



CHAPTER

11

RESUME CONTENTS:

Selling – Selling – Selling

What should I include in the various elements?

Nearly all initial contacts with a potential employer are first introduced via a resume. The resume is your number one tool in your job search toolbox.

A resume uses an outline format in contrast to a narrative writing style. Most resumes have six to nine major sections with the length depending on your individual background.

SALES BROCHURE

The number and type of headings used depend upon your background, career interests, and personal preference. It is not necessary to use all the headings. Some headings can be consolidated or even omitted. The two major headings are always *education* and *work experience* because these offer the most job-related criteria.

Each of the various sections has several subcomponents. Although each section is constructed independently, there is a close relationship among the various sections. The item that ties them all together is the *career objective*.

Your career objective may be on your resume or in your cover letter. With web-based technology use, you may want it listed both places. Your objective should relate to the job description of the opportunity for which you are applying.

Each section is written with the goal of enhancing the career objective. In addition, each element should show the potential employer how that part of your background further supports your suitability for the position being sought.

Your career objective statement summarizes how you desire to use your talents described under “Work” and “Education.”





Identification

The goal of your resume is to convince the potential employer to initially contact you and to continue contacting you until you receive a job offer and accept it. You want to make the contact process as simple as possible.

This section includes your name, various addresses, e-mail, and telephone numbers.

Telephone Numbers. There is a trend for employers to use the telephone and e-mail extensively—and often exclusively—in the employment process. It is crucial that you leave a number and e-mail where you can always be reached.

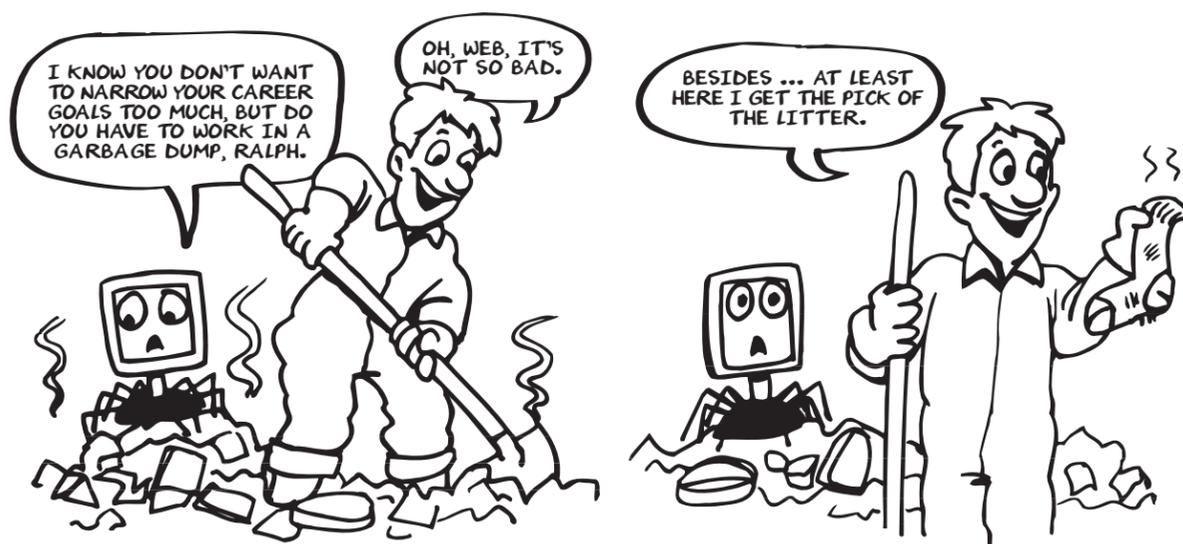
Telephone calls are quick and convenient. E-mails confirm and request. A brief telephone interview often provides a review of your interests, communication ability, and career goals. If you are a difficult person to reach because of your busy schedule, you should invest in a telephone answering machine and read your e-mail several times per day.

Telephone calls, along with e-mails, are almost always used to negotiate appointment times. They are an essential part of the search process.

Most calls come during the normal business hours of 8:00 A.M. to 5:00 P.M. If you are not available during those hours, you should indicate when you are available in parentheses. Many employers will call you in the evening if you recommend they do so. If you prefer not to be contacted at work you should so indicate.

If you are unable to be reached by telephone, leave the number of a friend or relative who will be able to reach you. Indicate to the employer that the message will be relayed to you as soon as possible.

Work Address. If you can be contacted at work, list your work address and telephone number. This greatly expedites communications with potential employers. If you do not wish any employment communications going to your work address, do not include it on your resume.





Current Address. This is the address to which you want all employment inquiries mailed. You should always include the zip code.

Permanent Address. This is the address of someone who will always know how to reach you. Many employers may not follow up with your resume immediately but will contact you later. Thus, it is in your best interests to leave an audit trail. It is frequently a parent's address.

e-mail. Most resumes include the e-mail address, typically after the current address, since many resumes are loaded onto websites. It is common to see a hyperlink on the mail.

Career Objective

Your career objective is one of the most important elements of your resume. Ideally, every other section is related to the goals you have set or stated. What you want to do should drive all other content on your resume and on your cover letter.

Few employers will take the time to interview you if there is not a job currently available or no prospects for one. When there is an opening, employers invariably have several candidates who are well qualified to do the job. A statement of strong interest in the position is one thing employers use when deciding which candidates to interview.

Nearly every resume screened for consideration by the employer has the basic set of qualifications. Employers screen resumes to avoid interviewing candidates without the "can do" qualifications. The second screen is on interests and motivation. The best source of that information is the career objective statement.

Desirability. Placing a career statement on both your resume and your cover letter gives a potential employer a firm idea of what you want to do. Additionally, if your cover letter and resume are separated (as is often the case), there will be no confusion as to your career goals. Applicant tracking systems often do not store your cover letter in the electronic database.

A few experts advise people not to place their career objectives directly on their resumes. The reasoning is that it restricts the scope and usefulness of the resume. They reason that with the options left open, the employer might recommend a position for which you would be qualified that you are unaware of when applying.

Another group of experts strongly disagree with that line of reasoning. At the resume stage in the career planning process you are no longer "shopping around." You know what you want. Many studies suggest that goal-directed behavior is much more likely to produce positive results.

The shopping-around stage is preliminary to the final resume and interview stage. A broad-scope resume is not as effective as one that focuses on a specific goal. The usefulness of a specific resume is indeed limiting, but that does not need to handicap you.





You can and should develop several specific resumes to use in specific instances.

Placing the career statement on the cover letter does give a potential employer a firm idea of what you want to do. On the other hand, the design of the resume may be too general to support the statements made in the cover letter.

Employers often remove the cover letters and send the resumes out to different managers. These managers may not follow up positively if there is not a strong goal statement with the resume. Most managers look for strong desire and interest on a resume to indicate that the individual is motivated to do a given assignment.

Placement. The career objective statement is always placed at the top of the resume. If there is no match between open jobs and your goals, many employers will read no further.

Your goal is to interest the employer in reading your whole resume. Clever techniques in writing career statements can support both specific and yet be broad enough to cover a wide array of assignments.

One way is to make the short-term goal very close to the title of the job that you know is open and to then write intermediate and long-term goals in much more general tones. You are more likely to get an interview if you do this. You can use the interview to feel out the employer on other possibilities close to your immediate interests.

Multiple Resumes. One common misconception is that you should prepare only one resume and use it in applying for all types of jobs. Although that is an inexpensive plan, it is seldom the most effective approach.

Most people have multiple career interests even after doing a very thorough job of career planning. It is ludicrous to assume that there is one and only one job that is right and perfect for you.

Everyone has varied interests and can be successful in many different types of jobs. In fact, many people fall into jobs by luck, which turn out to be perfect matches.

A thorough self-assessment and career exploration does help to narrow the field. A specific goal statement greatly aids in narrowing the scope of job possibilities. Specification helps you manage a previously mind-boggling array of options.

The job search is what forces the specification. A statement of what you want helps you develop a plan for achieving goals.

Most people can easily handle a job search that includes three or four different resumes. Which resume to use or send depends on the nature of the contact and what you know about the job to which your contact has access.

Job Targeting. Interviews are difficult to obtain. The time and money spent obtaining an interview are often quite significant. If you can write a resume to perfectly fit a position you know is open, you will greatly increase the likelihood of an interview.

Why risk sending a vague and general resume when you could send a specially designed resume for each known job opening? It only takes a few



Targeted Objectives

Write your job objective for your future supervisor and add skills and abilities that reveal your *potential* for assisting that person in doing a better job. Your future boss needs to know what you want to do. The boss matches candidates against criteria that are necessary to effectively handle challenging assignments.

Employers cannot take time to read every word in every resume, so they tend to focus their attention on the career objective. They are not impressed by flowery phrases and cliches and most recommend simply highlighting the key elements.

The targeted resume produces an instant match for your future supervisor. You must explain *what* you want to do and *why* you are the *ideal* candidate for the position. Depict yourself as the solution to problems.

The major disadvantage to the targeted resume is that you may have to prepare several different versions to match your multiple career field interests. However, with word processing programs that is a very minor detail. You direct different resumes to different employers.

A typical career objective statement in a targeted resume might look similar to the following:

Brief Job Title. Seeking a position as a _____ in the industry that would make use of my proven abilities in _____, _____, and _____.

The resume reviewer assumes that you have the abilities to do the job that you know from your research probably exists. The reader further assumes that you will later illustrate your credentials in the body of your resume. You have created some initial interest and have encouraged the reviewer to read further.

Some recruiters feel that a major turn-off is having *too much* information. Employers want you to boil down the resume to the essentials because their hiring decision rests largely on the interview, not the resume.

Your confident statement implies interest in the firm, knowledge of the field, and skills necessary to perform the required tasks. Next, be convincing in a statement of your skills and interests. The career objective statement should be placed near the top of your resume (after name and address) where it can be among the first screening factors reviewed.

Some opponents of targeted resumes suggest that the career objective statement may quickly screen you out of consideration if the firm has no current opening in your area of interest. This logic assumes that the reader will screen you in for some other assignment for which your credentials might be applicable. That logic also assumes that an employer is a counselor trying to find a good match for you. Unfortunately, those hopeful gestures are often just wishful thinking. Most employers, whether reading or electronically scanning resumes, will not be reviewing resumes without trying to fill specific job openings.

The education, activities, and work experience sections of your resume form the heart of your story. The information provided proves that you have the proper credentials, including basic skills gained through specific courses and on-the-job experiences. The resume headings focus attention on the details that explain your can-do and will-do credentials. The body of your resume will prove that you have the capabilities to do the job stated in your objective statement.

additional minutes of your time to develop multiple resumes, and it may mean the difference in securing an interview. Word processors have made this rapid response simple.

Although other parts of your resume may change when you use job targeting, the major impact will be on your career objective. You should try to make your career statement sound somewhat like the job description of the job you are targeting.



Common Job Titles Used on Career Objective Statements

Within nearly every job title, there are multiple levels of responsibility: trainee, analyst, manager, director, VP, etc.

Financial Titles

Accountant
Appraiser
Bank Trainee
Branch Manager
Budget Analyst
Claims Representative
Commercial Lending
Cost Accounting
Credit Analyst
Data Processing
Database Manager
Department Manager

Economic Analyst
Economist
Financial Accounting
Financial Analyst
Financial Institutions
Financial Intern
Industrial Accounting
Information Systems
Insurance
Internal Auditor
Internal Consultant
Investment Analyst

Mortgage Lender
Operations Manager
Programmer
Public Accounting
Real Estate
Securities Trader
Systems Analyst
Tax Manager
Tax Specialist
Treasury Analyst
Trust Administrator
Underwriter

Marketing Titles

Account Executive
Ad Copywriter
Advertising Sales
Agent
Assistant Buyer
Brand Assistant
Brochure Developer
Broker
Commercial Advisor
Commercial Sales Assistant
District Manager

Field Engineer
Leasing Agent
Manufacturers Representative
Market Analyst
Market Researcher
Marketing Assistant
Marketing Representative
Marketing Show Coordinator
Merchandiser
Product Assistant
Retailing

Sales Analyst
Sales Assistant
Sales Consultant
Sales Manager
Sales Representative
Securities Trader
Service Manager
Store Management
Technical Sales
Technical Sales Engineer
Technical Specialist

Operations Titles

Aerospace Engineering
Chemical Engineering
Civil Engineering
Computer Scientist
Electrical Engineering
Electronic Engineering
Facility Manager
Industrial Engineering
Industrial Management

Laboratory Assistant
Lodging Industry Trainee
Logistics Coordinator
Mechanical Engineering
Operations Manager
Production Scheduling
Purchasing
Purchasing Agent

Quality Control
Research Scientist
Restaurant Management
Setup Assistant
Supervisor
Technical Manager
Transportation Manager
Warehouse Manager

Administrative Titles

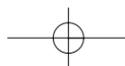
Attorney
Benefits Manager
Brochure Developer
Compensation Analyst
Corporate Attorney

Lobbyist
Management Trainee
Media Coordinator
News Manager
Personnel Assistant

Public Relations Writer
Report Writer
Technical Writer
Training Facilitator

What is your level of responsibility?

Figure 11.1





Using exact job titles and specific words from the job description is too obvious so take care in making it somewhat generic. You should make your statement sound like you are sending it to several similar organizations.

Geographical Restrictions. Geographical restrictions may be placed under personal background or in the career statement section. If you do decide to place a geographical restriction on your resume, you should carefully evaluate the reasons for doing so.

One of the most common reasons for geographical restrictions is the dual-career couple issue. Other reasons often stated relate to health, family roots, and lifestyle concerns. However, reasons such as “prefer sunshine” or

Geographical Preferences May Help

Many experts make a geographical restriction sound like a major negative handicap in the job search process. In reality, many employers prefer to see the stability. If you have a sound, mature reason for seeking employment in a given community, many employers might well screen your resume for consideration over the person who might be considered a “job hopper.”

When you must use a geographical limitation, it should be no more than two sentences. It may be placed at the end of the “career objective statement” or in the “Personal” section of your resume.

Some possible ways to incorporate a geographical preference into the objective statement are listed below.

- Prefer to locate in the Minneapolis area for family reasons. My fiancée and I have several relatives in the vicinity, and we prefer the climate and other advantages of the twin city area.
- For lifestyle and personal reasons the New York City area is a major preference.
- Planning to stay in the tri-cities community to assist ailing family member.
- Preference is to remain in the general vicinity of my hometown of Dallas but would consider a transfer if requested.

Although statements like this can be limiting, the restriction is often necessary for personal reasons. Many employers in the area would welcome a person who has a strong commitment to the area. A personal obligation does not always have to create a negative reply when there are extenuating circumstances.

Most experts recommend leaving a geographical restriction (or preference) out of your career objective statement. By limiting your job search to a given community, you are in essence committing to the area without telling the employer that you would be willing to relocate if necessary. You might feel differently about the relocation issue if and when you really have to face that decision. Rarely do specific jobs last for more than three to five years. Sometimes, letting the employer know that you are stable is a positive attribute.



“like to be near the ocean” are not valid reasons. These statements show immature attitudes.

If you do have a valid reason for a restriction, you have several options. One option is that you never mention it and simply confine your search process to a certain area. Another option is to simply note the restriction as a “preference” and keep your options open. A third option is to state a restriction and not explain it.

From a career and job standpoint, it is preferable not to list geographical restrictions or even preferences on your resume. Where you have legitimate concerns, however, the best advice is to explain your reasons for the restriction.

Length. The maximum length of a career statement is one paragraph of not more than four sentences, or approximately 60 words. In order to attract attention, the first words are key words—a job title or a group of titles.

This title is often underlined or capitalized for emphasis. Remember, this is a major resume-screening factor for employers, and it can make a significant impact on whether or not the rest of your resume is read.

Technical Jargon. Many people apply for jobs for which they are unqualified, and this is irritating to employers. For example, many people apply for jobs in personnel without any background or courses in labor relations, employment, interviewing, etc. By stating your knowledge of the field, the employer will know you are qualified.

Every field has an array of words that refers to what is done in the field. Using as many of these “buzz words” as possible in the restricted space available on your resume enhances the employer’s awareness and interest. The employer quickly realizes that you have a high degree of knowledge as well as an interest in the field. You are not just another shopper.

Using jargon establishes your credibility. It shows knowledge of the field that encourages the employer to read further. Since the career objective is one of the first things the eye sees on the resume, it is important that you utilize jargon. Your goal is to get your resume read. Examples of “buzz words” are given in the “Sample Career Statements” in Figures 11.3 and 11.4.

Job Levels

- Executive
- Partner
- Vice President
- Director
- Assistant Director
- Manager
- Assistant Manager
- Analyst
- Coordinator
- Trainee

Figure 11.2

Interest. The job title (or titles) that you use establishes your area of interest. The employer knows the meaning of the job title, and assumes that you do too.

By using a particular job title on the resume, you effectively expand the employer’s interest in you. Job titles save space and at the same time describe your interests.

Individuals with prior work experience in the field do not need to use as many “buzz words.” In the work experience description, jargon and concepts are obvious. Conversely, individuals with only educational credentials must use several “buzz words.”

The level of job you specify automatically expands the employer’s understanding of your interests. Stating the level sought implies that you have had a wealth of





Goals Integrate Your Background

The major portion of your resume simply catalogs information by explaining how and when you developed your competencies. You need to provide a potential employer the rationale for *why* you made the decisions that your resume describes.

Goal statements add meaning to the choices that you made earlier. They explain that there was rational thought that went into your maturing process. Your life did not just stumble along in a haphazard fashion. You influenced the direction by the jobs you took, the courses you selected, the people with whom you associated, and so on.

You made the decisions because it built an important part of your background that can now be used in the job that you are seeking. No employer is likely to hire you simply because you need a job. Lots of people need jobs. Can you explain why you want the specific job that is open and why you are the best qualified person for it?

Many people have a problem writing career objective statements. The cop-out to the goal definition challenge is to walk away and put nothing on the resume. Unfortunately, wandering generalities seldom find lifetime career success.

The challenge is finding the proper balance in a career statement. Some people write a statement that is so vague and ill-defined that employers sense a great deal of immaturity. Who wants to hire a person who has not given much sincere thought to what they want to do in life to earn a living?

Conversely, some people write a statement that is so specific that the likelihood of such a job being open is extremely remote. It marks a lack of adequate career exploration for an MBA degree holder with a major in marketing to say he or she wants to find a product management job in a remote community where no consumer goods firms are located.

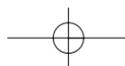
You can be well qualified for a specific job but define yourself out of consideration by narrowing your focus to extreme limits. Advanced education can limit prospects also. PhD candidates occasionally drive taxis because their specialty area became obsolete.

The secret to writing a successful career objective statement is **balance**. You must balance your credentials and interests against the reality of the job market in your geographical area of interest.

prior experience in the field. For example, there is a significant amount of differences between a financial analyst and a financial manager. A resume quick-scan might select one and not the other depending on the job description. Therefore, make sure that your abilities match your interests.

Although you will later elaborate on this in the "Work Experience" section, a brief statement of level automatically moves your resume to a different level of credibility and consideration.

An example of this is the job title of controller. The employer automatically assumes that you have experience as an accountant, auditor, budgeter,





Sample Career Statements

Management Trainee. Prefer a medium-size firm that rotates new employees through the sales, finance, and operations functions and makes final assignments to one area within several months based upon a joint assessment of personal talents and firm needs. Strongest area may be in marketing since best course work is in the humanities and social sciences, which develop extensive writing, presentation, and interpersonal communication skills. Very flexible in relocations, especially international tours, which might draw upon my multilingual talents. Aspire to become a senior manager or partner in a service industry organization.

Sales Representative. Wish to begin my career in an assignment that offers contact with the public, structured on-the-job training, exposure to management, and a quality product or service. After training and some experience, plan to move into management assignments involving training, hiring, customer service, advertising strategy, analyzing research studies, and supervising others.

Industrial Sales Representative. Desire a position that utilizes technical background in physics, chemistry, and mathematics. Although not limited, industries most applicable include electronics, chemical, drugs, and oil. Special talents in aiding the technical interface between firm and customer. Aspire to become an operating marketing manager with responsibility for budgets, marketing plans, and decision-making responsibilities.

Commercial Sales Representative. Desire extensive contact with customers and regular exposure to management to help build upon talents of facilitating relationships. Prefer on-the-job training that quickly introduces products and services. After training and experience, seek a promotion into first-line management that involves recruiting, hiring, training, and motivating subordinates. Prefer experience doing a line management career in some staff assignments, such as advertising, market research, and merchandising.

Brand Assistant. Want responsibility of coordinating advertising, pricing, packaging, forecasts, distribution channels, profits, etc., of a consumer goods product line. Previous sales experience should aid in coordinating programs with the sales force. Strong analytical skills and good writing skills coupled with experience hopefully will permit advancement to product manager.

Product Management. After experience in sales force management, desire staff level responsibilities in advertising coordination, pricing, packaging, and market research. Prefer involvement in a consumer or commercial product line with multiple distribution channels for specific well-known brands. Wish to use strong analytical skills, copywriting abilities, and assertive personal characteristics in initial assignments.

Sales Engineer. Interested in industries such as electronics, electrical machinery, office products that can use my engineering training. Desire to serve as a technical service liaison with customer contact. Intermediate goal is to move into higher levels of responsibility from both a technical and managerial viewpoint.

Retailing. Interested in joining a department, chain, discount, or specialty store in a structured management training program. Prefer exposure to a wide variety of product or service lines. Desire experience in sales, supervision, buying, and other facets of retailing. Eventually hope to advance into either store management or the merchandising function.

Retail Buyer. Plan to start in a management development program with an upscale fashion retailer that rotates associates through the buying, store management, and operational aspects of a hectic and exciting environment. Desire assignments in merchandising, advertising, sales, customer service, and supervision. As a senior executive, desire to buy merchandise on a global basis and manage large multi-employee operations.

Public Relations Assistant. Interested in copy writing, editing, writing speeches and news releases, photography, graphics, etc. Desire experience on organization's internal and external publications. Good writing and speaking skills with communications background should assist in advancement to a management position within the public relations department.

Human Resource Assistant. Expect to begin job in the human resources department of a unionized manufacturing concern to gain experience in the functions of labor contract administration, employment, recruitment, compensation, benefit programs, training programs, and performance management. Long-term goal is to become a general HR officer.

Management Consultant. Drawing upon previous work experience in accounting systems, plan to start in the management service function of a large public accounting or national consulting firm. Desire to use academic courses in accounting, finance, and systems in analyzing data, writing proposals, writing analytical reports, and making specific recommendations to client organizations. Eventually wish to be involved in strategic projects involving product positioning, acquisitions, divestitures, and organizational design.

Figure 11.3



Sample Career Statements

Accountants. Considering opportunities in both public and industrial firms. Enjoy the client contact in public and the management potential in industry. Desire variety of experiences in auditing, cost, tax, and finance. Based upon experience, long-term goal is to move into a chief financial office position or partner with a public firm.

Industrial Accountant. Plan to start with a manufacturing or service concern. Prefer on-the-job training in a variety of rotated assignments. Desire some experience in internal auditing, cost accounting, credit analysis, investment analysis, tax preparations, and the treasury functions.

Public Accountant. Desire to join a large to medium-size firm where there is training in auditing, taxes, and management service. Prefer a professional training-oriented firm that keeps staff current through regular seminars and publications. Aspire to partnership within a reasonable period of time. Eventually plan to work in financial and technology consulting engagements at a senior level.

Corporate Accountant. Desire a position with a large prestigious industrial firm that leads controllership candidates through the technical departments like internal auditing, management accounting, financial systems, tax preparation, financial reporting, and information management. With over 30 hours in finance, systems, and accounting course work, expect to employ talent in a progression of positions leading to senior financial management responsibilities. Willing to relocate frequently including international rotational assignments that draw upon multiple language fluencies developed in various academic programs and academic studies.

Systems Specialist. Plan to accept an initial job as a programmer or systems analyst that can make best use of my quantitative background. Interested in computer hardware/software firms and software service firms. Special interest in marketing and finance applications. Prefer the role of systems consultant to several departments or customers.

Technology Consultant. Wish to begin in computer systems and programming to expand on academic training but later hope to merge technical skills with management ambitions. Plan to draw upon a strong background in web design, computer programming, data structures, and information systems management. Seeking initial work in systems support, MIS consulting, web applications, and internal and external client relations that require unique interpersonal skills, presentation abilities, and technical competencies.

Financial Analyst. Desire to join an organization that assigns complex financial projects to new employees immediately. Interested in analyzing projects involving capital cost, cash flow, capital investments, tax verifications, financing methods, pension fund security analysis, pricing, cost comparisons, profit and loss and balance sheet analysis, international consolidations, interest rates, monetary policy, etc. Eventually wish to move into the controllership function.

Corporate Financial Analyst. Seeking an assignment in an international manufacturing firm that demands a strong course background in accounting, finance, and computer systems supported with nearly two years of related work experience. Course work in advanced accounting, financial structures, financial analysis, budgeting, taxes, and risk assessment serve to prepare for managing a controllership or treasury function.

Consumer Banking. Goal is to become a senior bank operating officer. Initially desire to gain experience in branch management, operations, trust, and installment lending. Strongest asset is in the commercial lending function where can conduct complex credit analysis and meet commercial customers. At some point, an experience in international banking would be important.

Commercial Banking. Long-term goal is to progress to a senior operating officer of a large financial institution. Desire to gain experience in branch banking, installment lending, investment banking analysis, commercial lending, credit analysis, trust administration, cash services, mortgage lending, customer relations, and internal operations supervision. The competitive commercial lending function draws upon considerable technical skills acquired in course work in finance, accounting, economics, and communications.

Production Assistant. Goal is to start in any one of several areas in manufacturing including scheduling, industrial engineering, first-line supervision, inventory control, physical distribution, purchasing, quality control, etc. Prefer an employer who permits one to rotate through various functions because eventually wish to move into operations management.

Figure 11.4



cost analyst, assistant controller, etc. All of these previous job titles enhance the employer's understanding of your credentials.

The job title is all you need to establish the employer's interest. Other parts of the resume build upon this later. Your cover letter, if applicable, also expands upon this interest.

Industry. Many individuals have very strong ties to particular industries. By staying within a given industry, an individual can build expertise. Developing an image as an expert in an industry in your career field is one method of assuring job security and advancement.

For example, there are many aspects of the semiconductor industry that are common to other engineering fields. An electrical engineer can transfer his or her skills to several different industries. It might be wise, however, for a person working in the semiconductor industry to remain in that industry.

Some people build their careers around an industry. For example, a merchandise buyer is limited to jobs in the retail store industry if he or she wants to remain a fashionwear buyer. Discussing the industry in the career statement shows an awareness of the field.

Other examples of industries in which there are strong loyalties include banking, insurance, transportation, higher education, health care, and real estate. Specifying your interest in an industry will enhance your acceptability to employers in that industry.

Advancement. Many employers want some evidence of how realistic your ambitions are. Do you understand the typical promotion path? How realistic are your timetables? Are you thinking about a job just for today or are you planning for the future as well?

Goals are tied to timeframes. Your career statement should have an immediate job objective but it should also show some evident awareness of typical promotion avenues.

No one is going to hold you to your statement. It changes over time. All you are saying is that you have seriously thought about the future and have analyzed it in relation to the position for which you are now applying. In addition, your statement shows much about your interest, attitude, and ability to plan. These are important factors evaluated by the employer.

Education

Employers seek people who know how to do specific tasks. The tasks may be very broad or extremely narrow; they may be highly technical or extremely subjective or creative. Such skills come from training and work experience.

The sum total of your skills that are developed via education create the broader competencies that employers seek. Competencies such as analyzing, communication, leadership, managing, etc., emerge after you complete a set of courses. Competencies arise from an assimilation of your specific skills.

The more relevant education is to the career statement, the more space you should devote to it. Thus, more recent education must be described in greater depth than education received several years ago.





Institution. The full name of the institution should be given. If the institution is not a well-known school, you should give a brief description of its mission and size. Conversely, if the institution is a nationally known leader in its field, you might want to emphasize it by capitalization and/or underlining. You might want to describe its preeminence in your field. Where does it rank? What are its specialties?

You do not need to give a complete address of the institution on your resume. The employer will request the address when an offer is imminent in order to confirm your attendance. However, the exact dates that you attended the institution should be indicated on your resume.

Degree Earned. Upon completion of a formal course of education, a degree, diploma, or certificate is normally earned. You should begin with the highest degree earned. For each degree, you should devote space on your resume to indicate the degree level earned.

If the degree greatly enhances your employability, be sure to underline it for emphasis. Always indicate the exact date the degree was earned.

Major Subject. Indicate the subject area in which you concentrated your education. If the subject area is related to your career objective, you might wish to identify a number of the specific courses with credit hours and grades listed beside them.

In addition, if you studied under a major, well-known instructor or a person who is a prominent national figure in their field, it is frequently desirable to mention that information on your resume.

What constitutes a major or minor varies considerably from college to college. Using number of credit hours and specific course titles, spell out your background. Many colleges allow a great latitude on electives and what courses are counted in your major. You should describe your specific course





Education Develops Skills

What can you do? Your series of planned academic courses prove that you have the necessary skills to handle your career objective. Based upon a mastery of specific courses, you have learned how to accomplish certain tasks. Resume scanners tend to look for the following things:

Academic Performance. Grades are used as a predictor of intelligence, teamwork abilities, personality characteristics, perseverance, and other attributes of challenging situations.

If you have strong grades, emphasize them. If your grades are weak, draw upon trends, certain subjects, and other grade-related items to bolster the same predictors that grades supposedly address.

Breadth. Part of a sound academic experience is to learn a little about many things. A broad-based liberal arts education shows a recruiter that your communication skills and intellectual awareness meet acceptable standards.

Depth. No employer seeks a narrow-minded “nerd,” but a mastery of some discipline can be indicative of the ability to comprehend a complex subject area in sufficient depth to approach a state-of-the-art mentality. The study of a field in depth, such as thirty or more semester credit hours, is a positive indication of strong cognitive skills.

A major concern in society today is that high executive officers want managers to hire the well-rounded liberal arts individual while the front-line manager needs an individual with sufficient skills to accomplish specific duties with a minimum of training time. The resume screener must attempt to balance both needs. Structure your layout to address both concerns.

Most recent college graduates fail to write enough about their educational experiences. The years of hard work deserve significant resume space. Comment on the following:

Institution. Describe the type of college, its history, and what creates its current reputation as a superior learning center. List your most recent education first.

Dates. Record the dates attended as your actual or anticipated graduation date.

Academic Subject Areas. Your major field of study denotes your *technical* capabilities. Credits in all your fields of study should also be noted. Discuss specific courses, term projects, team exercises, honors curriculum topics, and so on.

Academic Achievement. Most employers view this as the grade point average but there are many ways to present evidence of your ability to comprehend complex material. Employers search for evidence that you are bright, articulate, and willing to work hard to accomplish difficult tasks.

If your grades are not at the top of your class, you can illustrate noteworthy academic achievements, point to grade trends, or offer evidence of specific accomplishments in your major or certain courses.

Not all employers seek top grades. They prefer to have you note that you worked long hours while attending school or developed your leadership abilities. Build a strong case for your ability to excel later using educational examples of past achievements.

Achievements Attest Skills. Incorporating action words into an explanation paragraph under “Education” improves your image as an achiever. There is nothing negative about not being a scholar (most resume readers were not scholars themselves), but a few academic pursuits that describe your intellectual credentials offer evidence that you can succeed on the job. Provide convincing evidence that you can handle the job demands.



Accomplishment Statements Excite

Accomplishment statements provide the action and excitement that you want your resume to show. They are most frequently used in the body of your “Education,” “Activities,” and “Work Experience” sections of your resume if you are using the chronological resume style.

Focus	If you are using the functional resume style, you will order your achievement statements under one of your three to five functional headings. It is common to have three or four accomplishment statements under each functional heading.
Magnitude	Accomplishment statements almost always relate to work, school, activities, or personal achievements. They go beyond just describing <i>what</i> you did. They describe the <i>magnitude</i> of your achievements.
How	In describing what you did (the event) and magnitude (the extent), you might wish to also describe <i>how</i> you accomplished the achievement. It is common to incorporate adverbs to add emphasis to your illustration.
Time	Most accomplishments are completed within a specified period of <i>time</i> . Normally, this is stated in annual terms but it is acceptable to use semesters, months, weeks, days, or even minutes to define your time parameter.
Style	Your goal is to emphasize your special achievements by capturing the employer’s eye almost instantly. Accomplishments are more important than most of the other details on your resume. You capture attention by the style of your presentation.
Action	You must first be very selective on which of your achievements that you intend to highlight and then use action verbs to describe the event. Write in bullet point style for emphasis and stay in the present tense if possible.
Verbs	You can specify how you achieved your mission by using the “ing” on your verbs. For example, you could use words such as consolidating, coordinating, organizing, creating, installing, raising, promoting, etc., to impact on action orientation as to how you met your goals. Your accomplishment statements should always draw upon the action verbs.
Achievement	The key action words, shown in Figure 10.9, add a powerful visual impact to your achievements. Review those words to see how to insert them into your resume.
Results	Your goal is to highlight the results of your achievements. If the results can be quantified, you will add a sense of validity to your statements. Express the accomplishment results in terms of percentages, dollars, units, and numbers of people involved. This adds a validity dimension. Try to use standard, acceptable business terminology and avoid any technical jargon.
Direction	To identify the direction of the change you should use words such as increased, raised, enhanced, saved, maintained, or lowered, saved, and stabilized if the downward direction is a positive.
Summary	Most people find it advantageous to first develop the chronological resume sections before tackling the accomplishment statements. These statements flow much easier once you identify where and how they fit into your resume. You will find the samples quite useful after you have your base written. See where you can enhance your resume by reviewing the sample accomplishment statements in Figure 11.5.

Accomplishment Action Statements

Can you describe situations from your past that resulted in accomplishments like these examples?

Acted as liaison to . . .	Installed a process that . . .
Administered plan created to . . .	Interviewed candidates seeking . . .
Attained a referral rate of xx percent . . .	Managed, organized, staffed, and trained . . .
Automated billing requirements for . . .	Managed xx engineers in project that . . .
Chaired a task force to develop . . .	Marketed new concept in . . .
Compiled statistics proving . . .	Performed financial analysis designed to . . .
Completed project \$x,xxx under budget in x months	Personal actions achieved . . .
Conducted management activities of . . .	Planned and directed a team of xx staff who . . .
Conducted studies on . . .	Planned marketing strategy used to . . .
Consolidated regular reports of . . .	Promoted new technique that . . .
Counseled large group of . . .	Provided services that . . .
Created financial model that . . .	Purchased \$xx,xxx of . . . for . . .
Created financial plan used to . . .	Rated in top ten performers for xx years
Created a new product image with . . .	Received x promotions in x years
Cut production time by xx percent by . . .	Recruited talent for . . .
Designed equipment for . . .	Redefined a process that . . .
Designed project promotional plan that . . .	Reduced expenditures by . . .
Developed new procedures to . . .	Reorganized the function that . . .
Developed a unique program that . . .	Reorganized work patterns that . . .
Directed activities that . . .	Served on major . . .
Directed a consumer research study that . . .	Serviced a team of physicians who . . .
Directed the department staff of xx that . . .	Sold new concept to top management by . . .
Discovered problems that . . .	Sold xx,xxx units in two months by . . .
Established reporting procedures for . . .	Strengthened organization by . . .
Facilitated training on WWW that . . .	Supervised a staff of . . .
Generated increased morale of team by . . .	Taught training programs for . . .
Held the best closing rate of xx percent . . .	Traveled extensively to . . .
Implemented computerized system to . . .	Voted as "Best Leader" by co-workers . . .
Improved productivity by . . .	Wrote market plan designed to . . .
Increased earnings xx percent in six months by . . .	Wrote proposal that achieved . . .
Initiated a clever campaign designed to . . .	Wrote xx publications in the field of . . .

Place "results" like these from your previous situations and actions on your enhanced resume!

Figure 11.5

selection to aid the employer's evaluation of your specific skills. Don't assume that the reader understands your university's requirements. You need to explain what constitutes a major or minor at your institution.

Minor Subject. Many institutions require graduates to elect both a major and a minor field of study. If the minor field adds to your credentials for the job you are seeking, you should include it on your resume. Describe the number of hours that constitute a minor. List these courses.

Educational Clarifications Influence Recruiters

GRADES

- Grades the past three terms have been 3.0, 3.25, and 3.6, which show deep interest and special abilities in the major field where most courses now are being taken.
- Grades reflect the fact that financial needs require a work commitment of 30+ hours per week to earn expenses to complete the degree.
- Academic performance has excelled in courses that draw heavily upon communication and teamwork abilities. Grades in the humanities have been very strong; recent grades in analytical courses have improved significantly.
- Grade performance has improved steadily after a poor first-year GPA caused by illness and immaturity. Have maintained at least a “B” average the last three terms.
- Overall grades rank in the top quarter; grades in my major have been 3.65, which is near the top in a highly competitive program.

COURSE WORK

- Double major in finance and marketing to enhance my technical and analytical skills, which should aid in the goal of moving into a management assignment later.
- Many human resource courses involve term projects that draw upon several courses in information systems.
- Presentation skills have been enhanced by taking several courses in such areas as speech, theater, television, mass communication, and broadcast journalism.
- Course work has included two internships, one of which earned academic credit in addition to teaching about day-to-day commitments.
- Studied Spanish extensively and supplemented this fluency and cultural awareness with courses in business.
- Plan to use business and analytical skills to function in international environments after the skills are improved by actual work in the domestic environment.
- Completing 24 hours of accounting and 12 hours of finance.
- Job-related topics studied include cost accounting, capital budgeting, electronic auditing, advanced taxation, and investment analysis.
- Need two courses to complete a second major in economics.
- Liberal arts education has been supplemented with courses in marketing, sales management, retailing, basic accounting, and computer programming.
- Communication and business teamwork abilities developed in several honors seminars should improve skills in decision making. The honors courses are small classes with senior faculty who competitively selected course participants.
- Strong scientific, engineering, and technical course background supported by college activities that indicate leadership capabilities in a compassionate social setting.

GLOBAL

- Studied abroad for one year in Latin America and visited several multinational corporations in “real-world” educational projects supervised by local faculty and professors in the United States.
- Lived with a local family for six months in France while participating in a student exchange program. This exposure provided a significant learning opportunity that created a strong appreciation for other cultures, different environmental conditions, and improved language fluency considerably.
- Participated in several courses designed to provide an awareness of different cultures, economic conditions, and business methods in other societies.
- Worked closely with a faculty advisor who is an internationally recognized expert on East-West trade relations. Fluent in Japanese, which resulted from a military assignment.



Activities Spotlight You

If you have been out of college for more than three years, extracurricular activities may not be important to include as a special resume heading. Most recent college graduates, however, need to include this section in order to show what they have done with their non-class time besides study. It is designed to reveal your values, interests, and personal qualities.

What ethical, moral, and philosophical points of view do you value most highly? Did you do things that focuses attention on money, self-improvement, personal fun, social distraction, commitment, sharing with others, etc.?

What you do with your disposable time often reveals your motivations, maturity, responsibility levels, and mental well-being. Make certain that what you highlight relates to your job objective.

Traits. What activities excited you and induced you to work hard? Did you excel in these extracurricular activities? Describing an event or series of events tends to reveal important motivational traits. You are likely to carry these same interests with you to the workplace.

Work consumes a major portion of your waking hours. If you are not doing something that you enjoy, you are inviting some unpleasant experiences and playing with potential failure. If you are a leader and socially dominant person, you may find yourself in a difficult situation if the position does not offer an outlet for your energies and for your personal qualities.

Diversity. The types of activities that you draw upon include a wide range of participatory experiences. These may include musical groups, campus politics, Greek organizations, professional associations, special interest organizations, campus journalism, and student management boards.

You may have been involved in a variety of committees such as commencement, curriculum, homecomings, alumni events, and campus programs. Athletic group activities qualify for consideration, even if not done at varsity levels. Put performing arts in that category also.

Leadership. In describing your involvement in these activities, you want to focus on leadership roles and experiences where you were singled out as an achiever. Use titles such as secretary, treasurer, vice president, president, chairperson, scholar, assistant, coordinator, and the like to describe your involvement.

Describe how many people work for and with you in completing a mission. Illustrate teamwork and note in a numerical way the magnitude of your successful activities.

Recruiters screen for leadership characteristics such as participatory athletic activities, which aid in developing a well-rounded person.

Employers seek individuals who possess a high level of social awareness that reveals you as a well-rounded individual that others respect, follow, and enjoy having around. In describing your activities, try to provide evidence of being an assertive, outgoing, pleasant, team-oriented person.

Assertiveness. Err on the side of describing yourself as a bold, forceful, brazen, domineering, aggressive person. On paper, that description is more likely to translate into an assertive, confident, team player who gets action by working with and through other people.

The modest, humble attitude receives more points in the interview, whereas the heavy approach works better on paper. Few employers seek introverted, wimpy, shy, introspective people. The gentle, deferring, polite, mild mannered approach rarely generates interviews.

Regardless of the type of job, you are far ahead to emphasize strong, assertive, personal social qualities. Don't try to be modest!



College/Civic Activities

Did any of your non-classroom or work experiences enhance your leadership, communication, decision making, and related competencies?

Group Participation

Academic Assistant
Academic Clubs/Groups
Bands and Orchestras
Campus Newspapers
Campus Political Party
Debate Team

Dorm Organization
Ethnic Organizations
Fraternities
Interfraternal Groups
Professional Association
Scholastic Fraternities

Singing Groups
Sororities
Technical Societies
Union Boards
Women's Organizations
Yearbook Programs

Noncampus Groups

Big Brothers/Sisters
Commerce
Flying Clubs
Foundations
4-H Clubs
Health Care

Hospital Aide
Junior Achievement
Music Societies
Nonprofit Groups
Religious Groups
Scouting

Service Clubs
Social Work
Teacher's Aide
United Funds
Youth Groups
Youth Sports

Sports: Varsity/Intramural

Archery
Baseball
Basketball
Football
Golf
Gymnastics

Handball
Lacrosse
Polo
Racquetball
Rowing
Rugby

Soccer
Swimming
Tennis
Track
Volleyball
Wrestling

Leadership Roles

Board Member
Committee Chair
President

Representative
Secretary
Staff Assistant

Team Leader
Treasurer
Vice-president

Committees

Alumni
Athletic
Curriculum

Commencement
Faculty
Foundation

Homecoming
Major Event
Steering

Political

Campus Politics
League of Voters
Lobbying

Precinct Worker
Young Democrats

Young Republicans
Voter Registration

Performing Arts

Bands
Plays

Symphonies
Orchestras

Toastmasters
Lecturing

Have you integrated similar activities in your enhanced resume? What activities from your background can you use to support your key competencies?

Figure 11.6



Accomplishments Highlight Your Skills!

The functional resume emphasizes the skills that you believe to be the most important in your background and the most important in the job you seek. It also focuses on the personal qualities you consider to be your strongest assets.

The primary headings include your key skill areas. Sometimes this resume is called a “*skill-based resume*.” Your skills may be grouped under one or more of the following skills areas.

Technical Skills. These include writings, mathematics, foreign languages, speaking, mechanical, computer programming, accounting, engineering, design, teaching, and so on.

Functional Skills. The functional skills center around the basic functions of organizations. These include marketing, finance, manufacturing, management, operations, purchasing, distribution, engineering, research, data processing, etc.

Administrative Skills. These include planning, organizing, motivating, directing, delegating, managing, controlling, maintaining, leading, analyzing, coordinating, presenting, programming, etc.

The skill-based resume often integrates these skill areas within the major section of the chronological resume. For example, within education, you may want to use some of the headings above and use your courses to illustrate the skills you have attained. The same approach could be used under the “Activities” section.

The more common approach is to state your career goals and then immediately under them write three to five skill headings. Under each skill heading you will give three to five accomplishments, events, and other activities that support your position.

Which accomplishments in your background have you used to support your competencies?

Relevant Courses. You may have taken courses that were not part of your major or minor field but are relevant to the type of position you are seeking. You should indicate the course titles, number of credit hours, and possibly the grades if they are strong.

Academic Performance. Employers put significant importance on academic performance, especially for individuals without relevant work experience. High grades are an indication of superior competence and above average achievement levels.

Although many studies show that future success has little relationship to grades, many employers still rely on grades as indicators of potential.

If you have been out of school five or more years, including grades on your resume may not be crucial. An exception to this is if you were a superior student or earned a superior academic recognition in your field.

If you recently graduated, you will probably want to include grades on your resume. If there was a positive upward trend in your grades over time,





mention it. In addition, if you worked many hours while attending school, mention the effect it had on your grades.

If your grades are better in your major, indicate those grades separately. If there was a positive upward trend in your grades, you should acknowledge that also. If an illness, family tragedy, or personal problems negatively impacted on your grades during a given period, you might wish to describe the situation.

participation in athletics, theater, and music, as part of your academic course credit hours.

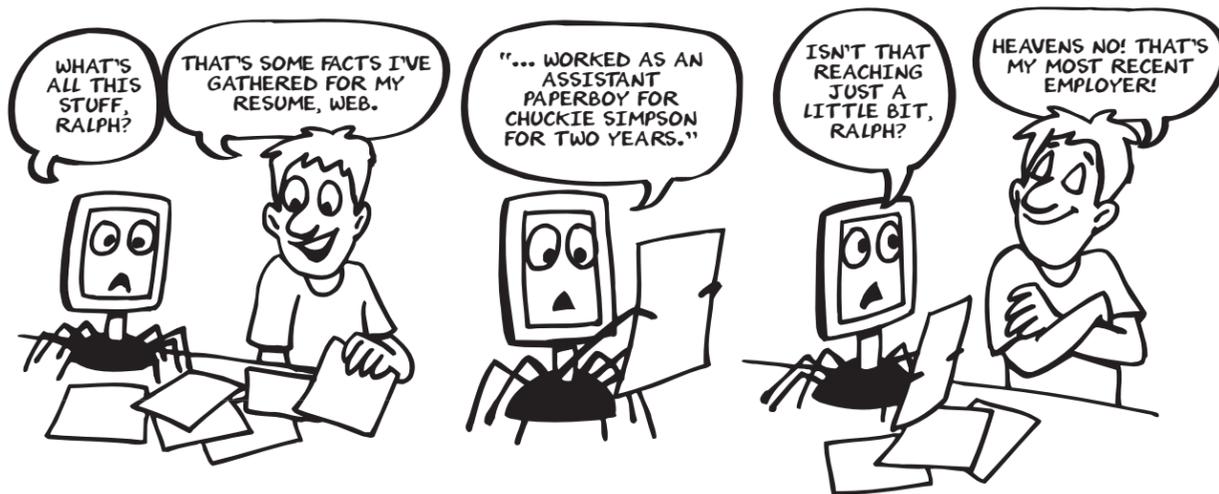
Other Achievements. If you have any other achievements that are noteworthy and applicable to the position you are seeking, you should mention them. These include such things as academic honors received, writings published, and partici-

Activities

Extracurricular activities are likely to be more important for people with less than five years of work experience since leaving school. If you do not have a significant amount of work experience, activities outside the classroom mean a great deal. Employers want to know what you have done with your non-class time.

Certain values, interests, personality, and other variables important in performing on a job are developed outside of the classroom. Employers want to see how your outside interests have developed you because they do not want people with narrow frames of reference. Additionally, activities help develop your total social awareness.

Participating in activities shows that you are willing to accept responsibility. This responsibility is often manifested in the assuming of leadership roles.





If you plan on using extracurricular activities to support your nonacademic credentials, you should outline the information similar to the work and education sections.

You should name the organization and tell something about its membership. Indicate what responsibilities you had beyond being a member and list the years you participated in the group.

Indicate the overall purpose of your group and what occurred in your meetings and events. Be specific about the achievements of your group and why you are proud to mention it.

Figure 11.6 identifies both college and other activities that you should draw upon in describing what you have accomplished.

Work Experience

The “Work Experience” section of your resume tells more about you than you might realize. The actual information listed is minor in comparison to the underlying story told about your values, personality, interests, maturity, and abilities to relate to others. Work experience implies social awareness, responsibility, and leadership.

Work experience is just as important to the recent college graduate as it is to the individual who has fifteen years of work experience. Experience is important in describing skills acquired by work that are applicable to the job being sought.

Type of Work. Work type falls into six basic categories: full-time, part-time, cooperative education, internship, summer, and military. Volunteer work is usually listed under “Professional Endeavors,” but it may also be listed under “Work Experience.”

Listing. All full-time experience should be listed. However, it is not crucial to list all part-time jobs; only list those that are relevant. Many people simply state “numerous part-time jobs,” and then describe what they did to earn money for their college degree.

Responsibility Levels

Geography	Magnitude/Numbers
Unit	Budget dollars controlled
District	Employees supervised
Regional	Facilities managed
National	Assets managed
International	Major divisions managed

Figure 11.7



Work Reveals Maturity

Even with minimal unrelated work experience, an employer can learn significant qualities about you.

Your ultimate goal is to show how your past work experiences coincide with your targeted job objective. Even if you do not have the directly-relatable professional prior work experience, you must nonetheless examine the qualities that the employer needs to handle the initial job opening and then draw upon your experiences that demanded similar qualities.

Your education provided the required *skill base*. Your summer work and part-time jobs taught you discipline, positive work habits, responsibility, reliability, and organizational activities. You need to assist the resume reader in translating these mundane duties into positive learning episodes in your total development.

Your goal is to subtly describe yourself as a hard worker, responsible person, and highly motivated individual who is willing to perform to the peak of your abilities. Your goal is not to prove yourself as a perfectly skill-qualified applicant. More than likely you will be entering a training assignment where they want the opportunity to develop your talents to fit their unique needs.

The brief job description is where you need to shine. The two to four sentences, usually one paragraph per job, describe the qualities you gained by the work experience. Use descriptive words that, by implication, place descriptive adjectives onto your credentials. Discuss the magnitude of the responsibilities, advancement, recognition by supervisors, opportunity for teamwork, and relating to many people with diverse backgrounds.

Do not hesitate to describe menial tasks such as counter work, maintenance, life guard, waitressing, cleaning, factory labor, flunky duties, hard physical labor, bookkeeping, typing, sales clerk, order taker, etc. Your willingness to do these tasks in order to assist in the goal of paying for your education reveals otherwise hidden information about your values, goal direction, motivations, and personal qualities.

Have you described your limited work experiences in an accomplishment manner? Does your maturity level come through?

The employer is trained to look for employment gaps. Your resume should give employment starting and ending dates, and you will undoubtedly be questioned as to what you did in between your jobs.

Content. This section should include employer's name, location, employment dates, job title, brief job description, and level of responsibility. The most widely accepted method of listing experience is in reverse chronological order (most recent first).

The employer is not looking solely for the quality or quantity of jobs you have held, but rather information that supports the idea that you are a hard worker.

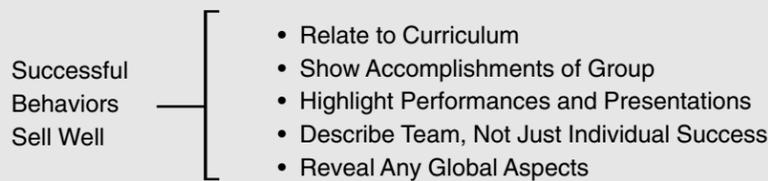


Activities: The Social Side

Activities and honors indicate your leadership, professional interests, commitments, beliefs, and social orientation. Properly positioned and stated, the real social side of your background can come alive. Here are some examples:

- **SAE Social Fraternity, President, xxxx–xx;** worked about 20 hours per week to manage many responsibilities of a 100-member facility.
- **College Radio Station, Announcer, xxxx–xx;** introduced and interviewed personalities and edited and delivered news broadcasts on a regular basis for about 10–15 hours per week to a local student audience of about 2,000 listeners.
- **Beta Gamma Sigma, Treasurer, xxxx–xx;** this accounting honorary has 380 members and runs over 20 professional programs each year. Manage a budget of \$3,000 per year. Last year, we managed a large job fair on campus.
- **Student Union Board, Vice Chair, xxxx–xx;** this policy-setting 12-student board reviews a \$32 million budget that includes a 200-room hotel, food service, and recreation facilities. Chair the Audit and Food Service Committees.
- **SAE Social Fraternity, President, xxxx–xx;** worked about 20 hours per week to manage many responsibilities of a 100-member facility.
- **MBA Association, Chair, Professional Activities Committee, xxxx–xx.** This committee of the 500-member association is responsible for hosting over 50 senior executives who make presentations to our group each year. The committee is responsible for invitations, marketing, hosting, and other logistics. Chair supervises over 20 different members.
- **Finance Guild, Vice President, xxxx–xx.** This student group coordinates several programs between 300 finance students, 25 faculty, and scores of senior financial managers. The professional programs of the group cover current issues and topics, which are discussed in lively group settings of 25–75 participants each.
- **Phi Gamma Delta Social Fraternity, Treasurer, xxxx–xx.** Our fraternity earned superior academic recognition during the four-year period and the 150 members were very involved in the Greek life on campus. Elected to the Policy Board of the Interfraternity Council during senior year.
- **Indiana Daily Student, News Reporter, xxxx–xx.** Wrote several news articles based upon wire news, TV feeds, and interviews. Won an award for reporting on an issue involving investment policy of the I.U. Foundation.

Include the organization name, your role, dates involved, and a brief description. For credibility, cite numbers like members, participants, budget amounts, jobs, etc. For clarity draw relationship to other resume elements.



The goal in resume design is to impress. Forget modesty. Recruiters need to evaluate your social side, leadership credentials, and organizational skills. Provide the evidence to tell the honest story. Truth comes from past behaviors.





Employer. The first item will be the employer, location, and dates of employment. Often the employing organization will be capitalized or underlined for emphasis. If you are circulating your resume beyond the area where the name of the employer is recognized, you might want to give a brief description of the organization. This usually includes the type of business, the product or service, and figures relating to size: employees and sales.

Sometimes people do not want their current employer to know they are actively seeking a different job. Giving the name of your employer invites a potential employer to call. You can describe your current employer but indicate that you do not want your current employer contacted by stating "Please do not contact without permission."

Anytime you put yourself into the job market there is some risk that your current employer will find out. When you first start circulating your resume, you should make plans about what to do if the word gets to your employer. With so many trade associations, including human resource management association meetings, word can spread quickly that a certain person is looking around. There are no guarantees of autonomy. Don't expect privacy.

Descriptive Title. A job title says a lot about what you do, but the duties under the same job title may vary greatly from employer to employer. The job title is a significant word on your resume. It is almost always underlined or boldfaced to highlight its importance.

If your part-time job did not have a title, make up a title (one to three words in length) that is descriptive of what you did. If your full-time job title is not very descriptive or is misleading, consider changing it to a more descriptive title. You might indicate in the description that you made a clarifying change so you will not have "honesty problems" with subsequent reference checks.

Duties. Descriptions of what you do in your present job and what you did in previous jobs are imperative no matter how menial it might sound. Even include descriptions for part-time jobs you choose to use if you are a recent college graduate.

The descriptions are typed in lowercase letters in either sentence or sentence fragment form. Avoid the use of the word "I" if possible. You are trying to get the employer to read the fine print. You want it to say something important so that positive action will follow.

There should always be at least a one-sentence description for each listing. If it exceeds four sentences, a new paragraph should be started. It is important to use the "action-oriented" and "self-descriptive" words.

If your work experience is related to that being sought, emphasize the skills you have acquired that relate to the career objective.

If the work is not directly related to the career objective, describe some of the "value" that you have received from the work. When the skills do not apply, turn to a description that ties into the subjective qualities that you know the employer is seeking.

Young people with limited work experience must show qualities such as willingness to work hard, earning for a goal (education), maturity, leadership, etc. To do this, list all of the verbs that describe your primary and secondary



duties. Write up a description of a typical day. Write about some of the experiences you had on some unusual days. Step back and think about what you learned.

Why was the job important to you? Start assembling some key phrases. Only then should you go back and write a description. As you write, keep in mind what you want the employer to learn about you from that description. Many people can turn the job titles of "general laborer," "production assembler," and "counter clerk" into some impressive learning experiences.

Responsibility Level. The responsibilities you had are part of the detailed job description, but they often need to be listed in a separate para-

graph. The responsibility level adds credibility to what you say about yourself.

Include some facts like number of people supervised, sales dollars, budget level, decision latitude, and the title of the person to whom you reported.

Responsibility implies that you possess certain skills. These may be technical or people-oriented. Describe any process you control. Indicate the management abilities you possess.

In short, build up your level of responsibility to the highest possible level. Make it honest and give yourself the maximum amount of credit.

Training Received. Many jobs are literally training programs for future responsibilities. What are you learning in your current job? What did you learn from previous jobs? It is important to list these skills in the description. Listing the skills subtly implies that you possess them.

Many jobs require that you take refresher courses and other advanced training to improve your skills. Many employers pay for you to attend programs outside of the work setting. State these if appropriate.

If your job allowed you to be part of a professional or trade association, discuss your participation and role in conferences, seminars, etc.

If applicable to the job being sought, describe the various skills that you have acquired through formal learning experiences. You could discuss this either in the work experience or education sections.

Salary Issue. Many resume experts used to recommend that people list starting and ending salaries of previous jobs on the resume. The purpose of this was to indicate a progressive upward mobility. In some cases job titles and levels of responsibility are not always true reflections of the worth of the individual to the firm. Nonetheless, salary is a universally comparable variable between jobs.

Do not include any reference to your current salary on your resume.

College Jobs Do Impress!

None of the jobs listed below are “professional” in nature but as you read them, you draw value judgments about each person. Recruiters also did these same jobs themselves in getting their degree. Mundane work situations can be turned to positive images. You learn in all work situations. Notice how the work is positioned to show how a learning, responsibility, relationship, or goal, was achieved in these assignments.

Trendsetters Indianapolis, IN xx/xx to Present

Sales Clerk As school schedule permits, work 10–20 hours per week with local women's fashion shop. Duties include sales, cash control, gift wrapping, display, merchandising, customer service, and floor supervision. Worked full-time the past two summers; commission aspect of pay permits significant earnings potential. Top-paid part-time clerk recognition for past six months. Do limited fashion modeling for store in local ads.

Maxi Discounts Fort Wayne, IN Summers xx–xx

Bookkeeper Worked full-time the past two summers at this family-owned electronic discount center, which is the fastest growing store in the region. Frequently returned to work during holidays, school breaks, and peak weekend periods. Started as a sales clerk and moved through cashiering, personnel, credit, security, marking, stocking, loss prevention, merchandising, advertising coordination, and many other areas. Invited into the finance function when supervisors learned of course work in accounting and systems. Helped develop several new control procedures and suggested some new software applications that I installed.

ABC Ceramics Cincinnati, OH 5/xx to 8/xx

Tile Setter Handled grout work, tile cutting, and layout for bathrooms, kitchen, and entry floors and halls. Usually worked without supervision within four weeks. Earned funds for senior year.

Mega Dealer Cincinnati, OH 5/xx to 8/xx

Lotman Worked in various assignments in this dealership that sells 5,000 vehicles per year. Checked in new and used vehicles, cleaned vehicles, repaired minor mechanical problems, moved vehicles, and handled some new car preparation for customers.

Fast Foods Cincinnati, OH 5/xx to 8/xx

Restaurant Associate Started in shift work. Served customers during very hectic periods. Worked with a team of 30 people under stress and many pressure points. Cleaned floors, tables, and other equipment. Occasionally prepared food. Awarded “Associate of the Week” plaque for six consecutive weeks.

Numerous Part-Time Jobs Hometown IN 5/xx to Present

Various Assignments Held many part-time jobs while enrolled full-time in college. As a financially independent person, worked at least 30 hours per week to provide support for college. Jobs included sales clerk, general labor, security person, waiter, bus boy, cashier, attendant, fast food, etc. In the past six years, worked for numerous employers, but the past year has been with a local security firm where night work permitted time off in the day for attending class.

Indiana University Bookstore Bloomington, IN 8/xx to Present

Sales Clerk Work about 10 hours per week selling and handling students' needs for books, supplies, equipment, and software. Responsible for special computer inventory control system, which permits placing direct orders. Worked many hours during peak periods since freshman year and now supervise and train a group of about 10 other part-timers.

Jones Construction Jefferson, IN 5/xx to Present

General Laborer This local construction firm builds single- and multiple-family housing in a three state area and is owned by family members. Worked here every summer and at other breaks since 16 years old. Typically worked 50–60 hours per week, which generated income to pay for the next school year.

Duties have included truck driver, carpenter, electrician, plumber, roofer, errand person, installer, carpet layer, and other tasks associated with residential construction. Given the opportunity last summer to supervise a crew of five people on a large apartment project. Worked 60 hours per week and learned about personal capacities, commitments, people management, and other lessons which proved to be extremely valuable.

Don't minimize your past work relationship. Reveal how you grew in all of your situations. Your past perseverance is indicative of future successes. Focus upon accomplishments, not just a description of what you did. Force the employer to read between the lines.



Volunteer Service Learning-Working Activities

Volunteer community service is greatly admired.

- Athletic Clubs
- Big Brothers
- Big Sisters
- Chamber of Commerce
- Commercial Groups
- Community Kitchens
- Flying Clubs
- Foundations
- Fund Raising
- 4-H Clubs
- Habitat for Humanity
- Health Boards
- Hospital Volunteer
- Junior Achievement
- Music Societies
- Nonprofit Groups
- Professional Associations
- Red Cross
- Religious Groups
- School Volunteer
- Scouting
- Service Clubs
- Social Clubs
- Social work/Organizations
- Trade Groups
- United Fund
- Youth Group
- Youth Sports

Have you included your commitments on your resume?

Figure 11.8

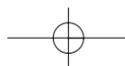
Recognitions

What others say about you adds credibility to your resume.

- Civic awards
- College scholarships
- Achievement certificates
- Leadership certificates
- Elected offices
- Professional licenses
- College achievement awards
- Service clubs acknowledgements
- Grade excellence awards
- Corporate training seminars
- Leadership recognitions
- Athletic leadership
- Association officer
- Employer service
- Employer performance
- Academic excellence
- Rank in class
- Employer incentive award
- Peer review acknowledgement
- Special license
- Social club merits
- Job accomplishments
- Competitive performances
- Writing awards
- Public service
- Elected official
- Public speaking awards
- Campus politician
- Musical performances

Have you reviewed your resume and included these?

Figure 11.9



Stories Sell

Most people enjoy reading short stories about other people's experiences. Even in casual conversations, the topic often covers anecdotes about mutual acquaintances or ourselves. These are usually interesting and entertaining. Why not use this approach in the resume and interviewing to get your credentials described in a story manner?

You can draw upon stories that relate to the three most important sections of your resume. The "Education," "Work Experience," and "Activities" components lend very well to storytelling.

Education. Your educational background builds the skill base that you must use on the job for which you are applying. You may wish to select a special subset of the college courses you took and describe why you selected this unique group in your program plans even though all of them were not "required" in the curriculum.

You may wish to describe a single course (or groups of courses, such as your major or minor) where you accomplished a superior performance. You may want to cover your role as a team leader (or member) or cover the major term paper, class project, or other significant events in which you personally excelled and produced a meaningful paper, performance, or product.

Instead of focusing on a special course, you may prefer to highlight an episode in which you earned a special academic recognition. This may have involved a formal presentation, plaque, certificate, accommodation letter, etc. A common approach is to tell a story behind the recognition, what made it special, or the ceremony itself.

Work Experience. Most jobs are rather routine most of the time, but occasionally a special day (or period) occurs. It may involve a snafu, surprise event, unique challenge, or unusual happening. Perhaps you learned an important lesson from the event that enhanced your awareness of your technical and/or interpersonal capabilities, revealed your social poise under pressure, or opened up the strength of your character traits.

These real-life events (stories) offer a much more revealing aspect of your background to potential employers in an interesting way. Your routine work activities show your skills, maturity, work ethics, commitment to organizational goals, teamwork, and other factors that the employer needs to observe. These same factors can come out in an effective story.

Activities. The main reason for activities being shown on a resume is to highlight your social interaction, your leadership abilities, and your ability to communicate effectively with others. If you just list or describe the activities, the reader has to *infer* that you possess these traits.

Your activities do not have to be college or academic related. You can draw from everyday life activities that might evolve around family, accidents, living arrangements, hobbies, sports, professional endeavors, etc. What happened in your life that can better illustrate the traits above?

Motivations. Why did you work hard or excel in a given activity? What got inside you to force you to produce excellence? Saying that you are a highly motivated person adds nothing. Where is the proof? What is the answer to why?

Some things cannot be effectively stated directly without your coming across the wrong way, but stories can get your message across without awkwardness.

Sometimes one or two significant events can change your life. It always involves other people. These events or happenings may be more convincing to an employer than a mundane description.

A story often captures attention quicker and reveals more succinctly the points that you wish to illustrate. When used in either the resume or the interview, these *stories* may more effectively deliver the message you wish to communicate.

Interesting stories sell. Let stories illustrate your competencies.



Depending on an applicant's record of salary advancement, the current salary is to be regarded as a bargaining base. An employer knows that you would not normally take less than you are currently earning. This is not necessarily true any longer as lifestyle and dual-career considerations have changed many value structures.

A rule of thumb is that it takes at least a 20 percent increase to entice a person to change jobs if a geographical move is involved. If an employer knows your current earnings from the resume and could not match a 20 percent increase, a job interview invitation would not be forthcoming.

The practice of including salary on resumes is not used very often today. If this is a major concern in a special instance, it is best discussed in the cover letter.

It is not very difficult for an employer to ascertain your current earnings. Employers are well aware of the market value for someone with your credentials and can locate your current earnings by a retail credit check.

Leaving Reasons. Why you left your last job is not a good selection variable for any employer to use in deciding whether or not to invite you for an interview.

Listing the reason you left your last job takes up valuable resume space that could best be used for other purposes more germane to the invitation decision. If it comes up, the best time to discuss your reasons for leaving past jobs and your current job is in the job interview. Don't volunteer the reasons on the resume or interview but be prepared to address the question.

Professional Activities

Today's work environment has fostered the strong desire in people of like interests to affiliate. This has come about due to social and professional concerns. These affiliations bring people together for seminars and conferences and involve them in writing for professional colleagues and the general public in order to promote science and public awareness.

People involved in these endeavors deserve recognition for their efforts. Like many other items on the resume, a statement of involvement in professional associations adds an important element of information for a potential employer to evaluate.

Affiliations. Biologists, chemists, engineers, educators, personnel managers, purchasing agents, accountants, doctors, and thousands of other people in various other occupations have seen the need to organize in professional societies. The acronyms like AAA, AMA, NEA, CPA, etc., run the gamut. Some groups are nationally known and others are hardly recognizable. The memberships of these groups range from millions to less than a hundred members.

Most professional organizations sponsor publications and programs for their membership. Many of them are deeply involved in the employment process. In fact, you must be a member of some of these in order to gain entry into certain professions.





Most have excellent websites for their members. They provide outstanding information and facilitate networking. Many organizations invite college students to their events.

If you are involved in one or more of these national organizations and are a leader in a regional or local group, you should acknowledge this on your resume. Involvement in many of these organizations greatly enhances your credibility and can be a major factor in the consideration of your being interviewed.

Civic Concerns. If you are involved in civic activities and organizations, these should be shown on the resume. These programs say important things about your values and concerns for others. If you have been a leader in some way in these civic programs, your extent of involvement should be stated. Figure 11.8 gives examples of civic activities.

Publications. In many technical and professional fields, individuals must publish in order to be recognized as contributors to the profession. This is especially true of writers, scientists, and faculty in the prestigious institutions of higher education.

When applying for positions in these professions, it is important to mention your publication record because this is one of the first factors an employer is likely to consider.

Resumes that list a long string of publications are relevant only in certain professions. Most resumes do not list publications. If you have had one or two significant publications, it might be appropriate to list them. If the publications were irrelevant to the position, the only value in listing them would be to illustrate achievement.

Recognitions. Based upon significant achievements, you often are granted some type of certification that recognizes your performance level. These awards may come from teachers, work superiors, peers, teams, civic groups, government, employers, and professional affiliations.

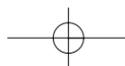
If your superior performance merited a formal recognition by your associates, it should be acknowledged somewhere on the resume. Figure 11.9 gives some examples of the recognitions often cited.

You may wish to incorporate a special section of your resume to note your accomplishments, particularly if there are three or more that you wish to cite. If you were given a plaque, framed certificate, letter, trophy, etc., you may wish to highlight the recognition to emphasize your commitment to excellence.

Many of these awards are made in public ceremonies. It might be appropriate to discuss the event and some of the notes that you used in your acknowledgements.

Instead of a special dedicated resume section, you may prefer to incorporate these recognitions into the body of your "Academic," "Activities," or "Work" sections of your resume. Some experts believe that the section location strengthens and verifies your overall credentials. Some experts suggest that you locate your recognitions in the "Personal" section.

Where to locate your recognitions is not as important as ensuring that they are clearly acknowledged. Just make sure that you include them





somewhere in your resume. The recognitions prove your performance capabilities and verify your interest and personal traits.

Recognitions define you as a responsible, hard working, highly motivated person. These are qualities that are impossible to state directly. This subtle approach still leaves no doubt about your commitment to goals that you value.

Personal

Personal background is found in less than 10 percent of all resumes today. Personal information usually includes height, weight, health condition, date of birth, status, family background, and religion. Most of these items are rarely requested anymore because they can be discriminatory and irrelevant to an employment decision.

Some people now use the personal section to discuss hobbies, sporting activities, and avocations. Although these points can be interesting and an important part of a person's personal life, they may not be relevant for your resume.

Whether or not to include them depends upon the space available, the relationship to the career statement, and personal preference.

Many people are now discussing their family background under personal information. The occupation of the father and mother still greatly influences career choice. Parental contacts greatly aid in resume distribution.

If your father or mother was part of a professional, technical, or managerial profession, your employment could be enhanced by that fact. Employers might reason that if you grew up in a similar work setting you could make the necessary adjustments more readily than an individual who is a complete stranger to the work setting.

Many dual-career couples are using this part of the resume to state their plans. Rather than use the career statement, they prefer to state a geographical preference, common employer requests, and other problems unique to the working couple.

Language skills are occasionally included under personal.



References

Many resumes list three or four references in one of the traditional formats. As job markets soften, references become more useful.

Rather than interviewing hordes of people, many employers simply call a reference or two before proceeding with arrangements for an interview. This is particularly common in professions where the members know each other well. In this case, a reference who advises an employer to interview you almost assures your chances of being called for an interview.



References Speak for You

Putting “References furnished upon request” at the bottom of your resume is a cop-out. It says to the reader that right now in your life you do not know many important people who are willing to vouch for you. As a recent college graduate, if you ever needed help in getting started, now is one of the most important times in your life to draw upon other people willing to help you.

Provide Access. References listed on the resume are less important if you have over five years of work experience. Your access to the “hidden job market,” where 80 percent of the jobs are, is through your contact network. You need some sales representatives working with you. Let potential employers know who is willing to speak on your behalf.

There are three types of references for you to use:

- **Academic.** Professors, teachers, counselors, and administrators who have gotten to know you well in college are usually eager to help you.
- **Work.** Direct supervisors, staff persons, and even higher-level officers who have seen you in action often want to be asked to support your case for employment.
- **Character.** Well-placed friends of friends, neighbors, family contacts, community leaders, etc. who have known you for a long time and have observed your growth are more than willing to speak on your behalf.

More people obtain employment by *word of mouth* than any other method. Your references are the most important people you know and they want to see you succeed. If they are willing to provide you permission to use their name or write a “to whom it may concern” reference letter for you, take advantage of the opportunity.

Open Doors. Names screen you in for consideration more often than they screen you out. If your references are willing to be contacted frequently on your behalf, it is not your responsibility to protect their time.

Few employers contact references until they are serious about your employment chances and, when they do, a positive reference statement is most important in getting you the interview. If the recruiter happens to know the reference, that will influence the decision, providing that there is a job match.

Show Credibility. References add credibility to the nice things you are saying about yourself. Even if references are never contacted, the implication is that “these individuals will back up what I am saying about myself.”

You may vary the references in your targeted resume approach. The norm is three or four references per resume, and you undoubtedly have more than four. Select which references to use based upon who you are selectively contacting with your targeted resume. Always place references as the last element on your resume.

Always give your references a copy of your most current resume. Copy them on related employment correspondence. Keep them informed of your progress and eventual success. Remember to thank them regardless of their influence in your final job placement.

Positive words about you generate most of your interviews.

References are not always contacted. In most cases, references are not called until you have been interviewed and an offer is imminent.

Government agencies and educational institutions prefer to contact a central source, such as a college career services office, to request references. Business employers tend to simply call the references and talk directly with them on the telephone.



Reference names can often assure that you will get called for an interview.

Permission. Make certain that you have specifically asked people to serve as references for you and that you have sent them up-to-date resumes as soon as they are available. Always include telephone numbers and e-mail addresses to facilitate contact. Most teachers, neighbors, friends of the family, and former supervisors are pleased to be asked to serve as references. Hopefully, you have cultivated several faculty members when you were in school.

Letters and Forms. Many references prefer to send a letter to your college career services office or write a “to whom it may concern” type of letter. Most college offices are willing to maintain such a file. There is occasionally a small charge for this service.

The “to whom” type of letter is more convenient for you but, of course, it does not carry the credibility associated with a confidential evaluation.

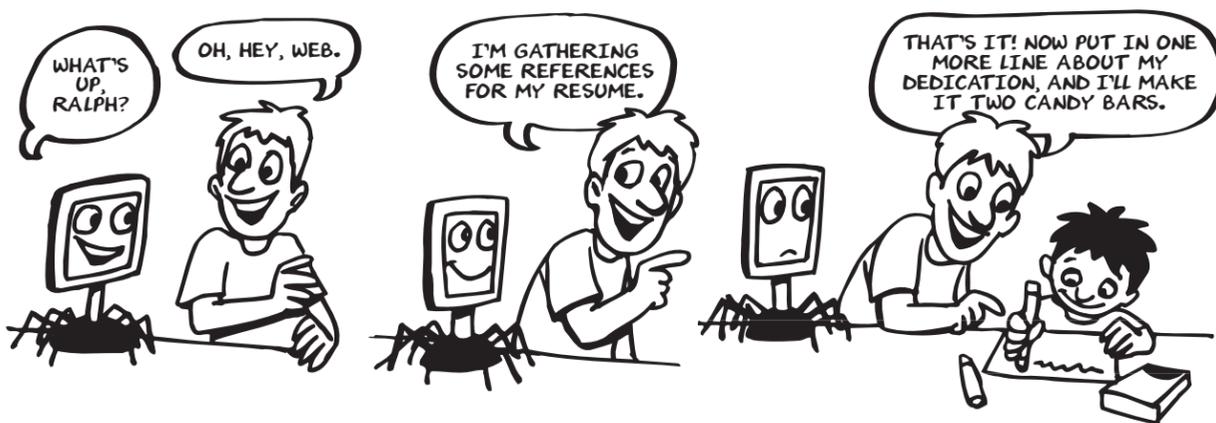
Types. References come in three types:

- Work
- Academic
- Personal

If you elect to include references on your resume, you should always have at least one reference in each category. Whatever the type of reference, the person must know you very well. It is extremely embarrassing to have a reference who admits to only knowing you superficially.

You should select references whose credibility is extremely high. The higher the professional standing, the better the reference. Professors, teachers, counselors, former employers, community leaders, bankers, business executives, business owners, lawyers, and people employed in the occupation you are seeking make excellent references.

A reference listed on a resume says, “*This person knows me well and is willing to say good things about me.*” There is an implied positive feeling whether or not the reference is even contacted. If for no other reason than this implied approval, it can be important to list references on resumes.



Resume Quiz**How Does Your Resume Rate?****Appearance:** Is it enticing? Do you want to read it?**Layout:** Professional style, graphically presented?**Length:** Can you get same effect if it is shorter?**Relevance:** Has extraneous material been deleted?**Writing Style:** Is everything grammatically correct?**Action:** Do sentences begin with action verbs?**Specificity:** Is there focus instead of generalities?**Accomplishments:** Are your most outstanding abilities presented?**Completeness:** Have you left out important data?**Goal Directed:** Does the employer know what you want immediately?**Audit Trail:** Can an employer find you later?**Truth:** Do you avoid inflating the truth?**Impact:** Do you imply self-confidence?**Documentation:** Can statements be verified?**Relationships:** Have references been informed?

Figure 11.10

“References furnished upon request” is a redundant statement.

Omission. Some resume experts recommend not placing reference names on the resume. The logic is that references would be very unhappy about being contacted continually about you. Another reason is that a certain individual’s name could be as negative to the reader as it is positive. Another consideration is that references are seldom contacted before the initial interview so one should use the resume space more efficiently.

The proponents of this line of reasoning recommend placing a **“References furnished upon request”** statement at the bottom of the resume. Opponents argue that that begs the question. If you have good references willing to lend their name to you, you should seriously consider taking advantage of their potential influence.

Another compromise approach is to indicate that references are on file in your college career services office. You should indicate on the resume where to write for copies of the confidential references, if your college offers that service.

No perfect solution exists as to whether or not to list references on the resume. It is a personal decision. In many cases, inclusion or exclusion comes down to whether or not you have space for them without increasing the resume length by another page. A separate page of references is common so when requested, it can quickly be provided.



Resume Career Action Project

Recommender Resume

Prepare a complete two or three page resume that incorporates an in-depth presentation of all aspects of your background. The second part of this project requests a one-page version. This long resume will be suitable to give to your references and recommenders who are likely to read a very thorough resume about you. This resume is only useful for networking partners whom you know want more complete information about you for recommending purposes. You have good knowledge that these people who know you will take the time to thoroughly read about your background.

The purpose of this recommender resume is to give your references a complete picture of you to use in preparing a “to whom it may concern letter” on your behalf. This gives you a clearer impression ahead of time of what they are likely to be saying about you. You are putting some of the words on paper for them to use in rephrasing for the recommendation letters and the telephone calls they receive.

This type of resume would be useful to enclose with graduate school applications. It would be suitable to share with potential employers where you know that you are over the one-minute scanning process. Some interviewees use this resume to include in thank you letters after the preliminary interview went well. Some interviewees leave it at the end of the preliminary interview as part of their interview presentation.

You may use either the chronological or functional resume style. Since this is not part of your targeted resume approach, it is not necessary to include a career objective statement when you actually use it, but for purposes of this project you must include one of your targeted career objective statements.

Close the Sale

The targeted resume approach works for thousands of job seekers. Use it with the chronological or functional resume styles. When used discriminately with creative job search strategies, targeted resumes open doors to the personal interview appointment. A concise, one to two page, goal-directed resume cannot replace your interview, but it can get your foot in the door.

By clever use of graphical considerations, you can focus the reader’s attention on the five to seven most important selling points in your background. Strong, assertive statements of your skills and personal qualities imply that you can and are willing to work hard to be a success in the position that you know the employer is seeking to fill. Create your own luck in your job search by using the targeted resume design approach.

The targeted resume is your advantage over the masses.





If you are having difficulty writing three pages, start repackaging your official transcript in a way that better states the skills that you possess. You can do this by grouping related courses or explain several of the more relevant courses in greater depth. Discuss the course content, teaching approaches used, projects required, and your performance in the courses.

If you have several years of experience, review your previous job descriptions and then focus on your accomplishments in each job.

Another way to expand the resume is to tell what you learned from your activities and work experiences. Go into some depth by describing stories that illustrate your traits. You may also wish to expand on your personal background in order to illustrate your VIPs.

Do not use more than six references on the recommender resume. Your last page can have written information on it in addition to the references.

After you complete the two- or three-page resume, go back and prepare a single page resume that you may actually use in circulating to potential employers. Try to be very creative in content and design. This is designed for you to use in contacting employers.

Hopefully, you will have a tough time boiling your long resume down to the short version. Your goal is to make the short version just as action oriented but in a much compressed version that does not omit important elements of your background.

In both resumes you will want a graphically appealing outline that balances print with white space. Try to get about 75 percent of the paper printed with about half-inch margins all around the pages. Each page should be appropriately centered including the last page which should be at least two-thirds full.

There should be a remarkable contrast between your two resumes. Mentally make a list of your five to ten most important qualities and ask if they can be quickly perceived by the reader with a quick glance. Study the contrast to see how you might improve these in your next revision.

Submit this action oriented project to one of your closest references and ask for a critique. This provides your network partners additional information to share with their contacts on your behalf.

Summary

There are many ways by which your resume can be improved, and a number of ideas have been suggested. You should use some empathy to appreciate the point of view of the employer. This involves an interpretation of the characteristics felt to be important in the job and then stressing these points in your resume.

You should avoid including unnecessary data. You must emphasize essential information, but make certain your resume is complete and well spaced on one page. Unnecessary words should be eliminated. Whenever possible, incorporate the use of action words and self-descriptive episodes into your resume. The key is positive conciseness.

Emphasize eye appeal. Use some artistic talent in designing your resume that appeals as well as informs. Your resume should be uncluttered, neatly



**Descriptive Career Phrases**

- ... use skills such as _____, _____, and _____ in ...
- ... work in functional areas of _____, _____, ...
- ... interested in industries of _____, _____, ...
- ... obtained related skills from courses in _____, _____, ...
- ... hold _____ years experience in _____, _____, ...
- ... exploring areas of interests like _____, _____, ...

Figure 11.11

blocked, and organized so that key points can be quickly identified by the reader. Proper use of graphical considerations will improve the overall “look” of your resume.

Your resume should be a credit to your creativity and ability in self-expression. It is an advertisement designed to sell your ability and potential and not just your past experience and schooling.

Over 95 percent of all employment hires are introduced by resumes, so you must take special care in constructing yours. It should focus on what can and will be done for the employer, based upon the evidence of past accomplishments presented. You should focus on positive results from past behaviors.

In summary, be prepared to spend several hours in preparing your written sales presentation. The resume is your best advertisement. If it succeeds in getting you the interview, you will be ready to close the sale with an equally well-designed oral presentation.

By using these guidelines—and your common sense—you should be able to develop a very effective sales-oriented resume.

