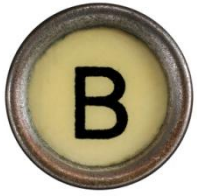


# **Your Job Search Toolkit**

## Résumé Template User's Guide

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## What is a Résumé?

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A **résumé** (pronounced /'rɛzʊmeɪ/ *REZ-oo-may* or /rɛzʊ'meɪ/; French: [ʁɛzɥmɛ]); sometimes spelled **resumé** or **resume**) is a marketing tool used by individuals to secure a new job, a promotion, or an increase in salary.<sup>[1]</sup> A typical résumé contains a summary of relevant job experience and education . The résumé is typically the first item that a potential employer encounters regarding the job seeker and is typically used to screen applicants, often followed by an interview, when seeking employment.

Wikipedia

**Makes it sound easy . . . right?**



# What is a Résumé?

---

## Well . . . it's not

- Résumés are deeply personal.
- They require the writer to think about him or herself in a way in which he/she may not feel comfortable.
- Writing a résumé is seen as a chore by many . . . something one dreads.

**. . . but it could be.**





## **A few words before we begin . . .**

---

As a retained executive recruiter, my experience with thousands of candidates and their résumés may help you. Let's begin with the obvious, focus on the details, and work toward creating a résumé that is an accurate reflection of who you are and what you can bring to a prospective employer. This document will focus on a chronological résumé.

The résumé opinions contained in this Guide are my own. You can ask a thousand recruiters/résumé writers/career counselors for their opinions and receive a thousand different answers. These insights are based on my experience and represent a culmination of the many, many résumés that I have reviewed . . . a “greatest hits” if you will. I know what attracts my attention.

You'll also find hyperlinks throughout the presentation that will bring you to articles and additional resources that will provide more information and tools for you to consider. At the of the User's Guide, I'll provide you with a résumé template that follows the guidelines talked about in this document.



## **A few words before we begin . . .**

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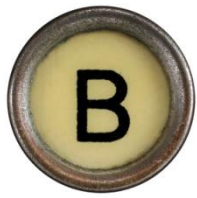
I've asked members of my network for feedback on the template and the Guide. Many have asked why I've created this tool. It's quite simple. As I qualify candidates for searches I am conducting, I see repetitive missteps being made by job-seekers.

I would offer my unsolicited advice, usually well-received, on how a candidate might rethink the presentation of their experience. This counsel came about as a result of getting to know the candidate through conversation. My subsequent assessment was that what I was reading and what candidates were saying did not match.

After helping with a piece here and a piece there, a format was emerging that was easy for me to put together into a template. To test it, I redid résumés for several candidates who all received very positive feedback from hiring professionals with whom they were working.

Given the hiring climate and the competition for positions, it made sense to share the information in a broader way.

---



## A few words before we begin . . .

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Throughout the presentation, you will see sets of slides that are repetitive in style. They are:

### My Two Cents

Based on what resonates with me, this is what I would do if I were in your shoes.



### Food for Thought

In most cases, I'm not in your shoes but here are some things you may want to think about as you continue to shape your story.

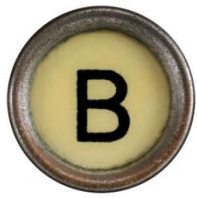


### Shapes and Sizes

Size does matter when you're telling your story within the confines of a few pages. These "measurements" and style points are recommended for the different sections of your résumé.



They can appear at the beginning of a topic, the middle, or at the end.



## A few words before we begin . . .

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Finally, some of the detail in this guide may seem elementary . . . that you're taking baby steps. Typically recruiting at senior levels, I am astounded by many of the résumé blunders I see occurring frequently, by all levels of professionals. So . . . it's better to address issues broadly and put the building blocks in place to ensure that your résumé is a success from start to finish.





## A few words before we begin . . .

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### What I am:

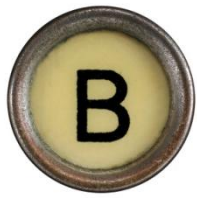
- I am a well-regarded, retained executive recruiter with a very comprehensive approach to matching clients and candidates.
- I partner with companies that need to fill mid-to-senior level positions.
- My primary focuses are in search within the Communications and Marketing disciplines.
- I also speak and write about Job Search and Communications issues.

### What I am not:

- I am not a provider of paid résumé writing or career coaching services, but I am happy to connect you with those who are.







# Overview

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Here's what we'll talk about in this User's Guide:

Introduction (some general comments about résumés ):

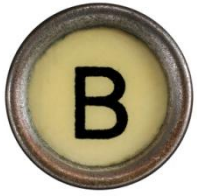
- Résumé resistance and overcoming it
- What should your résumé be?
- Common résumé blunders

Part I: The Nuts and Bolts

Part II: Construction

Part III: About Plan B Communications





## Introduction: Résumé Resistance and Overcoming it

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“A writer's problem does not change. It is always how to write truly and having found out what is true to project it in such a way that it becomes part of the experience of the person who reads it.”

Ernest Hemingway





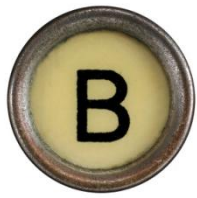
# Introduction: Résumé Resistance and Overcoming it

---

Treat your résumé like a living, breathing document:

- Schedule time with your résumé – whether it's weekly or monthly . . . put a reminder on your calendar.
- If you're actively engaged in a search, make note of the feedback you receive and update your résumé frequently.
- Was there something on your résumé that sparked a conversation or resonated well with someone? Highlight that!
- On the other hand, are there points that drew some scrutiny questions and should be reconsidered? Change those, as well.





## Introduction: What should your résumé be?

---

- It should be geared to the position for which you are applying . . . [your résumé should have a point.](#)
- It should tell an accurate, succinct story.
- It should be complete (the “early years” can be presented in an abbreviated fashion . . . we’ll talk about this later.)
- It should reflect your extracurricular activities that will give the reader a fuller picture of who you are and what you would bring to the role.
- You should have several versions of your résumé; having a library of résumés will allow you to respond quickly to career opportunities (more about this later.)





## Introduction: Common Résumé Blunders

---

These are general comments that we'll just get out of the way now. They may seem elementary, but I see these errors all the time.

- Spell check, read, re-read, have someone else read, and reread again
- Never use “I” – use third person
- Introduce acronyms (you never know who the reader may be)
- Do not bold phrases – that's distracting
- Do not use photos (in most cases)
- Do not used stylized signatures



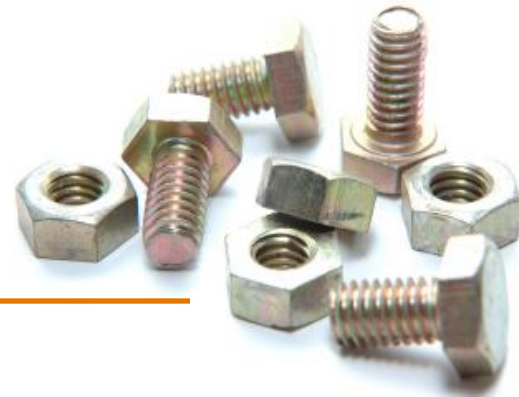


## I. The Nuts and Bolts

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This section will deal with the technical aspects of your résumé – more form over substance. We'll talk about:

- White space
- Designing the blueprint
- Building the foundation and framework





## I. The Nuts and Bolts: Think White Space

---

Before concentrating on content, your résumé must be visually appealing. The most important quality is recognition of the value of white space.



Think about it this way (hunger aside): which looks more appetizing? The plate where you don't know where to start? Or, the one that is orderly, consistent, harmonious, and clean?



## I. The Nuts and Bolts: Think White Space

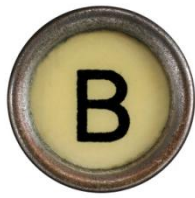
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Your résumé should be organized, elegant, and crisp. Invite someone in to read it.



- This allows you to inspect each element.
- You can focus on the details . . . with no noise or distraction.
- Thinking about how this plate is presented also says something about the quality of the chef.





# I. The Nuts and Bolts: Think White Space

Apply the same approach to your résumé. Which one would you rather read?

**CANDIDATE NAME**

123 Main Street ..... Mobile: (xxx) xxx-xxxx  
Mj City, CA 99999 ..... Home: (xxx) xxx-xxxx  
email@address.com

**PROFESSIONAL SUMMARY**

- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.
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**EXPERIENCE**

**ABC, Inc. Anywhere, CA 9999 to 9999**

**Title**

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**DEF, Inc. Big City, CA 9999 to 9999**

**Title**

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**GHI, Inc. Anywhere, CA 9999 to 9999**

**Title**

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**JKL, Inc. Big City, CA 9999 to 9999**

**Title**

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**MNO, Inc. Big City, CA 9999 to 9999**

**Title**

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- Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.

**NAME**

Street Address • City, ST ZIP  
Phone: (xxx) xxx-xxxx • E-mail: your e-mail address

---

**GENERAL TITLE**

This is your executive summary where you will provide an action-packed paragraph that describes your high-level talents and experiences. This is where you will "reel the reader in" by showing how you are an individual who can provide solutions and help the hiring organization grow. The General Title, above, should send the message, loud and clear, of what you are, such as CORPORATE COMMUNICATIONS EXECUTIVE, GOVERNMENT RELATIONS PROFESSIONAL, etc.

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**AREAS OF EXPERTISE**

Area 1 • Area 2 • Area 3  
Area 4 • Area 5 • Area 6  
Area 7 • Area 8 • Area 9

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**PROFESSIONAL EXPERIENCE**

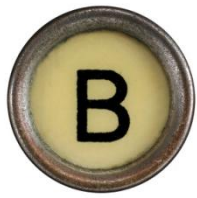
**NAME OF COMPANY • City, ST • Years worked**

This is where you will provide a brief description of who the company is and what they do. This is the ideal place to mention size (from the perspective of revenues and number of employees), geographic reach, stock listing/symbol, number of employees, etc. You can usually find this on the "About Us" section of their website or in its stock listing on an online source.

**Title, Functional Area**

- Responsibility or accomplishments should be listed here. Keep the descriptions concise.
- Try to add percentages or quantitative impact of your contribution. Measurement is becoming increasingly important to senior management when justifying budget allocations.
- Demonstrate how you were a problem-solver for the organization.
- Make sure you describe how you had a "place at the table," when developing strategy or key initiatives for the organization.
- Highlight global reach of your efforts, if appropriate – particularly if the target company is a global one.
- Make sure that you highlight leadership roles in either the organization or for cross-functional team efforts.

**Title 2, Functional Area**



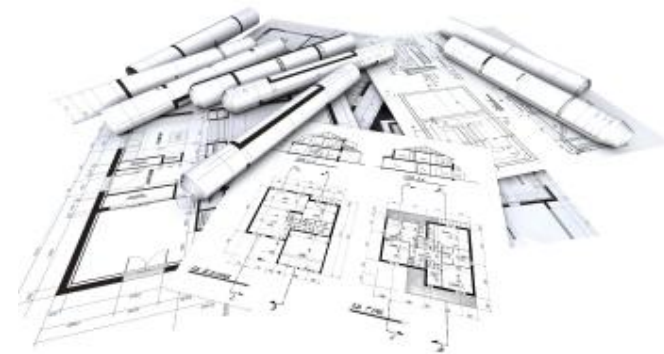
# I. The Nuts and Bolts: Design the Blueprint

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Before you write a word, you need a plan . . . a consistent design that will entice the reader to take a second look and then stay awhile. Determining the appearance of your résumé goes a long way in accomplishing this.

Consider:

- Length
- Font type
- Font size
- Use of **Bold**, Underline, and *Italic*
- Spacing





## I. The Nuts and Bolts: Design the Blueprint

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### Length

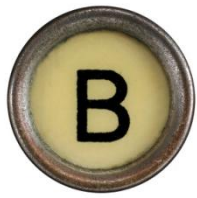
I am not of the opinion that one has to capture the story of his or her career in two pages. The richer someone's experience, the more room needed to adequately express it. It depends on where you are in the arc of your career.

#### Rules of Thumb:

- Recently graduated? – One page should be fine
- Seven to ten years of experience? – Two to three pages work
- More than that? – Don't hesitate to use three or four pages

Keep in mind, there are no hard, fast rules . . . but you should paint a complete picture.





# I. The Nuts and Bolts: Design the Blueprint

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## Fonts

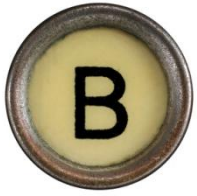
The great font debate continues to rage about the type of font to use in one's résumé. Studies have not been definitive about reader preference, so it really will come down to personal style. Here's a very brief overview of both.

### Serif Fonts

- Simply put, a serif is a pen stroke added to a letter
- It's origins are purported to date back to the ancient Roman alphabet
- It is favored in traditional print (books, magazines, and newspapers) as it is considered easier to read

### Sans Serif Fonts

- Casual or Contemporary?
- Considered more readable on computer screens
- The smaller the online serif font, the less sharp the resolution, making sans serif fonts the online choice



# I. The Nuts and Bolts: Design the Blueprint

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## Fonts

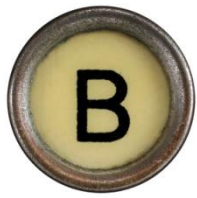
Below are the most common fonts in both styles:

### Serif Fonts

- Times New Roman
- Century School Book
- Garamond
- Georgia
- Baskerville
- Palatino

### Sans Serif Fonts

- Arial
- Verdana
- Calibri
- Franklin Gothic
- Tahoma
- Trebuchet



# I. The Nuts and Bolts: Design the Blueprint

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## Fonts

On this and the following slide is the classic printing/typesetting filler, in the most widely used serif and sans serif fonts of each type, in several point sizes (20, 16, 12, and 8.) Judge for yourself which is easier to read.

### Times New Roman

- "Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. . ."
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- "Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum."



# I. The Nuts and Bolts: Design the Blueprint

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## Fonts

### Arial

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- "Lorem ipsum dolor sit amet, consectetur adipisicing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum."



## I. The Nuts and Bolts: Design the Blueprint

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### My Two Cents

- Most of the résumés I see are sent via e-mail so my first look is online.
- Based on what I see, I then decide to print.
- Going back to the idea of the crisp and clean look of white space, sans serif fonts will contribute to that theme.
- Sans serif has my vote.

For more information, you can read my article about the topic

– [Is Your résumé Guilty of Horror Vacui?](#)

[Alex Poole's](#) study of both types of fonts is a fun read (if you're into fonts.)







# I. The Nuts and Bolts: Design the Blueprint

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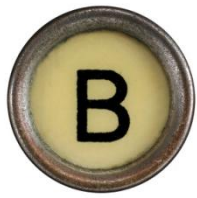
## Font Size

For the résumé template attached at the end of this Guide, here are the suggested font sizes for the different sections of your résumé:

- Name: 20 pt.
- Contact Information: 11 pt.
- Executive Summary Headline: 16 pt.
- Section Headers: 12 pt.
- Résumé Body: 11 pt.

Never use a font smaller than 10 pt. (except in a header or footer.)





# I. The Nuts and Bolts: Design the Blueprint

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## Caps, Bold, Underline, and Italics

The use of CAPS, **Bold**, Underline, and *Italics* depends on personal style, but whatever you choose to do, be consistent. Here's what's used in the résumé template:

- CAPS: NAME, SECTION HEADERS, COMPANY NAMES
- **Bold:** Name, Section Headers, Title, Functional Area (resist the temptation to **bold phrases** and specific achievements . . . it's **distracting**)
- Underline: Rather than underline, I like to see sections divided with lines equal to the width of the type (more about this in a bit)
- *Italics:* *Titles of published works*





# I. The Nuts and Bolts: Design the Blueprint

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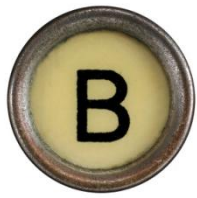
## Spacing

How you space your information contributes to the perception of the white space that is so important. Focus on the following:

- Margins
- Headers/Footers
- Alignment and Line-spacing for body text
- Section and Bullet spacing

For the purposes of this document, all screenshots are in Word 2007.





# I. The Nuts and Bolts: Design the Blueprint

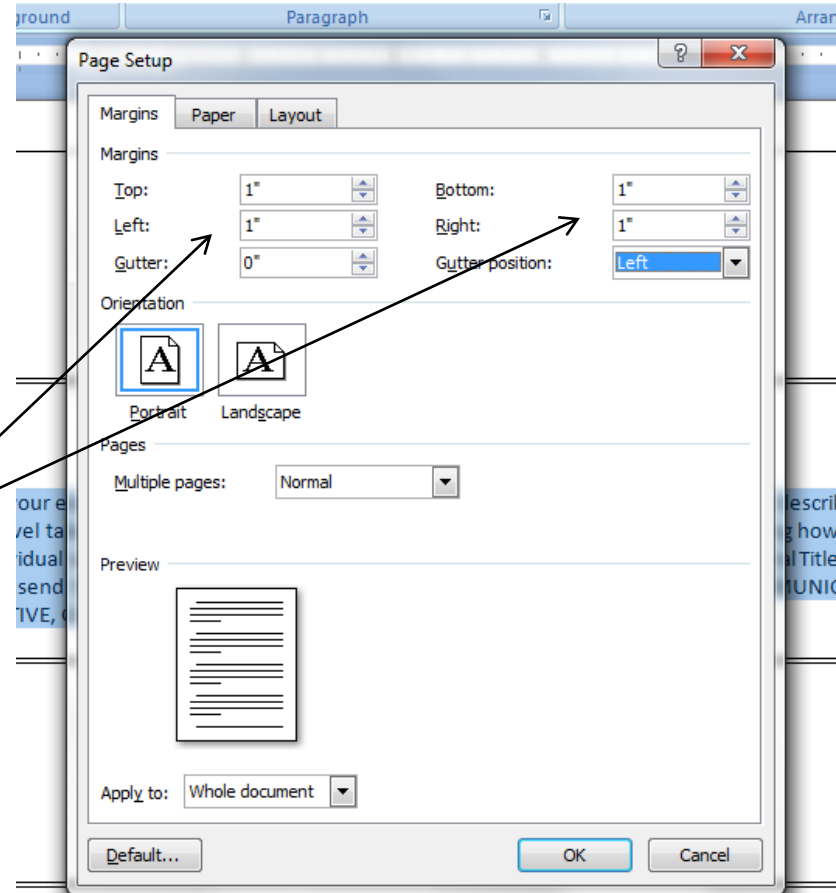
## Spacing

Margins:

In Windows, using Word 2007

- Click “Page Layout”
- Click “Margin”

For the Résumé Template, the margins are a simple 1” around, as you will see on the screenshot.



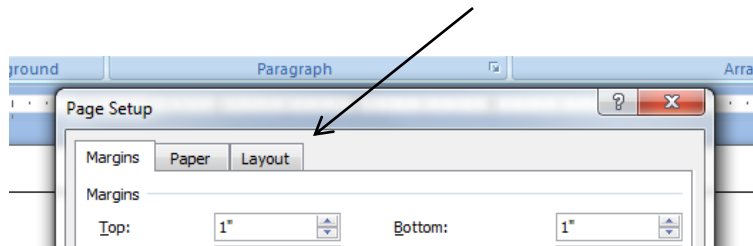


# I. The Nuts and Bolts: Design the Blueprint

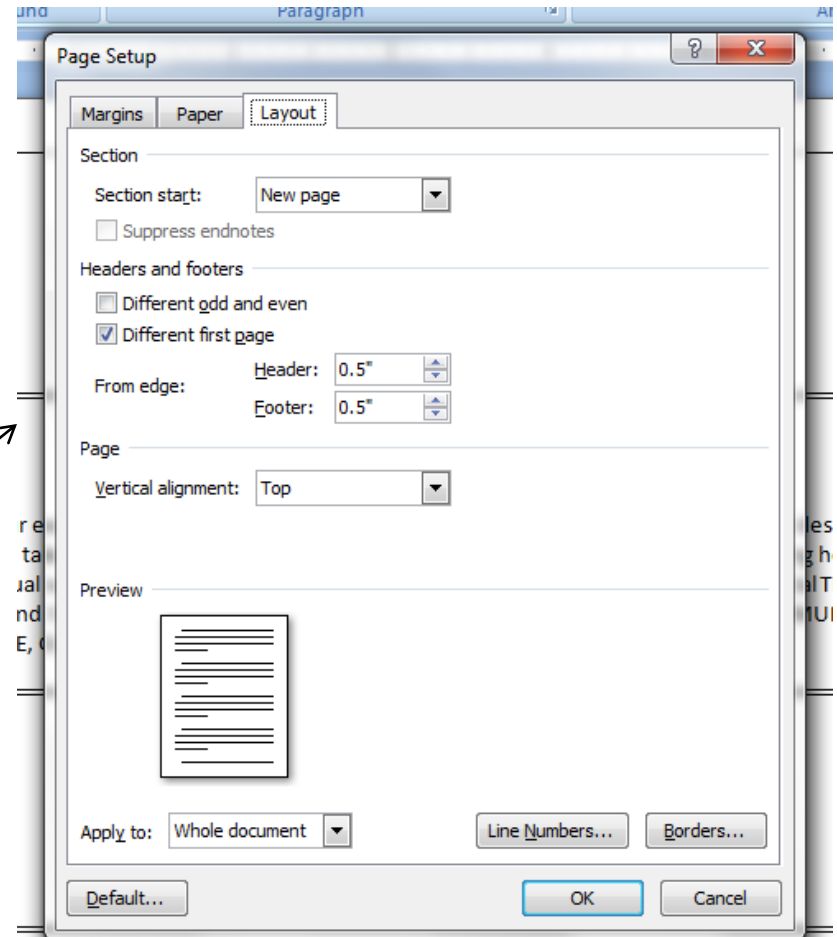
## Spacing

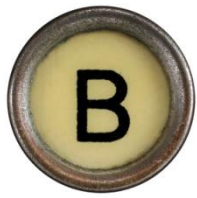
### Headers/Footers:

- In the same “Page Setup” window, now click on the “Layout” tab



- Check “Different First Page” (you’ll see why later)
- Set your “Header/Footer” as .5”





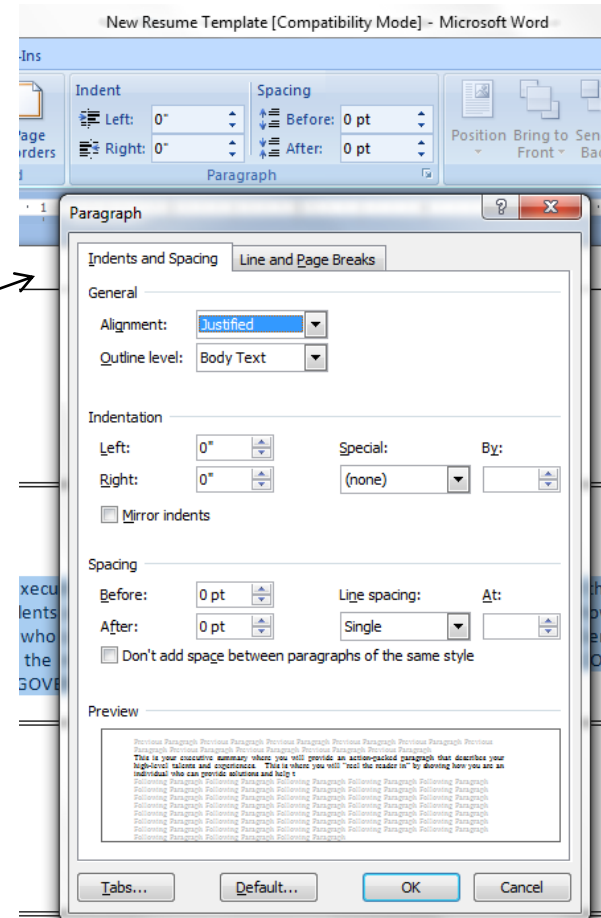
# I. The Nuts and Bolts: Design the Blueprint

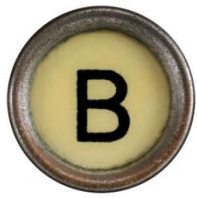
## Spacing

Alignment and Line Spacing:

In Windows, using Word 2007

- Click the arrow button on the “Paragraph” section
- “Alignment” for body text should be Justified
- “Indentation” and “Spacing” should all be set at “0”
- “Line Spacing” should be “Single”





# I. The Nuts and Bolts: Design the Blueprint

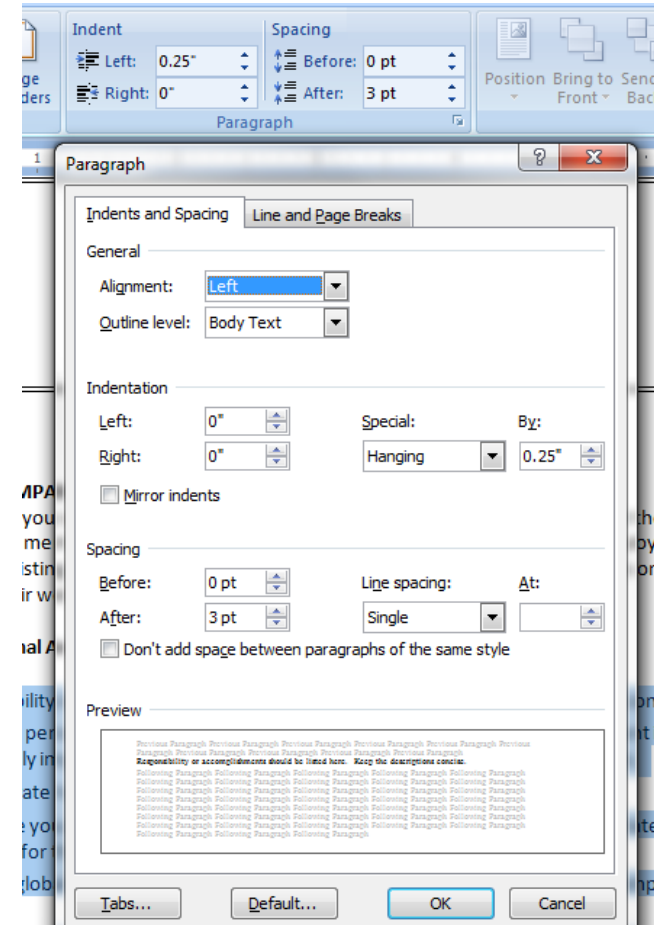
## Spacing

For Sections:

- Sections are easy . . . separate using an extra one-line return

For Bullets:

- Click the arrow button on the “Paragraph” section again
- “Alignment” is “Left”
- “Indentation” is “0” with “Special” selecting Hanging by “.25”
- “Spacing” Before is “0,” After is set at “3 pt.”
- “Line Spacing” should be “Single”





## I. The Nuts and Bolts: Foundation and Framework

---

Without the proper foundation, your house won't stand. The framework needs to be strong to support the number of floors, rooms, and windows you choose. Think about your résumé the same way. To build your résumé, think about:

- Sections
- Design elements
- Frame







# **I. The Nuts and Bolts: Foundation and Framework**

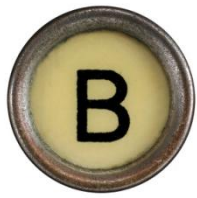
---

## **Sections**

Your résumé should be divided into six or seven distinct sections (the content for which is discussed in Part II.) They include:

- Name and Contact Information
- Executive Summary
- Areas of Expertise
- Professional Experience
- Previous Experience (optional)
- Education
- Outside Activities/Awards/Achievements





# I. The Nuts and Bolts: Foundation and Framework

## Design Elements

You'll see from this sample résumé, the use of symbols and lines, and even a frame contribute to the order and elegant appearance of the résumé template.

**NAME**  
Street Address • City, ST ZIP  
Phone: (xxx) xxx-xxxx • E-mail: your e-mail address

---

**GENERAL TITLE**  
This is your executive summary where you will provide an action-packed paragraph that describes your high-level talents and experiences. This is where you will "reel the reader in" by showing how you are an individual who can provide solutions and help the hiring organization grow. The General Title, above, should send the message, loud and clear, of what you are, such as CORPORATE COMMUNICATIONS EXECUTIVE, GOVERNMENT RELATIONS PROFESSIONAL, etc.

---

**AREAS OF EXPERTISE**  
Area 1 • Area 2 • Area 3  
Area 4 • Area 5 • Area 6  
Area 7 • Area 8 • Area 9

---

**PROFESSIONAL EXPERIENCE**  
NAME OF COMPANY • City, ST • Years worked  
This is where you will provide a brief description of who the company is and what they do. This is the



# I. The Nuts and Bolts: Foundation and Framework

## Design Elements

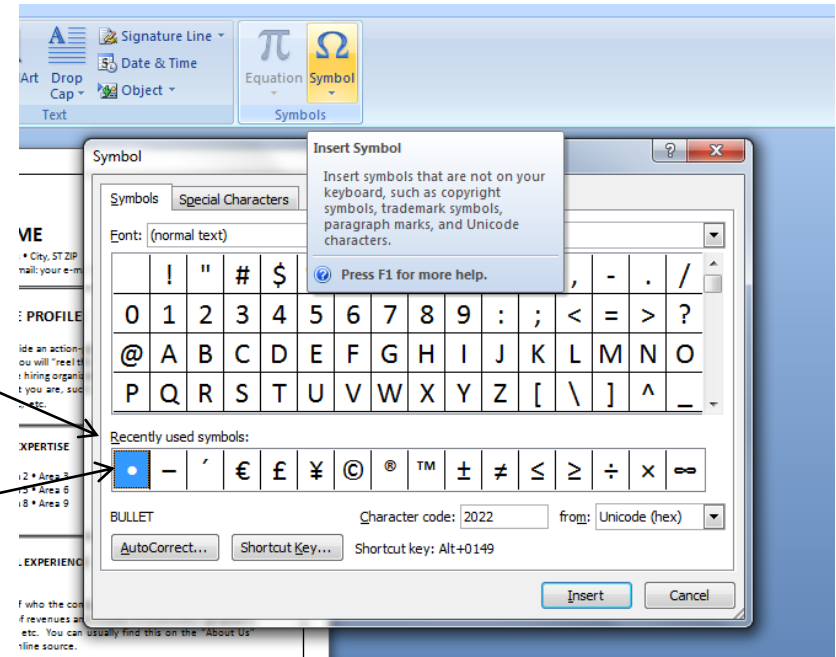
Symbols:

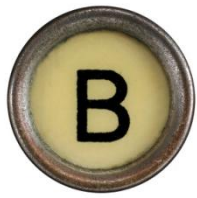
It's a very simple element to add to your résumé and it looks cleaner than an asterisk or a dash. To divide elements with symbols such as Contact Information, Areas of Expertise, use the Insert Symbol tool on the Word screen.

**NAME**  
Street Address • City, ST ZIP  
Phone: (xxx) xxx-xxxx • E-mail: your e-mail address

**GENERAL TITLE**  
summary where you will provide an action-packed paragraph that describes your experiences. This is where you will "reel the reader in" by showing the hiring organization you are, such as CORPORATE CONTACT RELATIONS PROFESSIONAL, etc.

**AREAS OF EXPERTISE**  
Area 1 • Area 2 • Area 3  
Area 4 • Area 5 • Area 6  
Area 7 • Area 8 • Area 9





# I. The Nuts and Bolts: Foundation and Framework

## Design Elements

### Divider Lines:

Rather than underline different section names in your résumé, adding a line between sections is an elegant way to draw attention to each area of your résumé.

The image shows a Microsoft Word ribbon with the 'Insert' tab selected. The 'Shapes' dropdown menu is open, displaying various shape options. The 'Lines' section is highlighted, showing a variety of line styles and shapes. Arrows point from the 'Lines' section to the horizontal divider lines in a résumé template on the left.

The résumé template on the left includes the following sections:

- NAME**  
Street Address • City, ST ZIP  
Phone: (xxx) xxx-xxxx • E-mail: your e-mail address
- EXECUTIVE PROFILE**  
This is your executive summary where you will provide an action-packed paragraph that describes your high-level talents and experiences. This is where you will "reel the reader in" by showing how you are an individual who can provide solutions and help the hiring organization grow. The General Title, above, should send the message, loud and clear, of what you are, such as CORPORATE COMMUNICATIONS EXECUTIVE, GOVERNMENT RELATIONS PROFESSIONAL, etc.
- AREAS OF EXPERTISE**  
Area 1 • Area 2 • Area 3  
Area 4 • Area 5 • Area 6  
Area 7 • Area 8 • Area 9
- PROFESSIONAL EXPERIENCE**  
NAME OF COMPANY • City, ST • Years worked  
This is where you will provide a brief description of who the company is and what they do. This is the ideal place to mention size (from the perspective of revenues and number of employees), geographic reach, stock listing/symbol, number of employees, etc. You can usually find this on the "About Us" section of their website or in its stock listing on an online source.  
Title, Functional Area  
• Responsibility or accomplishments should be listed here. Keep the descriptions concise.  
• Try to add percentages or quantitative impact of your contribution. Measurement is becoming



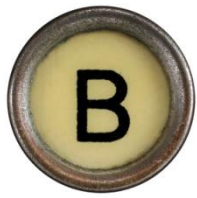
# I. The Nuts and Bolts: Foundation and Framework

## Frame

A slender frame surrounding your résumé helps contain what you've just created. It's a simple element to include. To insert a border, click on the Page Layout tab . . .

The screenshot shows the Microsoft Word interface with the **Page Layout** tab selected. The **Page Borders** button in the **Page Background** group is highlighted. An arrow points from this button to the **Borders and Shading** dialog box, which is open. In the dialog box, the **Borders** tab is active, and the **Box** border style is selected. Another arrow points from the text 'then, click Page Border and then Box' to the **Box** option in the **Setting** list. The dialog box also shows options for **Style**, **Color**, **Width**, and **Art**, along with a **Preview** section and **Apply to** dropdown.

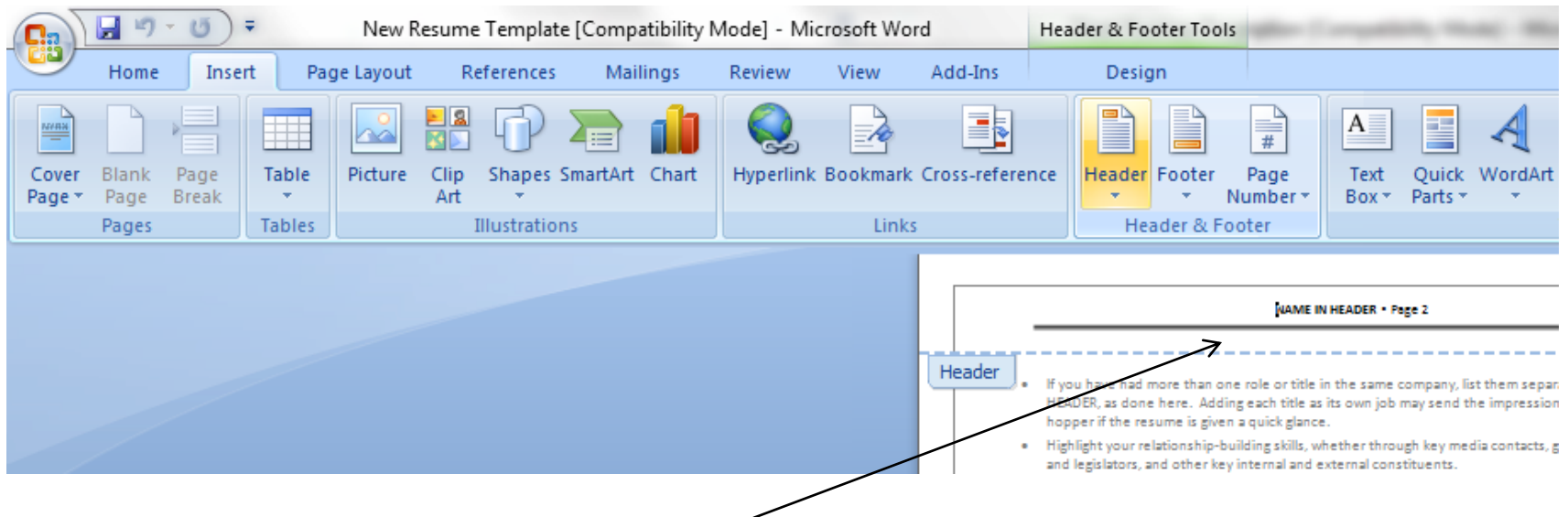
then, click Page Border  
and then Box



# I. The Nuts and Bolts: Foundation and Framework

## Header

Another common oversight by candidates is to only put his/her name on the first page of the résumé.



Adding your name as a Header on subsequent pages ensures that your pages can find each other, if separated.



## II. Construction

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We've just talked about the foundation of your résumé . . . the style and design that will be consistent throughout. Now, we'll talk about creating the information that will send the message to a prospective employer that you are a person needed for their team. The résumé will be divided into the following sections:

- Name and Contact information
- Executive Summary
- Areas of Expertise
- Professional Experience
- Previous Experience (optional)
- Education
- Outside Activities, Awards, Achievements, and Publications

But first, a few words about tailoring your résumé . . .





## II. Construction

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### Tailoring your Résumé – Part One

One of the most valuable tools that you, as a candidate, have in your job search arsenal is the position description for the opportunity you are interested in pursuing. The description provides you with:

- a specific overview of the role
- the specific experience the company is seeking
- insight into the hiring organization's culture

The position description will include key words and phrases that you can then incorporate into your résumé, making the document consistent with the ideal experience sought by the company. Don't misrepresent your experience, by any means; just focus on phrasing your experience in a similar way.

The prime place on your résumé to do this is in the Executive Summary. By specifically tailoring this part of your résumé to the position description, you are also able to create several versions of the document without having to reinvent the wheel each time.







## II. Construction

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### Tailoring your Résumé – Part Two

I have found that many candidates can be concerned and a bit defensive about broad and lengthy careers or for working for start-ups and small companies. Get over that . . . and quickly.

Candidates who have enjoyed robust careers will, by virtue of the length of their careers, have greater exposure to different companies, industry sectors, and responsibilities. The concern voiced by such candidates is that the hiring organization will want candidates whose experience more specifically aligns with their immediate needs. This type of experience, however, produces a candidate who can bring significant “best practice” thinking to the new company. The key will be to have a résumé tailored to the role, culling from your history the specific responsibilities that align with the needs of the hiring organization.





## II. Construction

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### Tailoring your Résumé – Part Three

Small companies and start-ups require and nurture skill sets that are becoming increasingly important in a more competitive marketplace. The following traits will be sought after by companies rebuilding their staffs:

- entrepreneurial mindsets
- budget-consciousness
- The ability to recognize and hire key talent
- risk tolerance
- the ability to wear many hats

This is where providing a brief introduction to the companies you've worked for is imperative (this will be discussed in greater detail later in the Guide.)





## II. Construction: Name and Contact Information

---

### NAME

Street Address • City, ST ZIP

Phone: (xxx) xxx-xxxx • E-mail: your e-mail address

It's pretty simple:

- Your name
- Your address: Some candidates don't like putting their street address on their résumé. If that's the case, put at least your city and state. If a company only wants to hire local candidates (no relocations,) don't rule yourself out by not letting the reader know that you're a commutable candidate.
- Use one phone number (more on this later.)
- Your e-mail address (lots more on this . . . .)





## II. Construction: Name and Contact Information

---

### NAME

Street Address • City, ST ZIP

Phone: (xxx) xxx-xxxx • E-mail: your e-mail address

- Your name/introduction block should be centered.
- Your name should be in solid caps, bolded, and 20 pt.
- Street Address and City, State, and Zip should all be on one line. I like separating the street address from the CSZ by using a simple symbol that we just talked about. This • is found by inserting a symbol. As you play with font size, the symbol size will readjust, as well. Font should be upper and lower case, unbolded, and 11 pt.





## II. Construction: Name and Contact

---

### Food for Thought

#### NAME

Street Address • City, ST ZIP

Phone: (xxx) xxx-xxxx • E-mail: your e-mail address

Torn about which telephone number to use?

- When I find a candidate with whom I want to engage, I will be concerned about leaving a message on a business number.
- How many time have you come into your office and in the midst of multi-tasking, checking e-mails, etc., you listen to messages on speaker phone?
- Do you really want someone in the next office or cubicle to hear a call from a recruiter? (especially if they don't hear "Message erased.")
- Does a colleague or an assistant answer your phone for you?

Don't put the caller in the situation where they have to be vague; if the message is too vague, you may not realize you are on a hiring executive's radar . . .

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## II. Construction: Name and Contact Information

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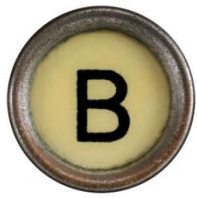
### My Two Cents

Home phone numbers can also be tricky.

- If a recruiter or hiring executive calls and gets a voice-mail message recorded by your hopelessly adorable five-year old who proceeds to list every member of the household including pets, you may want to reconsider using your home phone.
- I have also had several situations where an important message was left for a candidate at the home phone number. Overzealous teenage children played the message listening for something by far more important and neglected to inform the candidate.

In my opinion, use your cell phone number and keep the message businesslike!





## II. Construction: Name and Contact Information

---

### My Two Cents

#### NAME

Street Address • City, ST ZIP

Phone: (xxx) xxx-xxxx • E-mail: **your e-mail address**

#### E-Mail addresses:

- Keep it business-like. It is so easy to use your name in your e-mail address.  
**Lastname.firstname@???.com**
- You wouldn't believe the e-mail addresses I see. Whether it's a name from college days that you can't let go of or a hobby or past-time, the focus should be on you, the professional, not on your love of surfing.
- [An article I wrote last year](#) gives more insight about the types of e-mail addresses that I have seen on the résumés of professionals who really should know better.
- Many candidates will use a consulting practice name or phrase that while not unprofessional, could make it challenging to remember you. If I remember someone's name, and I go for the e-mail that has his/her résumé attached, I may not find it if the e-mail name is more marketing focused.





## II. Construction: Executive Summary

---

This section is a worthwhile investment of your time!!

- For many recruiters, this could be one of the most important parts of the initial “getting to know you” process.
- If inundated, this paragraph could be the only section a recruiter could read, so it **MUST** be meaningful.
- This paragraph is also the “plug and play” part of your résumé . . . tailored to the role for which you are applying.
- Make it an action-packed paragraph that, when appropriate, uses terms that are in the desired role’s position description.
- Consider it the elevator pitch of your résumé.







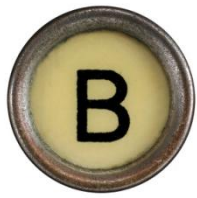
## II. Construction: Executive Summary

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### My Two Cents

- First, however, it can be called many things but don't call it a "Professional Objective." Of course your objective is getting a job . . . you're submitting a résumé.
- Even if you're just starting out in your career . . . include one.
- Read my post, "[Your Executive Summary: Reel the Reader In](#)" for more information.





## II. Construction: Executive Summary

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How to Label it? You have two choices:

Option One:

Consider any combination of  
Column A and Column B:

Column A	Column B
• Professional	• Profile
• Executive	• Summary
• Career	• Overview

Option Two:

State what you are:

- CORPORATE COMMUNICATIONS EXECUTIVE
  - GOVERNMENT RELATIONS PROFESSIONAL
  - SENIOR MARKETING EXECUTIVE
  - MEDIA RELATIONS DIRECTOR
- . . . AND SO ON



## II. Construction: Executive Summary

---

So, it could look like:

### NAME

Street Address • City, ST ZIP  
Phone: (xxx) xxx-xxxx • E-mail: your e-mail address

---

### EXECUTIVE PROFILE

This is your executive summary where you will provide an action-packed paragraph that describes your high-level talents and experiences. This is where you will “reel the reader in” by showing how you are an individual who can provide solutions and help the hiring organization grow. The General Title, above, should send the message, loud and clear, of what you are, such as CORPORATE COMMUNICATIONS EXECUTIVE, GOVERNMENT RELATIONS PROFESSIONAL, etc.

---

Or . . .

### NAME

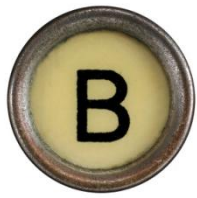
Street Address • City, ST ZIP  
Phone: (xxx) xxx-xxxx • E-mail: your e-mail address

---

### CORPORATE COMMUNICATIONS EXECUTIVE

This is your executive summary where you will provide an action-packed paragraph that describes your high-level talents and experiences. This is where you will “reel the reader in” by showing how you are an individual who can provide solutions and help the hiring organization grow. The General Title, above, should send the message, loud and clear, of what you are, such as CORPORATE COMMUNICATIONS EXECUTIVE, GOVERNMENT RELATIONS PROFESSIONAL, etc.

---



## II. Construction: Areas of Expertise

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- This section will contain one or two-word phrases that will highlight specific areas of expertise.
- This section is also a good place to pull specifics from the position description for the role for which you are applying (more about this later.)
- It should contain no more than three lines, with three phrases per line. Separate with the dot symbol that we have discussed previously.

---

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### AREAS OF EXPERTISE

Media Relations • Marketing Communications • Employee Training

Internal Communications • Executive Communications • Speechwriting

Branding Communications • Team-Building • Government Relations

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## II. Construction: Professional Experience

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Here's the beef of your résumé. Assuming your Executive Summary and Areas of Expertise have done their jobs, this is where the reader will learn how you've done yours.

What information do you need to share?

- Name of Company
- Location (City, State)
- Company Description
- Years Worked
- Title
- Functional Area
- Responsibilities/Achievements





## II. Construction: Professional Experience

---

Before we start, here's how to design this section of your résumé:

- Professional Experience should be 12 pt., Bold, and Centered
- Company Name should be 11 pt., Solid Caps, and Bold
- City and State should be 11 pt., Upper/Lower case, and Bold





## II. Construction: Professional Experience

---

### Introductions

Take a moment to introduce yourself . . . or, rather, the company you've kept . . .

- One of the single biggest oversights that job-seekers commit on their résumés is to not describe the company or organization for which they have worked.
- The company that you've worked for is bigger than your job, unless you've been the CEO; sharing a bit about the company provides the reader with greater insight about you and the contributions you've made.
- Read more about the topic in my Examiner.com article, ["Is Your Résumé Rude or has it Made the Proper Introductions?"](#)





## II. Construction: Professional Experience

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### Introductions: Food for Thought

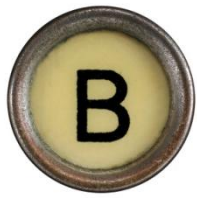
Think about the reader of your résumé . . . Who is he or she?

- Is the reader the hiring executive who knows the role that needs to be filled and is intimately aware of the competitive landscape?
- Is the reader a Human Resources or Talent Acquisition leader who knows the hiring landscape?
- Is the reader someone early in their career who is doing preliminary résumé screening and does not have the breadth of experience nor the insight into the nuances of the organizational culture to be able to compare and contrast your experience against another candidates?

Including a few sentences about where you've been can help these readers determine where you should be going.







## II. Construction: Professional Experience

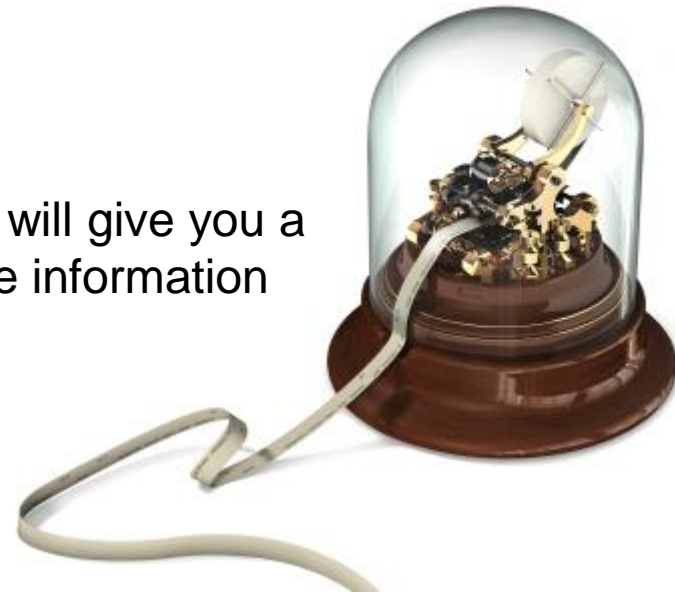
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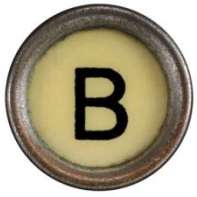
### Introductions

How do you do this?

- There is no need to reinvent the wheel. The work has already been done for you.
- If your employer, past or present, is a publicly-traded organization, go to one of several financial websites for company descriptions. Such sites include:
- [www.cnnmoney.com](http://www.cnnmoney.com)
- [www.finance.yahoo.com](http://www.finance.yahoo.com)
- [www.reuters.com](http://www.reuters.com)
- [www.investorguide.com](http://www.investorguide.com)

After typing in the stock symbol, the Company Profile will give you a brief overview of the organization that will highlight the information you should include in your introduction.





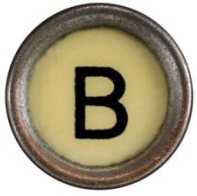
## **II. Construction: Professional Experience:**

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### **Introductions**

What if the company is not publicly-traded?

- If the company is privately-held, go to the “About Us” section of its website to retrieve the information you will need.
- Frequently, companies will include “Fast Facts” that will provide valuable sound bytes of information that you can use.
- If the organization is a government entity, highlight annual budget and staff size.
- If the organization is a non-profit, highlight its mission, geographic reach, size of staff and volunteer organization, and dollars raised.



## II. Construction: Professional Experience:

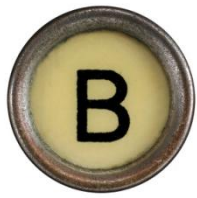
---

### Introductions

What should be included and why? Let's take a closer look by using Fortune 500 leader, Walmart, as an example. From their About Us description:

*Walmart serves customers and members more than 200 million times per week at more than 8,838 retail units under 55 different banners in 15 countries. With fiscal year 2010 sales of \$405 billion, Walmart employs 2.1 million associates worldwide.*

*A leader in sustainability, corporate philanthropy and employment opportunity, Walmart ranked first among retailers in Fortune Magazine's 2010 Most Admired Companies survey.*



## II. Construction: Professional Experience

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### Introductions: Food for Thought

Let's now take it a step further and think about what each is saying and how it should tie to how you describe your experience and contributions.

- **Serves customers:** and lots of them! (customer service, employee training, crisis communications are all important)
- **8,838 locations:** their broad reach means the consistency of information and solid distribution channels must be a priority
- **55 banners:** branding is obviously important
- **15 countries:** global vision and understanding cultural and language differences for both customers and employees are key to their success
- **2.1 million associates:** that's a lot of employee communications and all receive information in different ways: newsletters, intranet, break room posters . . .





## II. Construction: Professional Experience:

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### Introductions: Food for Thought

More about Walmart's "About Us" description:

- **Sustainability:** being a steward of the environment is an important part of the Corporate Social Responsibility program
- **Corporate Philanthropy:** care for their various communities is shown through diversified outreach programs
- **Employment Opportunity:** means that employee development provides career paths

You get the idea.

As you describe your roles, keep how the company views itself, top of mind. Think about what is important to them. Consider their priorities. You are going to provide a description of the companies that you have worked with and will then tie your responsibilities and contributions to your organization's mission. While you may not have held roles that directly impact the bottom line, you undoubtedly supported the leader or group that did.





## **II. Construction: Professional Experience:**

---

### **Introductions: My Two Cents**

Of course, not every company is as recognizable as Wal-Mart. As mentioned earlier, I have found that many candidates can be defensive about working for start-ups and small companies. Get over that . . . and quickly.

These types of companies require and nurture skill sets that are becoming increasingly important in a more competitive marketplace (entrepreneurial mindsets, budget-consciousness, hiring key talent . . . and the list goes on.)

You may have worked for the greatest company that no one has ever heard of so its mission must be introduced, as well. XYZ Corp. could also be the world leader in the production of widgets, but if the reader hasn't heard of them, your contribution will have less impact.





## II. Construction: Professional Experience

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### Years Worked: My Two Cents

Here's a big mistake that professionals commit when they are constructing their résumés.

First the facts:

**FACT:** A recruiter, and this applies to both internal and external recruiters, may be inundated with résumés.

**FACT:** A significant percentage of the applicants seeking particular roles are not appropriate for the job.

**FACT:** The sheer volume of résumés that come in, on occasion, will require a brief skim.

**FACT:** One aspect that recruiters will look at quickly are the number of positions that one has held and the duration of those roles.





## II. Construction: Professional Experience

### Years Worked

PROFESSIONAL EXPERIENCE	
XYZ COMPANY • City, ST Title, Functional Area	2009 -- Present
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	
XYZ COMPANY • City, ST Title, Functional Area	2007 -- 2009
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	
XYZ COMPANY • City, ST Title, Functional Area	2006 -- 2007
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	
XYZ COMPANY • City, ST Title, Functional Area	2004 -- 2006
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	
XYZ COMPANY • City, ST Title, Functional Area	2002 -- 2004
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	

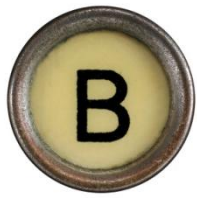
Take a look at this (although I removed specific detail, this format was taken from an actual résumé)

With a quick skim, I might think  
– WOW – five jobs in eight years  
. . . we have a job-hopper.

But do we . . . ?







## II. Construction: Professional Experience

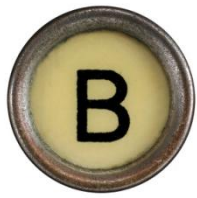
### Years Worked

The reality is that this candidate was in the same company for all of those years and had been promoted four times in what is a solid eight-year tenure with the organization.

The best way for this candidate to show his experience at XYZ Corporation is shown at the right. There are two benefits:

- A quick skim shows employment with two companies
- It shows progression and professional development through promotions or added responsibilities

PROFESSIONAL EXPERIENCE	
NAME OF COMPANY (1) • City, ST Company Description here	Years worked
Title, Functional Area (Years Worked)	
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	
Title 2, Functional Area (Years Worked)	
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	
Title, Functional Area (Years Worked)	
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	
Title, Functional Area (Years Worked)	
<ul style="list-style-type: none"><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li><li>• Responsibility or accomplishments bullet #</li></ul>	
NAME OF COMPANY (2) • City, ST Company Description here	Years worked



## II. Construction: Professional Experience

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### Title and Function

When providing your title, stick to the facts:

- Don't provide equivalent titles: I have heard candidates say . . . “If I were at XYZ Company, this is what my title would be . . .” You're not, so don't.
- Add the function that you were part of, if appropriate:

Director of Communications, Human Resources

- Add the name of the Business Unit you supported, if appropriate:

Director of Communications, Human Resources, Widget Division





## II. Construction: Professional Experience

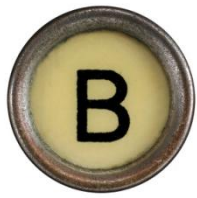
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How do you describe what you've done?

There's a wide range of opinions on how to do this. From using power verbs and measurement tools to highlighting cross-functional responsibilities and demonstrating your place at the table, there are many areas to consider when showing what you bring to a new organization.

The next several slides will give you an overview of how you should list your contributions to the organizations for which you have worked.





## II. Construction: Professional Experience

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The bottom line for me is that I prefer to read concisely-written bullets with a focus on accomplishments that have contributed to the company's bottom line or to the achievement of an organization's mission. Usually, a minimum of three bullets should be used, but don't go crazy!

- Remember, stay focused on the overriding message that you want to send to the reader . . . are you a strategist or a tactician?
- Use “power” verbs to describe your responsibilities and contributions. Rather than list powerful, action-oriented verbs in this presentation, check out [this list that was compiled by Rutgers University](#). It's the best list I've seen.
- Avoid the “once I did this, and then I did that, and there was this one time . . .” syndrome.

Remember . . . stay focused!





## II. Construction: Professional Experience

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Keep in mind . . .

- Remember to demonstrate the geographic reach of your responsibilities (global, national, regional, state, local.)
- If your responsibilities impacted sales and revenues, make sure to highlight them.
- Try to add percentages or quantitative impact of your contribution. Measurement is becoming increasingly important to senior management when justifying budget allocations.
- Remember to highlight an initiative that was a new one for the organization and how it contributed to meeting predetermined goals or the company's bottom line.
- Highlight your relationship-building skills, whether it be with key media contacts, government officials and legislators, and other key internal and external constituents.





## II. Construction: Professional Experience

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Keep in mind . . .

- Have you been in the situation where you've had to protect, defend, and/or bolster the image and reputation of your company? Describe it!
- Make sure you describe how you had a “place at the table,” when developing strategy or key initiatives for the organization.
- Make sure that you highlight leadership roles in either the organization or for cross-functional team efforts.
- How have you achieved efficiencies or economies of scale in your role?
- Are you an expert in communicating crisis situations to external audiences or to employees?





## II. Construction: Professional Experience

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Keep in mind . . .

- Have you played a role in workforce reductions or mergers with other companies?
- Are you an effective “influencer?” Have you reached across organizations to achieve buy-in for key initiatives?
- Demonstrate how you were a problem-solver for the organization.





## II. Construction: Previous Experience

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### Food for Thought

Do you sometimes think you have more experience than you'd like to list?

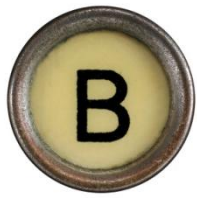
Whether it's concern about age or sensitivity to sending the message that they're too experienced for a desired role, there is an inclination to leave off early years of experience, including only that which the applicant believes is pertinent to the role. While I understand the sensitivities to this predicament, ITRHO (in this recruiter's humble opinion,) all experience from college on should be accounted for and listed. There are, however, ways to handle this.

When dealing with recruiters, there are a few scenarios to consider:

- If you list the year you received your degrees, but your professional experience starts several years later, you're going to be questioned about it.
- Might a recruiter pass on your résumé because there are other résumés available that provide a complete picture? If time is of the essence, they may decide against making that phone call just to find out what you've done before.







## II. Construction: Previous Experience

### My Two Cents

If you are concerned, include a section called “Previous Experience,” which I’ve seen described in two different, yet equally effective ways:

PREVIOUS EXPERIENCE

ABC COMPANY • City, ST  
Title, Functional Area

DEF COMPANY • City, ST  
Title, Functional Area

GHI COMPANY • City, ST  
Title, Functional Area

This section will include a simple, bulleted listing of Company, location, and title.

Or . . .

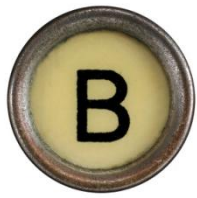
After the Section title, add a paragraph that simply states something like this.

PREVIOUS EXPERIENCE

Earlier experience includes Communications (Marketing, Sales, etc.) roles of increasing responsibility in several industry sectors including: financial services, consumer products, aviation (whatever).]

Both are simple and concise . . .  
and there will be no questions about gaps in employment.





## II. Construction: Education

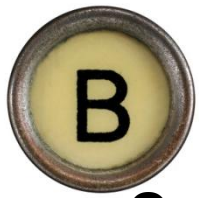
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Start with Advanced Degrees first and work back.

Never misrepresent a degree or the school from which you received it.

One slight fib about something that happened 25 years ago (or whatever the date) will shake the credibility of every thing you've done since. I have had this happen with an otherwise promising candidate, whom I removed from the search because of the misrepresentation.





## II. Construction

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### Outside Activities, Awards, Achievements, and Publications

To me, this can be a very interesting section of a candidate's résumé. There have been times when I have called a candidate because of something meaningful that he/she has done outside of career parameters. Here are some considerations for your external activities:

- If you've been out of work for longer than you expected and have been volunteering, taking classes, retraining, etc., this is a good place to talk about it.
- Companies are increasing focus on Community Relations, Sustainability, and Outreach programs. Substantive volunteer activities in these areas be very meaningful to a company just launching their efforts.





## II. Construction

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### Outside Activities . . . My Two Cents

Be careful, however, about how you frame your experience!

- Don't send the unintended message that they're overwhelming time commitments. An award-winning journalist whom I've gotten to know, listed that he was an after-school tutor . . . a wonderful and noble contribution, but it also sent the message that 3 PM was sometimes quitting time . . .
- I did not want him to omit the experience, but I counseled him to restate his role as "an active Youth Mentor for *Program Name*."





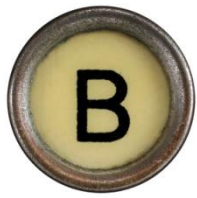
# The Résumé Template

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We are done for now with what you should be thinking about as you begin or refine your résumé.

We've talked about it for almost 80 pages. Attached is a template that, again, represents the "Greatest Hits" of résumés I've reviewed as a retained executive recruiter.

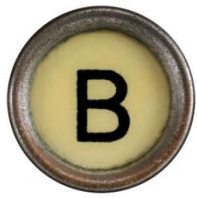
- [Résumé Template – January 2011](#)
- Once you've created your new résumé (or updated the old one) and everyone has read it and reread it, make a PDF. Once, PDF'd, review it again to ensure that everything is where it needs to be.



## Final Thoughts

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- You've now got a solid overview of how to approach, plan, and execute your new résumé.
- Complete your draft and put it down for a few days. Reviewing it with fresh eyes always helps.
- Continue the discussion by posting questions and comments to Plan B's [Facebook page](#).



## About Plan B Communications: ssm Biography

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Susan San Martin has over 20 years of diversified communications and marketing experience with demonstrated success in addressing diverse internal and external organizational needs across a wide range of industries. She is a highly-regarded executive recruiting and talent acquisition professional with broad and deep experience in aligning client needs with candidate expertise. An enthusiastic, results-oriented leader and team player, she believes that two-way, comprehensive communication is the cornerstone for all successful relationships. Selected career search experience includes: SC Johnson, DaVita Inc., ARAMARK, Western Union, Inc., The Blackstone Group, Cardinal Health, Inc., Dell Inc., LAM Research, Lowe's Companies, Inc., Premera Blue Cross, ProLogis, RadioShack, Solectron, and Watson Land Company, among many others.

Prior to launching Plan B Communications, LLC, Susan was a Vice President and Executive Recruiter with The Repovich-Reynolds Group, where she was a senior recruiter for mid- to senior-level communications and marketing searches.

Before commencing her successful career in executive search, she enjoyed a robust career as a Communications and Marketing executive in a variety of industry sectors including Real Estate, Investment Banking, Financial Services, Energy, and the Services industries in organizations that included Fortune 500 leaders, start-ups, and non-profit organizations.

She writes and speaks frequently to companies and associations about Communications and career issues.





## About Plan B Communications

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There are many ways to connect with Plan B.

Continue the conversation and share comments about the Template, User's Guide, and read about what's going on with Plan B by following Plan B on its [Facebook](#) page or at:

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  - <http://www.planbcomms.com/PlanBCommsBlog>
  - E-mail: [susan@planbcomms.com](mailto:susan@planbcomms.com)
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