



Yale SCHOOL OF MANAGEMENT

The Yale SOM
Career Development Office (CDO)
Resume Writing Guide

The Yale SOM MBA Resume

In this section you will find a list of resume writing tips.

1. Resume Writing Tips

- At its core, the resume is a marketing document designed to promote your background to a targeted reader
- A resume should not present everything there is to know about you. It is a selective summary of the most significant facts outlining professional and educational background, as well as additional interests and activities, tailored strategically to present the accomplishments, skills, and experiences that are transferable to the position you seek – it should be designed to “sell” yourself to the employer
- A strong resume will draw the connections between past experiences and the occupational skills required in the role one is applying for (readers often lack the time needed to draw inferences and make connections based on resume bullets... please be as explicit as possible regarding how your past achievements relate to the position you are applying for)
- A strong resume anticipates likely interview questions stemming from the resume text. It is helpful to try to envision and frame the questions an interviewer is likely to ask, based on your resume, and to try to guide the reader to the most applicable achievements and experiences
- It is important to remember that the more you know about your audience, the easier it is to portray your background in ways that catch the attention of that audience. In today’s economic climate, a recruiter may review hundreds of resumes and will spend no more than a few seconds taking a first glance at your resume – if nothing is immediately compelling or relevant, he or she will move on
- Each bullet point should reflect an accomplishment (vs. a responsibility), and employ a strong action verb, a specific result or impact upon an organization or client, as well as illustrate the candidate’s individual contribution
- As often as possible, bullets should quantify impact (e.g., % sales growth)
- A resume with typographic errors, misspellings, irregular formatting, and/or assertions that cannot be substantiated will usually disqualify a candidate from serious consideration for any/all positions
- Type font should be Times New Roman with 11 point type size (10 point at minimum)
- The maximum length of a resume ought to be two pages. A page for every ten years of employment is a good rule of thumb. Remember, the resume is a sales tool, not an autobiography. Occasionally, a job seeker’s list of publications and presentations (particularly those employees in academics and the sciences) may warrant a third page.
- While you will have a primary resume, you may also want to create different versions of your resume that are tailored to specific industries, functions, employers, or opportunities

A well-constructed resume increases your chances of garnering an interview in which you can facilitate a productive discussion of your experiences and interest in an opportunity. It is also a sample of your work product, and a signal of your capacity for attention to detail, professionalism, and ability to successfully articulate your qualifications and achievements.

2. Resume Format – Personal Contact Information

This section should include your full name, address and contact information (telephone number and professional email address). Please ensure that you have an appropriate and professional voicemail message, including an ‘out of office’ message during vacation periods for all incoming calls for the phone number you have listed on your resume.

3. Resume Format – Professional Experience

The heart of your resume is the organization and presentation of your professional experience. When developing this section, your goal is to highlight the skills/achievements most relevant and directly transferable to the position you’re seeking. Describe your major activities (transactions and projects), but place the *greatest emphasis* on accomplishments you can legitimately claim as your own.

Resume reviewers seek out information that can serve as a topic of conversation or likely interview question. Each position listed in your resume should have at least one bullet that clearly points to and serves as a “short cut” for the most salient aspect of that experience.

Please use the guidelines below to write impactful resume bullets and highlight key individual accomplishments...

a.) Accomplishments

Accomplishments are an important foundation for communicating your skills, abilities, and achievements. Ideally, accomplishment statements are written in a very concise manner so that recruiters can review and absorb them quickly. Thus, resume accomplishment statements should be brief and precisely stated. Each statement should begin with a strong action verb; each also should specify the result or impact upon the organization and illustrate your contributions to the company.

It is critical to remember that all the information presented in this section should reflect your current or intended career path. As such, you will need to identify the activities or skills that are most important to the function you are now pursuing and organize your resume around these skills.

b.) Accomplishment Statement – Situation, Action, Result (SAR) format

Accomplishment statements on a resume primarily focus on the ACTION and RESULT (during interviews, there is more scope for providing context, e.g. SITUATION). In your resume, describe the ACTION taken, including analysis of the opportunity, the planning and preparation, and the resources involved. Use action words and avoid passive constructions such as “participated in” or “monitored”. Describe the RESULTS obtained, and be sure to state if you presented your results to clients or senior management, and what next steps were taken.

Please quantify when possible by including percentages or numbers. If not possible, try to relate the size and/or scope of accomplishment (e.g., “first,” “affecting 3 of 5 firm clients”, “roughly doubling audience”, etc.). Focus on your individual impact, and, again, please be careful not to exaggerate or misrepresent your background. In situations where the responsibility and activities had little quantitative benefit, you should make the effort to “qualify” results. For example, “Championed a quarterly learning seminar that increased collaboration between sales, marketing, and finance” or “Developed a proposal to refocus traditional media spend on a social media strategy, recommendation was supported and acted upon by senior leadership”.

Examples of some areas in which a candidate can expand upon accomplishments:

- Improved quality, productivity, teamwork
- Increased sales, profits

- Reduced costs
- Planned/designed a program/training process to improve, reduce or change some factor
- Decreased turnover, failures, breakdown, shrinkage, overtime, etc.

Examples of Accomplishment Statements:

- Designed and implemented new promotional point of sale displays, which arrested share loss and increased overall market share by 6%
- Initiated advanced assembly procedures to increase production 10% by reducing turn-around time from five to four days. Presented report on procedural improvements to senior management, informing next round of strategic planning
- Modeled worldwide flow of trade and capital to predict multi-year exchange and interest rate movements
- Led sales team of twelve professionals in doubling market share of company's largest product segment from 15% to 30%, despite negative economic indicators in industry sector
- Drafted congressional testimony, speeches, and editorials on energy policy and national security issues
- Developed a spreadsheet for determining salary and benefits plan impact on bank finances; model has become company-wide standard and is still utilized
- Led a nine-member cross-functional task force charged with improving administrative processes, resulting in overall savings of \$3M annually
- Created and presented a program to educate regional branches in common anti-fraud compliance best practices
- Compiled and distributed weekly activity reports to all vice presidents and senior managers (meeting all deadlines and attaining the highest degree of accuracy)
- Prepared budget and P&L analysis for product lines, providing management with estimates of product profitability for strategic planning in the Latin American market
- Trained new employees in customer service, secretarial, and telephone procedures, generating a 30% reduction in customer complaints. One of five employees nominated for annual "Customer Orientation Award" by supervisor
- Studied 30 bids and contracts from outside service providers, totaling more than \$30M annually, and presented recommendations to senior managers, resulting in 5 new preferred provider relationships
- Analyzed statistical reports to pinpoint cost overruns, saving \$500K annually in raw material sourcing
- Created new loan procedure that resulted in \$200K savings to bank and improved processing turnaround time by 50%
- Identified attractive overseas investment opportunities in Malaysia and Indonesia; presented proposals to managing partners, resulting in two successful deal closings

4. Resume Format – Education

Present your graduate and undergraduate institutions in reverse chronological order with the most recently attended school first. We encourage you to list your academic emphasis, leadership roles, extracurricular activities, related coursework, and academic distinctions in this section.

5. Resume Format - Additional Information

As the title of this section suggests, you should use this space to highlight additional information such as (but not limited to) membership in professional organizations, licenses/certifications, language skills, volunteer activities, special projects and any additional personal interests or achievements (e.g., long-distance running, exhibition of artwork, etc.).

List of Resume Action Verbs

Accentuated	Changed	Drafted	Instituted	Publicized
Accommodated	Charted	Drew	Instructed	Purchased
Accompanied	Checked	Edited	Insured	Qualified
Achieved	Circumvented	Educated	Integrated	Questioned
Acquired	Circulated	Elected	Interacted	Raised
Acted	Cited	Endorsed	Interpreted	Ranked
Adapted	Clarified	Engineered	Invented	Rehabilitated
Addressed	Classified	Envisioned	Issued	Remodeled
Adjusted	Closed	Exchanged	Launched	Repaired
Administered	Commissioned	Executed	Linked	Researched
Admitted	Confronted	Exhibited	Managed	Resolved
Adopted	Conserved	Expanded	Manufactured	Restituted
Advanced	Considered	Expedited	Mapped	Responded
Advertised	Consolidated	Experimented	Marketed	Restored
Advised	Constructed	Explained	Measured	Retained
Aided	Consulted	Explored	Mediated	Revamped
Allotted	Contacted	Expressed	Memorized	Reviewed
Altered	Contracted	Extinguished	Mentored	Revised
Amended	Contributed	Fabricated	Mobilized	Revitalized
Amplified	Controlled	Facilitated	Modeled	Revived
Analyzed	Converted	Finalized	Modified	Revolutionized
Anticipated	Conveyed	Finished	Monitored	Sampled
Applied	Convinced	Focused	Motivated	Sanctioned
Appointed	Cooperated	Forecasted	Navigated	Scheduled
Appraised	Coordinated	Forged	Negotiated	Screened
Approved	Counseled	Formulated	Nominated	Scrutinized
Arbitrated	Corresponded	Fortified	Observed	Selected
Arranged	Created	Fostered	Offered	Served
Articulated	Critiqued	Found	Operated	Serviced
Aspired	Cultivated	Founded	Orchestrated	Settled
Assembled	Debated	Framed	Organized	Set Up
Assessed	Decided	Furthered	Originated	Shaped
Assigned	Deducted	Gathered	Outlined	Shared
Assisted	Defined	Generated	Overhauled	Signaled
Attended (to)	Delegated	Graded	Participated	Simulated
Audited	Delivered	Guided	Partnered	Smoothed
Authorized	Demonstrated	Handled	Passed	Sold
Awarded	Described	Harmonized	Perceived	Solicited
Balanced	Designated	Headed	Performed	Solved
Bargained	Designed	Helped	Persuaded	Sought
Became	Detected	Hired	Perfected	Specialized
Blended	Determined	Hosted	Photographed	Specified
Blocked	Developed	Identified	Pioneered	Spent
Boosted	Devised	Ignited	Planned	Spoke
Bought	Devoted	Illustrated	Played	Sponsored
Bridged	Diagnosed	Implemented	Plotted	Stimulated
Broadened	Diagramed	Improved	Predicted	Studied
Budgeted	Directed	Incorporated	Prepared	Submitted
Built	Disclosed	Increased	Presented	Suggested
Calculated	Discovered	Influenced	Processed	Summarized
Capitalized	Discussed	Informed	Produced	Supervised
Catalogued	Displayed	Initiated	Programmed	Supplied
Cautioned	Dissected	Innovated	Promoted	Supported
Certified	Distributed	Inspected	Proposed	Surveyed
Chaired	Diverted	Inspired	Protected	Taught
Challenged	Documented	Installed	Provided	Targeted

DAN BULLDOG

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PROFESSIONAL EXPERIENCE

SECURE SPONSORSHIP, INC.

**Boston, MA
2009-present**

Executive Director

- Secured \$250K in angel investor seed funding and founded a consulting organization providing infrastructure support for the nonprofit sector; attracted four clients in first year of operation
- Created electronic funds transfer service, achieving 40% average utilization among clients' constituents and increasing average online donations by 47%
- Offered web-based marketing platform to clients as a cost-saving alternative to direct mail campaigns, reducing administrative labor by 140 hours (20%) during a single engagement

HABITAT FOR HUMANITY INTERNATIONAL

**Americus, GA
2003-2007**

Project Associate, National Home Builders Blitz 2003, 2004

- Designed and planned inaugural nationwide project to build 400 houses in more than 130 locations in one week, achieving national goal. Residences achieved 96% occupancy within 3 months
- Helped identify and solicit national builders and suppliers for funding and house sponsorships, resulting in more than \$2M in donations
- Crafted national media plan and organized major publicity events, including press conferences featured on local TV and radio news outlets in six participating states during June-August, 2003
- Recruited over 100 out-of-state builders and other tradesmen to maximize efficiency in post-hurricane building projects along the Gulf of Mexico

Special Assistant to the President

2001-2003

- Raised >\$5K for local Habitat for Humanity advocacy project. Helped President draft speeches and devised media plan and managed all on-site arrangements for President's major events
- Conceived and directed special event featuring a meeting with former President Jimmy Carter for visitors and VIPs, including CEO-level executives from Coca-Cola, CNN, Equifax, and UPS

EDUCATION

YALE SCHOOL OF MANAGEMENT

**New Haven, CT
2009**

Master of Business Administration (MBA), Strategy and Management

- Recipient, Dean's Merit Scholarship (full tuition); Teaching Assistant for Financial Reporting
- Co-Leader, Consulting Club; Co-Leader, Net Impact Club

COLUMBIA UNIVERSITY

**New York, NY
2001**

Bachelor of Arts (BA), Sociology, *summa cum laude*

- Syracuse University Study Abroad, Florence, Italy, Spring 2000
- Varsity Swimming, 1998-'01; awarded 'Most Improved Men's Swimmer' for 1998-'99 season
- GPA: 3.97/4.00

ADDITIONAL INFORMATION

- Member, Association of Consultants to Nonprofits (2005-present), contributor to Association Newsletter
- Hiked the Appalachian Trail in Georgia, North Carolina, and Tennessee during 2001-'05
- Fluent in Italian and Spanish