



Guide to the Professional Résumé

Introduction



The resumé is an *indispensable* part of any job search. It requires much time and effort because it demonstrates your value to prospective employers. Keep in mind that the resumé in and of itself will not land you a job (see [Networking Guide](#)) and should be only one part of your overall job search strategy.

Your resumé should highlight:

1. Your professional brand (capabilities and areas of expertise)
2. Your accomplishments and experiences that validate your brand
3. Your results, your value, at previous employers

As you work through this guide and complete our resumé, you should be confident that you have a document that will promote your brand in the various stages of your career search, that is, in: informational interviewing, networking, interviewing and negotiation.

Best Practices

Your Brand

Probably the most important of all resumé guidelines: *take the time to reflect on, shape and communicate your unique personal brand and convey it in your resumé and consistently throughout the job search process*¹. Commercial companies spend decades building brands- that is images which they shape to convey particular messages about the company and its product (think of slogans such as 'Just do it', Ben and Jerry's or Apple). A brand may thus be defined as a "promise of the value of a product", that is, that a product will deliver promised results in contrast to competitors². Its characteristics are communicated through language, actions, visuals, and advertising. Similarly, your brand is how others perceive you and is conveyed through your language, workplace contributions, public communication, dress and social media participation³. One business school professor notes:

"You must realize that if you aren't managing your own professional image, someone else is. People are constantly observing your behavior and forming theories about your competence, character, and commitment, which are rapidly disseminated throughout your workplace. It is only wise to add your voice in framing others' theories about who you are and what you can accomplish."⁴

It thus makes sense to take ownership of this process to ensure that the image and message conveyed of you in your job search and existing work place is something positive and professional, rather than one based on faulty assumptions. Your brand is something you can control and employ consistently and is also your opportunity to be authentic and genuine about who, and what, your strengths are. (See footnote for further discussion on authenticity and consistency as pillars of the professional brand⁵).

Building your brand requires:

1. A clear understanding of yourself, your strengths and your professional identity ([see self-assessments- AAUM](#)). The Alumni Association offers a deeply discounted CareerLeader assessment of \$20 to all members (value of

¹ *Executive Resumé Toolkit*. Enelow & Kursmark, p 11

² Quintessential Careers. Branding your Resumé: Tips for Job Seekers http://www.quintcareers.com/resumé_branding.html

³ <http://www.disaboomjobs.com/career-resources/career-coaching/creating-your-professional-brand/>

⁴ Working Knowledge, Harvard Business School <http://hbswk.hbs.edu/item/4860.html>

⁵ Make a Name for Yourself. Roffer, R. F 2002

\$95). We currently have a limited number of assessments; [register](#) today. Other assessments that may be well worth your time and money are: [MBTI](#) counseling session, a [StrengthsFinder 2.0](#) assessment, or a [Strong Interest Inventory](#) evaluation. Understanding yourself and your value is the first step in shaping a brand you are comfortable with. To get started, ask yourself some of the following questions:

- a. How do *others* describe or define you? What are you known for in your current organization? *Are you a positive energizer? Counselor and educator? Technology leader? Resourceful planner? Etc.*
- b. How would *you* describe yourself?⁶
2. Think back to your past approaches to problem solving or projects- what are the trends or themes you can identify in your work history? *Perhaps you realize that from a young age you have analytically approached problems with an eye to how whole systems work together and how they may be more efficient- perfect descriptors of an operations efficiency expert.*
3. Further questions to help clarify your thinking:
 - a. What core values do you want to define your professional persona?
 - b. What talents do you want others to associate with you?
 - c. Are there areas of specialization for which you want to be known?

Consider the following examples:

Analytical operations leader who thrives in complex supply chain manufacturing environment; consistently improves process performance and profitability through Lean Six Sigma Black Belt expertise.

Career coach with 15 years' experience in all aspects of career counseling; specializes in self-assessment for personal understanding, motivation, direction, and satisfaction in professional development.

KEY TAKE AWAY

Craft a targeted personal brand statement for your professional summary of three parts:

1. **Your professional identity**, *who are you?*
2. **Your skills or background** *as it relates to specific company and position,*
3. **The results you bring to the work place**, *your value proposition.*

Targeted

Always craft a resumé that illuminates your qualifications and competencies geared toward the particular position you desire. This requires being strategic and not using a “one size fits all” approach. Examine the position description for the position you’re pursuing and identify 3 – 5 competencies you possess that are crucial to the job for which you are applying.

By competencies we mean skills, experiences, or qualifications you have acquired, learned, or utilized in past experiences (educational, professional, etc.). Core competencies are broader; they include such descriptors as:

1. “achievement-oriented”
2. “analytical thinking”
3. “communication proficiency”

Functional competencies are more profession-specific. Examples may include descriptors such as:

1. “familiarity with lab testing protocol”
2. “writing press releases”
3. “managing marketing plans”
4. “supervising manufacturing production lines”, etc.

⁶ *Executive Resumé Toolkit*. Enelow & Kursmark, p 13

Consider the following two examples that illustrate a targeted career approach. Mark J. Meter is interested in a career in education; in particular he is targeting two roles:

1. Junior High teacher
2. Manager for non-profit educational initiatives

Notice how the two approaches differ in what is highlighted, and what is downplayed:

MARK J. METER

Street Address • City, STATE Zip • 999.999.9999 • emailaddress@gmail.com

Educator and developer with four years' experience as Junior High classroom teacher in complex urban setting. Expert skills in curriculum development that provides instruction supported by standards, aligning technology use with pedagogy, assessment best practices, classroom management and peer mentorship. Student learning under personal leadership indicates improved literacy and grades.

Core Competencies

Technology integration	Diagnoses of developmental & educational needs
Curriculum creation & implementation	Differentiated instruction & assessment

EXPERIENCE

Eighth Grade Teacher- Riverside Academy Charter School, Detroit, MI 2008- present

- Formulated video and blog based Language Arts curriculum to meet Expected Schoolwide Learning Results for Eastern Association of Schools & Colleges accreditation
- Evaluated student learning through formative portfolio based approach (*see sample upon request*) instilling self-directed, student-centered classroom culture
- Utilized online Accelerated Reader software and database to diagnose varied literacy levels and institute an independent reading lab resulting in improved literacy
- Implemented teacher appreciation program resulting in improved Junior High team morale, motivation and participation in staff meetings

MARK J. METER

Street Address • City, STATE Zip • 999.999.9999 • emailaddress@gmail.com

Four year career as educational leader and practitioner. Possess conceptual tools foundational to understanding education, experience handling complex social and educational challenges in urban setting and management competencies to achieve positive, sustainable organizational change.

Core Competencies

Program development & implementation	Team Leadership
Event planning	Mentoring & interpersonal awareness

EXPERIENCE

Eighth Grade Teacher- Riverside Academy Charter School, Detroit, MI 2008- present

- Implemented teacher appreciation program issuing in improved Junior High team morale, motivation and weekly staff meeting participation
- Initiated peer mentorship through professional development program (TESA) resulting in lowered employee turnover & improved classroom management techniques through peer to peer classroom evaluation and support
- Planned and executed field trips and various large scale student events including reservations, email reminders and post event evaluation and assessment
- Developed technology based curriculum for organizational accreditation based on expected schoolwide learning results and state standards

As you can see, Mark has crafted two resumés geared toward very different functional areas and prospective employers. He had the same experience but has chosen to include and emphasize, or exclude different information. Remember that you are writing with career development and advancement in mind. In particular, for those who are mid-career professionals seeking an industry or career switch, careful consideration of what to include and exclude based on future job descriptions is needed. You may want to emphasize key activities and skills that are relevant to your current career goals, even if they were only a smaller part of your past experience⁷. Conversely, you may also want to downplay tasks that may have comprised a larger part of your previous roles.

Consider Mary, who is currently working in academic services within higher education, and is seeking to shift into career counseling. The majority of Mary's role has been in managing class credits and various academic processes, while student advising and counseling may have played only a small part. The message Mary will want to send will need to emphasize the 'counseling' aspect of her previous role and downplay the technical administrative skills she has acquired (at the same time however, ensuring honesty and accuracy⁸).

KEY TAKE AWAY

Do not let your resumé read as an all-inclusive biography or everything you have done. Rather, draw attention to key skills, experiences, and education as they relate to your targeted position by excluding or playing down (by placing last) unrelated experiences. Maintain honesty and accuracy, yet change wording to be strategic.

Keywords

Pay attention to keywords in the job description you are targeting and use them in the resumé and cover letter⁹. Applicant tracking software and databases used by recruiters and managers filter out resumés that do not include these keywords. In other words, they only search for candidates who have used specific descriptors - *so make sure you include them*. To find relevant keywords browse:

1. Job descriptions
2. Industry association websites
3. Job related publications
4. Career-related discussion forums (such as groups on LinkedIn)¹⁰

For example, a person applying for a position in Senior Brand Management needs to ensure that their experience is described in the specific terms in the job posting, whether it be 'Brand Equity Building', 'Communication and Media Planning', 'New Product Development and Launch' and 'Marketing Strategy'. Though the applicant may have their own terminology for these skills, their resumé should match the language used by the company and recruiter. More than simply filtering you in or out, specific keywords indicate you are a well-informed insider in your field and convey an understanding of your employer's needs¹¹.

KEY TAKE AWAY

Use keywords from the job description in your resumé and cover letter to ensure you come up in applicant tracking database searches by hiring managers.

Be concrete

As much as possible, use concrete examples or metrics when illustrating the results and value you have provided¹². Rather than simply stating your work responsibilities you need to 'sell' yourself.

⁷ *Executive Resumé Toolkit*. Enelow & Kursmark, p 9

⁸ <http://www.recruiter.com/i/resumes-lies-and-videotape-the-danger-of-resume-fibs/>

⁹ <http://www.careerbuilder.com/Article/CB-2762-Resumes-Cover-Letters-R%C3%A9sum%C3%A9s-in-2012-Whats-old-whats-new/>

¹⁰ http://www.e-bestresumes.com/resumeclinic/resume_keywords.htm

¹¹ *Executive Resumé Toolkit*. Enelow & Kursmark, p 11

¹² <http://www.careerbuilder.com/Article/CB-2762-Resumes-Cover-Letters-R%C3%A9sum%C3%A9s-in-2012-Whats-old-whats-new/>

Consider the following two examples and note the emphasis on *results* in the second:

- Liaison between customers and sales management
- Coordinated relationships between customers and sales management, increasing market share of petroleum product line by 25% and return business by 50%

KEY TAKE AWAY

Do not simply state your work responsibilities. Every bullet in your experience section should illustrate the results you have brought to the employer. If no metrics are available, still include how you brought value to your employer. This positions you in terms of your employer's needs.

Disguising unemployment, job hopping, or gaps in employment

Rather than the traditional arrangement of work experience in reverse chronological order, a functional resumé arranges skills and experience in skill set categories. It is useful for those who may have gaps in their work history (for example stay-at-home moms and dads seeking to come back into the work force), for those seeking a career change, or for those who have held a series of unrelated jobs in a short period of time. If it seems like a functional format may be a good fit, take the time to consider the strengths and weaknesses of such an approach¹³. On the positive side, such an approach helps gloss over such inconsistencies and may serve to emphasize your strengths. Keep in mind however; it may potentially raise questions in prospective employer's minds as to whether you are trying to hide something and pose challenging to interviewers in trying to figure out where and when your accomplishments took place, so be prepared to any such questions in a constructive way¹⁴.

Functional Format Overview (See page 15 for an example of a functional resumé):

1. Header
2. Professional Summary
3. Experience
 - a. Knowledge Skills and Abilities
 - b. Consulting Projects
4. Education
5. Additional

If using the traditional reverse chronological order arrangement, while it is of utmost importance that your resumé is honest and truthful, you may want to skim over short periods of unemployment by using years not months for employment or cutting out specific employment that was very short or is not related to current career objectives.

KEY TAKE AWAY

By crafting a resumé focused on your target industry and position, you can exclude irrelevant/unrelated experience or education (see page 3). This should keep your resumé short and to the point (no more than two pages).

¹³ <http://career-advice.monster.com/resumes-cover-letters/resume-writing-tips/functional-resume-break-tradition/article.aspx>

¹⁴ *Executive Resumé Toolkit*. Enelow & Kursmark, p 19

How long should it be? How far back do I go in employment?

In today's world, recruiters and hiring managers may be inundated with as many as 6000 resumés for one job application¹⁵. While many recommend keeping your resumé to one page if possible, it is safe to say that unless you are a high profile executive with 25+ years of experience your resumé should definitely not exceed two pages. If you need a second page, it is best to fill out at minimum half of page two. As we previously mentioned, make sure you include experience that is *relevant* to your current career goals. If early experience has little relevance, it may be safe to exclude it. Conversely, if early experience is relevant and noteworthy it can be included at the lower end of the experience section. In terms of time there is no right or wrong answer as to how far back you should go in your employment section. It may be safe to say that a minimum of ten years (if available) of work experience should be included.

Aesthetically pleasing

Ensure your resumé is visually appealing. How your resumé looks conveys an unspoken message to your prospective employer and therefore must be professional and easy to read. Take the time to create it yourself- *do not use a template or delegate the task to someone else*¹⁶. Make sure you:

1. Use the same:
 - a. font - stick to widely used options such as Georgia, Book Antiqua, Cambria, Verdana, Tahoma or Arial
 - b. font size (typically size 10-12 (excluding headings)).
2. Use bullet points rather than large blocks of text to illustrate accomplishments
3. Use bold and italics to highlight important information
4. Be consistent, for example, the same amount of space between hyphens throughout your document

Additional Documentation

Numerous job applications may require additional documentation such as letters of recommendation or portfolios (usually for marketing professionals or educators). Carefully follow the instructions for online applications- some may require resumés and cover letters to be uploaded in a single document (through a pdf merge), others require separate uploads. Whatever formats you are following- make sure you follow instructions exactly as directed. If not- you are immediately removed from consideration. Design and marketing professionals who have an online professional portfolio need to ensure the link is included in both resumé and hardcopy samples are included in the application.

Proofread, proofread, proofread

Spelling, grammar, punctuation errors, typos, formatting problems and inconsistencies undermine your work and create a negative impression¹⁷. Proofread your document until it is refined and completely error free. In addition, inconsistencies, exaggeration and errors will be discovered sooner or later and will be detrimental to current and future job opportunities- be truthful and accurate¹⁸. You control the first impression future employers have of you, so ensure your resumé is word perfect as well as accurate. Finally, to avoid formatting problems for recruiters or hiring managers, consider sharing your resumé as a pdf file. When uploading your resumé to an online job posting, always ensure the formatting transfers without any changes.

KEY TAKE AWAY

Make sure your resumé is completely error free, perfectly formatted and aesthetically pleasing. When uploading, always ensure there are no changes. Follow applicant directions in detail. These factors tell your potential future employer a lot about your character, values and work ethic.

¹⁵ NACE Write the Right Resumé for the Job You're Seeking www.jobchoicesonline.com

¹⁶ NACE Resumé Construction 101 www.jobchoicesonline.com

¹⁷ NACE Resumé Construction 101 www.jobchoicesonline.com

¹⁸ <http://www.recruiter.com/i/resumés-lies-and-videotape-the-danger-of-resumé-fibs/>

Step by Step Résumé Guide

The next section will take you step by step through the process of building your résumé. *(Please keep in mind that all of the examples, while they may provide guidance, should not be copied as if they were your own. Take the time to work hard at creating your own résumé that represents your personal brand- it is worth it in the long run).*

We will cover five main sections of the résumé:

1. Header
2. Your Professional Summary
3. Experience
4. Education
5. Additional

Header

1. Name, address, email address, and cell phone number at the top of the résumé
 - a. Avoid using nicknames
 - b. Ensure the address is permanent/updated
 - c. Email:
 - i. simple and professional (avoid silly or slang email addresses)
 - ii. should not expire
 - d. You may want to include a link to your [LinkedIn](#) profile or professional website

Examples:

SALLY SAMPLE

Street Address • City, STATE Zip • 999.999.9999 • emailaddress@gmail.com

EDMUND M. EXAMPLE

Street Address, City, State Zip
999.999.999
edwardexample@gmail.com

Professional Summary

The discussion on building your professional brand (see 'Your Strengths and Brand' page 5) should have helped get you start thinking about your professional summary. This section should grab the employer's attention and suggest early on why you are an excellent candidate deserving of an interview. It should be concise and hard hitting and may have various headings: "Career Profile", "Professional Summary", "Core Competencies" or "Skills and Qualifications".

There are various approaches to the professional summary, we will review three:

Core Competencies Approach

The core competency approach is a great and simple way to include keywords found in the job description in your resumé to ensure you are not missed in database searches by recruiters¹⁹. The Alumni Association uses this approach to assess resumé (see link to template). The approach can be broken down into 3 steps:

1. A list of competencies as highlighted by keywords in header
2. A brand statement of three components:
 - a. *Identity Descriptor* –Who are you?
 - b. The *context* in which you excel
 - c. *Value proposition*- what value or results do you provide your prospective employer?
3. A list of core competencies following the brand statement

OPERATIONS MANAGEMENT • CONTINUOUS IMPROVEMENT • LEAN SIX SIGMA CHANGE MANAGEMENT

Analytical operations leader (*identity descriptor*) who thrives in complex supply chain manufacturing environment (*context*) to consistently seeks ways to improve profitability (*result or value proposition*) through Lean Six Sigma black belt expertise.

Core Competencies

Complex data analytics
Multicultural communication
Project management

Technical knowledge
Strategic planning
Identifying waste

Narrative or Paragraph format

A short, to-the point, well written summary can provide recruiters with an excellent overview.

EDUCATOR AND DEVELOPER with four years' experience as Junior High classroom teacher in complex urban setting. Possess both conceptual tools foundational to understanding education, as well as experience handling complex educational challenges to achieve positive change. Expert skills in curriculum development that provides instruction supported by standards, aligning technology use with pedagogy, assessment best practices, classroom management and peer mentorship. Student learning under personal leadership indicates improved literacy and grades.

Bullet format

This format presents a quick overview of accomplishments, skillsets and qualifications.

- **Teaching Experience:** Over four years of progressive teaching experience in a complex urban setting with corresponding track record of improved grades and student learning
- **Leadership:** Selected as Teach for America Ambassador for Detroit Charter School system
- **Academic Qualifications:** Bachelor of Arts in Elementary Education, Master of Arts in Educational Psychology, continued professional development in classroom management, curriculum development and assessment best practices

¹⁹ *Executive Resumé Toolkit*. Enelow & Kursmark, p 24

Experience

This section of your resumé should be the longest as it is here you provide proof of your candidacy. Ensure this section covers more than 50% of the resumé space. Arrange your experience in reverse chronological order and try to illustrate a sense of progression or advancement. A helpful framework for constructing bullets is the *Action Context Result (ACR) format*²⁰:

1. **Action:** Start bullets with an action word that conveys a skill (Ex: Developed, Created, Led, *don't use the word 'assisted'*²¹)
2. **Context:** Helps readers unfamiliar with industry get a sense for contextual factors
 - a. Provides reader with understanding of scope (How big? How many people? Etc.)
 - b. Significance (why was this project important?)
3. **Result:** Most importantly, the reader needs to see that what you did resulted in something for the organization. If possible include concrete examples or quantitative figures (reduced overhead costs by \$X etc.).

Example:

NORTHERN DOUGLAS

Process Improvement Consultant

Hoboken, NJ

2004-2005

- Led (*action*) process improvement project from definition through implementation, by reengineering manufacturing processes and uncovering complex sub-optimization flaw (*context*) which saved \$817,000 per year (*result*)

Education

If you are a recent graduate and your education or credentials are relevant to your current career goals, you may want to consider placing the Education section prior to the Experience section. For the majority of candidates however, your education section will be at the lower end of your resumé.

1. Remember to write out in full the degree you obtained (Master of Science or Bachelor of Arts)
2. Be sure to include the month and year of graduation (For an older population- if you have concerns about revealing your age, it is fine to omit the graduation date²²).
3. If the degree you obtained was general, such as Bachelor of Arts in Liberal Studies- indicate area of specialization or emphases.
4. You may include
 - a. Student leadership roles
 - b. Volunteer activities
 - c. Academic recognition (for example honor roll student, Dean's List, publications or GMAT/GRE scores).
5. You may include credentials or special professional development certifications

*Yet remember only include information if it's relevant to your current career objectives and/or if recently graduated. For those who have been ten years or more since graduation, information concerning academic or leadership performance is of little value. (As mentioned in the *Executive Resumé Toolkit*, you do not want to leave the impression that you 'peaked' at age 22²³)*

²⁰ University of Michigan Ross School of Business: The OCD Guide to The Resumé (MBA) p11

²¹ NACE Write the Right Resumé for the Job You're Seeking www.jobchoicesonline.com

²² *Executive Resumé Toolkit* (Enelow & Kursmark) p 32

²³ *Executive Resumé Toolkit* (Enelow & Kursmark) p 32

Example:

EDUCATION UNIVERSITY OF MICHIGAN – ROSS SCHOOL OF BUSINESS Master of Business Administration • Emphases: Finance and Accounting • Leadership: elected by cohort as Office of Career Development Student Representative • Academics: GMAT 710 (92nd percentile); Economics Research Assistant; European MBA Exchange Program (Spain)	Ann Arbor, MI June 2002
NEW YORK UNIVERSITY– SCHOOL OF PUBLIC POLICY Bachelor of Arts, Politics and History	New York, NY June 1997

Additional

The final section of your resumé is a place for you to consider including:

1. Technical expertise, software skills etc.
2. International Experience or language proficiency
3. Likability factors- such as hobbies that may provide an opportunity for small talk in the interview phase.
4. Volunteer activities or leadership
5. Do not include irrelevant details such as your children's names or your age²⁴

Example:

ADDITIONAL • Software proficiencies: Office (Word, Excel, PowerPoint, Access), Minitab, Visio • Fluent in Spanish, conversant in Italian ; enjoy running and mountain trail hiking

²⁴ http://money.usnews.com/money/blogs/outside-voices-careers/2012/08/13/10-reasons-your-resumé-isnt-getting-you-interviews?goback=%2Egde_2115428_member_146160038

SALLY SAMPLE

Street Address • City, STATE Zip • 999.999.9999 • emailaddress@gmail.com

CAREER PROFILE

Experienced administrative assistant with five years cumulative experience in higher education administration, including extensive background in event planning, budget management, team work and Microsoft Office Suite.

EXPERIENCE

UNIVERSITY OF MICHIGAN – ROSS SCHOOL OF BUSINESS

Ann Arbor, MI

Administrative Assistant Intermediate

2010-2012

- Managed standard student requests concerning credit increase questions, class additions and graduation documentation through maize, resulting in improved processes for student academic requirements
- Handled planning and implementation of workshops and various large scale student events including room reservations, catering, email reminders and attendance data
- Mentored two other administrative assistants in understanding student academic requests & various filing systems resulting in the efficient operation of student and supervisor requests, data tracking and improved team morale
- Managed departmental budget, tracking of P-card expenses and concur

UNIVERSITY OF MICHIGAN MEDICAL SCHOOL

Ann Arbor, MI

Administrative Assistant

2009-2010

- Crafted and managed itineraries and events for visiting medical students, researchers and dignitaries including housing, travel and hospital tours issuing in Memorandums of Understanding with universities in China & Ghana
- Established and maintained data tracking global relationships for medical faculty research and service collaboration
- Observed, and noted training needs for new hires resulting in adjustments to onboarding programs for improved employee retention

WOODWARD SCHOOL

Irvine, CA

Volunteer Substitute Teacher

2007-2008

- Prepared & taught junior high school & high school classes in English and English as Second Language

EDUCATION

UNIVERSITY OF MICHIGAN

Ann Arbor, MI

Bachelor of Arts – College of Literature, Science and the Arts

June 2006

- Majored in International Relations and South East Asian Studies
- Academics: Graduated with high distinction, Senior year project selected for presentation to Dean of School of Social Work,
- Leadership: University of Michigan Marketing Club treasurer, elected treasurer of Gamma Delta National Sorority
- Activities: Summer volunteer for Habitat for Humanity, volunteer club advisor

ADDITIONAL

- Proficient in Microsoft Office Suite
- Avid runner completing Chicago, Boston and Ann Arbor half marathons
- Proficient in French and Spanish

FUNCTIONAL FORMAT

Street Address • City, STATE Zip • 999.999.9999 • emailaddress@gmail.com

OPERATIONS MANAGEMENT • CONTINUOUS IMPROVEMENT • LEAN SIX SIGMA CHANGE MANAGEMENT

Analytical operations leader who thrives in complex supply chain manufacturing environment to consistently seeks ways to improve profitability through Lean Six Sigma black belt expertise.

Core Competencies

Complex data analytics
Project management

Strategic planning
Identifying waste

PROFESSIONAL EXPERIENCE

KNOWLEDGE, SKILLS, & ABILITIES

PROJECT MANAGEMENT

- Completed Lean Six Sigma project management certification (Black Belt), with expertise in project planning, advanced data analysis, problem solving, employee engagement, change management, and sustainable process improvement
- Led process improvement projects from definition through implementation, including Black Belt project which saved \$817,000 per year by reengineering sales and order entry processes and uncovering complex sub-optimization flaw

DATA & FINANCIAL ANALYSIS

- Designed and led data collection efforts, including value stream and process mapping, ERP systems, cross-functional facilitation, interviews, observation, and customized capture techniques
- Solved complex problems through advanced root cause analysis (hypothesis testing, graphical and regression analysis, pivot tables) and solution generation techniques (FMEA, structured innovation, designed experiments, trials) with view toward long-term strategy development (SWOT, Five Forces, Value Chain, advanced competitive analysis)

INTERNATIONAL

- Interviewed senior managers across Google's largest international markets, identifying 11 headquarter-subsidary conflicts that hinder Developer Tools sales, and developed executive playbook with view to boost global sales by \$500M
- Developed and implemented eight "frontier market" recommendations, spanning strategy, sales, operations, IT, and HR, for American-funded solar energy startup in Zimbabwe

ORGANIZATIONAL AND PROCESS EFFICIENCY CONSULTING PROJECTS

Northern Products, 2003, *Reducing Past-Due Shipments by Improving Sales and Order Entry Processes* **Atlanta, GA**
Song Solar, 2002, *Increasing Frontier Market Sales with Locally-Adapted and Optimized Processes* **Harare, Zimbabwe**
Google, 2001, *Increasing Developer Tools Sales through Global Sales Organization Design* **China, Singapore, Taiwan**
LEHMAN BROTHERS- FINANCIAL SERVICES **New York, NY**
Operations Manager, 1998-2000

EDUCATION

UNIVERSITY OF MICHIGAN – ROSS SCHOOL OF BUSINESS

Ann Arbor, MI

Master of Business Administration, June 2002

- Emphases: Finance and Accounting
- Leadership: elected by cohort as Office of Career Development Student Representative
- Academics: GMAT 710 (92nd percentile); Economics Research Assistant; European MBA Exchange Program (Spain)

NEW YORK UNIVERSITY– SCHOOL OF PUBLIC POLICY

New York, NY

Bachelor of Arts, Politics and History, June 1997

ADDITIONAL

- Software proficiencies: Office (Word, Excel, PowerPoint, Access), Minitab, Visio
- Fluent in Spanish, conversant in Italian ; enjoy running and mountain trail hiking

References

Quintessential Careers. *Resumé and CV Resources and Tools for Job-Seekers*. <http://www.quintcareers.com/resres.html>

Quintessential Careers. Branding your resumé: Tips for Job Seekers. http://www.quintcareers.com/resumé_branding.html

Resumé Construction 101 (National Association of Colleges and Employers) [www.jobchoicesonline](http://www.jobchoicesonline.com)

The Career Builder. Resumés in 2012: What's Old and what's new. <http://www.careerbuilder.com/Article/CB-2762-Resumés-Cover-Letters-R%C3%A9sum%C3%A9s-in-2012-Whats-old-whats-new/>

The Resumé Group <http://www.theresumégroupe.com/What-We-Do-Professional-Resumé-Writing/professional-resumé-writing-and-search-consulting.html>

University of Michigan Ross School of Business: The OCD Guide to the Resumé (MBA)

Write the Right Resumé for the Job You are Seeking (National Association of Colleges and Employers) www.jobchoicesonline.com