Shepard Reed. Clean and bold design helps showcase relevant experience, skills, internship, focus on results, and value-add for a new leadership promotion.

YOUR NAME

City, ST and Remote | Phone Number | Email Address | LinkedIn

INSTRUCTIONAL **DESIGNER &** LEARNING **PARTNER**

Eschew 'click and yawn' e-Learning. Deploy resources that matter.

Innovative Instructional Designer with 3 years' experience crafting high-impact interactive learning solutions for dynamic and diverse organizations. Proven record designing scalable programs that drive performance, compliance and cultural change. Adept at translating complex information into engaging, accessible online programs and resources.

CORE CAPABILITIES

- Learning Needs Analysis
- eLearning Authoring
- Storyboarding
- Assessment & Evaluation
- Accessibility Standards (WCAG 2.1)
- Stakeholder Engagement
- Instructional Design
- User Experience (UX) Thinking
- Problem Solving
- Project Management
- SCORM & xAPI Awareness
- Scenario-based Learning
- Gamification
- Mobile-first Training Design
- Localization
- Multimedia Production
- AI Avatar Development

PROFESSIONAL EXPERIENCE

Company Name | City, ST
Instructional Design Lead, XX/XXXX to Present

- ► Project Managed successful design and delivery of 3-part online eLearning resource for external use by over 100 specialist surgeons conducting new procedures using proprietary medical devices to ensure procedure and patient safety.
- ► Identified and drove improvement to Quality Management System policy roll-out system using online modules rolled out through Learning Management System (LMS) for ~1000 staff.
- ► Engaged Regulatory and Compliance team stakeholders to establish new process. Deployed 40 policy and procedure modules to targeted staff audiences within 3 months of go-live.

Instructional Designer, XX/XXXX to XX/XXXX

- ► Liaised with People & Culture team to redevelop new starter Day 1 Induction eResources including customizable Induction Checklist, interactive Code of Conduct and a bespoke AI avatar narrator. Applied WCAG 2.1 compliance and UDL principles.
- ► Redeveloped outdated Workplace Safety and Sales Foundations modules. Included analysis, storyboard development and pitch, animation development, video asset development and peer review testing.
- ► Conducted needs analysis for warehouse operations. Designed core and refresher modules deployed via kiosk and handheld device. Utilized AI multilingual translations for content and video closed captioning.

Company Name | City, ST
Intern, XX/XXXX to XX/XXXX

- ► Performed formative evaluation during Alpha testing for new digital learning initiatives and recommended design corrections and improvements to improve user experience.
- ► Participated in prototype review of new program and contributed to storyboard improvements to increase interactivity.

EDUCATION & CERTIFICATION

Graduate Certificate, Leadership for Learning Development | University Name (enrolled online, part-time) – expected late Year
Bachelor of Science, Creative Technology and Design | University of Name, City – Year
-Team member, 2nd place Education Technology Design Challenge "Digital Wellbeing in a Virtual World"
-Winner, University Digital Sprint – "10 Skills to Know by Graduation"
Certified Articulate Training | Training Entity

TECHNICAL SKILLS

Articulate (Certified) | Adobe Captivate | Canva | Powtoon | Synthesia | ClipChamp | Snagit | Miro | Moodle | Litmos

Early Career Pro seeking Criminal Intelligence Analyst role authored by Gabrielle Suttis. Collaborative approach to showcasing work in legal field and academics in criminology to show balanced value, keywords, talents, and results that would position for this new opportunity.

Your Name

Email Address
Phone Number
City, State

CRIMINAL INTELLIGENCE ANALYST

Criminology Professional Creating Lasting Social Change through Strategic Research, Critical Thinking, & Data Analysis

Disciplined and adaptable team contributor with experience and education in research, analytical methods, reporting, and presentations. Advanced understanding of criminology and critical and creative thought processes.

Self-starter driven by intrinsic curiosity and passion for lasting impact. Energized by taking on challenges, learning new things, and organizing information. Meticulous and perseverant with proven technical abilities and demonstrated track record of fulfilling individual responsibilities while furthering team and organizational goals.

Recognized for strong initiative, interpersonal, and problem-solving skills. Tactful and empathetic when dealing with sensitive and confidential material. Current Organization Name volunteer.

CORE COMPETENCIES

- ✓ Statistical Analysis & Reporting
- ✓ Database Management
- ✓ Presenting & Liaising
- ✓ Creative & Critical Thinking
- ✓ Interpersonal Communication
- ✓ Confidentiality & Sensitivity
- ✓ Memorization & Recollection
- ✓ Diversity & Inclusion
- ✓ Microsoft 365 & Google Workspace
- ✓ ArcGIS & CanLII
- ✓ Bilingual: French & English

EDUCATION

Bachelor of Arts in Criminology, *with Distinction (GPA: 3.8)* – University Name — Date

Awards & Scholarships: First Class Standing – Dean's Honor Roll 3X & Scholarship Name Award 4X

Relevant Coursework: Criminology (courses & practicum), Research Methodology, Applied Statistics, Social Statistics, Women & Crime, Canadian Politics, Social Methodology, Governance & Indigenous Nations, Sociology & Law, Indigenous Peoples & Criminal Justice System

High School Diploma, *with Honors, French Immersion* – High School Name — Date

DELF, Diploma in French Language Studies – Organization Name

EMPLOYMENT EXPERIENCE

COMPANY NAME – City, State — Start Date–Present

Personal injury litigation firm. Named Top Personal Injury Boutique by *Magazine Name*.

LEGAL ASSISTANT

Confidential & Sensitive Information • Database & Data Management • Prioritization & Organization • Criminal Law

Recruited as Office Assistant to manage 3K–4K active data files and promoted to Legal Assistant within 8 months. Supported 2 lawyers and 1K files (~500 each) in dictation, transcription, data management, permanent redaction, and creating and distributing correspondence and legal documents. Connected with insurance adjusters, medical offices, and clientele, providing discrete and compassionate customer service.

- **Took on additional responsibilities** with little guidance or training. Persevered to quickly adapt, identify necessary actions, and efficiently acquire new skills.
- **Ensured quick and easy access to current data** by managing and maintaining 3 different databases.
- **Employed critical writing and critical thinking abilities** to submit settlement proposals and mediation briefs requiring dictation, editing, reviewing, and restructuring content. Differentiated relevant and irrelevant details.

ORGANIZATION NAME – City, State Start Date–End Date
Government-funded bilingual non-profit committed to making a difference in the lives of Black communities in Country.

PROGRAM SUPERVISOR / RESEARCH COORDINATOR
Analytical Methodologies • Strategic, Tactical & Statistical Analysis • Strategic Analytical Product • Reporting & Presentations

Recruited as Summer Research Coordinator and kept on full-time after contract completion. Promoted within 7 months to Program Supervisor. Oversaw 3 research programs as primary lead, 3 research coordinators with 1 research project each, and additional ad hoc projects.

- Created reports and presented briefings; wrote and administered grant applications; planned and implemented organization-wide programs; and facilitated workshops, seminars, and webinars, capitalizing on creative and critical thinking and collaboration abilities.
- **Interviewed Social Service member on Company's podcast,** providing insight from the Black community into common misconceptions about Social Service Provider.
- **Liaised with Organization Name and Organization Name dignitaries** and non-profit leaders to promote events, coordinate event logistics, and ensure participation and funding (i.e., International Women's Day, Black History Month).

Research Project: Research Project Name

- **Ideated and developed the research project that won $10K in government funding and placed third** at the Competition Name global competition in Year. Created the plan and outline and oversaw execution of complex research techniques resulting in final product.
- **Presented research findings to groups of 1–300,** including management, funders, and event participants.

Research Project: Research Project Name

- **Planned research outline and supervised project execution** of this qualitative research study focused on spotlighting common areas of workplace suffering for participants from the Black community.

COMPANY NAME – City, State Start Date–End Date
Criminal justice attorney working with individual offenders.

LEGAL ASSISTANT / PRACTICUM STUDENT
Criminal Law • Document Management • Data Analysis & Data Management • Statistical Reporting

Completed 4-month field placement during last term of criminology degree to support defense lawyer's daily activities. Established client relationships, coordinated scheduling, and compiled documentation and court files.

- Developed an appreciation for and understanding of the complexity of criminal law.

ADDITIONAL EMPLOYMENT EXPERIENCE

MANAGER, COMPANY NAME – City, State Start Date–End Date
Maintained a full course load and 3.8 GPA in university while working 30 hours/week.

COMMUNITY INVOLVEMENT

COMMITTEE NAME – ORGANIZATION NAME Start Date–Present
Selected to provide thoughts, opinions, and feedback on various upcoming projects.

SOCIAL MEDIA VOLUNTEER – ORGANIZATION NAME Start Date–End Date

VICE PRESIDENT OF EVENTS – ORGANIZATION NAME Date

Early Career Pro seeking Senior Customer Service role authored by Laurie Berenson. Bold formatting highlights exceptional industry stats, which helps the candidate to stand out for next opportunities.

YOUR NAME

City, State | Phone Number | Email Address | linkedin.com/in/yourname

SENIOR CUSTOMER SERVICE REPRESENTATIVE

Dedicated to Excellence in Every Customer Interaction

Customer-focused professional with a track record of providing exceptional support. Skillfully employs patience and empathy to understand and meet customer needs, and a calm, professional demeanor to achieve a positive resolution and customer satisfaction. Track record of being an effective communicator and efficient representative.

Problem-Solving ▪ Active Listening ▪ Data Entry & Management ▪ Judgment & Discretion ▪ Professional Acumen
High-Pressure Situations ▪ Patience & Empathy ▪ Prioritizing Competing Demands ▪ Administrative Support
Multitasking & Organizational Skills ▪ Adaptable ▪ Verbal & Written Communication Skills

WORK EXPERIENCE

Company Name, City, ST — Date – Date

SENIOR CUSTOMER SERVICE REPRESENTATIVE (Date – Date)

Promoted to this customer-facing role with a focus on member satisfaction and issue resolution. Answer inbound calls regarding questions on insurance coverage, benefits, and claims. Respond quickly and professionally to member inquiries. Collaborate cross-functionally to process prior authorizations, research coverage questions, or check on pending appeals and disputes. Utilize ticketing system to manage requests and communicate with members and support associates via internal portal and email.

- ✓ Achieved **88%+ first call resolution rate** for the past two years.
- ✓ Realized **16% improvement in quality assurance score** by prioritizing scripts and issue resolution procedures.
- ✓ Maintained **one of the lowest call transfer rates** within peer group at 21% for past five quarters.

- Enhance the member experience by effectively managing interactions and average time to resolution.
- Ensure customer care standards are met by following specific quality assurance workflows.
- Clearly communicate member issues to allow support teams to resolve 90% of requests within targeted time.

CUSTOMER SERVICE REPRESENTATIVE (Date – Date)

- Manage a high volume of calls by maintaining a calm, professional demeanor in a fast-paced environment.
- Selected for special projects and assignments including system templates and script refinement projects.

EDUCATION & TRAINING

ASSOCIATE OF SCIENCE IN BUSINESS ADMINISTRATION — **University Name**, City, ST

CUSTOMER SERVICE IN-HOUSE TRAINING (LEVELS I AND II) — **Company Name**

CUSTOMER SERVICE FUNDAMENTALS CERTIFICATE PROGRAM — **Organization Name**

COMPUTER SKILLS

Proficient in Microsoft Office (Excel, Word, Teams, Access), Google Workspace (Docs, Sheets, Slides), Zendesk, Slack, Zoom, LivePerson, ServiceNow, and Notion.

...

Mid-Level Pro seeking Retail Manager role authored by Laura DeCarlo. Front-loading of metrics coupled with formatting, which draws the eye to transferrable experience and results, supports an in-demand candidate for easily competing in her category.

YOUR NAME

City, ST Zip Code | Phone Number | Email Address

RETAIL MANAGEMENT PROFESSIONAL

Sales & Revenue Growth • Management & Direction • Personalized Customer Service

~ Established #1 Center in (Name of State) – Maintained 30% Profitability ~
~ Top individual performer: One of only 50 Directors from 620 centers invited to attend national convention. ~
~ First Director to Achieve $100K Per Month – Turned Around Struggling Center ~

High-performing, motivated, and astute Retail Manager who draws upon exceptional sales expertise, client management, and interpersonal skills to turn around struggling businesses, boost client base, and drive sales and revenue growth. Dynamic leadership abilities with proven success in staff selection and training, and mentoring teams to embrace a shared vision. Hands-on and aggressively competitive, yet able to create and maintain positive working environments. Consistent top independent sales performer

KEY COMPETENCIES

- Sales & Revenue Growth
- Client Relationship Management
- Client Motivation
- Sales Staff Development
- Team Building & Incentive
- Operational Management
- Resource Coordination
- P&L & Inventory Tracking
- Account Management
- Hands-On Leadership
- Customer Needs Assessment
- Product / Service Up-Selling
- Recruitment & Training
- Technology
- Administration & Reporting

PROFESSIONAL EXPERIENCE

WEIGHT LOSS COMPANY A – City, ST XX/XXXX to XX/XXXX

Center Manager
Recruited to recapture disillusioned clients and grow newly re-vamped company branch after original franchisees unexpectedly ceased operations. Directed all functions of sales, staff development, and day-to-day operations for this retail facility with membership sales.

Membership/Product Sales & Business Development:

- Aggressively pursued lost member retrieval, succeeding in regaining 20% of existing clients resuming their service despite unexpected closure, two-month service suspension, and loss of clients to competitors.
- Overcame general consumer wariness after publicized failure of previous franchise owners to **convert approximately 50% of calls and walk-ins,** signing to minimum of 52 weeks at $354 fee. Additionally excelled in upgrading these sales for frequent first-time packages of $584.
- Maximized evaluation sessions to create second selling upgrade opportunities to promote and sell product range as well as to provide high level of support and guidance necessary for client success and retention.
- Grew new client list through hosting open-house events, demonstrating cook book recipes and welcoming member's guests, plus introduced referral bonus program.

Client Retention & Account Management:

- Established vital client rapport through open and honest support, establishing the root cause of weight issues and planning strategies for success. Instigated follow up program as a priority, tracking visits, personally working to overcome disappointment, and maintaining motivational contact.
- Overcame challenges with poorly maintained and managed client and inventory records by building and introducing a highly accurate, workable client and product database.
- Contacted each client personally when center finally closed down, using total force of empathy and diplomacy to inform on matters such as refunds, and closing out pre-purchased inventory.

Operations Management:

- Worked with staff to provide motivational leadership, guidance, and direction to enhance selling skills, and upgrade knowledge and performance.
- Grew insufficient product inventory to increase sales in bars, vitamins, and cookbooks with **20% of up-front add-on client sales.**
- Handled all aspects of operational management for organization from staff HR to daily reporting.

YOUR NAME **Resume Page Two**

PROFESSIONAL EXPERIENCE

WEIGHT LOSS COMPANY B – City, ST XX/XXXX to XX/XXXX

Center Manager
Originally challenged with management consultant role to assist several retail facilities in operations and sales, which rapidly transitioned into a Center Director position with responsibility for two centers. Faced with run-down operation where all staff but one had resigned and the challenge to start from scratch to rebuild clientele and boost revenue. **Successfully positioned facility as top sales performer in its market.**

Recruited back in 2005 to attack dramatic decline in rankings from #1 to #6 out of 8. **Became first Director to meet company challenge and achieve $100K monthly revenue** (growth from $40K) thereby turning around struggling center. Directed operations, handled staffing, inventory, and weekly and monthly reports and P&L.

Business Development & Growth / Turnaround:
- Dramatically grew and maintained monthly revenue from $40K to $100K p/m, within 7-months of return to company, rebuilding strong customer relations that had dwindled during absence, and establishing incentives to boost business and revenue growth. Grew staff to team of 9.
- Achieved #1 out of 8 centers in marketplace and maintained 30% monthly profitability through strict control over inventory, ordering, payroll percentage, and average sales, and accurate P&L reporting.

Membership/Product Sales:
- Regularly achieved **70% success rate from call to** sale on $330-$400 first sales, with **50% success upgrading to platinum membership.**
- Product sales averaged $85-$100 p/w predominantly on food products but including videos, scales, cookbooks, and vitamins. Skilled in closing sales and up selling to those needing assistance.
- **Won prestigious award to be one of 50 directors out of 620** U.S. and Australian centers to attend national conference by increasing production over quota and exceeding bonus.

Hiring, Training & Supervision:
- Recruited staff from scratch, drawing on ability to choose individuals with talent and potential, to ultimately train and develop winning team. Two of original team still employed as key consultants 8-years later.

Client Retention & Account Management:
- Provided a sensitive approach to client need and goals, and the personal touch of knowing each of 200 individual names, plus one-on-one consultations to attain rapport, increased sales, and retention.

WEIGHT LOSS COMPANY C – City, ST XX/XXXX to XX/XXXX

Sales Consultant
Recruited to boost membership sales, conduct consultations, and provide high-level client support. Demonstrated flexibility by working in, and conducting consultations within, several centers. **Drove sales to consistently be ranked #3 sales consultant across all 8 centers.**

EDUCATION & TRAINING

College Preparatory Program – J.M. Tate High School, Gonzales, FL
Sales & Management training programs

Mid-Level Pro seeking Technical Sales Executive role authored by Susan Barens. Bolding and clean lines draw the eye to key content and results, which are critical to any sales professional.

Your Name

TRANSFORMATIONAL SALES EXECUTIVE

B2B CONSULTATIVE SALES | TECHNICAL SOLUTIONS | INDUSTRY APPLICATIONS

Greater City Area | Phone Number | Email Address

"Revolutionizing business success one human connection at a time."

AWARD-WINNING BUSINESS DEVELOPMENT LEADER AND SALES GENERATOR with a proven career capturing markets and growing robust pipelines and revenue gains in fast B2B product and service markets.

COMPETITIVE STRATEGIST AND NATURAL PERCEIVER of customer challenges, priorities, and needs. Iron-clad partnership builder with a history of overcoming resistance, winning long-term customers, and simplifying complex, value-added solutions that close gaps and improve, transform, and scale a client's business.

AUTHENTIC COMMUNICATOR AND NEGOTIATOR of win-win solutions. Known as a patient, optimistic, and servant leader that embraces change, encourages people to have fun, and produces year-over-year results.

SALES LEADERSHIP STRENGTHS

- Sales & Program Planning, Strategy, & Execution
- Forecasting, Revenue, & Gross Profit Goals
- Market Data, Trends, & Expansion
- Product Development, Branding, & Launch
- Customer Success & Net Promoter Score (NPS)
- RFPs, Bids, Pricing, & Multilevel Negotiations
- Vertical Distribution Channels & Partnerships
- Long Sales Cycles, Quotas, KPIs, & Metrics
- Product Demos, Education, & Testing
- Trade Shows, Conferences, & Networking

Career History & Achievements

COMPANY NAME. City, ST | XXXX to Present

SENIOR TERRITORY SALES LEADER, XX/XXXX to present

$1.5M annual sales revenue • NC, SC, GA, FL, VA, MI, OH, IA • 72 Tier 1 accounts • Team of 6

TOP ACCOUNTS: ABC Manufacturing, CDE Automotive, Ponch Motors, Org Systems

Fuel revenue and profit goals for a global manufacturer, distributor, and servicer of OEM solutions. Define and build annual strategic and tactical business development, sales, and program plans that grow portfolios, penetrate markets, drive brand recognition, and build relationships with Tier 1 suppliers, distributors, and end users.

Drive tooling design, technical processes, and Net Promoter Scores using market research, gap analysis, and product education programs. Manage pre- and post-sales analysis, trade shows, and operator conferences. Oversee business development and sales metrics reporting.

- **Boosted sales from zero to 350% in four months** after introducing a new advanced cutting tool design featuring the best delivery time and quality in the industry.
- **Grew new sales 15%+** each year by using competitive market intelligence and enlisting product specialists during client meetings to better serve the client's needs and simplify the sales process.
- **Built the southern territory from one to 72 accounts** after defining, analyzing, and segmenting the market; setting new goals; and using new and traditional strategies that included cold calling.

Your Name – Pg 2

TECHNICAL SALES ENGINEER, XX/XXXX to XX/XXXX

$1M in annual revenue • Tier 1 accounts

TOP ACCOUNTS: CDE Automotive, Ponch Motors, Org Systems

Drove tooling product sales across assigned territory by growing existing customer portfolio and acquiring new business. Collaborated with commodity managers, engineers, and purchasing agents to identify monthly, quarterly, and annual goals and develop product marketing strategies. Achieved quota by prospecting customers using market research, cold-calling, sales leads, and networking. Performed technical and manufacturing needs analysis, demos, and training.

- **Saved multimillion-dollars in annual costs** after developing a dull tool inventory system that sold refurbished tools across the industry in record time.

COMPANY NAME. City, ST | XXXX to XXXX

DEPARTMENT HEAD, XX/XXXX to XX/XXXX

Oversight of 4 Departments • Temporary & permanent staff management

Drove customer service, merchandising, and department key performance metrics for multiple departments of a leading home improvement retailer. Led daily operations including customer service, merchandising, loss prevention, and product and service sales. Led human resources activities and trained, coached, and developed teams for personal and professional growth.

- **Achieved the "Gold Level Award"** year after year in recognition of exceptional management skills, displaying consistent team camaraderie, and for serving as the voice of the customer.

Early Sales Career Highlights 5+ years:

123 CONSTRUCTION — City, ST | **Safety Specialist**

Education & Professional Development

UNIVERSITY OF NAME – City, ST

Certificate, Business Administration

NAME OF ORGANIZATION PROFESSIONAL SALES TRAINING & CERTIFICATIONS:

- Human by Design: Future-Proofing Yourself in an AI-Driven World
- Winning with Relationship Selling | Appeal to Buyer Motives to Close
- High Impact Presentations | Develop your Leadership Potential

Mid-Level Pro seeking CRO Analyst role authored by Zakiyyah Mussallihullah. Designed with rich keywords throughout and border designs to show off and emphasize a stronghold in data analytics while demonstrating a unique skillset in CRO analysis.

YOUR NAME

City, ST | Phone Number|Email Address

CRO Analyst: Key Player in Boosting Strategic Conversions

- Passionate, innovative CRO Analyst with a unique blend of skills crafting and executing testing roadmaps that exceed YoY goals. Highly effective at brainstorming and exploring pragmatic solutions to enhance process flows/operational efficiency and limit downtime across an organization.
- Recognized as a Thought Partner for unwavering commitment to achieving the bottom line while planning and facilitating A/B testing, CRO and UX Research, and SEO Strategy. Google Analytics Certified.
- Expertly aligned business objectives with consumer needs based on UX research. Successfully designed full-scale process updates and optimized conversion rates/digital presence/search engine rankings.

Areas of Expertise:

Conversion Rate Optimization | Data Analysis | Consumer Behavior | KPIs | Relationship Building | Quality Assurance | SEO Strategy | CRO Research | UX/UI Design | A/B Testing | Strategic Quality | Accessibility Assurance | Systems Management | Wireframing | Project Management | Social Media Campaigns | Project Management | Google Workspace | MailChimp | HubSpot | BuzzStream | OptinMonster | Instapage |Convert | Looker | Data Studio | HTML | CSS | JavaScript | SQL | Tableau | Power BI | Jupyter Notebook | R | Python

PROFESSIONAL EXPERIENCE:

Company Name – City, ST [Date – Date]
CRO Analyst [(Date – Date)]

Created and refined testing roadmaps, guiding A/B testing implementation along with conversion optimization strategies for diverse client portfolios, including e-commerce, lead generation, and B2B sectors. Performed website performance analysis to pinpoint areas for improvement and present findings before leadership. Cross-collaborated with teams and led client meetings and presentations, effectively communicating optimization strategies, user feedback, and methods to enhance the overall user experience. ***Key Achievements:***

- Ideated, tested, and launched strategic roadmaps and monitored and recorded statistical analysis. When statistically significant, performed additional testing. Carried out strategic adjustments to the roadmap.
  - Prompted a 400% increase in clicks and a 43% boost in mobile purchases.
- Developed and implemented sophisticated spreadsheet frameworks which facilitated improved brainstorming sessions, particularly for high-profile clients with large datasets.

Link Developer: SEO [(Date – Date)]

Generated comprehensive end-of-month reports summarizing achievements and progress-to-goals department-wide. Cross-collaborated with the content team to perform keyword filtration and improve search engine rankings. Generated organic content to improve clients' SEO rankings by introducing linkable content to their website's blog. ***Key Achievements:***

- Customized client link-building strategies by securing key backlinks via targeted email outreach campaigns.
  - Triggered a 200% increase in visitor clicks and 75% increase in viewership.

Company Name – City, ST [Date – Date]
Service Operator

Managed up to 7 concurrent projects with overlapping timelines from conception to completion, coordinating tasks and time allocation to enhance operational flow and increase shop output speed and updating inventory levels. Adhered closely to company policy and safety protocols. ***Key Achievements:***

- Presided over large-scale, deadline-driven projects while navigating a multitude of shifting priorities.
  - Rolled out the Lean Six Sigma methodology to reduce stock downtime by 74%.

EDUCATION

Bachelor of Science in UX/UI Design – University Name, City, ST| **Google Analytics Certified**

Mid-Level Pro seeking Senior Product Development Manager role authored by Jennifer Fishberg. Positioned effectively by connecting a technical and scientific side to the overall business impact, this resumee grabs attention with a top right caption and a clean, scannable presentation.

Your Name

City, State Zip
Phone ■ Email
Your LinkedIn Profile URL

Product Innovator.
Consumer Champion.
Sustainability Advocate.

SENIOR PRODUCT DEVELOPMENT MANAGER

Elevating Quality ■ Harnessing New Technology ■ Jumpstarting Innovation

Trusted product development expert skilled at synthesizing data-driven insights, market demands, and emerging nutrition science into cutting edge food products that drive global growth. Demonstrated commitment to prioritizing sustainability and attaining the highest bar for quality and consumer satisfaction. Relied on to cultivate supplier and manufacturer partnerships and dissolve complex technical, financial, and logistical hurdles.

Key Areas of Expertise & Value Offered

- ✓ R&D Leadership
- ✓ Regulatory Compliance
- ✓ Commercialization Process
- ✓ Risk Mitigation
- ✓ Data Analysis & Reporting
- ✓ Quality Assurance & Safety
- ✓ Sustainability & Transparency
- ✓ Formulation & Testing
- ✓ Consumer Trends
- ✓ Ingredient Sourcing
- ✓ Manufacturing Scale-up
- ✓ Project Management

LEADERSHIP & INNOVATION HIGHLIGHTS

HEAD OF PRODUCT DEVELOPMENT, COMPANY NAME, City, State | Date–Present

Role Overview: Recruited to helm R&D of groundbreaking food products from concept through commercialization for leading global brand. Drive complex technical projects with curiosity, scientific rigor, and urgency. Ensure regulatory compliance. Coordinate trials according to GMP. Cultivate strategic partnerships with suppliers, including innovative ingredient start-ups. Ideate solutions to supply chain and production barriers.

Success Highlights:

- Captured 25% cost savings and boosted margins by 19% per unit on new product line without sacrificing quality through diligent streamlining of logistics and supply chain.
- Reimagined struggling product line with costly formulation; oversaw development and launch of new variety that boosted sales by 20% and won consumer praise.
- Inherited new food line languishing in development and plagued by technical and financial roadblocks; u-turned to launch within three months on the job and heralded as major win.
- Pioneered award-winning, plant-forward product line that paved the way for company's entry into growing and previously untapped multimillion-dollar market segment.
- Propelled globalization of innovative new snack product line, making first inroads into EU.
- Stemmed high rate of turnover within product development team and strengthened leadership bench; mentored top-performers to promotion and improved retention by 30%.

Continued

QUALITY & FOOD SAFETY MANAGER, COMPANY NAME, City, State | Date–Date

Role Overview: Brought on board to oversee quality assurance and food safety programs. Orchestrated new ingredient review and approval process. Conducted supplier site audits nationwide in accordance with regulatory standards. Translated consumer complaint data into actionable recommendations and spearheaded quality improvement initiatives.

Success Highlights:

- Architected quality program infrastructure from ground up at new vertically-integrated manufacturing facility critical to organization's expansion goals; launched ahead of plan.
- Slashed product returns by 25% by spearheading introduction of manufacturing process tracking technology that enabled real-time detection of food safety risks.
- Protected consumer trust as final decision-maker on ingredient suppliers; conducted site audits nationwide, rooting out safety and operational failures and recommending fixes.
- Sharpened supplier oversight by harnessing new technology to add layer of accountability.

.■ ■ ■

EARLY CAREER: As Clinical Dietitian, oversaw development of nutrition plans and therapeutic diets to support patients' health goals and improve medical outcomes.

ACADEMIC & PROFESSIONAL CREDENTIALS

MASTER OF SCIENCE, CHEMICAL ENGINEERING, University Name
BACHELOR OF SCIENCE, FOOD SCIENCE & NUTRITION, University Name

Member, National Association of Nutrition Professionals
Member, Academy of Nutrition & Dietetics

Mid-Level Marketing Manager authored by Michelle Swanson. In this resume, relevant early experience that might make the timeline too long is placed in a separate section without dates. Quotes from bosses are showcased along with a functional breakdown of accomplishments under jobs.

Your Name

Phone Number | Email Address

MARKETING MANAGER

- Savvy professional offering eight years of top marketing leadership experience and repeated success aligning marketing efforts to strategic business goals to grow revenue and company market share. MBA in Marketing.
- Excel at bringing structure, standards, and processes to optimize productivity and take marketing organizations to the next level and support businesses in unstable market environments.
- Expertise in pushing strategies through the organization and rallying teams around a common goal.

AREAS OF EXPERTISE

Corporate Marketing Leadership
Brand Management & Communications
Marketing Project Management
Strategic Business Planning
Ecommerce Strategy
Email/Promotional Campaigns
Content Generation

PROFESSIONAL ENDORSEMENTS

"She has the **vision, the technical understanding and the management skills** to lead our projects to a successful conclusion."

"**I find her marketing mind to be instrumental in the success of the programs I manage.** She sees the big picture quickly and provides the strategic plan, tools and presence needed."

Read more endorsements on LinkedIn.

MARKETING ACHIEVEMENTS

MARKETING MANAGER • Company Name, City, ST Date–Present
Recruited to improve marketing department through process and positioning for company sales growth. Supervised marketing and ecommerce team of four employees and managed corporate ecommerce strategy, email campaigns, branding, corporate planning, and content generation.

Introduced marketing strategy and structure

- Brought much-needed focus and strategy to the marketing department. Worked with company owner to define expectations, prioritize initiatives, and ensure marketing efforts aligned with corporate goals.
- Expanded email and promotional campaigns by establishing company's first sustained editorial calendar and formal promotion planning process.

Grew annual ecommerce sales 10%–15%

- Enhanced website usability / functionality and customer experience; collaborated with ecommerce manager to define and implement strategy.
- Participated in launch of paid online marketing strategy, which has positively impacted sales and spurred further investment.
- Minimized abandoned shopping carts by initiating and leading development of automated email campaign. Utilized targeted campaign to reminder shoppers of abandoned carts and auto-send discount offer.

Enhanced sales materials to drive market penetration

- Created and planned distribution of integrated card binder that captured 200% first-year revenue growth in the product line.
- Improved quality of sample pack program which supported brand image, reused content, reduced collateral expenses, and represented features of more than 24,000 products.

Championed cross-functional initiatives to support the business

- Selected and implemented new ERP system, which involved cross-departmental planning, discovery, and sourcing during 6-month selection process.
- Coordinated transfer of pre-press position to production department to sharpen focus of marketing group.

Your Name

Phone Number | Email Address

Marketing Achievements, Continued

MARKETING MANAGER • Company Name, City, ST Date–Date
Brought on board to provide strategic marketing and business leadership in a mature industry. Aligned marketing strategy and tactics to meet corporate objectives.

Guided department through a shrinking market

- Maintained marketing functions as budget decreased and department was downsized from 4 to 1 employee.
- Developed company's first-ever new product development process, which enable staged development with limited resources and minimal risk, and helped company better compete in a changing market.
- Enabled 80% annual client retention by creating and distributing packaged collateral and original content, which included data-rich articles, success stories, and tips for maximizing research investment.
- Maximized existing resources by seeking out cost-reduction opportunities:
  - Reduced postage costs by nearly 40% by incorporating postal discounts.
  - Slashed printing costs 50% by integrating more efficient production procedures.

Gained competitive advantages through new product development

- Drove development of an industry-first product that addressed unmet customer needs.
- Played key role in major initiative to develop online gift giving service with automated fulfillment of hundreds of incentives annually.

MARKETING SPECIALIST / MANAGER • Company Name, City, ST Date–Date
Promoted from Marketing Assistant to Marketing Specialist/Manager to lead the corporate marketing department of three employees.

Strengthened company-wide marketing efforts

- Coordinated marketing activities for 9 offices throughout the Midwest, including seminar events, trade show/conference exhibits, sales collateral, newsletter generation, direct mailings, and advertising plans.
- Maximized resources at trade shows by auditing participation.

■ ■ ■ Additional Experience ■ ■ ■

PUBLIC RELATIONS DIRECTOR & PROMOTIONS STAFF • Company Name, City, ST

- Produced and edited monthly newsletter, and coordinated promotional events.

MARKETING ASSISTANT • Company Name, City, ST

- Managed publication of proposals/reports and drafted advertisements for trade publications.

Education

Master of Business Administration (MBA)
Emphasis in Marketing
University, City, ST

Bachelor of Science in Speech Communication, *cum laude*
Emphasis in Public Relations
University, City, ST

Mid-Level Sales Professional authored by Adrienne Tom. This resume grabs the reader by using quotes, graphs, bold unique selling propositions, tables, and bullet titles. The results truly stand out with this combination of layout while maintaining a clean and easy-to-read format.

YOUR NAME

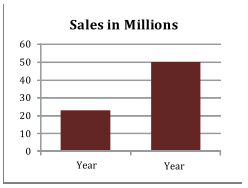
City, State Zip | Phone | Email

SENIOR SALES REPRESENTATIVE

Customer-Centric Solution Seller
Driving Rapid Revenue Growth

Secure client loyalty through effective relationship selling and customized sales solution campaigns

Sales leader who excels at driving revenue growth by quickly identifying opportunity and turning untapped potential into lucrative results.



- → **Consensus-builder;** transform customer perceptions from something they want into something they need; establish trust to create high ROI relationships.
- → **Solution-generator;** quickly adapt to diverse sales environments to realize revenue growth; instrumental in both start-up development and established business expansion.
- → **Strategic high-achiever;** consistently exceed targets and surpass expectations to secure top sales year after year; develop customized sales approaches to modify operations, proving "**the impossible is possible**."

PERSONAL SALES METHODOLOGY:

ADAPT TO AUDIENCE → EXPLORE EVERY AVENUE → DEFINE SALES PITCH → PRESENT WITH PERSUASION

SALES RECOGNITIONS AND RESULTS

- ✓ **Increased sales revenues by 117%** in two years at Company Name.
- ✓ **Achieved #1 in sales every year** in both profit and gross margin at Company Name.
- ✓ **Exceeded sales targets, every year, by as much as 190%** at Company Name.
- ✓ **Expanded tradeshow revenue to $20M** at Company Name.
- ✓ **Launched company from start-up to $680K** within first 12 months at Company Name.
- ✓ **Amplified start-up profits by 210%** in two years at Company Name.

"Name orchestrated a fundamental change in our sales approach, generating millions of dollars in previously untapped markets."

- Regional Manager, Company Name

Signature Sales Strengths:

- Business Development
- Customer Needs Analysis
- Strategic Sales & Marketing
- Cold Calling & Prospecting
- Revenue Acceleration
- Relationship Management
- Solution Selling
- Negotiations
- Policy Development
- Sales Force Training
- Market Analysis
- Tradeshow Representation

continued

YOUR NAME

City, State Zip | Phone | Email

PROFESSIONAL EXPERIENCE

Company Name – City, ST

Sales Representative, Date – Date

As top sales performer, promoted to oversee over $11M worth of business and motivate most profitable region to exceed top sales numbers; ***accelerated revenues from $23M to $50M in two years***. Managed policy and procedure development, drove new business pursuit, developed new sales talent, spearheaded tradeshow selling, directed inventory control, and administered staff training, scheduling, and direction.

Overshot sales targets every single year by as much as 190%:

	Year 1	Year 2	Year 3	Year 4	Year 5
% Over Target	**153%**	**188%**	**190%**	**189%**	**185%**

- **Redefining Sales:** Increased regional revenues by up to 58% each year; re-architected sales strategy from traditional client model to transformative approach; developed advanced sales training techniques which were adopted company-wide.
- **Team Training and Leadership:** Coached senior sales staff to increase personal revenues by as much as 25% year over year; invigorated sales team by defining new sales vision and introducing innovative business development strategies.
- **Competitive Positioning:** Initiated new sales process to close cold leads at tradeshows; trained top 1% of sales talent to expand tradeshow revenues from almost nothing to $20M and counting.
- **New Business Development:** Captured $17M worth of new market and previously untapped revenue opportunities; established opportunities with hospitals, universities, and nursing homes.

Company Name – City, ST

Operations and Marketing Representative, Date – Date

Recruited to build brand and market campaign for new product launch for local manufacturing and distribution start-up; spearheaded product positioning and platform development. Managed warehouse and production staff; hired and trained sales and manufacturing members.

- **Product Strategies:** Grew revenues by 68%; developed product marketing campaign to promote product through in-store promotions; secured shelf space in over 30 locations in 24 months.
- **Contract Negotiations:** Pursued and acquired all contracts for distribution; signed original strategic partners that launched company from zero to $680K in one year.
- **Cost-Savings Initiatives:** Streamlined manufacturing through automation to increase profits from 10% to 31% in two years; orchestrated equipment purchasing to aid product production without impact to profit.

EDUCATION

Bachelor of Commerce – *University Name, Date*

Executive Director seeking CEO in Manufacturing role authored by Tammy Shoup. Strategy shifted language from producer to principal leader emphasizing results, leadership, and qualifications demonstrating readiness for C-suite.

Your Name

Defining a New Era in Manufacturing

City, ST | Phone Number
Email | LinkedIn URL

Enterprise Growth & Operational Excellence Executive

Driving Growth, Culture Reinvention, & Operational Excellence for Mission-Driven, High-Growth Organizations

Strategic Acquisitions ▪ Financial Stewardship ▪ People-Centered Leadership

Manufacturing Executive backed by a two-decade career guiding mission-driven, high-growth organizations through strategic acquisitions, financial transformation, and cultural reinvention. Known for positioning companies for sustainable growth by expanding market presence, diversifying services, and strengthening financial performance. Skilled in translating vision into enterprise strategy, delivering profitability gains, and stewarding organizations through periods of change with resilience and clarity.

Trusted for building cultures that connect people with purpose, advancing both operational excellence and organizational reputation. Recognized for cultivating strong stakeholder relationships and aligning leadership teams around a shared vision for growth, customer commitment, and competitive advantage.

Business Transformation Portfolio

Expanded Manufacturing Capacity 300% — Accelerated the organization's journey to manufacturing excellence, embedding Lean strategies across operations and leadership ranks while sustaining customer responsiveness and uninterrupted delivery of quality products.

Boosted Net Income from 12% to 30% — Reversed mounting cost pressures in three years by aligning disciplined financial stewardship with operational efficiency.

Redirected $6.3M Toward Growth — Captured recurring annual savings through automation and per-unit cost reductions of $2+, creating capacity for reinvestment and expansion.

Led Six Strategic Acquisitions — Diversified services, extended geographic reach, and positioned the company as the premier provider of integrated solutions for community-based clients.

"Growth is never just numbers. It's people, culture, and trust that fuels transformation."

- ✓ Enterprise Growth Strategy
- ✓ Strategic Acquisitions & Integrations
- ✓ P&L Management to $50M
- ✓ Lean Leadership
- ✓ Stakeholder & Board Relations
- ✓ People-Centered Culture & Engagement
- ✓ Market Expansion & Diversification
- ✓ Organizational Resilience
- ✓ Risk Mitigation

Career Narrative & Business Impact

COMPANY NAME, CITY, ST — DATE to DATE

Mission-driven manufacturing facility, delivering print, supply chain, and digital solutions to organizations nationwide.

EXECUTIVE DIRECTOR OF MANUFACTURING | Date - Date

Tenure marked by progressive leadership advancement, culminating in promotion to executive role following significant financial gains and operational efficiencies. Entrusted to lead enterprise-wide continuous improvement strategy, steering transformation across the value chain and embedding cultural change within multi-plant operations.

Expanded leadership scope from plant-level to enterprise executive responsibilities—building alignment from the shop floor to the C-suite and institutionalizing continuous improvement practices that drove performance and cultural transformation across multi-state operations. Reported to CEO | P&L: $50M | Direct Reports: 18 | 345 Employees in 3 States

Elevated reach and revenue, transforming a legacy product focus into a diversified portfolio.

- **Directed the integration of 4 companies, reducing operating costs $12M** while expanding the geographic footprint and positioning the enterprise as the go-to leader in print, communications, and fundraising solutions for community-based organizations.
- **Helmed enterprise growth to $1.2B in revenue (328% in 36 months),** scaling production capacity, eliminating inefficiencies, and optimizing delivery to meet accelerating market demand.
- **Strengthened enterprise reputation and client trust,** driving a 60% reduction in client issues, aligning cross-functional service teams around solutions that built enduring relationships and fostered an inclusive culture.

DIRECTOR OF MANUFACTURING | Date - Date
Advanced into senior-level role, earning recognition as a trusted partner in strategic planning and execution of enterprise-wide initiatives. Shaped multi-plant initiatives that redefined processes and elevated performance standards.

Championed continuous improvement programs, reshaping culture, embedding Lean practices, and positioning the organization as a benchmark for operational excellence. Expanded scope to include strategy design, cross-functional alignment, and leadership development, ensuring sustainable change across divisional operations for lasting change.

Transformed manufacturing operations into a lean, diversified, and customer-focused enterprise.

- **Propelled revenue from $10M to $30M,** eliminating production bottlenecks and accelerating delivery capacity.
- **Strengthened profitability from 12% to 30% in three years,** reversing escalating overhead costs and tightening financial controls across multi-plant operations.
- **Eliminated silos,** redesigning organizational structure into value streams, sharpening customer responsiveness, and accelerating decision-making capabilities.
- **Slashed inventory 70%,** shortening product changeover times to meet rising customer demands and improving on-time delivery competency.

PLANT MANAGER | Date - Date
Recruited to manage a three-shift, unionized operation within a 200K sq. ft. facility, holding full accountability for P&L, scheduling, and strategic planning. Established streamlined material and information flows that modernized a traditional manufacturing environment and laid the foundation for productivity gains and cost reductions.

Converted unionized plant into a customer-focused operation, delivering cost savings and quality gains.

- **Cut labor costs 20%,** streamlining material flow and scheduling processes to improve efficiency.
- **Permanently eradicated the plant's top customer concern,** securing targeted capital investment to resolve recurring quality issues.
- **Elevated team performance,** offering continuous training and embedding customer-first focus into daily operations.

COMPANY NAME, CITY, ST DATE to DATE
Global supplier of precision-engineered products and integrated systems to industrial and commercial markets.

PRODUCTION OPERATIONS MANAGER
Played a central role in shaping manufacturing strategy, modernizing operations, and achieving measurable gains in productivity, cost efficiency, and quality. Directed production and supply chain functions while expanding leadership structure from 10 to 45 direct reports and scaling workforce from 115 to 275 employees.

Reversed $2.4M in waste, spearheading projects that boosted efficiency, cut cycle time 20%, and reduced downtime.

- **Delivered $6.3M in annual savings,** steering production line automation, lowering costs an average of $2.04 per unit.
- **Realized millions of dollars in savings,** driving Six Sigma initiatives that lifted efficiency and improved cycle time.

EDUCATION

Bachelor of Science, Organizational Leadership – University Name, City, ST

PROFESSIONAL DEVELOPMENT

Project Management Certification – XYZ Organization, City, ST
Lean Manufacturing – XYZ Organization, City, ST
Strategic Decision Making – XYZ Organization, City, ST
Customer Value Management – XYZ Organization, City, ST
Shingo Prize Cell Redesign – XYZ Organization, City, ST

Senior Leader seeking VP of Hospital Healthcare Operations authored by Marie Plett Lane. This visually solid presentation emphasizes a strong and immediate focus on results and uses bolding and space to showcase results and draw the eye to key leadership content.

YOUR NAME, MHA, MPAS

City, State | Phone Number | Email Address | LinkedIn Profile

Patient-Focused Hospital Executive / Vice President (VP) of Healthcare Operations

NEVER SATISFIED WITH THE STATUS QUO

Radically improving patient outcomes, hospital operations, organizational profits, and community outreach.

Uniquely driven healthcare executive with diverse leadership history in rural/urban acute care centers, physician office practices, and post-acute facilities. Enthusiastic organizational cheerleader known for inspiring teams and learning each employee's unique value.

Career Achievements:

- Boosted Profits 50% – from $2M to $3M – in 2 Years
- Immediately Overcame COVID-19 Supply Shortages
- Oversaw $3.6M Pharmacy Renovation & Automation
- Raised Cleanliness Scores from 32% to 87%
- Lowered Staff Turnover from 71% to 10%
- Directed 16 Departments Simultaneously
- Grew Lab Services 158%
- Led Teams of 300+
- Managed $62M P&L

PROFESSIONAL EXPERIENCE

COMPANY NAME, City, State — DATE to DATE

Acute-care hospital with 500 beds. Ranked in "100 Top Hospitals" by IBM Watson Health and winner of Healthcare Acme Award.

Vice President, Support Services, DATE to DATE

Direct Reports: 20 | Indirect Reports: 300 | Combined Budgets Managed: $62M | Report to: Chief Operating Officer (COO)

Promoted to manage the Radiology Department in addition to all other divisions within Ancillary Services. Share best practices to achieve ambitious goals, optimize resources, drive engagement, increase staff accountability/reliability, and improve patient results.

Areas of Oversight: Radiology, Patient Transport, Inpatient & Outpatient Pharmacies, Sleep Center, Respiratory Therapy, Nutrition Services, Electroencephalography (EEG), Respiratory Care, Environmental Services, Telecommunications, Emergency Management, Anticoagulation Clinic, Laboratory Services, Bright Vision Medical Laboratory (Joint Venture), and Starbucks (Licensed Store).

Boards & Committees: Tulsa County Workforce Policy Board, Bright Vision Medical Laboratory Board, Tulsa County Paramedics (TCP) Board, Community Investment Committee, and Chair of Diversity and Inclusion Council.

- **Increased combined margin 50% from $2 million to $3 million** for Medication Management, Sleep Center, and Audiology Services.
- **Grew Outreach Laboratory Services 158% year-over-year (YoY)** by promoting affordable service offerings over social media.
- **Ensured safer administration of medication with $3.6 million pharmacy renovation** and pharmacy robot replacement plan.
- **Saved $1.3 million in labor hours** by eliminating redundancies and outsourcing functions.

Incident Commander, COVID-19 Operations: Successfully guide departments through COVID-19 response, strategizing daily operations and maximizing capacity during surges. Carefully monitor ever-changing facility statistics and open/transform hospital units as needed to meet demand. Prioritize cleaning supplies, ventilators, and personal protective equipment (PPE) across departments. Coordinate with nursing staff to maintain optimal coverage.

- **Upheld perfect record of 0 ventilator-associated pneumonia incidents** since the initial outbreak.
- **Quickly expanded lab testing capacity, overcoming severe shortage of test kits.** Formed and spearheaded subcommittee that found lab supplies and testing swabs. Devised plans for broader testing and temperature screenings.

Executive Director, Ancillary Services, DATE to DATE

Direct Reports: 15 | Indirect Reports: 260 | Combined Budgets Managed: $50M | Reported to: Vice President of Services

Significantly enhanced patient experience and care. Implemented employee scripts for positive patient interaction and devised strategies to improve hospital cleanliness. Enabled better service across communities by successfully launching Diversity and Inclusion (D&I) Council and identifying/resolving service gaps.

- **Grew Tulsa Outreach Laboratory Services 148% year-over-year (YoY)** with exceptional patient service and community relations.
- **Increased margin contribution by $540,000, a 156% improvement** for the Sleep Center, by opening beds to a broader population.
- **Boosted Starbucks' revenue 168% after completing $300,000 renovation**. Contracted new company to run coffee shop for better revenue retention.

Executive Director, Support Services, DATE to DATE

Direct Reports: 12 | Indirect Reports: 250 | Combined Budgets Managed: $45M | Reported to: Vice President of Services

Optimized operational and financial performance of multiple support services, maximizing Press Ganey scores. Transitioned Outpatient Disease Management Services (ODMS) to Hospital Outpatient Department (HOPD) Medication Management Clinic. Strengthened vendor relationships and negotiated 6-figure service contracts. Consulted with Studer Group to obtain tools for healthcare performance improvement.

- **Boosted café profits by $400,000.** Balanced pricing strategies with labor needs; offered new meals at a higher price point.
- **Saved $465,000 while enhancing operational efficiencies** by outsourcing environmental services (EVS).
- **Stopped $500,000 in losses, achieving break-even status within a year** of transitioning ODMS.
- **Improved readmission rate 4%+ with Meds to Beds program.** Enabled pharmacy to deliver medication to patient beds.

COMPANY NAME, City, State DATE to DATE

Largest multi-specialty group in Tulsa with 200+ physicians affiliated with the Oklahoma State University School of Medicine.

Director of Physician Practice, DATE to DATE

Direct Reports: 6 | Indirect Reports: 20 | Budget Managed: $1.5M | Reported to: Vice President of Physician Practice

Ensured excellence across the full spectrum of patient care while maximizing quality and regulatory compliance. Standardized medical coding procedures. Empowered physicians to achieve successful Joint Commission survey by resolving gaps in patient service.

- **Increased cleanliness scores from the 32nd percentile to the 87th percentile** after outsourcing cleaning services.
- **Decreased turnover from 71% to 10%**. Improved employee engagement and coached managers on best practices.

Administrative Fellow, DATE to DATE

Assisted executive leadership through a wide array of critical projects. Chaired the OSP Unity Council and facilitated initiatives for the Board of Directors (BOD). Conducted feasibility study for service expansions. Researched sustainable reimbursement methods.

Played key leadership role in:

- ✓ Implementing $3 million heart monitor upgrade.
- ✓ Standardizing uniforms for 1,500 staff.
- ✓ Developing 2016 strategic plan for community investment.
- ✓ Creating reporting mechanisms and outcome measurements.

EDUCATION & TRAINING

The Academy for Excellence in Healthcare, University Name, School of Business
Master of Healthcare Administration (MHA), University Name, College of Medicine
Master of Physician Assistant Studies (MPAS), Academic & Clinical Distinction Award, University Name, College of Medicine
Bachelor of Science (BSc), Pre-Medicine, W. S. McIntosh Memorial Leadership Award, University Name

PROFESSIONAL ASSOCIATIONS

BOARD POSITIONS: Tulsa County Workforce Policy Board Member, DATE to DATE
Bright Vision Medical Laboratory Board Member, DATE to DATE
Tulsa County Paramedics (TCP) Board Member, DATE to DATE

MEMBERSHIPS: American College of Healthcare Executives (ACHE), Midwest Chapter, DATE to DATE
Healthcare Financial Management Association (HFMA), DATE to DATE
National Association of Health Services Executives (NAHSE), DATE to DATE

FELLOWSHIPS: American Academy of Physician Assistants (AAPA), DATE to DATE
Pursuing Fellow of the American College of Healthcare Executives (FACHE) Designation

COO seeks same position authored by Deborah L. Schuster. The three-step initial setup immediately differentiates the candidate and emphasizes unique selling propositions. A non-traditional approach incorporates "I" to further cement the individual story-telling of results, while charts present them visually.

Your Name

COO & Turnaround Wizard

Revolutionizing Cultures • Salvaging Underperforming Operations • Maximizing P&L

MY TURNAROUND FORMULA

STEP 1

Cultural Transformation

Created aligned vision that unified teams. Reshaped cultures with process excellence.

STEP 2

Profit and EBITDA Boost

Bolstered revenue, improved profit margins, and won market share from the competition.

STEP 3

Retool for Scalability

Optimized business operations – improving efficiency, driving organic growth, and scaling processes.

COMPETENCIES

P&L Management
Strategic and Tactical Planning
Continuous Improvement (CI)

Mergers and Acquisitions (M&As)
Operational Excellence
Lean and Six Sigma Methodologies

Process Improvements
Change Management
Financial Analysis

THREE SUCCESS STORIES

Scaled a Software Company for Sustainable Growth

Doubled revenue. Expanded 60%.

Rescued a Floundering Region for a Fortune 1000 Company

Boosted regional profits 15% YOY.

Carved a Bigger Market Slice for a Fortune 500 Company

Propelled market share 21%.

EXECUTIVE ACHIEVEMENTS

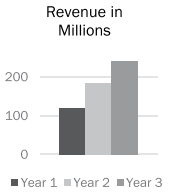
Chief Operating Officer (COO) | Company Name | City, State **(Date—Date)**

Management Overview: 14 reports | 435 indirect reports | P&L for $240M operation | 10 North American locations

Drive growth and profitability – managing operations, supply chain, analytics, customer delivery, and program management office (PMO). Report to CEO and manage a team of VPs and directors. Member of the M&A team that led integration strategy.

Strategic Actions: Stabilized operations and P&L, improved project delivery, and scaled company following acquisition.
Key Results: Doubled revenue from $120M to $240M with 25% organic growth. Raised EBITDA 17%+.

- Generated **100% revenue growth** by masterminding a renewal strategy – scaling operation 60% within three months.
- Spiked on-time delivery from **30% to 95%** within six months by creating an enterprise-wide planning and scheduling program that drove additional sales by **23%.**
- Cut costs **$4.7M** by designing a vendor management program and renegotiating contracts.
- Established the company's ***first*** project management organization (PMO).
- Reduced employee attrition **22%** and improved employee engagement **45%** by leading transformation from an outdated, top-down style to a fully engaged workforce.



Phone | Email Address | City, State

EXECUTIVE ACHIEVEMENTS, CONTINUED

Regional Director—Midwest | Company Name | City, State **(Date—Date)**

Management Overview: 14 direct reports | 1,460 indirect reports | 14 sites | P&L for $215M operation

Recruited to create strategic turnaround plan for an underperforming region. Managed operations, supply chain, quality, and continuous improvement for 14 sites. Oversaw a $90M budget and drove operational KPIs for the region.

> **Turnaround:** Launched new process excellence program to optimize operations. Challenged traditional operating procedures and fostered a continuous improvement culture with lean principles and tools.

- Increased regional organic profit margin **15% YOY**.
- Trimmed labor costs **20%** and improved delivery time **10%**.
- Plunged warranty costs **80%** by cutting certification errors through value-stream redesign.
- Launched a new product that increased revenue **17%** in the first year.

Director, Operational Excellence | Company Name | City, State **(Date—Date)**

Management Overview: Six direct reports | 800 indirect reports | Three facilities nationally | P&L for $110M+ operations

Directed operations, supply chain, and continuous improvement for multiple facilities in the consumer-packaged goods division. Reported to the SVP of Operations. Trailblazed new process improvement initiatives.

> **Challenge:** To win a larger market share from the #1 competition. **Actions:** Commissioned market study that showed quality gap. Reframed gaps as $46.7M in revenue opportunities. **Results:** Improved market share by 21%.

- Avoided **$32M** in costs across multiple divisions by optimizing preventive maintenance strategies and instituting revenue cycle management (RCM) principles to predict failure.
- Harvested **$24.6M** additional revenue by deploying an operational excellence playbook that increased production throughput by **12%**.

Regional Operations Manager | Company Name | City, State **(Date—Date)**

Management Overview: Supervised four managers | 190+ indirect reports | Five sites | P&L for $60M operation

As a member of the executive team, managed operations and P&L for five locations. Reported to the VP of Operations.

> **Turnaround:** Increased profits by 4% YOY across multiple facilities. Reversed losses at a key site – raising profits by 10%.

- Elevated quality, saving **1.9%** in revenue across all five locations with a closed-loop, corrective-action process.
- Raised profit margin by **4%** YOY through lean processes.
- Deployed TPM program that delivered a **13%** sustained productivity improvement throughout the entire division and **$4M** YOY margin growth. Increased employee engagement **22%.**

EDUCATION

MBA | University Name | City, State
Bachelor of Science in Engineering | University Name | City, State
Certified Six Sigma Black Belt (CSSBB)

Phone | Email Address | City, State

CTO and Innovation Executive seeks same position authored by Eve Ruth. A classic but powerful ATS-friendly layout is anchored by a clean border and bold headers. A purposeful, fast-moving voice mirrors the candidate's style. Metrics, technical mastery, and story-telling cement the branding.

YOUR NAME

Perpetual Inventor / Growth Incubator / In-house Entrepreneur

Phone Number • Email Address • City, State • LinkedIn URL

CTO & CHIEF INNOVATION STRATEGIST

Innovating at a roadrunner's pace

Inherently optimistic executive with 15+ years of experience standing up startup ventures—on their own and within existing companies—while creating technologies that solve customer pain points at scale. Inventor of engineering frameworks that embrace user insights to deliver truly memorable customer experiences and produce boundary-breaking revenue.

Startups: 24 | Strategic Exits: 3 | Products: 30 | Features: 14+ | Average Growth: Exponential

Accelerated the journey to 1st revenue, 1st million dollars, and 1st acquisition offer for startup tech firms.

Steered development and release of 30+ customer-centric products and features, including breakthrough technologies like the world's fastest e-commerce site in the beauty/lifestyle space, with instantaneous page loads.

Built a startup inside a public company that solved problems for major tech brands that no one else could solve.

Executive strengths:

Technology Strategy & Execution • Product Vision & Roadmap Planning • Engineering Leadership
Startup Development & Evolution • Rapid, Sustained Growth • Human-Centered Design • Customer Experience Modeling

Professional Experience

Hit the bullseye—again and again—through unwavering customer focus

Company Name, City, State — *Top venture capital firm*

Chief Technology Officer (CTO) & Innovation Executive, 2019 to 2021

Imagined possibilities and partnered with entrepreneurs to turn product concepts into technologies, and business ideas into profitable ventures—while adding value to the investment portfolio. Designed radically efficient innovation charters and discovery-minded engineering teams to develop products that amass large, global audiences.

Transformed 12 startups into million-dollar businesses, and generated first revenue for 9 more

- Launched and scaled a zero-revenue venture into a $24M prescription drug comparison program.
- Drove 387% growth in 18 months and established the fastest beauty website worldwide by shaping technology strategy, guiding major turnaround, and eradicating friction in daily operations.
- Kicked emerging companies into gear as strategic advisor and board member for 6 tech startups; negotiated 3 exits.

Built a series of companies from the ground up—and de-risked the progression to 1st revenue

Company Name A, City, State — *Technology venture incubated inside Company Name B*

Founder & CTO, 2014 to 2019

Created industry-leading tech company that skyrocketed efficiency for some of the world's most innovative and recognized brands. Structured the engineering organization, assembled the 42-person team, and established an intuitive development cycle: inexorable as toppling a line of dominoes.

Built an internal startup that bolsters operations for Brand 1, Brand 2, and other ambitious tech companies

- Evaluated pain points of 17 prospective customers: identified interconnectivity challenges, directed solution development, and built a profitable business around this new consulting venture.
- Breezed past the $12M goal line, then hiked up performance by >180% every year.
- Enabled seamless operations by energizing teams to construct a secure, accessible, interconnected infrastructure.

Scaled from ZERO to $12M in 36 months—with 990% growth over the next 4 years

Company Name B, City, State — *#1 provider of integration software*

Executive Vice President, Technology Strategy & Innovation, 2011 to 2014

Hardwired a finely tuned growth engine into the global enterprise—expediting software development and creating a pipeline of commercial bets that yielded a series of profitable wins. Unlocked hidden talent and brought fresh ideas and perspectives to the product innovation lifecycle by recruiting engineers from a variety of industries.

Engaged 4,200 employees in a new way of thinking, innovating, and connecting with customers

- Shaved 18 months off the development lifecycle (from 2 years to 6 months) and reduced costs 40% by introducing time-crunching processes throughout the product organization.
- Doubled recurring sales by launching 7 new SaaS products and 14 feature enhancements in 22 months.
- Influenced 12% revenue growth in 12 months by filling portfolio gaps and revamping product design and pricing.

33% Average Profit Margins | **211% Bump in SaaS Subscriptions** | **75% Speedier Go-to-Market**

Company Name, City, State — *Workflow automation provider for Fortune 500s*

Vice President of Technology & Product Development, 2008 to 2011

Mobilized teams to design and deliver avant-garde products that provide customers with fiercely efficient, fully integrated technology systems. Propelled the solution development lifecycle from idea through proof-of-concept, optimization, and market release. Pioneered a people-at-the-center culture that inspired collaboration and productivity.

Released new products and features faster than ever before—within days, not months

- Lit a fire inside the 23-person product organization. Eradicated outdated procedures, rewarded creativity, and recruited individuals from diverse industries to fuel a seismic shift in the engineering approach.
- Increased productivity by 9% to 41% for three Fortune 500s by working at the intersection of analytics, data science, and process automation to launch an integrated platform for business and financial operations.

12% Revenue Growth Every Year | **45% Higher Customer Loyalty** | **95% Staff Retention—a Record**

Education

MS in Technology & Entrepreneurship | University Name, City, State
BS in Mechanical Engineering & Information Technology | University Name, City, State

Thought Leadership

Sought-after speaker and presenter at startup, technology, and product conferences:

Event 1 (Australia) • Event 2 (virtual) • Event 3 (Singapore) • Event 4 (San Francisco)
Event 5 (Silicon Valley) • Event 6 (San Diego)

Head of Product seeks the same position in finance authored by Adrienne Tom. Clean lines, bolding, smart art, and powerful wording all act as a vector to frame this candidate's achievements and value quickly and professionally.

YOUR NAME

City, State ▪ Phone ▪ Email

HEAD OF PRODUCT: Banking, FinTech, Payment Solutions

Built Teams of 30+ ⏩ Increased Product Adoption 75%+ ⏩ Achieved CSAT Scores of 99% ⏩ Trained 450+ New Hires

Cultivates relationships to develop and bring to market products aligned with customer needs and company objectives

Product Strategy & Execution:

- ✓ Together with stakeholders, **created and executed product visions, roadmaps**, and strategies for industry-leading product launches that addressed user needs.

Team Leadership & Development:

- ✓ Improved product interest and **drove 56% QoQ adoption** of new payment products by defining enterprise customer requirements and building innovative action plans.
- ✓ **Launched 16 new payment products and built brand-new global operating team** in just 18 months for new segment of corporate and investment bank.

Transformation & Growth:

- ✓ **Generated billions of dollars in assets** by fostering relationships and creating synergies across teams overseeing product design, definition, and development.

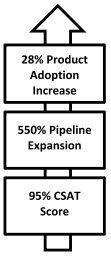
LEADERSHIP IN ACTION

COMPANY NAME – City, State | [Date – Date]

PRODUCT DIRECTOR (Head of Product) | Fraud Solutions, Commercial Bank, [Date – Date]

$1B Product Revenue Oversight ▪ 3 Direct Reports ▪ 8 Products ▪ 20,000+ Customer Relationships

Stepped in to drive rapid client adoption and growth of fraud solutions of commercial bank by defining and bringing to market best-in-class B2B products in payments space. Steer multidisciplinary teams through product design, definition, and launch, including building and executing product roadmaps and sales enablement initiatives. Collaborate with cross-functional stakeholders and build relationships to deeply understand and translate user needs into product strategy to improve customer experience and satisfaction. Run internal DE&I programs.



- **Achieved 28% product adoption average in 6 months.** Created and executed strategic sales enablement initiatives and energized 12 regional sales teams through enhanced product education.
  - → Secured 95% overall customer satisfaction score (CSAT) for training programs.
  - → Generated 35% increase in unique monthly sales industry users in 6 months.
- **Expanded client pipeline 550% in 6 months** for new pilot product (account validation services). Escalated client experience through sales enablement, materials development, and thought leadership.
- **Developed first-of-its-kind responsive executive reporting dashboard** to support business direction and goal of reducing fraud losses 20% YOY. Defined all department KPIs.
- **Spearheaded improvements to product enrollment process**, creating and delivering cross-functional strategy to improve cycle time and adoption while turning around all-time-low product CSAT scores.
- **Rescued failing product launch** with potential $600B market share and $25M+ projected annual revenue. Partnered with developers, vendors, and clients to launch product within the year.

PRODUCT MANAGER (Product Director) | Payment Solutions, Corporate Bank [Date – Date]

$15M Product Revenue Oversight ▪ 2 International Direct Reports ▪ 30+ Global Support Team ▪ 5,000 Customer Relationships

Specially requested into brand-new role to drive decreased time to market and increased customer satisfaction with newly developed payment products by building and training new global coverage technology support team. Planned and executed product launch initiatives, including KPI definition, reporting, compliance, employee training, and new product education.

- **In just 3 months, created and deployed global department strategy and roadmap** and launched fully trained, technology-centric team of 30+ to serve top 1% of customers globally on payment solutions.
  - → Team received 99% CSAT rating within first 6 months from traditionally hard-to-please business customers.

Continued...

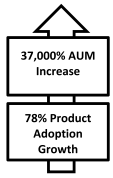


- **Launched 18 new API-based payment products in 18 months.** Created and executed product definition and launch, each representing average deal size of $350K+ and average annual revenue of $35M+.
- **Decreased time to market 88%** for multiple global real-time payment solutions and digital products. Reimagined and redeployed product launch cycle and roadmap for all products.
  → Reduced required human capital spend 65%.
- **Created and drove adoption of executive approval process.** Delivered weekly reports to executive leadership, including CEO and 4 managing directors across different lines of business.

COMPANY NAME – City, State | [Date – Date]

PRODUCT & RELATIONSHIP MANAGER, [Date – Date]
3 Primary Clients with ~$50B in AUM ▪ 30+ Indirect Clients

Recruited to direct product roadmap development and drive adoption of newly released products. Fostered relationships with high-value customers to identify needs, create unique solutions, and escalate satisfaction and loyalty.



- **Increased assets under management from $5K to $180M in 6 weeks.** Cultivated deeper relationships to better identify and address personalized customer concerns and accommodations.
  → Developed and deployed strategies that satisfied both parties' concerns.
  → Turned around several struggling customer relationships to triple loyalty and raise CSAT from 30% to 99% in 3 months.
- **Boosted adoption of new payments technology from 10% to as much as 88% QoQ**. Analyzed patterns and created customized action plans for each relationship team to execute.

PRODUCT & RELATIONSHIP SPECIALIST | Client Reporting / High Net Worth, [Date – Date]

Promoted from managing 10 high net worth customers to acting as specialized product consultant on complex and high-risk information (corporate tax reporting). Synthesized and distributed complex concepts in more easily understood communications and training, raising customer satisfaction and setting company-wide record.



- **Propelled customer satisfaction scores up 20 percentage points in 3 months.** Created tracking program for customer interactions to analyze touchpoints and improve communications.
  → Developed multi-pronged training plan for client-facing resources on escalation management.
- **Received 99% CSAT average score.** Developed and delivered training program on new payments technology to guide conversations around product adoption.
- **Converted $500M in net new assets over 2 years.** Repaired challenged relationships and educated customers on complex issues to build trust and loyalty.
  → Set records for client kudos in service and strategic planning and rated in top 0.01% of all presenters.

EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelor of Arts, Political Science – University Name, City, State, Date

Diversity, Equity & Inclusion Ambassador – Organization Name, Date
New Hire Training Coordinator – Organization Name, Date

Chapter 13

Navigating Special Circumstances with OnTarget Resumes

Just because you're changing careers, stepping out of a military uniform, or explaining resume gaps, doesn't mean you're at a disadvantage. You can absolutely create a powerful, targeted resume. The samples in this chapter, and on the companion website, show how to handle unique situations and prove that every story can be told with strength and confidence.



REMEMBER

These examples represent real people with distinctive experiences and goals. They're offered as roadmaps, not rules, to inspire your approach.



TIP

Whenever possible, we've included resumes in the book that emphasize emerging careers. Want to see even more samples for challenges, other job targets, and employment levels? Visit the companion website at `www.dummies.com/go/resumesfd9e` for additional resume examples. There you'll find:

- Expanded sets of resumes for this chapter's topic as well as those in Chapters 11, 12, and 14
- Award-winning creative examples from Career Directors International's (TORI) Awards
- Bonus designs and formatting options that couldn't fit in the print edition

To protect the privacy of the original job seekers, all printed and online samples have been fictionalized in consistent ways:

- The job seeker's name appears as *Your Name* at the top of the resume and as *NAME* when mentioned in a testimonial quote. These indicate where you should refer to yourself.
- Contact information is shown with the words *City, State, Zip Code, Phone,* and *Email.* This is where you would place your contact information.
- Employment dates (and education dates, when included) use the word *Date or XX/XXXX.* This is where you would list your months and years of employment or the year you earned a credential.
- Job descriptions do not list actual employer company names. Instead, you'll see *Company Name, Company A, Company XYZ, Hospital Name,* and the like. This is where you would list your employer's company name.
- If a year is stipulated, such as *Won this award in 2024,* the word *Year* has been substituted for the actual date.

Transition from Self-Employed to in-house employment for Marketing Communications Strategist authored by Laura DeCarlo. Content is positioned to downplay the fact this client was self-employed in their most recent role by shifting tone, removing executive title, and downplaying non-marketing responsibilities.



YOUR NAME

City, ST Zip | Phone Number | Email Address | Portfolio URL

MARKETING COMMUNICATIONS STRATEGIST | BRAND BUILDER | CONTENT & PR EXPERT
Go-to partner for small businesses and major firms ready to break through the noise.

Award-winning marketing and communications leader with expertise delivering powerful brand visibility, media traction and audience engagement across corporate, nonprofit, higher education and entrepreneurial landscapes.

- Proven success designing and executing integrated content, digital and PR strategies that elevate reputation, build market authority and drive business growth — *even on lean budgets.*
- Affinity for leveraging strategic insight and journalistic instinct to turn complex subject matter into compelling messaging, even in high-pressure corporate environments and resource-limited startups.
- Excel at securing national press, building brand platforms from scratch and navigating media crises with finesse.

Content Strategy Management	Marketing Communications Management	Strategic Communications
Public Relations	Digital Communications Management	Social Media Strategy
Brand Management & Messaging	Marketing Automation & CMS	Email Marketing & Newsletters
Media Relations	Content Development & Marketing	Crisis Communications
Digital Advertising	Video Production & Marketing	Editorial Direction
Event Marketing	Print Collateral Design	Website Redesign

"Your Name is a hardworking, honest and trustworthy individual who was always there to assist me with my marketing and public relations efforts. She is very resourceful and has a network of connections that allowed her to position the firm and its employees into the right venue." – *Client Name, Company Name*

PROFESSIONAL EXPERIENCE

My Marketing Company | Remote – City, ST & City, ST **XX/XXXX to Present**

MARKETING & COMMUNICATIONS CONSULTANT

Built and executed full-scale marketing and communications strategies for small business clients with zero infrastructure—transforming under-the-radar firms into visible, credible, and highly referred industry players. From securing national press to driving digital engagement and leading full rebrands, delivered big-agency results on bootstrap budgets by owning every channel, asset, and opportunity.

- **Brand Transformation:** Delivered sustained increases in digital engagement, referrals and press by building fully integrated marketing communications via ground up rebranding, website refresh, email, PR, and content campaigns.
- **National Media Placement & Thought Leadership:** Positioned clients as trusted industry voices by securing major media outlet placements. Drove visibility with content strategies, feature writing and PR-rich award opportunities.
- **Social Growth to Revenue Conversion:** Turned inactive social channels into high-performing lead generators; grew client's LinkedIn audience from 0 to 1,100+, amplified brand engagement and converted visibility into new business.
- **Targeted Advertising Strategy:** Designed and executed niche-specific ad campaigns through trade associations and publications. Enhanced client positioning and ROI by aligning messaging with high-value decision-maker audiences.
- **Opportunity-Driven Brand Building:** Captured key positioning during regulatory shifts to develop rapid-response, high-performing campaigns that increased inbound inquiries and elevated clients as timely subject-matter experts.
- **Strategic Website & Messaging Rebranding:** Directed collaborative content-driven website redesigns and brand voice refreshes for stronger SEO performance, improved credibility and better alignment with market positioning.

continued

Professional Experience (continued)

Company A | City, ST **XX/XXXX to XX/XXXX**

COMMUNICATIONS MANAGER

Built high-impact communications function from ground up, which transformed mid-sized firm into nationally recognized thought leader featured in U.S. News & World Report, Bloomberg, MarketWatch, Money Magazine, and top trade media. Led PR strategy, crisis response, executive visibility and post-merger messaging across multiple industries, earned awards and elevated brand equity firmwide.

- **Elevated National Visibility:** Positioned firm as thought leader in Bloomberg, MarketWatch, U.S. News & World Report, and trades by launching an integrated PR engine tailored to industry verticals with no prior media strategy.
- **Mitigated Crisis Fallout:** Preserved client trust and minimized reputational damage during a national crisis by executing a real-time PR suppression plan and guiding transparent leadership messaging.
- **Ignited Social Media Growth:** Expanded firm-wide social presence across LinkedIn, Facebook, Twitter, and YouTube, which drove brand engagement through strategic content calendars and hands-on channel ownership.
- **Integrated M&A Messaging:** Facilitated communications for 4+ multimillion-dollar acquisitions, aligning brand voice across new verticals including cannabis and franchise services through cross-functional rebranding efforts.
- **Delivered Award-Winning PR:** Secured industry recognition and expanded media coverage despite tight budgets by crafting standout PR campaigns and award submissions that earned accolades from LIBN and Marquis.
- **Modernized Digital Experience:** Revamped firm's website into a dynamic, lead-generating platform with fresh content, SEO and integrated video, all delivered on a limited budget through creative in-house execution.
- **Produced Multi-Niche Video Content:** Created branded video series for 10+ practice areas, boosting digital engagement and business development by scripting, producing, and managing vendor-supported production.
- **Enabled Executive Visibility:** Supported CEO and firm leadership with keynote scripts, radio ads and internal communications by translating ideas into high-impact narratives under tight timelines and shifting priorities.

Company B | City, ST **XX/XXXX to XX/XXXX**

WEB CONTENT PRODUCER

Played a key role in launching and scaling branded travel platforms by managing high-volume web content and optimizing backend systems for speed, accuracy, and consistency. Combined strong CMS execution with a user-first mindset to ensure compelling, brand-aligned content that supported site growth and product expansion.

EARLY CAREER: COMMUNICATIONS MANAGER – Company C | **MARKETING DIRECTOR** – Company D | **DIRECTOR OF MARKETING** – Company E | **WRITER/PRODUCER** – Company F

Education

BACHELOR OF ARTS, COMMUNICATIONS & JOURNALISM, University Name, City, ST

Additional Recognitions

Telly Award – *Name of Program* **Excellence in Communications – PR Organization Name**
Gold Aurora Award – *Name of Program* **Featured Guest - The XYZ Show**

Transition from high-paid Delivery Driver to Aerospace Logistics by Laura DeCarlo. With added challenges of a long time with one employer, a 20-plus-year gap in relevant early experience, and no dates for early work, this resume emphasizes transferrable skills and a willingness to work up (which he didn't have to do).

YOUR M. NAME

City, ST Zip Code | Phone Number | Email Address

Material Handling ❖ Inventory Control ❖ Shipping & Receiving ❖ Delivery / Courier ❖ Logistics

Recognized for setting the standard for material handling, shipping and receiving, and delivery in a fast-paced warehouse environment. Known for:

- **Productivity & Organization:** Set numbers for performance in processing, loading / unloading, and delivery. Revamped inventory systems for productivity.
- **Loyalty & Quality-focus:** Long-term Company A employee with top performance. 8 years safe driver awards. Certified dangerous goods handler.
- **Customer first:** Loved by customers for ability to remember them by name, meet their needs, and go the extra mile with friendly service.
- **Flexibility:** Turn on a dime to meet company needs: swing driver, sales, dispatch, spill cleanup.
- **Integrity:** Clearance eligible; previous clearance for delivery to Air Force Station Name.

Job Focus:

"Loyal company man ready to give 100% and willing to take an entry-level logistics role that doesn't require jumping out of a truck 8 hours a day in US State. Quality of life is my goal, not salary."

Philosophy & Reputation:

"Buckle down and get it done. Strive to be better and faster than the day before. Put quality, service and integrity first and you'll never suffer a sleepless night."

Technical Skills & Qualifications

Package & Material Handling	Hazardous Material Inspection	Record Keeping & Reporting
Shipping & Receiving	Time Management & Organization	Unpacking & Packing Goods
Pallet Jacks, Carts & Forklifts	Auditing, Quality & Compliance	Warehousing
Customer Relations	Communications & Teamwork	MS Word & MS Excel
Delivery & Courier Service	GPS & Route Mapping Software	Lifting Heavy Objects
Radio Frequency (RF) Scanners	Inventory Control Procedures	Storage & Distribution
Routing & Dispatching	Class C Florida Driver License	Spill Cleanup

Employment Experience

SHIPPING COMPANY, City, City and City, ST — XX/XXXX to Present

Warehouse Specialist >> Materials Handler, Shipping & Receiving, Dangerous Goods Specialist, Dispatcher, Delivery Driver (Titles: Courier, Dispatcher, Swing Driver)

- ***Shipping & Receiving:*** Performed material/package handling with high-volume freight. Handled incoming and outgoing freight, and distribution. Set region standard as top producer by consistently achieving 115% to 125% for structured goals (against a station standard of <100%).
- ***Material Distribution Planning:*** Performed loading and assisted in route planning. Recognized by direct manager for "strong operational skills and consistently making the best possible decisions."

continued

Employment Experience, continued

SHIPPING COMPANY, City, City and City, ST continued

- ***Inspection & Quality:*** Selected by management for company certification in dangerous goods and hazardous materials inspection as well as spill cleanup.
- ***Equipment Operation:*** Utilized RF scanners, dispatch systems, computers, pallet jacks (powered and non-powered) and hand trucks.
- ***Customer / Team Relations:*** Recognized for going the extra mile with customers and improving retention / satisfaction; reputation for remembering names, meeting special needs and still meeting deadlines and daily goals. Team player in load/unload functions and on road support.
- ***Communications & Routing:*** Performed dispatching, route planning and support for up to 150 drivers across a 3-county area. Handled coordination details in balancing delivery loads.

Additional Relevant Experience

COMPANY NAME, City, ST
Inventory Stock Clerk, Warehouse

- ***Material Handling:*** Supported movement of product in a timely manner. Performed receiving, unloading, pallet breakdown, distribution and storage of materials, products, parts, equipment and supplies for a high-volume retail warehouse.
- ***Process Improvement:*** Spearheaded and revamped inventory control system for paint department, which led to accolades from sales staff for reducing turn times and rotating stock.
- ***Equipment Operation:*** Utilized forklifts, pallet jacks, computerized inventory systems, ladders and hand carts.
- ***Equipment Assembly:*** Assembled multiple piece and parts displays.

Education, Licenses & Training

Pursuing Bachelor of Arts, University Name, City, ST
Pursuing MS Office Refresher (Word & Excel), Only Company Name
Associate of Arts, XYZ Community College, City, ST

Florida Class C Driver License; certified ability to drive vehicles up to 26,000 pounds – annually
Certified Dangerous Goods Inspector, Shipping Company
Shipping Company Hazardous Materials Training & Safe Driving Schools

Career Change from Self-Employed Association Director to Small Business Coach for a company authored by Laura DeCarlo. This is my resume where I needed to deemphasize older dates but keep experience as well as soften executive leadership and self-employment for a transition to employee.

YOUR NAME

City, ST | Phone Number | Email Address

SMALL BUSINESS COACH WITH XYZ COMPANY

Empowering Small Business Owners to Achieve Sustainable, Scalable Success.

Transformational expert who blends a keen ability to both pinpoint and resolve problems and relentlessly pursue best-in-class learning and leadership for continued system success. Passion for redefining possibilities and turning struggling businesses into goldmines. Never stop until the apex is reached and the award is won.

- XYZ Company advocate who believes holistic success stems from balance between the 'technical, manager and entrepreneur' and that systems equal solutions and satisfaction.
- Dyed-in-the-wool small business expert born into home businesses at age 13 to hit the ground running with how to do it better, faster, more profitably, and with greater customer outcomes.
- Drive vision to output, gaining positive outcomes from the toughest team possible – volunteers. Over 27 programs, 1000s of lessons, industry firsts, live shows, campaigns, and entrepreneurial systems created.
- Author of *Book Title 1, Book Title 2, Book Title 3, Book Title 4*, and more.
- Not afraid to bleed for the lead or the leading edge – do what it takes to get past fears and boundaries for your goals and dreams – *how can you ask others to do it if you won't do it yourself?*

KEY COMPETENCIES

• Business Coaching & Consulting	• Business Growth Strategies	• Leadership Development
• Mindset Management	• Copywriting & Social Media	• Sales & Marketing
• Business Development	• Award-Winning Resume Writing	• Career Coaching
• Process Optimization	• Client Relationship Management	• Emotional Intelligence
• Team Leadership	• Program Development	• Tech & App Savvy

"I can't express how critical Laura has been to the success of my business. I made $20K in only the FIRST WEEK of implementing a new system and each time I deployed a new recommendation from Laura, my business doubled and/or tripled in revenue. I am on track to double my annual revenue from last year. Having Laura in my corner transformed my business processes and delivered results beyond my wildest dreams!"

– Dr. Name, Name's Business

"I would be absolutely lost without your coaching! Your program and coaching - and unwavering, relentless commitment to supporting my growth as a successful practitioner and business owner - has helped to address all my pain points around boundaries, branding, balance - and so much more. I now head into the market with a new level of confidence, empowerment and structure that has helped me to grow my business by 30% within only a few short months."

– Client Name, Name's Business

PROFESSIONAL EXPERIENCE

PROFESSIONAL ASSOCIATION NAME – City, ST XX/XXXX-Present

President/Founder – *global for-profit professional association*

- ***Organizational Management:*** Built and led the premier global association for self-employed resume writers and career coaches, ensuring resources stayed on the cutting edge in an unregulated marketplace.
- ***Program Development:*** Created eight certifications, six industry courses, seven entrepreneurial business programs, and member vault of exceptional entrepreneurial and technical resources.
- ***Business Consulting & Coaching:*** Designed, sold, and presented 1-1 business consulting (Career Profit Rocket) and group business consulting club (Career Industry Accelerator Club), resulting in unprecedented, yet documented, business successes and turnarounds within weeks to months.
- ***Marketing & Sales:*** Created all marketing to include social media, livestream show, funnels, campaigns, and nurturing. Leveraged master-level writing skill to create copy that opens emails and closes sales.

continued

YOUR NAME **Resume Page Two**

PROFESSIONAL EXPERIENCE CONTINUED

PROFESSIONAL ASSOCIATION NAME *continued*

- ***Event Planning:*** Spearheaded international conferences (Entrepreneurial Success Summit) and gained certification for facilitating online events that consistently attain participant survey results of 9.42-10 out of 10.
- ***Customer Retention:*** Pursued every edge to keep members engaged (gamification, live shows, highly interactive events, problem solving, accessibility, and rapid responsiveness).

A RESUME WRITING & CAREER COACHING BUSINESS – City, ST XX/XXXX-XX/XXXX

Resume Writer, Career Coach & Director/Founder – *boutique job seeker assistance firm.*

- ***Operation Turnaround:*** Turned around franchise office for parent firm after it was returned by owner. Established processes for sales, resume writing, service, and quality for HQ to use company-wide.
- ***Career Coaching & Resume Writing:*** Worked with job seekers to facilitate career transitions, raises, promotions, and job satisfaction in record time through career testing, resume writing, career coaching, job search training, and creative marketing. Documented 100s of written success stories.
- ***Entrepreneurial Reorganization:*** Recognized as only office in chain to operate seamlessly after corporate parent gave two day notice of closure with option to buyout advertising contract and reopen privately.
- ***Sales & Marketing:*** Built 55%+ referral business with average sales of $1200-1500, 99% close rate to candidates of all levels, and 6-figure revenue within 2.5 years. Created funnel through contracting as 'resume expert' with over 40 professional associations; grew practice exponentially with nine ghost writers.
- ***Corporate Transition Assistance:*** Negotiated and provided transition assistance programs to boutique software firm, grocery store chain, and US Treasury Dept of Thrift Supervision.

ADDITIONAL ENTREPRENEURIAL SUCCESS

Event & Sales Curator, Founder – Company Name C
Designed, marketed, and sold bespoke gift packages for weddings and other consumer events. Profitable from website launch with $2K package sales, each representing a profit of $1600.

Director of Career Planning & Professional Development – University Name
Launched a placement program for this private university that was awarded for top placement out of 11 campuses in 2 countries for 7 years.

Summer Manager, Customer Service/Sales Clerk & Revenue Recovery – Company Name
Entered family owned/entrepreneurial world through family franchise. Conceived of ideas to engage customers. Managed during summers when parents traveled, which included scheduling, books, and payroll. Relentlessly pursued revenue recovery of stolen and damaged videos and equipment.

EDUCATION & CERTIFICATION

Credits: Master of Arts, Counseling & Master of Arts, Technical Writing – University Name
Credits Toward: Master of Arts, **Human Resources & Training** –University Name
Bachelor of Arts, English/Creative Writing – University Name

Certified Xchange Guide, Money Breakthrough Method® Coach, Infinite Possibilities Certified Trainer, Certified Customer Acquisition Specialist, Certified Content Marketing Specialist, Elite Member - Forbes Coaches Council, Certified Money, Marketing and Soul Coach; 10 Resume Writing & Career Coaching Certifications. Too many trainings to list.

PRESENTATIONS, AWARDS & OTHER ACCOLADES

- **Six Resume Writing Awards** – Name and Name; **Seven University Placement Awards** – University Name
- **Speaker Presentations** – XXXX, ABCD, 123, NNNN, USAF, US Treasury, ASAE, PACC, 321A, and others.
- **Media, Interviews & Columns:** Forbes and Forbes Impress, Florida Today, Reader's Digest, US News, Working Mother, Consumer Reports, Monster, Wall Street Journal, and many others.
- **Books:** *Book Title, Book Title 2, Book Title 3, and Book Title 4.*

Engineer transitioning to role working in renewable energy/clean technology authored by Adrienne Tom. Content is written to connect dots between work done and the new target, with top the top third heavy in industry keywords and language and jobs showing bullet points with related expertise emphasized.

Your Name

City, State • Phone • Email

DEVELOPMENT ENGINEER ▶ Renewable Energy & Clean Technology

BUSINESS DEVELOPER | TEAM LEADER | PROJECT CHAMPION | ANALYTICAL PROBLEM SOLVER

Adapts quickly to develop and lead strategies, projects, and people that deliver enhanced value

QUALIFICATIONS & ACHIEVEMENTS

- **Directed asset growth and development in energy industry**, optimizing operations to maximize shareholder value.
- **Led and supported technical projects** from concept through design, development, coordination, and delivery. Managed project budgeting.
- **Utilized data analytics tools** to develop efficient and effective business decisions.
- **Researched and developed products** that produced enhanced outcomes, increased sustainability, and improved performance.
- **Transitioned smoothly between industries**, learning quickly and producing sustainable results to become top performer.
- **Delivered millions of dollars in profit** with novel techniques. Leveraged steamflood expertise to propel top-performing asset to generate over $1MM in daily revenue.

LEADERSHIP SNAPSHOT

- **14 Years of Expertise in Multiple Industries**
- **Asset Development for Major Oil & Gas Organization**
- **Multidisciplinary Team Mentoring and Management**
- **Promotions and Recognition for Top Performance**
- **Cross-Cultural Experience, Both Local and International**
- **Pursuing Certified Associate in Project Management (CAPM)**

CORE COMPETENCIES:

Business Development ▪ Project Management ▪ Research & Analysis ▪ Leadership & Coaching ▪ Process Improvement ▪ Sustainable Strategies ▪ Stakeholder Communications ▪ Strategic Decision Making ▪ Reporting ▪ Regulatory Requirements ▪ Innovation ▪ Technical Projects ▪ Engineering Deliverables ▪ Budgeting ▪ Forecasting

PROFESSIONAL EXPERIENCE

COMPANY NAME, CITY, STATE

Depletion Engineer – PAW Integrator / Thermal Exploitation, [Date – Date]
Team Members: 8 ▪ Assets: 6 ▪ Daily Asset Revenue: $3.5MM

Promoted to team lead to drive thermal asset growth and development to increase revenues and reduce expenses. Direct strategies for optimizing operations of 6 assets in Western US. Oversee multidisciplinary personnel across all areas. Develop and present business decisions using data analytics. Create and deliver plans, schedules, and monthly and annual budget forecasts to stakeholders, and support project development.

- **Business Innovation:** Produced over $18MM in annual operating cost savings due to reduced CO_2 and fuel costs through proposed and initiated steam reduction strategy.
- **Project Development:** Evaluated short- and long-term economics of multiple and concurrent value-adding projects in alignment with business objectives, providing data analytics and research to support project decisions and needs.
- **Budget Forecasting:** Led roll-up and integration of thermal corporate budget, leading strategy meetings, preparing presentations, and using data analytics with Tableau to deliver cohesive annual and monthly budgets.
- **Government Regulations:** Created detailed sulfur dioxide forecast with task force team to ensure environmental compliance within provincial and federal emissions regulations.
- **Team & Strategy Leadership:** Developed operating strategy and aligned multidisciplinary team with vision to execute. Mentored junior staff, providing strategies, resources, and tools to improve performance.
- **Performance Enhancement:** Generated $4.2MM in profit over target after top-performing steamflood asset exceeded annual budget forecast through strategy optimizations and innovations.

COMPANY NAME, continued…

Reservoir and Production Engineer, [Date – Date]

Started with managing and leading production optimization strategies, learning quickly in new field and environment to develop strong rapport and excel in performance. Specially selected to accelerate commercialization of unproven recovery process, working with team of reservoir engineers to direct multiple projects.

- **Team Leadership:** Guided and supported engineering team members on development and execution of steamflood operating strategy.
- **Asset Development:** Created first-ever framework for detailed well reviews to support decision making and identify opportunities to increase asset performance and development. Performed extensive research and data compilation to identify well candidates for proposed capital spend budget development program.
- **Project Leadership:** Directed development of multiple and concurrent projects as project champion, overseeing research, collaboration, and documentation to ensure timely delivery.
  - → Prepared and delivered presentation to Tax Agency, defending and justifying claim audit on Scientific Research and Experimental Development tax credit – saving organization $7.3MM.
  - → Executed cyclic steam stimulation cycles on highest profile thermal asset with goal of maximizing production and net present value. Achieved additional value in excess of $21MM.

COMPANY NAME, CITY, STATE

Research & Development Engineer [Date – Date]

Spearheaded multiple technical projects and research initiatives, overseeing them from concept to prototype, along with all scheduling, logistics, planning, budgeting, procurement, reporting, and delivery. Directed design, development, research, testing, data acquisition and analysis, and grant writing activities.

- **Project Management:** Oversaw up to 11 concurrent research projects, managing project coordination, scheduling, grant proposals, reporting, budgeting, and presentations. Secured annual grant budgets up to $75K.
- **Business Development:** Authored numerous reports and grant proposals to convince executives to renew projects and invest in technical innovations, securing necessary research funding.

EDUCATION & PROFESSIONAL DEVELOPMENT

Certified Associate in Project Management (CAPM) – Institution Name, Date
Master of Applied Science (MASc), Mechanical Engineering – University Name, City, State, Date
Bachelor of Science (BSc), Mechanical Engineering, with distinction – University Name, City, State, Date

Registered Professional Engineer (P.Eng.) – Association Name, Date

Member of Energy Association and Sustainable Energy Association

VOLUNTEER

Volunteer, Organization Name, [Date – Date]
- Designed and implemented chlorinated water treatment distribution system in Indian Himalayas.
- Assisted with implementation of clean water initiative in isolated community in Kenya.

Volunteer Board Director, Organization Name, [Date – Date]

Military Transition from Explosive Ordnance Disposal Tech to IT Project Management Lead authored by Dr. Jeannine Bennett. This resume reframes military service by highlighting transferable skills, translating tactical success into measurable impact, and offering civilian job title equivalents.

YOUR NAME

City, ST | Phone Number | Email Address

TECHNICAL IT PROJECT MANAGER | CYBERSECURITY OPERATIONS SPECIALIST

From bomb disposal to IT risk, leading critical teams and systems with precision and reliability.

Disciplined and mission-proven operations leader with 10 years in the U.S. Navy as an Explosive Ordnance Disposal Technician, directing over 250 high-risk missions across 12 countries with zero mission failures. Oversaw secure communication systems supporting joint operations with federal, intelligence, and allied agencies. Led cross-functional teams of up to 30 personnel and managed $15M in classified equipment.

- Applied proven expertise in risk mitigation, project coordination, systems security, and continuity planning to support secure, high-stakes environments.
- Recognized for precision execution and trusted leadership in fast-moving, high-stakes environments.
- Earned industry-recognized certifications in cybersecurity and project management, demonstrating commitment to technical excellence and readiness for civilian leadership in secure operations.

CORE COMPETENCIES & TECHNICAL TOOLS

Project Management | Cybersecurity Operations | Risk Mitigation | Incident Response | System Integration
Technical Documentation | Stakeholder Communication | Data Security | Team Leadership
Microsoft Project | Jira | Confluence | Splunk | Nessus | Wireshark | VMware | Microsoft 365 | ServiceNow

CompTIA Security+ Certified | CAPM & PMP Certified | Clearance: Secret (Active through 2026)

PROFESSIONAL EXPERIENCE

EXPLOSIVE ORDNANCE DISPOSAL TECHNICIAN | Company Name — City, ST | Date to Date
Civilian Equivalent: Technical IT Operations Lead

- Led global EOD missions involving robotics, secure comms, and high-risk threat response across 12+ countries; integrated digital systems for mission planning, reporting, and interagency ops.

Coordinated secure IT modernization projects supporting cybersecurity compliance, risk mitigation, and technical team enablement in a hybrid enterprise environment.

- **Secure Systems & Robotics Management:** Operated robotic systems and maintained encrypted tactical radios; sustained 99% equipment uptime across high-threat environments.
- **Digital Workflow Optimization:** Implemented a digital reporting system for live mission documentation; reduced manual reporting time by 35% and improved log traceability for reviews.
- **Secure Communications Oversight:** Maintained and troubleshot field-deployable comms systems used in classified environments; ensured continuous comms integrity across joint ops zones.
- **Mission-Critical Tech Readiness:** Conducted field diagnostics and pre-mission systems checks, supporting uninterrupted deployment of counter-IED technologies and threat assessment tools.
- **Cyber-Aware Asset Protection:** Collaborated with classified equipment custodians to enforce compliance protocols; safeguarded sensitive tech from operational compromise.

YOUR NAME 2

EXPLOSIVE ORDNANCE DISPOSAL TECHNICIAN | Company Name City, ST | Date to Date
Civilian Equivalent: Technical Project Coordinator

- Global EOD operations unit supporting joint task force missions, tactical systems maintenance, and explosive threat response across 12+ countries and allied regions.

Led global explosive threat response operations and secure systems management with a focus on robotic platforms, mission-critical communications, and cross-agency collaboration.

- **Mission Planning & Leadership:** Directed a six-member EOD team through 250+ explosive hazard response missions with zero safety incidents and complete operational success.
- **Interagency Collaboration & Joint Ops:** Coordinated with FBI, DHS, and allied forces on CBRNE threat response; streamlined field alignment and reduced response times by 30%.
- **Training Program Development:** Designed and led a 12-week counter-IED and electronic warfare curriculum for 20+ personnel; increased technical readiness by 25% in annual evaluations.
- **SOP Development & Compliance:** Authored updated field protocols and checklists aligned to evolving threat conditions; improved procedural compliance across deployed teams.
- **Threat Assessment & Reporting:** Led post-mission debriefings and risk evaluations; contributed to threat intelligence inputs and operational risk registers.

EDUCATION & CERTIFICATIONS

BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY | University Name City, ST | Date

CERTIFICATIONS

- Certified Associate in Project Management (CAPM), Organization Name (Date)
- CompTIA Security+ (SY0-701), Organization Name (Date)
- Certified Ethical Hacker (CEH), Organization Name (Date)

PROFESSIONAL DEVELOPMENT

- Cybersecurity Fundamentals for Defense Systems, Organization Name, Training Hours (Date)
- Project Risk Management Workshop, Organization Name, Training Hours (Date)
- Cybersecurity Fundamentals for Defense Systems, Organization Name, Training Hours (Date)
- Navy Senior Enlisted Leadership Course, Organization Name, Training Hours (Date)
- Project Risk Management Workshop, Organization Name, Training Hours (Date)
- Advanced Field Systems Maintenance, Organization Name, Training Hours (Date)
- Secure Comms & Encryption Systems, Organization Name, Training Hours (Date)

DISTINCTIONS AND RECOGNITION

- Navy & Marine Corps Achievement Medal - Commended for leadership and team performance (Date)
- Navy Good Conduct Medal (3x) - Awarded for professionalism and consistent high standards (Date)
- Joint Operations Commendation - Honored for support to cross-agency readiness missions (Date)
- Commander's Coin for Excellence - Recognized for reducing risk through digital SOP redesign (Date)

Reentering Workforce after 14-year gap to PK-8 Classroom Support Professional authored by Tammy Shoup. This is a strong example of covering stay-at-home parenting with a mix of self-employment, volunteer work, and family responsibilities presented in a professional light to match the job target.

Your Name

Teacher's Aide, PK–8

City, ST Zip ▪ Phone Number ▪ Email Address

10+ Years School-Based Volunteering (PK-8th Grades) ⟡ Substitute Teacher Experience ⟡ Latchkey Support

Dedicated and dependable classroom support professional with over a decade of experience in school-based volunteering, substitute teaching, and child-focused service. Deeply familiar with Organization Name through long-term involvement as a parent, church member, and classroom volunteer. Skilled in one-on-one student support, instructional assistance, and teacher collaboration. Known for consistency, a calm presence, and helping students build confidence and joy in learning.

Core Strengths: Classroom Management • Student Supervision • Small-Group Instruction • Teacher Collaboration • Event Coordination

RELEVANT EXPERIENCE

Professionally Active Career Break — Date–Date

Took an intentional pause from formal, full-time employment to focus on family while continuing licensed hair services from home and staying actively involved in structured volunteer and substitute roles. Key engagements:

- APPROVED SCHOOL VOLUNTEER, School District Name (Date–Date) | Background-checked elementary and middle school volunteer. Supported teachers and staff during field trips, Field Day, and other school events.
- VOLUNTEER, Organization Name (Date–Date) | Led 8th-grade students through activities, focusing on budgeting, basic finance, and life skills development.
- SUBSTITUTE TEACHER, PK-8, School District Name (Date–Date) | Provided in-class coverage for general education, PE, and Computers. Followed lesson plans, adapted instruction, and supported learning activities for classes of 9–22 students.
- LATCHKEY PROGRAM SUBSTITUTE, School Name (Date–Date) | Supervised after-school care, assisted with homework, led group activities, and maintained a safe, supportive environment.
- MEMBER, BOARD OF EVANGELISM, Church Name (Date–Date) | Volunteered in local outreach efforts, offering meals and support to families as time allowed.
- CLASSROOM VOLUNTEER & ROOM MOM, School Name (Date–Date | Organized classroom parties and events, recruited parent helpers, and supported teachers with day-to-day classroom needs.
- PTL MEMBER, School Name (Date–Date) | Led and supported fundraising and community events including Field Day, School Carnival, VIP Day, and Teacher Appreciation Week. Coordinated parent volunteers and served as PTL President for one term.
- HOMESCHOOL EDUCATOR, COVID Response (Date–Date) | Taught three elementary-aged children (Kindergarten, 1st, and 3rd grade) during remote learning. Communicated daily with online teachers to deliver daily lessons, reinforce foundational skills, and organize creative learning activities—including science and art projects—to support engagement and growth.
- COACH, Community Sports Leagues (Date–Date) | Assisted with youth sports, coordinating practices, and ensuring smooth flow of team communication over multiple seasons.
- BOARD MEMBER, Organization Name (Date–Date) | Scheduled guest speakers, coordinated meeting logistics, childcare, and meal trains, organized fundraisers, and oversaw volunteer signups.

ASSISTANT MANAGER | Government Institution, City Name Branch — Date–Date

Promoted from Customer Service Representative to Assistant Branch Manager. Oversaw daily operations including scheduling, hiring support, paperwork review, and cash reconciliation for a high-volume branch.

ASSISTANT MANAGER | Organization Name, City Name Location — Date–Date

Advanced from receptionist to licensed stylist and Assistant Manager. Managed scheduling, inventory, hiring support, and daily salon operations, with a focus on client service and team coordination.

EDUCATION

Cosmetology Program | College Name, City, ST

Licensed Cosmetologist – State Name | Active since Date

Career Transition from Athlete to Programmer authored by Laura Hartnell. The Programming Skills section makes for a perfect networking resume that places relevant roles first and less related athletic jobs second. Placing both under a Professional Experience header makes it parse.

YOUR NAME

City, State | Phone | Email

PROGRAMMER

HARDWARE & SOFTWARE DEVELOPER bringing the drive and determination of a former Olympic athlete.

- **Adept at analyzing needs and translating ideas into clean and efficient code.** Deadline driven and collaborative with an acute awareness of how software, hardware, and networks interact within the broader technology ecosystem.
- **Strategic thinker with a 'keep it simple' approach**, working backwards from desired outcome to determine the best programming languages and implementation plan—building skeleton system and stubbing out functional sections.
- **Solid understanding of the software development life cycle with an eye for improvement opportunities**, able to deliver practical, cost-effective, high-quality products that uphold end user satisfaction.

Core Competencies

Software Development & Implementation • Hardware Design • Object-Oriented Programming • SDLC • DVCS
Automation • Machine Learning Algorithms • Artificial Intelligence • IoT • Relational Databases • Project Management
Programming Languages: C, C++, Python, Java, JavaScript, Node.js, Swift, MySQL, XML
Platforms & Frameworks: Linux, Android, iOS, AWS, Google, Visual Studio

PROGRAMMING SKILLS IN ACTION

SOFTWARE DEVELOPER (Freelance) | Company, City, ST — Date – Date

Initially contacted by owner to support transition from paper-based quoting and invoicing to a digital system. Built out custom application which snowballed into development of a full-fledged CRM with Android and iOS compatibility.

- Set up functional prototype, enabling staff to track hours, schedule jobs, quote prospective clients, and send and track invoices while continuing to evolve CRM into a dynamic subscription model for other cleaning companies.
- Installed and maintained tailor-made server on MySQL – AWS (RDS) to host and integrate apps; now focusing on load balancing across multiple servers to ensure high availability.
- Incorporated pre-set zip codes into a color-coded scheduling system which has streamlined crew assignments and generated an additional $3000+ per month in extra cleanings.

PROGRAMMER – Python Automation of Brewing Process (Personal Project) — Date – Date

Automated the 8-hour home brewing process, operated through AWS IoT using MQTT to pass and monitor each recipe's information to a Python script running on a Raspberry Pi. Stored the brew steps and brew results on MySQL Database.

- Designed and installed custom smart plugs, valves, temperature probes, and flowrate monitors that can be controlled locally on each unit or through a custom app and automated brewing code.
- Enabled remote access of brewing process and created consistency across each beer recipe.

SOFTWARE DEVELOPER (Freelance) | Company, City, ST — Date – Date

Developed an in-house Chrome extension using JavaScript to support research. Eradicated copying and pasting by enabling staff to highlight text, hit a shortcut key, and have the content auto-populate into a Google Sheet.

SOFTWARE / HARDWARE DEVELOPER (Contract) | Company, City, ST Date – Date

Contacted to create a finish timer for a gravity car race competition as well as a robot car for in-class school projects, equipping judges with a subjective method for distinguishing winners beyond the naked eye (narrowing frames down to the thousandth of a second), and providing students with a fun STEM learning opportunity.

- Designed and built a robot car, applying Arduino Nano for main control of motors and an HC-05 Bluetooth Module for receiving commands and developed an android app (BT Car Control) to control the car.
- Installed lasers and photoresistor light sensors on an Arduino Nano which projected results onto an LCD screen.
- After success of each prototype, was requested to build 8 more timers and 17 more cars.

PROFESSIONAL EXPERIENCE

OLYMPIC ATHLETE | Company, City, ST Date – Date

Trained as a full-time athlete at the international level. Upheld a rigorous training schedule (3 practices per day, 6-7 days per week, 45 weeks per year) and performed as part of cohesive team.

- Competed in 9 World Cups (Bronze 2014, 2015), 7 World Championships, World University Championships, the 2015 Pan Am Games (Gold, Bronze), and the 2016 Summer Rio De Janeiro Olympics.

AIRBORNE INFANTRY RESERVIST | Company, City, ST Date – Date

Specialized in airborne infantry (parachuting). Developed strong leadership skills, achieving rank of corporal. Oversaw a section of reservists, leading exercises to improve prevision and uphold safe standards of operation.

JUNIOR DRAFTER | Company, City, ST Date – Date

Built a solid foundation in requirement gathering and cross-disciplinary collaboration. Consulted with clients, engineers, and architects to understand needs and leveraged well-honed AutoCAD skills to prepare detailed technical drawings and schematics for fire sprinkler systems, parts inventory, and HVAC systems.

EDUCATION & TRAINING

Computer Programming Applications Certificate – College Name
Courses completed in Python, Bash, C, C++, Object Oriented Programming & Artificial Intelligence

*On-going self-directed learning—committed to keeping up with (or ahead) evolving technology!

The Your Name Difference:

Bringing the **discipline & determination** of an athlete,
the **teamwork & leadership** focus of the Armed Forces,
and the **detailed eye & collaboration** of a drafter.

Taken together, Your Name can push past challenges and solve unique problems, hit aggressive deadlines, and motivate and rally teams together to deliver **QUALITY** software and hardware products.

Military Transition from Safety/Search & Rescue Leadership to Wildlife Biologist authored by Tammeca Riley. This resume focuses on transferrable skills and relevant volunteer work while translating job titles and descriptions to functionally align better with the target role.

NAME

City, ST Zip code ▸ phone number ▸ email ▸ LinkedIn

WILDLIFE BIOLOGIST

ENVIRONMENTAL ENTHUSIAST: PLANNING ▸ RESPONSE ▸ POLICIES ▸ SURVEYS ▸ IMPACTS ▸ EMERGENCY MANAGEMENT

- **Orchestrated responses for one of the largest areas monitored** – managed search and rescue missions, marine safety; and radio communications, responses, and broadcasts for urgent incidents.
- **Hand-picked as situation unit leader to assess and map daily progress of response and cleanup effort** for 546K gallons of HAZMAT discharge affecting 7-mile area.
- **Overhauled inter-agency response plan following a 900-gallon crude oil spill** by incorporating updated policies and geographic response strategies to facilitate best-case response scenarios.
- **Acted as safety officer for government-initiated unannounced exercises required under the Preparedness for Response Exercise Program (PREP)** to identify vessel and facility response planning requirements for oil spills.
- **Researched and analyzed environmental data** to distinguish sustainable solutions for a myriad of environmental issues and impacts, including clean water accessibility, stormwater drainage, waste management, wetlands, habitat restoration, species management; and environmental management, policies, and economics.

Competencies: NIMS | Public Information Management | Media Relations | Resource Management | Leadership & Mentoring | Strategic Messaging | Response Leadership | Incident Command | Incident Action Plan | Continuity of Operations Plan | Environmental Research & Policy | Restoration | Risk Assessment
Technology: Google Earth, SharePoint, Alternative Response Technologies, GPS, Microsoft (Outlook, PowerPoint, Word), ArcGIS

PROFESSIONAL EXPERIENCE

MILITARY BRANCH — **CITY, ST**
ENVIRONMENTAL FIELD OPERATIONS COORDINATOR (TITLE: OPERATIONS OFFICER) — **MM/YYYY - PRESENT**

LEADERSHIP ACCOUNTABILITY: 100 EMPLOYEES | 5 SITES | $100K MAINTENANCE & EQUIPMENT BUDGET

Direct response operations for search and rescue, ports waterway security, recreational boating safety, and law enforcement matters for 8K+ miles of navigable waterway across 10 states and 12 major rivers that transport 350M tons of cargo annually. Collaborate with federal, state, and local law enforcement agencies to mobilize resources, and plan and coordinate safety and security for prominent events and visits from executive officials and government dignitaries.

- **Leadership Diversity and Advisory Council Chair:** Steered a diverse team of 20 volunteers in devising and implementing diversity and inclusion programs, leadership opportunities, trainings, and observances.
- **Resource Management:** Strategized delivery of assets to 3 stations while confronting staffing and supply shortages caused by the COVID-19 pandemic – ensured immediate access to critical equipment for response efforts.
- **Public Relations:** Appointed to lead the Joint Information Center, serve as Public Information Officer of an incident command post, and create strategic messaging for effective public relations during high-profile incidents.
- **Leadership:** Transformed low employee morale by restructuring work schedules with 22% less work hours per month.
- **Strategic Partnerships:** Partnered to coordinate security detail for 10+ visits from the senior executive leaders.

MILITARY BRANCH — **CITY, ST**
ENVIRONMENTAL PROTECTION & PLANNING SPECIALIST (TITLE: INCIDENT MANAGEMENT DIV CHIEF) — **MM/YYYY – MM/YYYY**

LEADERSHIP ACCOUNTABILITY: 7 EMPLOYEES | $11K CONTINGENCY EXERCISE BUDGET

Served as Planning Chief of an incident management team. Supervised 3 leaders in all-hazard incident management covering situations, resources, and documentation; and responding to severe weather, pollution, and security threats.

- **Environmental Response / Incident Command:** Mastermind of constructing an incident command post in response to a category 4 hurricane. Despite a skeleton crew and minimal resources, saved 11K+ lives and 300+ pets and responded to 1500 pollution reports.
- **Public Relations:** Communicated public safety advisories, interacted with media channels, distributed information via press releases and social media, and readied team for media engagements, in partnership with district leaders.
- **Leadership Development:** Secured $3K award to institute the Women's Leadership Initiative, providing mentoring, leadership training, and professional development for 142 women.

MILITARY BRANCH **CITY, ST**
ENVIRONMENTAL MONITORING TECHNICIAN (TITLE: COMMAND CENTER DUTY OFFICER **MM/YYYY – MM/YYYY**

LEADERSHIP ACCOUNTABILITY: 3 EMPLOYEES

Helmed command center operations that informed worldwide operational decisions. Coordinated and delivered daily information, reports, and threat assessments to military, federal, state, local, and industry authorities.

- **Critical Incident Communications:** Executed 200+ critical incident conference calls to brief senior executive leaders of major disasters and critical incidents.
- **Environmental & Emergency Response Management:** Facilitated multi-agency response efforts for waterway closures, vessel detentions, search and rescues, environ protection cases, and 200+ threat response cases.
- **Crisis Action Team Mobilization:** Erected a crisis action team to create and deliver communication resources to facilitate leadership briefings and decisions regarding public health outbreak.

Additional Roles in Military Branch: Job Title, Job Title, and Job Title

EDUCATION / CERTIFICATIONS / TRAINING

UNIVERSITY NAME
Master of Science in Environmental Policy and Management
Graduate Certificate in Environmental Hazard Mitigation and Restoration

UNIVERSITY NAME
Bachelor of Science in Marine/Aquatic Biology

- FEMA ICS: Public Information Officer, Agency Representative, Division Group Supervisor, Planning Section Chief, Situation Unit Leader
- Homeland Security Exercise and Evaluation Program – Training Institute Name
- HAZWOPER 24-HR Course OSHA Training – University Name
- Professional Development Series Certificate of Achievement – Training Institute Name
- NDOW/Pollution Responder College – University Name
- Basic Public Information Officer / Public Information Officer Awareness – University Name
- Joint Information System/Joint Information Center Planning for Tribal, State, and Local Public Information Officers – University Name
- Search & Rescue Planning | Pollution Incident Responder | Preparedness & Exercise | Incident Management

ENVIRONMENTAL VOLUNTEER LEADERSHIP

- **Professional Association Name:** Worked 230+ hours alongside biologists to remove debris from water control structures, map ecosystems, conduct species census, maintain trails, and capture measurements and information.
- **Organization Name:** Spearheaded 3 clean-ups to clear debris following elevated river water conditions, conducted trail maintenance, and removed invasive species.
- **Organization Name:** Planted native tree species in a nature preserve, removed invasive species, and maintained trail by diverting runoff and creating a blockage to prevent erosion.

AWARDS & COMMENDATIONS

- Bravo Zulu Award
- Commendation Medal (3)
- Humanitarian Service Medal
- Nominated for Leadership Award
- Unit Award

Career Change from Actor to HR/Recruiting authored by Cliff Flamer. This resume blends language that crosses the bridge to the new industry target, accomplishments, and functional segmentation by title within positions to help the candidate qualify for the new target role.

City, State, Zip
LinkedIn Profile URL

YOUR NAME

Recruiting and HR... without all the drama

Phone Number
Email Address

SUMMARY OF QUALIFICATIONS

Gregarious **Recruiting, Training, and Employee Relations Professional** with a BA in English from Harvard plus 8 years of experience recruiting, hiring, onboarding, and managing employees, stemming from leadership roles as a producer and talent coordinator for 2 beloved Boston performance companies. Previous career in sketch comedy lends well to polished presentation skills and ability to work with strong personalities, not to mention a pretty good sense of humor.

- Recruiting Campaigns
- Phone Screening
- Interview Coordination
- Group Interviews
- Individual Interviews
- Hiring & Onboarding
- Employee Relations
- Employee Engagement
- Training & Development
- Conflict Resolution
- Consensus Building
- Employee Discipline

PROFESSIONAL EXPERIENCE & ACHIEVEMENTS

Company Name — Producer | Director | Trainer — City ▪ Dates-Dates

Became a driving force of recruiting, training, and teambuilding with this renowned Boston sketch comedy company, in addition to writing and acting in several performances. Produced 10 full-length comedy shows, which required top-notch skills in talent acquisition and management, team coordination, mediation, and sales and marketing.

RECRUITING, HIRING, AND ONBOARDING

- **Recruiting:** Sourced 500+ actors, crew, and featured artists across 4 years of productions; networked through associations, colleagues, talent databases, job boards, and social media platforms.
- **Headhunting:** Pitched jobs to top talent, helping candidates see parallels between their work history and open role. Drummed up excitement amongst candidates, despite the low wage offering.
- **Screening:** Set up and coordinated multi-day initial screenings for 50-75 candidates; selected top 10%-15% of the pool for second-round group auditions to ultimately fill 3-6 spots.
- **Interviewing:** Conducted formal phone and in-person interviews with potential set design/crew members; developed strong rapport to make inroads for future recruiting opportunities.

STAFF RELATIONS AND TEAMBUILDING

- **Conflict Resolution:** Became go-to person for alleviating interpersonal problems amongst some very strong personalities; remained reliably neutral yet empathetic.
- **Consensus Building:** Called and facilitated town-hall meetings to deliver carefully crafted messaging to all company members in order to reclaim collaboration, creativity, and trust.

TRAINING AND TALENT DEVELOPMENT

- **Classroom Training:** Launched new acting workshop, which became a recruiting ground for new members. Designed class strategy and lesson plans to engage groups of 8-12 students.
- **Individual Coaching:** Developed tailored training programs for high-potential team members.

Company Name — Learning Coordinator | Casting Assistant — City ▪ Dates-Dates

Doubled as a recruiter and training coordinator in the Arts Education division of this well-established theater company. Developed a strong sense of running a non-profit organization from an HR Operations standpoint.

RECRUITING, HIRING, AND ONBOARDING

- **Recruiting:** Sourced new talent by attending acting camp job fairs; placed ads, leveraged network, and recruited through existing enrollees. Conducted 100+ interviews every year.
- **Screening:** Assisted with large-scale rapid-fire general auditions for 300+ professional actors at a time, with more in-depth follow-up sessions for 50 of the most promising candidates.
- **Onboarding:** Welcomed / processed 30-40 teachers, which included orientation, tours, and paperwork.

TRAINING EVENT PRODUCTION

- **Staff Training:** Trained 20 staff, interns, and volunteers in organizing and preparing 550 actors.

EDUCATION & SKILLS

Harvard University: BA English, Certificate in Theater (with honors) – Date
Proficient in MS Office / Fluent Spanish / Basic French

Career Transition from Self-Employed Jack-of-All-Trades Technical/ Manager with numerous positions to Licensed Insurance Adjuster
authored by Marie Plett Lane. This resume briefly showcases roles, deemphasizing self-employment while emphasizing relevant skills, licenses, and keywords.

Your Name

Phone Number
Email Address
LinkedIn Profile

Licensed Insurance Adjuster / Unrivaled Work Ethic

Dedicated to accurately and ethically determining liability in insurance claims. Committed to avoiding litigation by ensuring fair settlements with claimants. Talented problem solver with high levels of social competence and a passion for helping people in crisis. Knowledgeable of Massachusetts state regulations. Decades of experience in all areas of construction. Core competencies include:

- Construction Damage Assessment
- Claim Adjustment Procedures
- Insurance Terms & Definitions
- Specialty Liability Insurance
- Coverage Conditions & Exclusions
- Common Policy Structures & Provisions
- Contract & Settlement Negotiation
- Arbitration & Subrogation Procedures
- Dwelling & Homeowner Insurance
- Umbrella & Excess Liability Policies
- Ethical Adjuster Practices
- National Flood Insurance
- Property & Liability Losses
- Regulatory Compliance
- Root Cause Analysis

Personal Experiences

Successfully negotiated insurance payout after enduring vehicular collision with DUI offender.

Provided emotional support and profound community assistance during the Great Flood of 1995.

Spent many years in construction, repairing damages caused by age, hail, flooding, and wind.

Relevant Education & Credentials

Insurance Adjuster License, Name of US State (DATE) #1234597

All-Lines Insurance Adjuster Program, Certificate of Completion (DATE)
Coursework: Property and Casualty Insurance; Adjusting Losses; Dwelling and Homeowners Policies; Auto Insurance; Commercial Package Policies; Insurance Policy Development; Property and Liability Policies

Professional Experience / Notable Highlights

- *Copywriter / Content Creator, Self-Employed, City, State, DATE to DATE*
  Generated business referrals through satisfied clients and delivered high-impact communications.
- *Associate Clerk, Grocery Store, City, State, DATE to DATE*
  Provided exceptional customer service with superior interpersonal skills and a keen eye for detail.
- *Chimney Technician, Chimney Sweeping Company, City, State, DATE to DATE*
  Maintained in-depth knowledge of thermodynamics and building codes. Minimized property/health risks.
- *Digital Strategist, Marketing Firm, City, State, DATE to DATE*
  Solved complex problems while ensuring prompt client contact and follow-up.
- *Property Manager, Independent Caretaker, City, State, DATE to DATE*
  Protected security of all building structures. Repaired roof after severe wind damage.
- *Property Manager, Independent Caretaker, City, State, DATE to DATE*
  Corrected plumbing/construction inefficiencies and restored water-damaged ceiling.
- *Helpdesk / Software Technician, University Name, City, State, DATE to DATE*
  Quickly troubleshot difficult technical issues. Created procedural manual.
- *Assistant Administrator, Company Name, City, State, DATE to DATE*
  Optimized daily operations, schedules, and expenses. Ensured completeness and accuracy of invoices.

  Earlier success as HVAC technician, mason, electrician, boiler technician, and carpenter. Managed freelance construction and plumbing projects. Worked on a farm and maintained equipment. Garnered advanced expertise in carpentry, roofing, masonry, tiling, boiler/HVAC maintenance, plumbing, explosives, electrical systems, and hydro/solar power generators.

College Education

University Name, City, State, DATE to DATE
Website Development / Digital Marketing (GPA: 3.8, Dean's List)

Technical Summary

Microsoft Office Suite (Word, Excel), Adobe Creative Suite (Photoshop, Lightroom)

Career Change from Professional Athlete to Sales authored by Marlene Cole. This resume uses language to cross the bridge to the reader by understanding by translating experience in one field clearly into another by identifying keyword areas in the new field and showing the match wherever and however possible.

Your Name

City, State Zip Code | Email Address | Phone Number

Sales, Partnerships & Business Development Management

Accomplished and 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 both teams and organizations across global media, marketing, and product launch.

Extensive international experience: traveled, filmed, represented, and competed across Europe (Austria, France, Germany), Japan, Australia, Canada, New Zealand, and United States.

Networking & Referrals	Marketing & Promotions	Sponsorship Growth
Global Sponsorship Market	Project Management	Commercial Retail Sales
Key Alliance & Partnerships	Leadership & Mentoring	Driving Brand Awareness
Contract Negotiations	Stakeholder Relationships	Public Profile & Speaking

Professional Snapshot

Professional Alpine (Downhill) Skier | Date - Date
Short Films Production | Date - Date

Sales & Marketing: Worked closely with major corporations across global sponsorship market, with an ongoing contribution to design, sales, and marketing.

- International Name team member for over nine years, promoting sport as it expanded from an initial 10% participation to grow to 50% nationwide.
  - ☑ Provided input into advertising strategies across campaigns and merchandise; liaised with Marketing and Team Managers and various promotional teams.
  - ☑ Attended trade shows (Switzerland, Canada, Munich) as company representative; engaged with more than 1,500 attendees over 2 days, and also participated in team photo shoots and endorsement events.
- Collaborated with design and retail teams to design signature range of outer wear; completed both national and international catalogue shoots. Resulted in highest selling range for four years running.
  - ☑ Negotiated ongoing contracts with up to six sponsors (Company Name, Company Name, Company Name, etc.) for professional skiing and filming activities.
- Managed distribution and invoicing of professional photos and films to magazines (Europe, Americas, International) and sponsors for more than seven years; maintained accurate accounts.
  - ☑ Published articles and interviews in up to 25 issues per year across 23 countries; ensured promotion and participation of sport to inspire newcomers.

Business Development: Proactively maintained key relationships with action sports company CEOs through to sponsorship managers and sports agents; split time between Europe and American bases.

- Pushed boundaries and attempted the impossible; overcame and pushed through injuries and weather conditions to meet sponsorship needs.
  - ☑ Noted for excellent communication skills coupled with a strong work ethic and outgoing personality; gained trust and commitment for high-risk projects.

continued

Your Name – Page Two

Professional Snapshot cont...

Elite Action Sports: Began professional career, signed to Company's International Team at 15 years old; rated as one of the best ski competitors in the world and one of Northern Hemisphere's best freestyle riders.

- ☐ Maintained heavy involvement in producing two short films; featured in more than 26. Collaborated with film and photography crew, throughout transport, work schedule, and logistical needs.
  - ☑ Selected and coordinated crew, as part of five athlete team, for *Film Name* - awarded *best documentary* at International Sports Film Festival Year.
- ☐ Invited to co-host *Ski Challenge 2014* (an elite level invitation only heli-accessed free-ride event) in Japan for two TV channels.
  - ☑ Conducted in-depth interviews, introductions, and voiceovers for three-day event; developed and shared a captivating storyline for producers, meeting all deadlines.

Testimonies

"He has a drive to succeed and push himself to reach his full potential. This makes him perfect for any role that includes building strong relationships with clients, sponsors and key stakeholders."

- Sponsorship Manager, Company Name

"His passion for skiing have shaped his life for the good, and the worldwide connections and friends he has made throughout the years, in and out of the industry, are a credit to his likeable demeanor and loyalty."

- Director, Company Name

"Sponsoring many athletes across a diverse amount of action sports, I have never met a person with the same dedication and attitude he has... great enthusiasm and a willingness to learn, super pro-active, not just an athlete but keen to learn on a business angle and approach, to make himself the most rounded of professionals."

- Vice President, Company Name

"I've watched a talented athlete turn into a spokesperson, a leader, and a talent for business. He will continue to go far in whatever he endeavors to pursue. No company can go wrong with his level of drive and dedication to everything he undertakes."

- Marketing Director, Company Name

Career Change from Self-Employed Event Manager to Office Manager
authored by Laura DeCarlo. This resume overcomes too many concurrent temp positions and contracts by combining them under the self-employment umbrella time frame. Note the careful wording and the order of employment bullets to put the focus on the new job target.

YOUR NAME

City, State Zip / Phone / Email

OFFICE MANAGEMENT PROFESSIONAL

Office Administration / Sales & Marketing / Coordination & Planning

High energy professional with the strategic vision and tactical implementation skills to:

- ✓ Increase ROI by negotiation & best practices.
- ✓ Manage concurrent projects efficiently.
- ✓ Forecast & plan for proactive management.
- ✓ Ensure world class customer / client service.
- ✓ Meet deadlines & budgetary parameters.
- ✓ Communicate effectively at all levels.
- ✓ Leverage strong economics knowledge.
- ✓ Translate ideas into tangible results.

Key areas of experience:

- Contract Development & Negotiation
- Budget Management
- Marketing Collateral
- Profit & Loss (P&L) Management
- Office Management
- Bill & Expense Analysis
- Forecasting, Planning & Analysis
- MS Office Word Processing
- MS Excel Spreadsheets
- Event & Exhibit Management
- Business Writing & Editing
- Direct Mail & Marketing Campaigns
- Program Management
- Logistical Planning
- Records Management
- Report Preparation
- Presentations
- Customer Service

EDUCATION / CERTIFICATION

BS in Economics, Minor in Business Administration – University Name
Currently pursuing Certified Meeting Planner (CMP) credentials

PROFESSIONAL EXPERIENCE

FREELANCE CLERICAL SUPPORT / COMPANY NAME, City, ST — Date to Present

Secretary / Proofreader / VA / Event Manager (Contractor)
Clients / Contracts: Held private clients (Company Name, Company Name, Company Name, and Company Name) and also took on assignments through agencies, which included Company Name, Company Name, and Company Name.

- ***Program Management & Contracts:*** Consulted with Company Name to manage annual events, which involved extensive contract writing and negotiation; resulted in tens of thousands of dollars in real and potential risk for client. Handled all aspects of events from contracts through scheduling, planning, marketing, and onsite logistics. Renegotiated loan contracts for Company Name and its lenders.
- ***Administration:*** Performed on-site and virtual administrative support for clients, which included editing, proofreading, customer communications, business correspondence, record keeping, and marketing.
- ***Telephone Support & Customer Service:*** Furnished telephone customer support and sales to companies such as Company Name and Company Name via contract with Company Name. Attained 90%+ ranking and letters of recognition for service levels and time / goal attainment.
- ***Taxes & Finances:*** Managed all personal finances for small business which included using tax software and IRS reporting.
- ***Management Logistics & Services:*** Managed onsite logistics and catering of meetings for 10-2,300 attendees in FL, AL, TX, and NV.

COMPANY NAME, City, ST — Date to Present

Marketing Manager / Sales & Marketing Coordinator
Leveraged extensive administrative, sales, marketing, and business knowledge to participate in driving strategy, design, and implementation for product marketing and positioning with input of co-Marketing Manager and executive direction. Focused on driving company to embrace new strategies in e-marketing including viral strategies, blogging, web video, improved copy, and SEO.

PROFESSIONAL EXPERIENCE

- ***Marketing Collateral & Graphics - Direct Mail & Exhibit:*** Handled creation of specials, promotions, direct mail pieces, brochures, catalogs, comparison charts, literature folders, and spec sheets. Sought to streamline and integrate brand across diverse product lines.
- ***E-Marketing:*** Directed strategy / scheduling of eblasts including creation (from product announcements, technical updates, executive letters) and distribution. Introduced tracking software to track campaigns and make adjustments to improve click-through rates. Researched viral marketing and SEO.
- ***Website Design & Marketing:*** Contributed input, proofreading, sketch designs, and requests around content needed to be posted or created. Spearheaded development of new product site content.
- ***Advertising:*** Oversaw strategy of advertising plan with direction from CEO. Researched free print and Web listings, coordinated publication insertion orders, created ads, and worked with outside agencies.
- ***Public Relations:*** Provided critical media contact as a spokesperson, campaign developer, and creator of press releases. Developed story angles and pitches to capture media interest.
- ***Tradeshow Management:*** Ensured all tradeshow participation was smooth, streamlined, and efficient. Coordinated company participation and exhibition for over 40 region and state tradeshows.
- ***Order System Management:*** Administered company's manufacturing software solution for managing entire order cycle. Set up specials, prices, entered prospect contact information, and tracked marketing campaigns. Provided training in order entry and customer relations management.
- ***Customer Service:*** Interfaced with all customers and end-users (multi-tier corporate, military, gov't). Supported end users who included the US Army, DOT, BLM, and USFS as well as commercial clients.

ADDITIONAL RELEVANT EXPERIENCE

COMPANY NAME, City, ST Date to Date

Sales Representative
Recruited to spearhead new territory development and aggressive marketing for distributor of a diverse portfolio of domestic and international wines.

COMPANY NAME, City, ST Date to Date

Corporate Event Planner / Executive Assistant
Office Clerk & Meeting Coordinator – Medicomp (2001)
Handled the planning, budget development and administration, management, and on-site coordination of corporate meetings, conventions, spokesperson tours, tradeshow participation / exhibition, leadership summits, and product launch programs.

Managed website administration (both corporate and convention) and all corporate communications to include daily email newsletters, phone messaging, conference calls, training schedules, weekly meeting updates, distributor event announcement, and US / international promotion logistics.

Career Transition from Ordained Minister to Fundraiser authored by Rebecca Worthen. Utilized a dedicated Leadership section to bridge both chapters of his career showing pre-transition work provided the foundation for current success.

YOUR NAME

City, ST | Phone Number | Email Address | LinkedIn URL

Mission-Driven Fundraising Leader

Brings 20 years of values-driven leadership into donor engagement, strategy, and major gifts fundraising.

Visionary leader with 20+ years of global experience in healthcare, education, and nonprofit sectors, specializing in strategic planning, business development, and large-scale fundraising initiatives. Adept at managing complex projects impacting up to 5K+ individuals. Skilled planner and analyst with a record of success leading teams to achieve organizational growth and financial targets. Expert in relationship building, stakeholder collaboration, and aligning development strategy with mission-driven goals.

Key Leadership Achievements

- **Led three mission-driven teams at the University of State, totaling 30 members**, restructuring operations, building internal and external partnerships, and managing facilities with an impact on 4K+ individuals.
- **Redesigned operations for Healthcare Center's planned giving program** driving $25M+ in annual contributions and personally acquiring $3M+ in gifts.
- **Secured multiple 7-figure gifts for academic medical institutions**, driving advancements in research, enhancing patient care priorities, and supporting key educational initiatives.

Key Skills

- Major Gift Strategy
- Strategic Planning
- Stakeholder Collaboration
- Relationship Management
- Project Management
- Marketing & Communications
- Team Leadership & Mentoring
- Account Management
- Strategic Partnerships

PROFESSIONAL EXPERIENCE

Brings more than a decade of global ministry and mission-aligned leadership experience to a career in nonprofit advancement, applying relationship-building, systems thinking, and cross-cultural insight to drive philanthropic growth and impact.

University Medical Center | City, ST *Date – Date*
Leading academic health system serving 600K+ patients annually. Renowned for its innovative research and specialized care.

Director of Development, Major Gifts

Advanced high-impact philanthropic initiatives for a leading academic health system, with a focus on campaign planning, grateful patient fundraising, and major gift strategy.

- **Designed and implemented a strategic plan** for grateful patient fundraising for the Departments of Neurology and Neurological Sciences, expanding the donor pipeline and enhancing engagement with physician partners.
- **Transformed small contributors into major gift donors**, turning $200 into a $50K estate gift and $10K into a $1M outright gift. Solicited and closed an additional 30+ gifts totaling $600K+ in collaboration with physician partners, moving forward key initiatives in research, education and patient care.
- **Spearheaded the creation of a custom prospective donor tracking system** now adopted team-wide, identifying top prospects, maximizing effectiveness of outreach, and measuring outcomes to drive strategic planning for major gifts.
- **Collaborated in the strategic planning and launch of the public** phase of the $750M "Without Boundaries" campaign, contributing to the Neurology Pillar's $100M goal. Partnered with stakeholders to create a high-impact event.
- **Managed a portfolio of 100+ donors**, building strong relationships around mission priorities and securing major gifts to advance the top priorities of senior leadership and key physician partners.

Regional Healthcare System | City, ST *Date – Date*
Integrated academic health system comprised of 11 hospitals and 200 outpatient sites, delivering advanced care to millions.

Philanthropy Associate, Planned Giving — Memorial Foundation

Restructured operations for a $20M+ planned giving program, collaborating with program director to enhance donor engagement and streamline processes. Developed strategic marketing initiatives to expand donor reach.

- **Developed and implemented a multi-channel marketing communications strategy** that significantly improved outreach and donor engagement. Managed and re-evaluated contract with third-party marketing vendor, transitioning to a more effective in-house solution.
- **Solicited and closed gifts totaling $2M+** supporting key health system priorities.
- **Received the "Exceeding Expectations Award"** in 20XX, for leadership in reorganizing the planned given program, a recognition given to one individual each quarter within the Memorial Foundation.

University Name | City, ST *Date – Date*
Renowned institution, serving 18K+ students and known for its emphasis on academic excellence, ethics & social justice.

Graduate Teaching Fellow

Designed and taught high-impact courses on social justice and university mission, fostering critical thinking and ethical reflection in undergraduate students. Consistently received teaching evaluations among the highest in department.

Global Religious & Educational Organization | City, ST *Date – Date*
Educational, pastoral, and social service organization in 17 countries, anchored by the University of State.

Clergy & Senior Leader for Mission-Driven Initiatives

Directed programs across education, faith-based leadership, and community outreach in North America and East Africa. Combined operational strategy, fundraising, and stakeholder alignment to support mission growth and social impact.

- **University of State, Director of Campus Ministry:** Led a team of 8 supporting 4K+ students. Oversaw mission integration, faith formation, and student leadership development. Strategically restructured operations, redesigned programs, reimagined facilities and reallocated resources, boosting student, faculty, staff & stakeholder engagement.
- **Dual-Site Religious Institution, Strategic Consultant:** Redesigned 2 key programs, securing stakeholder collaboration, designing staff and volunteer positions & directing successful searches to boost mission effectiveness.
- **Senior Secondary School (Kenya, Malawi), Leader, Teacher & Fundraiser:** Resolved critical facilities issues, led faculty curriculum redesign, and secured lead $25K gift to create computer lab impacting 800+ students.
- **University of State, Development Partner**: Partnered with senior leadership at the University to cultivate, solicit, and steward major gifts—including a $70M transformative gift for student financial aid.

VOLUNTEERISM

Board of Directors, Organization Name | City, ST *Date – Date*
Lead strategic planning and assessment for advancement and alumni & parent engagement.

Executive Board, Organization Name | City, ST *Date – Date*
Mission officer for 1K+ members alumni association building strategic partnerships throughout the city and region.

EDUCATION

Master of Philosophy | University Name | City, ST
Master of Divinity | University Name | City, ST
Bachelor of Arts, Pre-Medicine & Theology | University Name | City, ST

Transition from Self-Employment to Employment authored by Susan Barens. Note that all details of self-employment or the use of job titles such as president have been abolished from this resume. The focus is on the qualifications to land the targeted job.

Your Name

City, ST Zip | Phone Number | Email Address

Senior Horticulture & Sales Manager

Master coordinator, manager, and closer of high value field projects across diverse markets.

Sharp analyst, proactive organizer, and savvy definer of specifications, resources, and people that meet project objectives on time and within budget.

Accustomed to roles requiring a high degree of self-motivation, ability to work under pressure, and a firm, yet diplomatic approach to what constitutes "done."

Equally talented cross-functional operations manager who fuels pathways to success using strong account management, sales, budgeting, quality control, and administrative skills.

Patient listener, industrious thought leader, and diligent problem solver who maximizes resources, mitigates risk, and delivers an exponential Return on Investment (ROI).

KEY SUCCESS FACTORS

- ✓ B2B & B2C Sales
- ✓ Project Lifecycle Management
- ✓ Cost Control & Reduction
- ✓ Estimates & Proposals
- ✓ Workforce Planning & Scheduling
- ✓ Performance Metrics & Deliverables
- ✓ Safety & Compliance (OSHA)
- ✓ Vendor Sourcing & Relations
- ✓ Equipment & Materials Management
- ✓ Hiring, Training & Mentorship

Career & Achievements

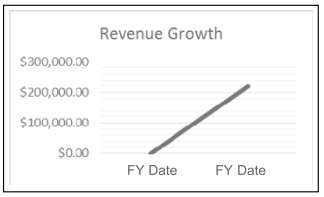
COMPANY NAME — City, ST — Date to Date

Horticulture Project Manager and Senior Operations Lead

Principal orchestrator of daily operations and field projects for a full service landscaping company for residential and commercial properties. Drove marketing, business development, sales, estimates, proposals, and contract negotiations. Oversaw project lifecycle from conceptual design, workforce planning, and resource management through budgeting, project execution, quality control, and closeout. Managed equipment, vendor relations, inventory, purchasing, and customer retention and upgrades. Hired, trained, and managed performance of 30 staff members.

Select Achievements:

- **Grew revenue from zero to more than $220K** in three years for a new landscape installation division by solely securing and retaining 30-60 new accounts per year.
- **Cut costs 30% and increased quality and efficiency** after improving installation methods.
- **Eliminated divisional start-up debt in five years** after developing and implementing a strategic business plan focusing on operational process improvements.
- **Captured a $30K sale** based solely upon reputation for providing top-notch service.



- **Secured an average of 25 annual contract renewals** through service quality, competitive pricing, and superior service.

Formal Education

Bachelor of Business Administration in Management - University Name, City, ST

Transition from Incarceration with Career Gaps to Lower-Level Position
authored by Skye Berry. This candidate had to pursue a lower-level position after his legal sentence. Thus, the first page of the resume showcases volunteer work in that arena as performance highlights.

Phone Number ♦ Street Address ♦ City, State

YOUR NAME

Dependable | Results-Driven | Punctual | Organized

1st TERM CARPENTRY APPRENTICE & GENERAL LABORER

Leveraging physical strength and analytical skills ♦ Contributing to city's economic growth

Determined carpentry apprentice experienced in completing complex projects; including construction of two charity homes in local community.

Exemplary track record of success in safety compliance and team leadership; evidenced by military background. Recognized as a team-player and performer; consistently finishing assigned projects by current employer under budget and ahead of schedule.

A trouble-shooter who effectively and efficiently resolves issues while meeting and achieving challenging goals and objectives. Distinguished military career.

Core Strengths

- Team-Building & Leadership
- Corporate Mission | Vision Fulfillment
- Safety Management & Quality Control
- Staff Training
- Verbal & Listening Skills
- Analytical & Mathematical Skills
- Employee Supervision & Training
- Physical Strength & Stamina
- Attention to Fine Detail
- Maintenance & Support

Technical Skills

- Renovation & Design
- Framing
- Dry walling
- Roofing
- Finishing
- Cabinetry
- Flooring
- Ductwork
- First-Aid & CPR
- Valid Driver's License
- WHIMIS
- Forklift Operator

Performance Highlights

Carpentry Assistant Date-Date

Company Name – City, State

Privately operated, Company Name specializes in residential renovation and finish carpentry. Worked directly under supervision of owner.

- Renovated basement laundry-room that surpassed customer expectations.
- Assisted in demolition and restoration of bathroom that included installation of a porcelain tile tub / shower surround.
- Continued to gain valuable knowledge and experience with home renovations, which included installing ductwork, insulation and re-siding.

Page 1 of 2

YOUR NAME

PHONE NUMBER

Performance Highlights (continued)

General Laborer Volunteer Date - Date
Company Name – City, State
XYZ Charity is a non-profit organization working towards a world where everyone has a safe and affordable place to live.

- *Supported the construction of two homes in the City Community.*
- *Acquired and expanded upon growing knowledge of construction and carpentry techniques.*

Previous Employment History

Nightshift Grocery Clerk Date - Date
Company Name – City, State
Performed stock work in a timely manner; ensured labels and pricing were accurate throughout store.

Store Standard Lead Hand | Backroom Material Handler Date - Date
Company Name – City, State
Trained two employees in safe product handling for back storage room and sales floor; ensured policies and procedures for cleaning and maintaining safe environment were always followed.

Lead Hand Painters Assistant | Bridge Assembly Date - Date
Company Name – City, State
Prepared products for painting and attained forklift certification. Participated in the assembly of bridge components for this highly respected aerospace and defense company.

2nd Lieutenant / Junior Officer Date - Date
Armed Forces – City, State
Promoted from officer cadet to 2nd Lieutenant; recognized for leadership skills with troop members during field training. Demonstrated excellent stamina and physical strength during training.

Education

Social Service Worker Diploma
College of Applied Arts and Technology Name – City, State

Bachelor of Arts, History
University Name – City, State

Repetitive Positions in Wellsite Management authored by Adrienne Tom. Instead of cluttering the page with repetitive responsibilities in multiple positions, this resume uses a hybrid format. Note how each bullet description states at which company the function was performed.

YOUR NAME

City, ST ▪ Phone ▪ Email

SENIOR WELLSITE MANAGER | SUPERVISOR

Systematic Operations → Safety Adherence → Project Execution

- Skilled project leader with progressive hands-on experience in drilling, completions, workovers, and interventions within major oil and gas organizations.
- Experienced in managing daily well site logistics, organizing rig contractor personnel, third-party contractors, and site equipment for multi well pad operations.
- Accomplished in troubleshooting well issues and communicating solutions to clients and multidisciplinary personnel, leveraging a wealth of field expertise to speed diagnosis and recovery.
- Proficient in promoting worksite safety and strictly complying with all safety and environmental regulations, mentoring and training junior staff on performance excellence.

CORE COMPETENCIES

- ✓ Oil and Gas Operations Management
- ✓ Health, Safety, and Environment Compliance
- ✓ Resource Management
- ✓ Scheduling & Logistics
- ✓ Program Development & Implementation
- ✓ Project Management
- ✓ Documentation & Reporting
- ✓ Accident Investigation & Prevention
- ✓ Training & Mentoring
- ✓ Relationship Management & Communications
- ✓ Troubleshooting & Resolution
- ✓ WellView Software

PROFESSIONAL EXPERIENCE

Senior Wellsite Manager — Date – Date
Company A – City, ST

Wellsite Supervisor — Date – Date
Company B – City, ST

Wellsite Manager / Supervisor — Date – Date
Company C – City, ST

Rig Manager — Date – Date
Company D – City, ST

Driller / Rig Manager — Date – Date
Company E – City, ST

Driller — Date – Date
Company F – City, ST

continued

CAREER HIGHLIGHTS & AREAS of EXPERTISE

Operational Management:

- Directed day-to-day operations of drilling, completions, and workovers at Company A, B, and C; organized logistics, personnel, and equipment for simultaneous and multiple well sites throughout State and State.
- Spearheaded work plan implementation for multi-well pad completions valued up to $20M per well at Company A; oversaw cost controls, resource management, and daily workload assignments.
- Performed a wide range of well site activities, including multi-stage fracking, plug and perforate pump downs, and high-pressure high-temperature (HPHT) work at Company A, B, and C; foresaw challenges and adjusted timelines to keep projects on schedule and within budget.

Communications and Logistics:

- Coordinated, monitored, and directed activities of up to 150 site staff, sub-contractors, trades, and suppliers at any one time at Company A; visited sites regularly and encouraged open communications with personnel.
- Acted as a positive company representative towards clients and stakeholders at Company B; developed contingency plans and well site solutions alongside management teams.

Safety Compliance and Technical Expertise:

- Identified and implemented solutions to safety issues, mentoring site staff on proper procedures and safety and environmental regulations at Company D and E; maintained an excellent safety record with no major incidents.
- Leveraged extensive rig expertise at Company E and F to anticipate challenges, identify problems, and streamline procedures that kept projects flowing; technically proficient with a wide range of well site equipment.

EDUCATION & CERTIFICATIONS

Computer Systems, Electronics, Accounting, and Organizational Behavior Courses – Institute Name

Well Workover and Completion Series – University Name

Accident Investigation and Prevention – Organization Name

Oilfield Training and Certificates:

IADC WellCAP Supervisors Level (Completions) ▪ Well Service Blowout Prevention ▪ H2S Alive Confined Space Entry ▪ Fall Protection ▪ Rig Rescue / High Angle Rescue ▪ Special Oilfield Boiler Service Rig Assessors ▪ Regulatory Awareness for Well Site Supervisors ▪ Detection of Flammable Substances ▪ Transportation of Dangerous Goods ▪ Advanced Safety Auditing
WHMIS ▪ Standard First Aid and CPR

Career Change from Publisher to Non-Profit Communications/Advocacy
authored by Phaedra Brotherton. This resume uses cross-the-bridge language and bold to showcase relevant metric-based accomplishments. A self-employment role is hidden by not mentioning ownership.

Your Name

City, State, Zip ● Phone ● Email

Public Policy • Nonprofit • Advocacy Communications

Senior communications / editorial management professional with communications / publishing expertise and hands-on community advocacy and nonprofit experience. Producer of clear and profitable policy-oriented communications for educational, promotional, and advocacy efforts. Expert at leveraging understanding of legislative / political process to inform and develop communication strategies. **Award-winning community advocate.**

Performance Highlights

- Conceptualized, developed, and directed the production of **top-selling digital and print policy-oriented communications products** for leading regulatory-oriented publisher.
- Assisted in **securing funding for local education and neighborhood initiatives** by drafting letters, position statements, and hearing testimony to support community housing development advocacy efforts.
- Contributed to success of publisher's **highest-grossing educational webinar series** by keeping team abreast of regulatory and legislative developments to spur ideas for new revenue-generating webinars.

Competencies

Public Relations | Communications Plans and Strategies | Articles | Position Statements | Testimony Letters | Talking Points | Proposals Social and Digital Media | Print and Digital Publications | Fact Sheets | Web Content | Scripts and Presentations

Professional Experience

Company Name | City, State | Date of hire to present

Associate Publisher, Date position started–present | Senior Managing Editor: Date to Date | Sr. Editor: Date to Date Editor: Date to Date | Assistant Editor: Date to Date

Effectively analyzed legislative and regulatory issues and developments which resulted in creation and direct production of best-selling publications and communications products. Promoted through increasingly responsible editorial management positions to oversee publisher's largest (nearly 30 titles) and most profitable ($2 million) line of digital and print publications. Managed contractors, legal experts, and up to 10 editors. Received several bonuses. *Career highlights*:

- Directed, motivated, and retained team through merger and major print-to-digital product transition and **doubled percentage of revenue from digital products** with minimal staff turnover.
- **Expanded HR policy publications and products by more than 30 percent** by developing / launching new titles and updating existing products in response to regulatory changes and compliance requirements.
- **Facilitated creation and launch of company's highest selling employee benefits publications** on health care reform, portability, and privacy regulations.
- **Sharpened marketing messages** by editing direct mail brochures, flyers, email text, telemarketing scripts, and web pages to support launch and growth of subscription-based publications.
- Oversaw development of industry special reports and white papers to assist in lead generation. **Co-edited blog and managed primary Twitter handle** for HR editorial group.

Independent Editorial Company | City, State | Date to present
Wrote, coordinated, and designed annual reports and provided editing services for nonprofit organizations.

Early Career included ***nonprofit communications experience*** as publications specialist and writer/editor for a health care and an environmental association.

continued

Community Advocacy Highlights

Citizens Advocate Block Organization | City, State | Date to present
President, Date to present | ***Secretary,*** Date to Date

Local Citizen Association | City, State | Date to present
Member

Community Housing Development Task Force | City, State | Date to present
Founding Member/Co-Chair

Collaborated with city political and community leaders and groups (city council members and staff, agency officials and staff, mayoral office), and negotiated with business developers and local leaders on multimillion dollar projects. Drafted letters, proposals, position statements, and hearing testimony. Testified before local zoning agency and presented updates during community meetings. *Key accomplishments:*

- Elected president of neighborhood citizen association during early stage of new housing developments.
- Ensured community and housing developer needs were met; **developed win-win counterproposal that garnered a $150,000** community benefit agreement, which funded educational and recreational activities and secured agreements for new housing design parameters.
- **Built strong relationships with local officials and developers and negotiated agreements** to add an additional crosswalk for impending road construction to ensure resident safety; provided design input into major new mixed-use development; and built supportive coalition for causes of mutual interest with neighboring community.
- Served as media contact/occasional spokesperson on local housing issues; **featured in *XYZ Post*.**

City Pedestrian Advisory Council, City, State | Date to present
Appointed by City Council to serve as representative for 3-year term on citizen policy group to provide recommendations for pedestrian safety for walkers as well as bicyclists.

Other City Appointments: ABC Community Advisory Group, Date; Women's History Month Celebration Committee, Date; Lane-Ryland Boys and Girls Club, Date to Date.

Education

B.A., Journalism, Magna Cum Laude, University Name, City, State

Awards

Community Leader Award, Citizens Association, Date, Date, Date
City Recognition Resolution, Neighborhood Development Task Force, Date

Affiliations

Member, Professional Organization
Publicity Committee, Graduate Fraternity Chapter

Military Transition to Same Civilian Logistics/Supply Chain Management role authored by Robert Dagnall. This resume overcomes military title repetition and emphasized target keywords by introducing various civilian titles coupled with real titles. Highlighted experience in civilian language.

Your Name

Phone Number | Email Address | City, State

Logistics | Supply Chain Management | Supply Management Operations
Inventory Management | Material Management | Logistics Information Management

17 years of professional experience in Logistics and Supply Management backed by advanced business and military education (MBA in progress). Recognized subject matter expert on logistics management, analysis, and process improvement for logistics and supply workflows. Sought as trainer and technical resource for logistics specialists. Known for solid work ethic, rigorous attention to detail, and leading by example. Key accomplishments include:

- Maintained 100% accountability for $75M+ in capital equipment.
- Credited with "unequaled" organizational skills and ability to maximize limited resources.
- Track record of zero financial liabilities or irregularities: perfect accountability in financial management.
- Created procedures for logistics management adopted as standard operations by other organizations.
- Turned around failing supply operations within 1 year, improving performance rating from 46% to 100%.
- Audited and managed $2M+ in annual government purchasing.

Special expertise with Logistics Information Management and Recordkeeping. Proficient with Department of Defense logistics support and procurement systems, including Defense Logistics Agency's WebFLIS / Federal Logistics Information Service (FLIS) and Army's Property Book Unit Supply Enhanced (PBUSE) property accountability system. Highly skilled with Microsoft Excel and other common business apps.

PROFESSIONAL EXPERIENCE

LOGISTICS/SUPPY ROLES - UNITED STATES ARMY (Date to Date, Honorable Discharge)

Staff Sergeant (E-6). Awards include 5 Army Commendation Medals, 3 Army Achievement Medals, 4 Army Good Conduct Medals, Army Reserve Component Achievement Medal, and Military Outstanding Volunteer Service Medal (MOVSM).

Logistics Supervisor (Actual Title: Supply Sergeant), Unit Name, City, ST (Date to Date)

Directed supply and inventory control management functions. Maintained property using Property Book Unit Supply Enhanced (PBUSE) system. Managed supply transfers, requests, receiving, shipping, and property turn-ins. Special expertise with financial purchase and request contracts.

Conducted daily and monthly inventory reviews for sensitive items and operating supplies. Provided technical support for equipment recordkeeping. Advised and assisted Property Book Officer and Battalion Commander with supply management issues. Also supported purchasing and food service management functions.

- **100% accountability for equipment inventory valued at $200K+.**
- **Earned 100% ratings on multiple annual inspections.**
- **Achieved "Exceptional" ratings 3 consecutive years for Command Supply Discipline Program,** minimizing fraud, waste, and abuse in supply management and logistics.

Supply Chain Supervisor (Actual Title: Supply Sergeant), Unit Name, City, ST (Date to Date)

Directed supply and inventory control management functions. Managed supply transfers, requests, equipment reception and delivery, property adjustment documents, and warehouse operations. Maintained property accountability using Property Book Unit Supply Enhanced (PBUSE) system. Prepared, moved, and accounted for all equipment during training exercises.

continued

Supply Chain Supervisor (Actual Title: Supply Sergeant), *continued*

- **Managed equipment inventories valued to $75M.**
- **Mentored logistics specialists in integrated logistics policies and procurement functions.**
- **"Far exceeded" standards for accurate supply tracking and accounting.**
- **Credited with "flawless" management of Government Purchase Card (GPC) program.**

Inventory Control Supervisor (Actual Title: Supply Sergeant), Unit Name, City, ST (Date to Date)

Instrumental in managing logistics issues, including supply and equipment issues spanning multiple units. Maintained and updated supply policies. Ensured compliance with policies, procedures, and regulations.

Supply Chain Specialist (Actual Title: Supply Sergeant), Unit Name, City, ST (Date to Date)

Managed storage, issue, accountability, and preservation of supplies and equipment. Compiled daily/monthly records of operating supplies issued and material condition status reports. Coordinated logistics with other units and their supply services.

- **Maintained 100% accountability of equipment valued at $12.4M.**

EDUCATION AND TRAINING

Master of Business Administration (MBA), concentration in Organizational Leadership (in progress)
Bachelor of Business Administration (BBA), concentration in Human Resource Management (Date)
University Name, City, ST

Production and Operations Management	Integrated Business Policy and Product Development
Quantitative Theory and Business Analysis	Pay and Benefits Administration
Organizational Development	Recruiting, Placement, Promotion, and Retention
HR Technology	Employment Laws and Regulatory Concerns

Unit Supply Specialist Course, Organization Name (Date)
Review, analysis, and assessment of unit logistics procedures and programs. Verification and accountability of expendable and non-expendable supplies and equipment. Organizational management, maintenance, and security of small arms. Management of supply operations with Unit Level Logistics System S4 (ULLS-S4).

Unit Administration, Organization Name
Management of logistics, resources, personnel, training, physical and personnel security, and unit readiness.

Primary Leadership Development Course	Supervisor and Manager Development
Acquisition Ethics	Equal Opportunity Leaders Course
Combat Support Operations / Maintenance	Air Load Planner
Radiation Material Handling Safety	HAZMAT Familiarization and Safety in Transportation

VOLUNTEER WORK AND LEADERSHIP

Founded nonprofit organization providing school supplies to children in the Philippines (Date to Date)

Managed collection, international shipping, and distribution of 4+ tons of school supplies to underprivileged students. Established scholarship program to defray expenses for 11 high-performing students every quarter. Also led humanitarian efforts in the Philippines following Typhoon Haiyan, using logistics skills to gather and distribute relief supplies. Received humanitarian award from Board of Education.

Overcoming Long Tenure and Same Job with Single Employer authored by Dustin Beasley. This resume breaks up a long-tenured role by dividing it into segmented jobs that shows differentiation in responsibility and achievement.

YOUR NAME

(111) 111-1111 | email@email.com | LinkedIn | City, ST

RETAIL MERCHANDISER

Merchandising Leader with extensive experience in product development, category management, and inventory control within the retail and sporting goods industries. Skilled at negotiating with vendors, analyzing sales data, and refining assortments to optimize profitability. Strong ability to drive brand growth and manage compelling product assortments.

KEY SKILLS

- Retail Merchandising
- Strategic Planning
- Sales Analysis & Forecasting
- Marketing Strategies
- Financial Management
- Consumer Trend Analysis
- Data-Driven-Decision-Making
- Training & Mentoring
- Market Research

Technology Skills: Microsoft Office, Assortment Planning Software, Arthur

PROFESSIONAL EXPERIENCE

Company Name | City, ST | 2005 – 2025

A leading sporting goods retailer offering hunting, fishing, camping, and outdoor recreation equipment.

Retail Merchandiser, Rugged Footwear **YEAR – YEAR**
Retail Merchandiser, Casual Footwear **YEAR – YEAR**
Retail Merchandiser, All Footwear **YEAR – YEAR**

- Drove end-to-end merchandising strategy for a multi-category footwear assortment across 170 stores in the U.S. and Canada, managing vendor relationships, product development, and inventory control measures.
- Mentored and developed a team of assistant merchants, inventory specialists, and financial planners.
- Played an essential role in a $5B merger by partnering with a newly integrated buying team to streamline assortments and maximize product performance across combined store networks.
- Spearheaded negotiations with key national brands to secure new product partnerships, expanding offerings from an initial 10-store test to a long-term, multi-location rollout.
- Partnered cross-functionally with design, finance, inventory, and creative teams to execute go-to-market strategies, ensuring brand consistency and financial targets were met.

Retail Merchandiser, Toys, Books, DVDs, Weather Technology **YEAR – YEAR**

- Managed diverse product categories and curated assortments, refining selections based on sales trends.
- Created custom products in collaboration with local artists, providing unique designs aligned with the brand.
- Collaborated with a development company to create a cutting-edge hunting and fishing simulation game, contributing to concept development, gameplay mechanics, and go-to-market strategy.

Assistant Retail Merchant, Gifts & Home Décor **YEAR – YEAR**

- Coordinated product displays, signage, and seasonal resets to enhance the in-store buying experience.
- Assisted in inventory tracking and stock replenishment to maintain optimal product availability.
- Worked with vendors to ensure timely delivery and placement of new product assortments.

EDUCATION

Bachelor of Business Administration
University Name | City, ST

Career Transition from Sales and Banking Management to VP role of People and Culture authored by Adrienne Tom. Focusing on keywords to lead bullet descriptions and connect the new job target, this resume also cuts out unrelated content that detracts from the target.

YOUR NAME

City, State | Email | Phone

VICE PRESIDENT of PEOPLE and CULTURE

Cultural Transformation ▸ People Development & Engagement ▸ Workforce Planning ▸ Business Leadership

Put people first to build alignment and engagement across all levels of organization.
Build and direct cohesive teams that consistently outperform.

Transformation catalyst skilled at improving processes and overachieving on results. Combine visionary leadership, people-centric strategies, and co-creation initiatives to build strong teams steeped in trust. Over 20 years of leadership experience across multiple industries.

Passionate people leader who cultivates and maintains dynamic, thriving, and growing organizations by instilling caring and collaborative work cultures with open communications. Help people evolve into their best selves. Create happy teams who have fun! Master connector who excels at difficult conversations.



Leadership Specialties and Contributions

People Expertise:
Relationship Management • Needs Assessment • Communications Training • Coaching • Performance Management • Employee Engagement • Recruitment

Business Expertise:
Strategic Planning • Budgeting • Change Management • Policy Development • Process Improvement • HR Partnership

- ✓ **Championed people and process transformations in multiple industries** through collaboration, care, and cohesion, which supported business development and grew sales.
- ✓ **Defined and implemented talent management and employee relationship strategies** which escalated engagement scores and secured multiple leadership recognitions.
- ✓ **Established visions and strategies for diverse marketplaces and teams,** providing consultative coaching and bridging communications to achieve consensus and results.
- ✓ **Created, evaluated, and implemented people programs, policies, and processes** in onboarding, recruitment, training, and employee relations, which attracted and retained top talent and aligned workforce with organizational objectives.

People Leadership Experience

Company Name – City, State [Date – Date]

District Vice President (Chief People Person) / Director of Sales
Initially managed team before being promoted to facilitate merge and development of 2 distinct teams into 1 cohesive group. Directed implementation and operationalization of structural organizational change. Continue to oversee all team operations in matrix environment, including talent management, employee engagement, hiring and recruitment, and workforce planning. Manage relationships and partnerships across 3 distribution channels.

- **Visionary Leadership:** Directed team through organizational restructuring in 2016, successfully transitioning culture from individual contribution to cohesive and productive team collaboration. Team won 21 awards at national conference in 2020.
- **People & Business Development:** Established mission and vision for newly combined team with common language and annual theme. Initiated opportunities for collaboration and meaningful communication, resulting in YOY sales growth of as much as 161% and consistent overachievement of annual quotas.
- **Employee Engagement:** Achieved 82% employee engagement score (20% higher than company average) within completely remote team and secured 100% manager effectiveness score (35% higher than company average).
- **Workforce Planning:** Redefined team roles and clarified job descriptions. Strategically hired and trained all 14 team members in alignment with new role requirements to produce high-performance group.
- **Recruiting & Onboarding:** Reduced time to hire by nearly 50% after reverse-engineering recruitment process in partnership with recruitment and training team. Attracted quality talent faster and improved new hires' speed to contribution.
- **People Leadership:** Recognized as engagement hero in organization. Received elite Stars of Excellence and Circle of Joy awards for leadership efforts in collaboration, engagement, process improvement, and value creation.

Company Name – City, State [Date – Date]

Branch Manager (People Development and Engagement)
Turned around underperforming team and operations, implementing people-first transformation with workplace planning, engagement strategies, and communication improvements to escalate talent development and business growth.

- **People & Culture Transformation:** Created and operationalized values based on employee feedback. Broke down silos, improved quality of conversations, and fostered more inclusive and engaged workplace to raise business performance.
  → Team grew all lines of business and overachieved budget 31% after just 2.5 months.
- **Employee Engagement:** Achieved 100% engagement scores (13% above business average), distinguishing group as market leader. Established legacy of both high performance and fun in workplace.
- **Leadership Performance:** Received over 40 formal leadership recognitions over 7 months from all levels of business for thought leadership, business improvement, people development, and staff engagement.
- **Performance Management:** Initiated full use of current recognition program, leading by example and training staff to provide meaningful feedback and recognition to others.

Company Name – City, State [Date – Date]

Branch Manager / Associate Store Manager / Sales Manager (Workforce Planning and Team Leadership)
Promoted several times into increasingly responsible leadership positions, directing up to 20 staff.

- **Team & Culture Development:** Facilitated opening of new concept store from ground up, including recruitment and training of 450 staff in just 5 months. Created vision and culture for new store that earned complete staff buy-in and engagement.
- **Process Improvement:** Reduced days to service 200% at underperforming branch, initiating technology improvements and staff training which increased both unit profitability and employee engagement.
- **Team Transition & Employee Relations:** Spearheaded 3-month vision and plan for designated store closure, collaborating with staff to ensure final workdays were enjoyable, productive, and positive. Injected fun into tough work period.

Community Involvement

Leadership Planning Committee, Sports for All, 2015 – Present
Board Member, Youth Organization, 2011 – 2013
Volunteer Chairperson, ABC Community Association, 2008 – 2011

Education

Master of Arts, Leadership – University Name
Bachelor of Arts, English – University Name

> *"I want to find what people are doing well and amplify it and celebrate it. Looking at things through an appreciative lens makes a big difference."* – Your Name

Reentering Workforce after Multi-Year Gap Raising 5 Children authored by Rebecca Worthen. This resume erases the gap by including education and an internship in the employment timeline that are emphasized as professional development, while recent and old experienced props up current goal.

YOUR NAME, RHIA

City, ST • Phone Number • Email Address • LinkedIn URL

INSIDE SALES REPRESENTATIVE

Highly-driven, customer-focused online sales manager with a background in healthcare information systems management. Strong communicator, able to rapidly build trust and develop lasting relationships with clientele. Skilled at operating within various cloud-based, software-as-a-service systems.

Core Competencies

- Customer Success
- Software as a Service (SaaS)
- B2C & B2B Sales
- Account Management
- New Business Growth
- Client Relationship Management
- Healthcare Information Systems
- Technical Solutions
- Medical Billing & Coding

PROFESSIONAL EXPERIENCE

COMPANY NAME • City, ST • *Date – Date*
Online Sales Manager | Records Clerk

Built and managed online sales company. Tracked inventory, completed orders, advertised, and kept recorded transactions, orders, and inventory with exactness. Conducted successful social media marketing campaigns.

COMPANY NAME • City, ST • *Date – Date*
Records Clerk Assistant Intern

Improved difficult communication between departments—leading records department to digitize. Gained extensive knowledge HIPAA, government facility regulations.

- Positioned as the "gatekeeper" to ensure all medical record releases were accurate and met regulations.
- Meticulously verified documentation for legal, regulatory and policy compliance issues.
- Researched medical codes and terminology—ICD10, CPT, CPTII.

ACADEMIC SABBATICAL • City, ST • *Date – Date*
Full-Time Student—Medical Coding and Health Information Management

Professional practice experience in coding throughout two years of coursework. Comprehensive understanding of health information.

- Practical experience coding for all health care sectors.
- Comprehensive understanding of health information systems and administration.

COMPANY NAME • City, ST • *Date – Date*
Secretary and Billing Assistant

Revitalized communication with the accounting department. Ensured that accurate information was given to clients regarding payment status. Kept accurate records, following company policy.

- Mediated conflict with angry clients—resolved issues of payment by liaising between accounting and customer-facing departments.
- Precisely kept records of all accounting functions: Payroll, commission, accounts payable, accounts received, HR.

EDUCATION & CERTIFICATIONS

BS. HEALTH INFORMATION MANAGEMENT, University Name, City, ST

AHIMA Certification, Registered Health Information Administrator (RHIA)

Career Transition from Fishing-Fleet Owner to Corporate Supply Chain and Logistics Executive authored by Eve Ruth. By reframing entrepreneurial experience, this resume shows how that experience clearly translates to executive-level results with clear titles, story telling, and metrics.

YOUR NAME

Phone Number ▪ Email Address ▪ City, State ▪ LinkedIn URL

CYBERSECURITY EXPERT—FROM NAVAL FLIGHT DECKS TO THE DIGITAL FRONTLINE

$1.2B Accountability • 150+ Critical-Threat Programs • 5+ Global Deployments • 4 Cybersecurity Certifications

Fighter pilot turned cyber strategist. Proven in crisis, trained for precision, wired for results based on 12+ years of success at headquarters and in the field. Unrivaled career in national security and 24-hour command-center operations—the ideal background for leading cybersecurity strategy where the margin for error is razor-thin.

Expert in protecting operations and infrastructures from risk and noncompliance. Innovator of radical threat assessment tools and ironclad security measures, safeguarding 172+ aircraft and flight systems, 1,100+ staff, and 3 operations facilities.

Trusted to protect complex systems in complex times:

- ✓ Led 110+ cyber and threat response programs with ZERO breaches, delays, or downtime.
- ✓ Provided robust protection for $750M to $1.2B in assets, including unpiloted aircraft and IT infrastructure, delivering uncompromising protection in one of the world's highest-stakes operational environments.
- ✓ Expedited response speed by 46% and elevated uptime by 78%.
- ✓ Built secure environments supporting operations on 3 continents—under combat, audit, and regulatory pressure.

Value offered as a cybersecurity leader and advisor: Risk Management ▪ Security Planning & Leadership ▪ Threat Intelligence ▪ Operational Continuity ▪ Infrastructure Protection ▪ 24/7 Operations Center Leadership ▪ IT System Resilience ▪ Vulnerability Assessment ▪ Incident Containment ▪ Information Assurance ▪ Training ▪ Problem Solving & Crisis Response

PROFESSIONAL EXPERIENCE

Senior Director, Risk Management | Military Command, City, State XX/XXXX to Present

$1.2B Portfolio ▪ 172 Aircraft & Digital Assets ▪ $12.6B Modernization Project ▪ 1,100+ Personnel

Led the fight to secure the Navy's most advanced aviation program—protecting $1.2B in aircraft and digital flight systems at 3 high-stakes operations hubs. Created risk protocols. Assembled an elite team of 16 technical and security professionals to strengthen security and combat threats in an environment where failure isn't an option.

Rewired the approach to risk—what gets tracked, how it's flagged, and how quickly it's contained.

- Pioneered a cybersecurity framework and assessment tool that identified vulnerabilities and eliminated digital threats 1.7x faster, with 9.8x more accuracy than before.
- Achieved 100% operational continuity with ZERO breaches, ZERO delays, and ZERO downtime by designing and implementing 108 easily trackable cyber and risk management protections.
- Improved system resiliency by 43% and streamlined response times by 46% to fill in any gaps.
- Led a $12.6M infrastructure modernization project that ensured on-the-spot readiness for next-generation operations.
- Tapped as a sought-after risk advisor to senior leadership, translating emerging threat intelligence into actionable strategies for infrastructure protection and national security.

Director, Digital & Operational Risk Strategy | Military Command, City, State XX/XXXX to XX/XXXX

$1B+ Cyber-Risk Liability ▪ 5 Global Risk Zones ▪ 980+ Team Members ▪ 150+ Critical Systems Secured

Turned operational ambiguity into cybersecurity clarity. Devised risk programs that shielded tech-forward systems, flight operations, and classified networks from emerging threats: digital, internal, and structural. Led a 6-person task force to identify vulnerabilities and protect everything that can't be replaced.

"Name doesn't just memorize frameworks. He understands the stakes, the systems, and the people behind the protocols.
– Chief of Cybersecurity Operations, Naval Information Warfare Systems Command

YOUR NAME

Secured global systems against cyber intrusions, insider risk, and infrastructure disruption.

- Mobilized 980+ personnel, building a culture where security wasn't a compliance checkbox: it was the mission.
- Dropped risk levels 73% by hardening defenses around flight platforms, classified systems, and data networks.
- Protected 150+ indispensable systems from airframes to encrypted comms.
- Drew the digital line on $1B+ in assets by engineering 24/7 defense strategies for 5 international sites.
- Staged cyber war games simulating insider breaches, system failures, and infrastructure sabotages. Pressure-tested each response and strengthened outcomes, ultimately cutting recovery times by 62%.

Head of Systems | Military Command, City, State XX/XXXX to XX/XXXX

$750M Accountability ▪ 60+ Unpiloted Systems ▪ 25 Team Members ▪ $1.6M Infrastructure Upgrade

Transformed an early-stage drone program into a high-security testing command—deepening security, expanding capabilities, and producing operational readiness at scale. Owned the risk-management function while leading a 25-person technical team in conducting deep-dive assessments of 60+ unpiloted systems.

Contributed to the Navy's technological revolution by steering drone technology to the next level.

- Created the West Coast hub for digital warfare testing, developing a launchpad for global counter-threat capabilities.
- Directed a $1.6M infrastructure overhaul to accelerate next-generation operations.
- Ran operations with the FBI and Northrop Grumman—leading 800+ people in real-time counter-threat engagements.
- Briefed congressional and military leaders on evolving global threats, operational risk, and defense posture.

Safety & Risk Lead | Military Command, City, State XX/XXXX to XX/XXXX

$690M Program Support ▪ 1,300+ Flight Hours ▪ 40+ Direct Reports ▪ 24/7 Threat-Response Capability

Established the safety and risk function for a newly formed intelligence support unit. Engineered flight test systems from scratch. Deployed to a high-risk region in the Horn of Africa to manage and mitigate risk for live surveillance, targeting, and extraction operations. Mentored 43 personnel to learn, grow, and advance their careers.

Created a safety and risk model that held under fire, literally and operationally.

- Developed a secure environment to govern and safeguard 1,300+ hours of intelligence missions and safeguard nearly $700M in logistics, airframe, and tactical systems.
- Maintained a flawless mission record with ZERO safety incidents or operational breakdowns.
- Directed high-stakes threat response in active zones—where split-second decisions defined success.
- Reduced near-miss events by 37% in 12 months by integrating hazard mitigation lessons into field training programs.

Risk Operations Coordinator | Military Command, City, State XX/XXXX to XX/XXXX

60+ Aircraft & UAVs ▪ 500+ Personnel ▪ Multinational Joint Exercises ▪ Headquarters & 4 Global Sites

Planned and executed aviation safety and risk programs to support and augment global flight operations. Performed threat modeling, readiness inspections, and remediation efforts across joint operations facilities. Embedded early-risk protocols into flight systems and infrastructure—laying the groundwork for future cybersecurity integration.

Strengthened systems and people—1 mission, 1 airframe, 1 SOP at a time.

- Deployed to 4 aviation hubs in Europe, East Asia, and the Middle East to evaluate, standardize, and strengthen safety systems at international bases. Increased system uptime by as much as 78%.
- Wrote the Navy's multi-hazard emergency response plan, delivered through 49 training engagements.
- Advanced IT and cyber-risk governance by transitioning noncompliant systems to flight-ready status.

EDUCATION

MS in Information Systems and Operations | University Name, City, State
MS in Naval Operations | University Name, City, State
BA in Political Science (3 years in Computer Engineering) | University Name, City, State

Select certifications: Associate Computer Information Systems Security Professional (ISC2) ▪ ISACA Certified Information System Manager (CISM) ▪ Certified Hacking Forensic Investigator (CHFI) ▪ Certified Ethical Hacker (CEH)

Chapter 14

Award-Winning Creative Resumes

Are you ready to cash in on all the possible bells and whistles to create your next winning resume? Then you'll absolutely want to dive into the companion website for this book located at www.dummies.com/go/resumesfd9e.

In this library you'll find a wealth of award-winning creative resumes from the Career Directors International annual competition, Toast of the Resume Industry Awards (TORIs).

The TORIs are the professional resume-writing industry's best of the best, recognizing top resume writers from around the world in the single longest-running annual resume competition (2000 to the present).

These samples will show you how to effectively use marketing strategies to help you stand out from the competition such as:

- Color and design
- Headers, lines, and SmartArt
- Charts and graphs
- Eye-catching layouts

You'll find winning resumes tailored for:

- New graduates
- Challenging career transitions
- Sales
- Executives
- High tech
- Healthcare/medical



WARNING

These examples represent individual people and their unique experiences; they are provided only as an example of what is possible in a resume. Please consider them as roadmaps, not rules, when creating your next resume.



TIP

The resumes in this section of the companion website are meant to be networking resumes. It is possible to ensure high-design creative resumes are ATS-friendly but if you don't possess those skills, be sure to only apply design elements to content that isn't keyword critical such as testimonials, awards, and other recognitions.

4 The Part of Tens

IN THIS PART . . .

Fine-tune your resume with ten tweaks.

Discover key ways to get your resume in front of decision-makers.

Know what to look for when you hire a professional resume writer and get a list of recommended pros.

Use a ten-point checklist to make sure your resume is OnTarget.

IN THIS CHAPTER

- Cutting anything that doesn't support the job you're targeting
- Aligning with your target from the top down
- Using the 5 percent rule to tailor the top third for every posting

Chapter 15
Ten Ways to Improve Your Resume

Think your resume is close but not quite converting? This chapter gives you ten quick upgrades to tighten focus, sharpen the top third, and cut clutter. You'll clarify the target, prune what doesn't serve it, and use the 5 percent rule to tailor quickly so your resume reads OnTarget and gets to "yes."

Matching Your Resume to the Job

To slip past filters and earn a real look, your resume must mirror the role. Read the posting like a checklist and make sure the top quarter of your page shows the title you're pursuing, a short summary that speaks to the employer's priorities, keyword skills in plain language they use, and proof you excel. Follow the 5 percent rule: For each submission, customize at least the top 5 percent of your resume (header objective, summary, skills list, and proof in experience bullets) so "why you for this job" is obvious at a glance.

If you're posting to a database instead of a specific job, research several current ads for your target and reflect common requirements that truly fit you. Then back every key term with a proof point in "Experience."

Using Bulleted Style for Easy Reading

On the resume itself, short bullets (less than three lines) beat dense paragraphs every time. White space in your resume helps skimmers find the good stuff fast and keeps you from burying impact. Lead with outcomes, then name the action and relevant scope; if a sentence runs long, split it or cut the setup. Think advertising more than autobiography: You're writing to be read in seconds, not studied for minutes.

Discovering the Art of Lost Articles

Compact phrasing reads cleaner and scans better. Drop articles (a, an, the) and first-person "I" when you write bullets. Apply the same trim to fillers like "responsible for" — show what happened instead. You'll gain space, speed, and punch without losing meaning. Recruiters and employers expect to read resumes in compact phrases, not fully developed sentences.

Selling, Not Telling

"Responsible for" lists don't sell value. Replace them with CAR: the challenge you faced, the action you took, and the result you produced. "Reduced month-end close from ten to five days by standardizing reconciliations" tells a far stronger story than "Handled monthly close." Keep results concrete (time saved, revenue influenced, risk reduced) and relevant to the posting. For a deeper dive on gathering and shaping CAR content, see Chapter 4; for tailoring it to each role, see Chapter 5.

Showing Off Your Value

If you've earned rankings, awards, or standout metrics, include them where reviewer eyes land first. Name the scale so readers can calibrate ("Top 5 of 120 reps," "Cut defects 32% across 3 product lines," "Managed $4.2M P&L"). Numbers anchor credibility, and context turns a number into proof. If a win is older but directly relevant, keep it and frame it briefly.

Making Sure Your Words Work Together

Action verbs energize bullets and the right nouns make you findable, so use both. Pair precise verbs ("launched," "stabilized," "optimized") with the employer's nouns ("pipeline," "retention," "compliance," or specific tools). This blend reads well to humans and aligns with ATS. For verb and phrasing ideas by role, see Chapter 7.

Reaching Out with Strength

Aim every section at the job you want, not the job you're leaving. Emphasize the experiences and strengths you plan to use again and de-emphasize or drop what drifts off target. If you're pivoting (military training to corporate learning), keep the spotlight on training design, facilitation, and outcomes rather than administrative extras that dilute the message. Stay on theme from top to bottom.

Trashing Wimpy Objectives

Skip vague, me-centric objectives ("seeking growth and challenge") and state the target plainly where readers expect it with a clear objective header that mirrors the job title, optionally with a credential that matters ("Project Manager — PMP"). Using the employer's exact title signals the resume was written for them and helps both humans and systems connect the dots.

Delivering the Right File, Every Time

If it just isn't clear from the job advertisement what file format of resume is desired, submit a .docx or a PDF document. PDF ensures formatting stays, so it's often the best bet. Be sure to use standard labels and body text in your resume to ensure upload parsing accuracy. Of course, if instructions specify a different format, follow them. For more on structure that parses and scans well, see Chapter 2.

Erasing What Doesn't Belong

Clutter costs interviews. Remove anything that doesn't help this employer say yes: labels like "Objective," "References available upon request," personal identifiers (SSN, driver's license), preparation dates, company phone numbers, high school, and most roles older than ten to fifteen years unless they're crucial to the target. Be cautious with affiliations or details unrelated to the role — especially those that can distract or invite bias. Focus the space you save on recent, relevant proof.

IN THIS CHAPTER

- Submitting smart and fast to dodge black holes
- Aiming your applications by target first
- Reaching human hiring managers and insider advocates
- Using online application processes strategically

Chapter 16

Ten Ways to Increase the Odds of Landing a Job

The web puts thousands of roles at your fingertips; your job is to separate signal from noise and get your resume to the right eyes fast. Use the tactics in this chapter to target openings, avoid black holes, and turn activity into interviews.

Avoiding the Trap of Applying Everywhere

Spraying the same resume at every opening is the fastest route to burnout and silence. From this moment on, apply only when you meet the core "must-haves" — then tailor. You'll spend less time on long shots, protect your credibility with recruiters who remember chronic off-target applicants, and free up energy for outreach that actually moves the needle. A veteran recruiter once told me, "When I'm hiring a CFO and an industrial engineer applies, I don't have time to respond." Don't be that candidate. Be selective, and then be specific.

Aiming Your Resume at the Bull's-Eye

Generic resumes don't survive screening. Read the posting like a checklist and mirror its language in your objective header, summary, and "Areas of Expertise"; then prove each key requirement in your experience with a result. If a posting asks for "more than three years," say "more than three years," not "extensive experience." If it calls for five, don't trumpet "twenty-two" and look overqualified. When applying to multiple roles at one company, tailor a separate version to each set of requirements.

If you're parking a resume in a database instead of responding to a specific opening, review several current ads in your target and reflect the common denominators that truly fit you. Refresh the database version periodically so it doesn't sink out of view, but don't rely solely on this because manual targeting and outreach still do the real work.


REMEMBER

Apply when you meet the core "must-haves" and most "nice-to-haves." A good target is roughly 80 percent fit: You match the posted essentials, can prove them with recent results, and can explain the rest with transferable wins. That balance keeps you selective, makes tailoring faster, and helps you stay motivated. If you're at 50 percent, save the posting to study language and requirements, but don't apply until your resume can show credible proof.

Acting Fast and Following Instructions

Many teams start interviewing as soon as they spot a handful of strong matches, and postings can be filled before the official close. Aim to submit quickly and cleanly: Follow the directions on file type, questionnaires, and application steps exactly, and complete every required field. Use simple tools like a password manager or form-filler to move faster without cutting corners. Note the posting date; older listings may already be resolved, so apply but also pivot your energy to fresher leads.


TIP

Before you click apply, read the posting once more and mirror the exact title in your objective header; tighten your summary to the role's top three priorities; make sure six to nine skills match their wording; swap in one recent, quantified bullet that maps to the job; and submit an ATS-clean .docx unless they ask for PDF. If anything reads generic, tune it before you send.

When the ad doesn't specify format, default to .docx or PDF. Keep essentials in live text (no headers/footers, sidebars, or text boxes for contact info, titles, or dates).

Use consistent date formats (Jan 2024–Feb 2026) and a clean filename like Doe_Jane_ProjectManager_Companyname.docx. If a site forces form fields, paste carefully, fix lost bullets/line breaks, and then upload your full resume as an attachment if allowed.

Removing Red Flags from Your Resume

Two issues frequently stall otherwise strong candidates: location and money. If you're pursuing a role in another region, address relocation proactively in your email or brief cover note to make it clear you have roots, ties, or a plan to be local at your own expense, and include a local mailing option if you have one.

When salary history or requirements are requested, signal flexibility and value without boxing yourself in by indicating you're open to discussing compensation aligned with the role's scope and market and prefer to share details in conversation. Providing context such as cost-of-living differences is recommended, but keep it concise and positive. Above all, let your resume show the outcomes you deliver so pay becomes a discussion, not a disqualifier.


TIP

When you absolutely must include former salary on an online application, be honest and use the option to upload additional documents to include a cover letter that better tells the story. When recruiters ask for salary requirements, always provide a range and not a single absolute dollar amount.

Reaching Out Directly to the Hiring Manager

If your online application disappears into a silent queue, send a targeted version to the decision-maker. Identify them by scanning the company's site for leadership bios, reading press releases to decode email formats, and searching the function plus the company name. As you'll learn below, LinkedIn is another great resource for identifying your targets. In smaller firms the head of your function may be the decider; in larger ones look a level or two below the VP. A short, value-focused note that references the role, your fit, and one relevant win beats a generic "checking in." For example:

> Hi Pat, — I just applied for <Role Title>. In my current role I <one sentence with a quantified win that matches their need>. I'd welcome a quick call to share how

that approach could help <Company> <goal from posting>. I've attached a targeted resume; happy to send a brief case study as well. Thanks for your time — <Your Name>.

Finding an Advocate on the Inside

In short, referrals convert. Hiring managers trust people recommended by strong employees, and many companies track referral performance closely and even pay bonuses. Ask your network who they know at your targets (alumni, former colleagues, association peers, and local professional groups are rich sources) for a potential connection and referral.

After you identify someone inside, request a brief call to confirm fit and, if appropriate, ask whether they'd be comfortable submitting you through the referral channel. You're making their effort easy by bringing a tailored resume and a crisp paragraph they can paste into the referral form.

When a contact offers to refer you, make it easy. Send a tight, OnTarget resume plus a paste-ready blurb that names the role, mirrors the posting's language, and cites one quantified win. You're helping them help you, and many referral portals ask for exactly that.

Staying Consistent and Persistent

Silence doesn't always mean "no." Jobs get frozen, filled early, or posted for pipeline building. Keep a simple tracker of submissions, dates, and follow-ups so you can nudge politely after a week for fresh postings and sooner if a recruiter gave you a timeline. Balance persistence with momentum, following up on yesterday's leads while continuing to source new ones today so a single-stalled application never caps your search.

Tapping the Power of LinkedIn

LinkedIn lets you be findable, credible, and one click from the people who can say yes. Start with a headline that mirrors your target role and a summary that shows scope and one or two quantified wins; align keywords with the postings you're pursuing and keep experience entries result-first and concise. Turn on

"Open to Work" settings for recruiters, but be judicious with the public banner if you're employed.

Follow target companies, engage with relevant posts weekly, signal your interest to work there on their page, and connect with hiring managers and team members using short notes that reference the role or a mutual interest.

When you apply through LinkedIn, still upload a tailored resume; then message the recruiter or manager with a two-to-three sentence value pitch and offer to share a portfolio, case study, or concise proof of fit. Treat your profile as your living, core document: Update wins, projects, and certifications so your outbound story matches your inbound signal.

Searching Company Websites Strategically

Company career pages often list roles that never hit the big job boards. Before you click "apply," scan the site's press releases, about pages, investor or newsroom updates, and product or team pages to understand priorities and vocabulary. Use what you learn to echo language in your summary and bullet choices, and to shape a brief note that references current initiatives. Expect screening questions or assessments, and complete them carefully. Then follow up with a tailored resume and a short value line to the hiring manager when possible.

Using Job Boards with Caution and Clear Intention

Job boards are useful for discovery, not as a sole strategy so don't let them consume too much of your time. Use them to map active demand, identify companies worth pursuing, and spot repeat requirements you should address in your OnTarget versions.



TIP

Limit daily board time so you don't confuse busyness with progress, and don't assume a posted role is your only pathway; after you find a match, apply and then immediately shift to outreach, referrals, and direct contact.



WARNING

Anonymous resumes rarely help; most employers prefer real people with real context. Be visible, be specific, and treat boards as one lane in a multi-lane plan.

IN THIS CHAPTER

- Choosing a professional resume writer
- Evaluating samples, process, and results (not just promises)
- Comparing price, scope, and timelines while avoiding scams

Chapter 17

Ten Tips for Choosing Professional Resume Help

In addition to reading this book, how do you create a resume that ushers you into prime interviewing territory? Should you hire a pro or go it alone?

A seasoned resume writer blends classic marketing principles with today's realities (ATS, AI, social) to position you fast and clearly.

Professionally crafted resumes don't just boost confidence; they often pay for themselves by shortening your job search. At a $50,000 salary, every week out costs you about $950 in lost pay. Working with a certified pro can help you reach interviewers and offers far sooner.



REMEMBER

Prep like taxes: Gather roles, dates, wins, and goals for the writer. A qualified pro will guide you on what's needed to fill the gap.

Don't discount the powerful boost entrusting your career to a pro can deliver. I have witnessed dramatic, life-changing results produced by the efforts of

talented pro resume writers. Who could benefit most? First-time resume writers; people in competitive markets; anyone with a checkerboard history, a long gap, or a tough story to tell; people who have trouble selling themselves; and busy candidates who want expert polish and expedited path to their next role. If resume writing isn't your full-time job, a pro is a smart investment. Use the tips in this chapter to avoid hacks and choose wisely. (And for a list of recommended resume services, flip to the Appendix.)

Spotting a Resume Template "Pro"

Resume templates aren't inherently bad, but how they're used tells you a lot about whether you're working with a true resume professional or someone simply pouring your information into a pre-made, one-size-fits-all shell. This is one of the easiest ways to tell the difference between strategy-driven resume writing and basic regurgitation.

A qualified resume pro starts with thinking, not formatting. They clarify your target, value proposition, keywords, and proof points first, then select or build a layout that supports that strategy. If a writer begins by asking you to choose a template — or promises fast turnaround based primarily on design — that's a red flag. Templates should support content, not substitute for it.

True professionals also understand how templates interact with online application systems. A well-chosen resume format preserves the reverse-chronological (RC) structure employers and applicant tracking systems expect, places critical information in the top third, and uses standard section labels such as Summary, Experience, Education, and Skills. Job titles, employers, locations, and dates should also always appear in live text — not embedded in textboxes, headers, footers, tables, or graphics.



REMEMBER

A professional resume writer is an architect who will never let style override function. Your resume format will always be driven by your unique content first.

Requesting a Free Initial Consultation

If you're considering a pro, ask for a short, no-cost consultation with the person who will actually write your resume (phone or video is fine). You should be asked to submit your most recent resume and a few job targets in advance of the meeting.

In fifteen to sixty minutes they should ask questions about your goals, target roles, proof points, and challenges. Use the time to gauge chemistry and expertise: Do they speak your industry, address your specific hurdles, and show current, outcome-first samples like those in Part 4 of this book? Confirm a current certification with continuing education requirements, then align next steps around intake method, timeline, and what they need from you.



REMEMBER

A consultation isn't a DIY fix-it session; it's to scope the work, confirm expertise, and receive a quote. If you can't speak with the writer, or your questions stump them, keep looking.

Locking Down Scope, Timeline, and Revisions

A client agreement is as much for your protection as it is for the writer you work with, so before you pay, expect to get the plan in writing. A clear agreement prevents surprise costs, missed expectations, and who-owns-what confusion.

It should spell out exactly what you're buying: resume (ATS-clean .docx + PDF), how many OnTarget variants (if any), LinkedIn refresh or full rewrite, cover letter, and any extras (bio, thank-you, brief). Note what's not included (for example, new targets after delivery).

Make sure it confirms how they'll gather your story to understand whether it will just be you filling out forms or if there is also a discovery interview, which is typically very important to ensuring the right data hits your resume.

You'll see turnaround times for receiving drafts along with data on the revision window (how many rounds, what counts as a round, and whether it includes new targets).

Once full payment has been made it should state that you will have full ownership of files and provide any options or specifics around using your resume as a sample or award submission. Never share SSNs or proprietary client data.

Finally, it should spell out price and payment so you know the deposit, milestones, and refund policy.



WARNING

If a quote doesn't list deliverables, timelines, revision terms, or other items outlined above, ask for a clearer scope or keep looking.

Targeting Certified Professionals for Expert Results

Professional resume writing is a real discipline with training, certification, and continuing education. To protect your investment, choose a writer who holds a current, verifiable credential from an organization that stays on top of ATS, AI, and hiring trends, and requires learning to keep the credential active.

The strongest option today is Career Directors International (CDI). CDI offers multiple resume certifications that maintain high standards and ongoing education, plus a Job Seeker portal (`https://careerdirectors.com/job-seekers/`), where you can search for a resume writer to assist you and access other job seeker tools. Full disclosure: I founded CDI to advance best practices and training so job seekers benefit from writers who are current, ethical, and results-focused.



WARNING

Not all certifications are real or actually recognize excellence. In an unregulated industry, certification mills and fake credentials are a real and unfortunate thing. Verify the credential on the granting organization's site, check that it requires continuing education, and look for recent, outcome-focused samples and contributions by the writer (articles, awards, ongoing learning, presentations). Be wary of sites that hide who will write your resume or provide unverifiable, unsubstantiated credentials or claims.

Evaluating the Writer's Resume Samples Critically

In Part 3 of this book as well as on the companion website (at `www.dummies.com/go/resumesfd9e`), you're provided with a wealth of diverse professional resume samples. Those help you understand what to look for, show you writers who created those resumes for job seekers like you, and give you the knowledge to avoid settling for less. When reviewing writers, expect to find resume samples and keep looking if they don't meet the standard you've been shown here for keywords, ATS compatibility and parsing, targeting, storytelling results, and all the rest.

If there are no samples, then you have no way of identifying that writer's level of talent. While someone could be an excellent resume writer, not having work samples is cause for a deeper look or a second thought.

Asking for References and Testimonials

Website testimonials range from solid to fluffy, so verify beyond the site. Look for third-party reviews (LinkedIn recommendations on the writer's profile or company page) with specifics: roles targeted, interview traction, time to offer, and recent dates. Favor writers who show current wins and outcome-focused samples.

You can also ask for references to contact if LinkedIn recommendations aren't available. Most resume writers can give you a short list of satisfied clients who have agreed to act as a reference. Expect brief conversations as many job seekers prefer privacy. Use the calls to confirm process, responsiveness, and results only.



REMEMBER

Should you speak to a reference, consider asking: What changed after the rewrite for you? Were deadlines and promises met? Did the writer understand your field and any challenges you presented? Would you hire them again?

Seeking Interviews and Connection over Forms

Intake forms help gather basics, but they shouldn't be the totality of the information gathering as they can't capture your voice, context, or proof by themselves. A strong resume process includes a live interview (phone or video) where the writer probes for your targets, branding themes, and CAR stories (challenge–action–result), clarifies metrics, and surfaces sensitive items to frame and not hide.



WARNING

Think twice about hiring a questionnaire-only resume writer. I've only met one to two in my entire career who produced exceptional outcomes and that was because the work was put on you to fill out time-intensive, lengthy, and detailed worksheets. Usually form-only means you should keep looking to avoid a disappointing, generic resume.

Aiming for Fit, Not Just Flash

Some writers specialize by industry (IT, healthcare, finance) while others are strong generalists who excel at research and process. Either can work, so what matters is fit with your target and proof they can market your story. A good match shows up in recent samples that mirror your level and function, outcome-first

bullets, and up-to-date practice (certifications with continuing ed, awards, articles).

If you're in a niche or highly technical role, ask how they've handled similar clients and scan samples for accurate terminology and metrics. If you're pivoting, look for writers who can translate experience with crossover language and build a persuasive top third that sells you for the new target.


REMEMBER

A resume professional doesn't have to specialize in your field to be able to provide you with the expertise you need. Choose the writer who understands your goals, asks smart questions, and has the qualifications and client success stories that demonstrate true expertise.

Avoiding Bargain Resumes That Cost More

Cheap can be costly so remember you're buying strategy and positioning, not just formatting. Typical ranges for pro writers: $500 to $1,700 for most resumes; $750 to $3,000 for executives. Prices rise with complexity, scope, and speed. What drives price and value:

- **Discovery depth:** Interviews to surface metrics, brand, and CAR stories (career changes or thin data can take longer)
- **Writing and design:** Research, data review and crunching, story writing, and condensing to hit the 2-page length
- **Complex history:** Gaps, pivots, multi-track work, or sensitive issues that require careful framing
- **Customization:** OnTarget variants for different roles; tailoring first pages per posting
- **Packages:** Necessary add-ons like LinkedIn profile writing, cover letter, bios, thank-you/follow-up notes, and strategy coaching


WARNING

Too-good-to-be-true pricing, "job guaranteed in 30 days," no interview, or won't let you speak with the writer all mean you should walk away.


REMEMBER

A good resume often pays for itself by shortening time to offer. Focus on return on investment (ROI) and fit, not the lowest quote.

Verifying and Being Vigilant to Avoid Scams

Resume writers are supposed to be pros who earn their reputation by delivering interviews and offers. Unfortunately, where there's vulnerability there are scams, which has become a huge epidemic in the world of hiring and employment today. Before you invest, verify.

Start with identity and track record. Make sure you can see the actual writer's name, not just a brand. Look for recent, real-world samples that reflect today's standards (outcome-first bullets, keyword alignment, clean structure). Cross-check third-party reviews on LinkedIn, professional associations, and in online searches, because substance beats star counts or claims on their website.

Always verify certifications and affiliations with the granting professional association or entity. And look to speak with your writer and not just a salesperson. Most qualified professionals require a brief conversation or even a Zoom meeting to understand your goals and challenges, and ensure fit, before quoting scope.

Beware guarantees that don't make sense ("we guarantee a job in 30 days"), ultra-low teaser prices followed by aggressive upsells, or services that won't let you speak with the writer. If a site promises instant resumes with "AI only, no interview required," expect generic output that can miss facts, misstate achievements, and trigger skepticism.

Read the scope and revision policy closely. You're hiring marketing expertise, not just formatting. A solid engagement defines discovery (intake/interview), deliverables (resume, plus what else), revision rounds, timeline, and what "done" looks like.

Finally, protect your data. Don't send Social Security numbers, confidential client names, or proprietary metrics. Ask how they safeguard files and whether they will anonymize sensitive details and change metrics to ranges when appropriate ("$2–3M budget").



TIP

Use a payment method that offers dispute resolution, and keep everything in writing including scope, price, timeline, and revision terms.



REMEMBER

Current certifications that require continuing education, public contributions to the field (samples, articles, awards), clear policies, and a writer who asks smart, targeted questions about your results are all signs you're in capable hands.



WARNING

Two situations to keep your eyes open for that typically represent either low-quality certification mills or outright scams:

- If you're sold to by someone other than your writer, and you can't confirm who will write your resume, walk away.
- If you hear from a recruiter and they tell you that you're a perfect fit but you just need to pay this particular resume writer to "fix" your resume, walk away.

IN THIS CHAPTER

- Matching your resume to the role's must-haves
- Structuring for speed and parsing
- Smacking down interview-killing errors
- Ensuring the best first impression

Chapter 18
Your Ten-Point Resume Checklist

Before you send a resume into the world, run it through this ten-point checklist. Each item reflects what today's screeners and systems actually look for: a tight match to the job, a clear focus, ATS-clean structure, proof of results, strong language, and zero distractions. For greatest success, your aim should be to nail each and every point in this chapter before you submit your resume for a job opportunity. This isn't busywork but the last mile that turns a good draft into an interview-getter, regardless of audience and how it's viewed.

Targeting Qualifications for a Match

You've tailored your resume so the job can recognize itself in your story. That means your qualifications (skills, tools, education, scope, results) mirror the job posting's must-haves and nice-to-haves, especially in the top third. Use the role's language (not yours) to translate titles and tasks so a screen and their software sees a direct match. If you're applying without a specific posting, aim to the center of gravity for the role by using several current ads to spot the commonalities.



TIP

Use the OnTarget flow (see Chapter 5) to align your objective header, summary, keywords, and proof bullets. For faster setup, the prompts in Chapter 6 help you extract and prioritize the right keywords before you polish the wording.

Sharpening Focus

Don't approach applying as "I'll do anything" or asking what the employer has. Do your homework to know the job title the company uses for your target role. Then take the steps to show you're the right fit: Open with a clear objective header, back it up with a tight branding summary, and keep every line that follows aimed at the target. Trim off-target details so your resume has one unifying theme: you solving the company's problem. Design should also support the message with clean headings, scannable bullets, and recognizable proof in the top third. (For tailoring, see Chapter 5 and for layout choices, see Chapter 8.)

Selecting the Right Format and Style

For online applications, use reverse chronological (RC) — period. It's expected by parsers and people, shows recency and momentum, and earns trust. In today's job market you reserve chrono-functional or hybrid formats only as networking leave-behinds to frame tricky histories in conversation. When the situation moves to a request to apply, send the RC. Keep headings standard (Summary, Experience, Education, Skills), dates consistent, and layout clean so both humans and systems can scan fast. (Deep dive on formats in Chapter 2 and design basics in Chapter 8.)

Highlighting Accomplishments and Skills

Instead of reciting duties, prove outcomes. For every key skill the posting calls out, pair at least one concrete win that shows how you used it. Translate responsibilities into CAR proof: the **C**hallenge you faced, the **A**ction you took, and the **R**esult you achieved, ideally with a number (%, $, time saved, volume, ranking). Thread those same skills (the keywords you extracted from the description) into your top third and then echo them in the relevant role bullets so both humans and systems see clear alignment.



REMEMBER

If you can't quantify, then qualify the scope (team size, budget, users), frequency (daily/weekly), or speed/quality ("ahead of schedule," "error-free"). Keep your claims attributable and interview-ready.

Polishing Language and Power Expressions

Tighten every word, mirroring the posting's keywords (nouns) so you're findable, and drive each bullet with a strong action verb so humans feel momentum (see Chapter 7). Cut filler ("responsible for," "duties included"), cliches ("results-oriented"), and dated details ("References available"). Use industry jargon when it signals fit, but translate acronyms on first use. Always keep claims concrete, use active voice (without including "I"), and stay consistent in tense and jargon.



TIP

Keywords get you found and verbs get you chosen so swap vague verbs for powerful ones: "led" becomes "orchestrated," "improved" becomes "elevated," "worked on" becomes "delivered."

Funneling Content to the Goal

Starting with a clear objective header (target job title), follow with a tight branding summary, reinforce with keywords, and prove it in "Experience." Always use a reverse-chronological format when applying so screeners and systems see recency and momentum while content parses. Only put "Education" before "Experience" if you're a true new grad or when the target is education-driven. Skip personal data and anything that doesn't move the reviewer toward an interview. (For a refresher on content, see Chapter 4.)

Keeping Length in Check with Common Sense

Use the fewest pages that clearly prove your fit for the role. As a rule of thumb: one page for light experience, two pages for most pros, and three only for executives/consultants as needed. Note that your resume can stretch longer when it's a curriculum vitae (CV) for some careers in science, healthcare, and higher education.



REMEMBER

For online submissions, keep the reverse-chronological format and trim anything that doesn't support the target. (See Chapter 2 for formats.)

Including Appropriate Social Media Handles

Share only profiles that strengthen your case (typically a customized LinkedIn URL and possibly a portfolio/GitHub/Behance for work that needs to be seen). Make sure the headline, summary, dates, and titles match your resume and that everything reads well on mobile.

Navigating Sticky Points Strategically

Handle bumps with clarity, not camouflage. Group short contracts under one consulting header, place "Education" or "Training" before "Experience" only for true new grads, drop very old or off-target roles, and address gaps briefly (upskilling, caregiving, service) while letting the top third sell your fit. For online applications, still submit an RC version, even if you also share a networking CF/Hybrid.

Proofreading, then Proofreading Again

Typos can be instant deal-breakers so run spell-check, then proof slowly (names, titles, employers, dates). Read aloud, then backward (last word to first) to catch sneaky errors. Export to PDF to spot layout glitches, and ask someone you know is meticulous to give it a final pass for anything you missed.

Appendix

Directory of Resume Writers

Many professional resume writers contributed samples to this book (see Chapters 11 through 14 and the companion website at www.dummies.com/go/resumesfd9e). Additional contributors provided specialized content, including military transition resume guidance in Chapter 9.

If you're stumped on how to proceed with your resume or feeling stuck on getting started, you may want to contact one of the professionals listed in this appendix to help you put your resume together. This appendix includes each contributor's contact information, whether their work is in the actual book or only online. There simply isn't enough space to include them all within these pages! If an arrow (↑) appears by the author's name, it means that person has earned a resume writing certification from Career Directors International (CDI). If a star (*) appears, they have won a resume-writing award from CDI.

It should also be noted that my information is included here first as I've resumed working directly with job seekers for the first time since authoring this and the prior two editions. You can learn more about working with me at:

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About the Author

Laura DeCarlo doesn't follow the careers industry — she leads it. As founder and president of Career Directors International (CDI), she built a global community that sets best practices, delivers certification and advanced training, publishes industry research, and hosts the prestigious Toast of the Resume Industry (TORI) awards. Career pros turn to CDI for the standards, support, and visibility that grow reputations and businesses.

Laura is also the founder and principal of A Competitive Edge Career Service, where she personally crafts ROI-focused, ATS-smart resumes, LinkedIn branding, and interview/job search strategy for clients at all levels up to the C-suite.

She holds 22 certifications and degrees (including Certified Master Resume Writer and Master Career Director) and has won 17 industry awards and honors in resume writing, job placement, and career services. She was selected as the resume writing expert for 54 national and international professional associations (from the AMA to the ASCE), and has delivered programs for transitioning job seekers and their staff at the corporate, federal, and military levels nationwide.

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Dedication

To the resume writers of Career Directors International (CDI), whose drive to learn and share keeps me chasing the newest trends, strategies, and styles.

Author's Acknowledgments

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