

July 2010



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Tuck
Résumé
Guide

Begin Crafting your job
search narrative

Translate past experience
into future goals

Highlight your ability to
have an impact

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TUCK RÉSUMÉ GUIDE

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TUCK RÉSUMÉ GUIDE

Introduction:

THE JOB SEARCH NARRATIVE

A résumé is part of your job search narrative (other components of your narrative include the elevator pitch, cover letter, and interview). It is a written document that shows you understand what the employer is looking for and that you have the relevant skills and experience needed to succeed in the position. This Tuck Résumé Guide provides an introduction to key résumé writing principles and some exercises to help you translate your past experience into future goals using the résumé as a vehicle.

Key concepts

Relevant highlights – A résumé is not a job description and it is not a summary of everything you have ever done. A good résumé is more about where you are going than where you have been. It is important to closely link your past experience to the requirements of the job you are seeking and place emphasis on the parts of your experience that are most applicable.

Transferable skills – Employers want to know that you are capable of doing what they need, especially if you did not hold a similar job in the past. So you want to sell your transferable skills – that is, core skills that can transfer across various jobs, fields, and careers. Examples include managing people, analyzing data, leading teams, creativity, communicating and presenting, and problem-solving.

Competencies – Companies with formal recruiting programs compile a list of behaviors, technical skills, and thinking and decision making styles that are common among their top performers and required for a given position. They use these criteria to evaluate candidates when sorting through résumés and conducting interviews.

PARS method – A technique for writing results-oriented bullet points where you highlight the **Problem** you addressed, the **Actions** you took, the **Results**, and the **Skills** you gained.

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GETTING STARTED

Writing a résumé is one of the first steps in a successful job search strategy. Your résumé is your one-page personal selling tool. Often it will be your calling card to a company, and may be the first impression you make. Crafting a résumé is also an opportunity for you to assess your professional and personal experiences and think about what you accomplished, why you made the decisions you did, what you liked (or didn't like) about your choices, and how this all plays into your career search going forward.

Throughout your two years at Tuck you will create multiple versions of your résumé – a standard Tuck version for an online résumé database as well as résumés tailored to specific jobs, companies or industries. The résumé you prepare for Tuck now will serve as the base for future modification and will be used in the online résumé database provided to recruiters in the fall.

What you will need

Inspiration – Collect your thoughts and revisit your accomplishments by looking at past documents.

- Business school applications and essays
- Previous résumés
- Performance evaluations
- Project reports from work

Tuck résumé template – Use this to make formatting easy.

<http://mba.tuck.dartmouth.edu/cdo-news/Tuck Resume Template.doc>

Sample résumés – Search T'10 résumés by industry and function.

T'10 Résumé Database:

<https://gtscandidate.mbafocus.com/Dartmouth/Candidates/Login.aspx?pid=697>

(You will not need to create a new account for this academic year if you were registered in last year's database. If you have forgotten your login information, click on "I forgot my password" and enter your email address.) Under "Resume Book to View", select "Class of 2010".

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SECTIONS OF A RÉSUMÉ

Recruiters prefer a standard structure with **Education** in the first section, **Experience** as the bulk of the résumé, and then **Personal** or **Other** as a small section at the end.

Education

- Education goes at the top of your résumé, starting with Tuck.
- The proper way to refer to Tuck is “Tuck School of Business at Dartmouth”, and under that, “Candidate for Master of Business Administration degree, June 2012.”
- You can include the clubs you plan to join or other anticipated activities at Tuck.
- Include all relevant education in this section: undergraduate, master’s degrees, study abroad programs, professional designations (CFA, CPA, etc.). Specify your majors and minors, dates and degrees received, and academic distinctions (Dean’s List, cum laude, etc.).
- Include merit-based awards, positions, athletics, and significant activities, especially if you had leadership roles.
- In general, do not include test scores, GPAs or class rank.

Experience

- This is the heart of your résumé and your opportunity to really showcase results and accomplishments from your career to date.
- List employers’ names, positions held, including job title, dates of employment (years only) and major duties and accomplishments.
- Use reverse chronological order, i.e. your most recent position first. If you had several positions with the same employer, break out those positions and accomplishments in reverse chronological order as well.
- Be concise. Write about your achievements (think PARS), not your job description.
- Organize your bullets from most important/relevant to least. Think carefully about what makes an accomplishment significant. Don’t confuse time-consuming activities with outcomes that had impact.
- If your company or work experience is not likely to be familiar to your target audience, be sure to explain. A short sentence about the company or summary statement of overall responsibilities or position can be very helpful.
- Your experience will be better understood and valued if you describe the context in which the work was done (i.e. resource constraints, deadlines, declining market share, etc.).

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Personal / Other

- This section rounds you out as an individual, beyond your professional and educational accomplishments. Recruiters often ask interview questions about statements in your Personal section and the activities you include can help to form an interesting first impression.
- This is a good place to include language abilities, dual or international citizenship, community service, professional memberships or societies, extracurricular activities, and unique interests.
- Whenever possible, list specific interests. For example, instead of “music and hiking,” write “play classical guitar; avid High Sierras backpacker.”
- Consider the audience. More conservative employers may be turned off by general interests such as ‘enjoy cooking,’ that are not hard core accomplishments.
- Avoid repeating information that appeared elsewhere in your résumé.
- Do not include personal or family information (marital status, birth date, etc.)

WRITING BULLET POINTS

Writing bullet points under the **Experience** section is where you will spend most of your time when writing your résumé. As you review past accomplishments, think of everything you’ve done in terms of “stories.” A good way to remember this is **PARS**:

- What was the **P**roblem you addressed?
- What were the **A**ctions you took?
- What were the **R**esults?
- What **S**kills did you use or develop?

Structuring your résumé in this way will help the document be more results-oriented and will also prepare you to speak succinctly about your specific experiences in interviews. Thinking in terms of stories and results will also help you avoid a résumé that reads like a generalized job description, e.g. “Responsible for purchasing, logistics and distribution”. You need specifics – numbers, percentages, details – that show results and communicate how well you performed, e.g. “Managed and led a team of six in cost reduction initiatives that reduced labor costs by 12%, overtime by 24% and material waste by 43%”.

[Appendix A](#) includes examples of résumés to illustrate more bullet points. For additional samples, you can search the T’10 résumé database by industry and function:

T’10 Résumé Database:

<https://gtscandidate.mbafocus.com/Dartmouth/Candidates/Login.aspx?pid=697>

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RÉSUMÉ WRITING BEST PRACTICES

The following are some best practices for crafting your résumé — both Tuck specific suggestions and commonly accepted grammar rules and guidelines.

TUCK “ISMS”

- Proper name for Tuck is Tuck School of Business at Dartmouth (no “The” and no “College”)
- Tuck scholarships: no restrictions to listings
- Suggested format: dates on left margin/locations on right
- Don't justify the running text in your résumé (do flush right the locations)
- No personal pronouns; limited use of articles suggested
- Limit use of periods and be consistent in the usage within a section
- Limit your résumé to one page (**no exceptions**)

GRAMMAR RULES AND GUIDELINES

- Cum laude, summa cum laude, magna cum laude: lowercase, not italicized unless the entire line is italicized
- If a complete sentence, use periods
- Single space after periods
- Book titles and magazines are italicized; dissertations or articles are in quotes
- Use of hyphens: if words have become common usage, they don't need hyphens (e.g., email, online, offline, nonprofit)
- Use comma before “and” in a series (Presented to CEO, CFO, and COO on numerous occasions)
- Use an “en” dash between dates and scores, without spaces (e.g. 2009–2010)
- Use an “em” dash when joining phrases (e.g. ...Résumé document — both Tuck specific and...)
- Use of numbers: 10 and above are numerical, spell out one through nine
- Monetary figures:
 - K for thousand (e.g. \$14K)
 - M for million (e.g. \$20M)
 - B for billion (e.g. \$50B)
- Job titles: use Title Case for headings; if in the text description, do not capitalize
- Ampersand (&): don't use unless part of the formal name of a company (e.g. P&G)
- Email addresses: all in lowercase and not underlined

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- Fonts: the fewer font sizes and type treatments the better. Font size should not be different in the running text of your résumé
- Do not underline words in headings and subheadings
- Do not use periods with diploma degrees (e.g. BS, JD, PhD)

For more information, refer to [M–W.com](http://M-W.com) and the [Chicago Manual of Style](#). When in doubt, be consistent! (And take a look at samples in the Tuck résumé database to see the common practice).

FORMAT & APPEARANCE

While there are endless ways to present and structure a résumé, the Tuck format is based on many years of feedback from recruiters. It is one page, clear and easy to read, and employers are quickly able to scan through your accomplishments and career progression.

A few tips

- Use reverse chronological order within each section, listing most recent positions/activities first
- Organize information into easily digestible pieces to make your résumé easy to read – bullet-point format is recommended
- Maintain consistency throughout the résumé
- Start each bullet point with an action verb (see the list of key action verbs included at the end of this document)
- Use past tense and concise, focused sentences
- Avoid personal pronouns
- Avoid jargon unique to previous profession
- Avoid repetition of words
- Emphasize results (quantitative or qualitative) when possible; results can give your reader a better understanding of the scope of your work and how it contributed to an organization
- Use a readable font size (10 to 12)
- Include white space and margins for easy skimming
- Use years and not months for employment periods which should be to the left of the page; if a role was less than a year (e.g., internship) write season and year (e.g., Summer 2010, Fall 2009)
- Locations should be flush right
- Do not include a job objective or personal statement
- Do not include a photo or your age (common on some international CVs)
- Do not include ‘references available upon request’
- Proof to make sure you have absolutely no mistakes
- Make sure everything is true and accurate since anything included in your résumé may be asked about in an interview

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APPENDICES

A: Sample Résumés

B: Action Verbs for Résumés

APPENDIX A: SAMPLE RÉSUMÉS

Career Progression/Career Changer

JANE DOE

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EDUCATION

- 2003-Present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH COLLEGE** Hanover, NH
Candidate for Master of Business Administration, June 2005
- Co-Chair – Healthcare Club, Marketing Club, Women in Business, Women’s Ice Hockey, Tuck Volunteers – MBA Food Fight Committee, Co-Chair – Admitted Students Weekend 2004, Tuck Admissions Associate
- 1994-1998 **TUFTS UNIVERSITY** Medford, MA
B.S. in Chemical Engineering with a minor in Engineering Management, May 1998
- Graduated *Magna Cum Laude*
 - Captain – Women’s Varsity Volleyball, Society of Women Engineers, Resident Assistant

EXPERIENCE

- 2003 **GENENTECH, INC.** South San Francisco, CA
Product Marketing, Rituxan® Immunology Summer Intern
- Developed a 3-year strategy for targeting a new customer segment for Rituxan® in Rheumatoid Arthritis: **Specific analysis**
 - Conducted primary market research, analyzed competitors’ efforts, performed internal benchmarking, and built consensus within commercial team and with partner Biogen Idec.
 - Presented recommendations for specific tactics, cost, ROI, and success metrics to Commercial Review Panel and facilitated the incorporation of the strategy into Commercial Best Practices.
 - Finalized Standard Operating Procedures (SOP) for maintenance and quality assurance of Rituxan® Immunology password-protected websites for tracking thought leader activity and current product information.
- 2001-2003 **BIOGEN IDEC, INC.** Cambridge, MA
Business Planning Associate (2002-2003)
- Collaborated with Market Development to determine potential revenue benefit associated with investments in second indications, post-marketing studies, and product enhancements for AVONEX®, as part of lifecycle plan.
 - Assisted VP of Business Planning with analysis of international sales trends of AVONEX®, based on price increases and historical distributor behavior. Analysis was used to revise sales forecasts.
 - Managed \$160 million budget for co-development of ANTEGREN® with Elan Pharmaceuticals for the treatment of Crohn’s disease and multiple sclerosis. **Frames scope of project**
 - Led quantification of second indication strategies and product lifecycle improvements for ANTEGREN®; participated in brainstorming sessions involving the technical and financial feasibility of multiple options.
 - Improved and maintained communications with counterparts at Elan Pharmaceuticals by creating and implementing a series of shared reports for use in the quarterly reconciliation of operating expenses.
- Business Planning Analyst (2001-2002)*
- Coordinated budgeting, forecasting, and long-range planning processes for AVONEX®, AMEVIVE® and several early stage products, as a member of cross-functional project teams.
 - Designed and managed an integrated portfolio model that captured Biogen’s \$400 million investment in R&D and enabled scenario analysis for long-range planning. Output served as benchmark for annual budgeting process.
- 1998-2001 **NAVIGANT CONSULTING, INC** (formerly Peterson Consulting LLC) Boston, MA
Consultant (1999-2001, earned early promotion)
- Developed analyses of cost overruns on government contracts, consolidated findings, and presented recommendations to client that resulted in recovery of financial damages.
 - Managed staff consultants, conducted performance reviews, coordinated on-campus recruiting efforts.
- Staff Consultant (1998-1999)*
- Developed lost profits analyses for multiple clients. Drafted expert reports, prepared trial exhibits, and attended arbitrations/trials that yielded successful financial outcome. **Career progression**

PERSONAL

- Completed Boston Marathon, raising \$2800 for the Leukemia and Lymphoma Society, April 2000
- Co-Chair, Silent Auction Committee for the NewFund – marketed organization to potential sponsors/donors
- Alumni Interviewer – Tufts University Alumni Admissions Program
- Enjoy competing in sprint triathlons, half-marathons, and road races; hiking, biking, and skiing **Diverse and interesting personal section**

Consulting/Entrepreneur

John Doe

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EDUCATION

- 2002 - present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH
Candidate for Master of Business Administration degree, June 2004.
- 2003-2004 Capital Markets and Macroeconomics Teaching Assistant. *Leadership at Tuck*
 - 2003-2004 Consulting Club Co-Chair and Run for the Kids Race Coordinator.
 - Student Consulting Services, Entrepreneurship Club, Soccer Club and Tripod Hockey.
- 1994 - 1998 **HARVARD UNIVERSITY** Cambridge, MA
Bachelor of Arts, *cum laude*, Economics, June 1998.
- Honors include 1997 Phi Beta Kappa election, 1995 Detur Book Prize for top 5% of first-year class and John Harvard Scholar for academic distinction in 1995, 1996, 1997. *Academic Achievement*
 - Co-produced 150th annual Hasty Pudding Theatricals show. Managed budget of \$250,000 and supervised 60-person company.

EXPERIENCE

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- Summer 2003 **BAIN & COMPANY, INC.** Boston, MA
Summer Associate
- Member of team advising \$20+ billion business services division of large telecommunications company on future structure of business, focusing on strategic and competitive analysis.
- Performed employee, vendor and analyst interviews regarding network potential.
 - Applied game theoretical and scenario analysis to potential competitor actions and responses.
 - Recommended tactical and operational plans to transform business structure and services offered.
- 2002 **SIRIUS SATELLITE RADIO INC.** New York, NY
Publicly traded satellite radio company (SIRI) that broadcasts 100 channels of digital quality radio for a monthly subscription fee. \$2 billion in funding raised. Retail launch in February, 2002. *Company description*
- Financial Analyst, Corporate Finance Department**
- Member of team responsible for financial and strategic planning. Directed and supported Programming, IT and Special Markets Distribution departments. Reported to VP of Finance.
- Co-designed and built economic model used to manage all lines of business and raise funds.
 - Structured and monitored business development programs, restructurings and partnerships.
- Renegotiated more than \$20 million in agreements, saving approximately \$5 million.
- 2001 **FREELANCE CONSULTANT** New York, NY
- Researched, modeled, and co-wrote restructuring proposal in attempted \$55 million LBO of drugstore chain with more than 100 locations.
 - Built securitization model and researched wireless industry for proposed \$250 million prepackaged bankruptcy of second largest paging provider in U.S.
- 2000 - 2001 **VEREX ENTERTAINMENT** Englewood, NJ
Startup company that develops, manages and produces music-based entertainment.
- Vice President of Business Development**
- Developed strategy, performed financial modeling and facilitated client and partner relationships.
- Designed and executed band promotion with Teen.com, Planet Hollywood and New York radio station (WLIR). Supervised team of fifteen and reached more than 50,000 prospective customers.
 - Negotiated Borders Books & Music tour and Macy's Thanksgiving Parade appearance for proprietary children's educational character, each valued in excess of \$100,000.
- 1998 - 2000 **MORGAN STANLEY & CO. INCORPORATED** New York, NY
Analyst, Investment Banking Division – Securitized Products Group
- Pitched and executed balance sheet/restructuring strategies and asset-backed securitization transactions for banks, finance companies and utility companies.
- Executed more than 30 transactions, including record setting \$2.5 billion stranded cost deal.
 - Managed and educated clients, modeled structural alternatives and cashflows, prepared marketing materials, negotiated with rating agencies and sureties, and drafted documents. *Framed scope of project*

Overview of responsibilities

Strong verbs

PERSONAL

- Avid snowboarder and runner (Boston, Burlington and Detroit marathons, Personal Best 3:10).
- Enjoy adventure travel, abstract painting and football (Harvard varsity kicker, 1994 - 1995).

John Doe

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EDUCATION

2004-present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH

Candidate for Master of Business Administration, June 2006

- Robert Toigo Foundation Fellow, Tuck Merit Scholar, Goldman Sachs Camp Attendee
- Finance Club, Cricket Club, Tuck African-American Business Association **Scholarships**

1996-2000 **YALE UNIVERSITY** New Haven, CT

Bachelor of Arts in Economics, May 2000

- Varsity Football Defensive Back: Three-year letter winner, 1999 Ivy League Championship
 - Legacy African-American and Jewish Student Alliance Co-founder and Vice President
 - Calvin Hill Day Care Center Teaching Assistant
 - Yale Club of New York City Scholar
-

EXPERIENCE

1999-2004 **BANXCORP** New York, NY

Company assisting banks, thrifts, and finance companies in the sale of high-yield certificates of deposit and medium-term notes.

Company Description

Vice President (2001-2004)

- Oversaw proprietary marketplace and served as chief liaison with corporate, institutional, and retail clients, generating \$2 million in placement fees.
- Discussed changes in proprietary bank rate indices with deposit portfolio managers to support the re-pricing of CDs and money market accounts.
- Supervised bank rate survey published weekly in The Wall Street Journal.
- Interviewed by CNBC for a segment on retiree income, CDs, and fixed-income alternatives.

Marketing & Sales Manager (2000-2001)

- Supervised sales team offering banks and thrifts participation in proprietary deposit marketplace with annual transaction volume of \$140 million.
- Led initiative to offer customized funding solutions to finance companies.
- Developed and implemented marketing program for Ford Motor Credit debt that resulted in medium-term note sales of \$32 million in first year.
- Provided strategic marketing direction for the redevelopment of flagship *banx.com* website.

Intern (1999)

- Communicated with secondary marketing departments of money-center banks to gather information on jumbo CD yields.
- Co-developed data feed used to price deposit and loan products.

1996-1998 **REFCO GROUP** New York, NY

Firm offering exchange-traded derivatives, managed futures, and foreign exchange to commodity trading advisers and hedge funds.

Summer Trading Clerk

- Performed trade reconciliation and portfolio profit-loss analysis.
 - Executed buy-sell orders with floor dealers at futures exchanges worldwide.
 - Conducted economic research on G7 countries and analysis comparing price-yield changes of sovereign debt.
 - Earned certifiable Series 3 Examination score at age 18.
-

PERSONAL

- Visionary Pursuits Fellowship of the Bronx: Trustee and Treasurer (2000-2002).
- Interests include meditating, listening to jazz, weight training, and reading FDIC Call Reports.

**Career
Progression**



John Doe

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EDUCATION

- 2002 - present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH
Candidate for Master of Business Administration degree, June 2004
Tuck Student Consulting Services, Investment Club, Men's Hockey
- 1993 - 1997 **DARTMOUTH COLLEGE** Hanover, NH
Bachelor of Arts degree in Government, *summa cum laude*, June 1997
German Club, Intramural Hockey, Student Workshop

EXPERIENCE

- Summer 2003 **SELECT COMFORT** Minneapolis, MN
Intern
Structured and led the "Accelerated Delivery" project, an effort to reduce order lead times.
- Identified and prioritized opportunities to reduce order lead time averages and variation through the quantitative assessment of 250,000 orders and qualitative discussions with a broad range of employees.
 - Analyzed and recommended structural changes to generate improvements, including 7 day order fulfillment (implemented in August '03) and a restructured order entry department (in progress).
 - Refocused the company on lead time predictability and consistency over absolute speed.
- 1999 - 2002 **PRICEWATERHOUSECOOPERS** Boston, MA
Consultant
Designed process and technology solutions to shape and support business strategy, inform decision making and improve productivity.
- Leadership*
- Pitched a process improvement opportunity to the CFO of a Fortune 500 publishing company generating 2,500 hours of additional work. Led a team of 4 consultants and 20 client staff to design and implement the solution.
 - Spearheaded the rollout of PeopleSoft e-Procurement to an investment bank's Asia-Pacific entities.
- Process Improvement*
- Guided a regional bank through key e-procurement decisions including approvals and workflow.
 - Advised a large energy distribution and trading company on best practice e-procurement processes.
- 1997 - 1999 **THE LUCAS GROUP** Waltham, MA
Associate Consultant
Developed strategic business solutions for a core group of private equity and Fortune 100 clients. Assisted with business development and internal operations.
- Strategy*
- Redirected the go-to-market strategy for a Milan, Italy based confectionery company. Recommended the restructuring of agent relationships based on a profitability and effectiveness analysis. Planned the geographic deployment of the new salesforce based on a gap analysis of sales potential.
 - Assessed the market opportunity for a group of entrepreneurs. Profiled service demand including seasonality, product mix and the role of discounts. Integrated third-party demographic data to segment customers and model site revenues. The entrepreneurs proceeded and the company now has 30 stores.
- Financial Analysis*
- Evaluated the viability of a trucking company's business model. Created an activity-based costing model to give visibility to true operating costs. Analyzed the round-trip profitability of key customers and built an interactive pricing model to show real-time profit implications of rate and route decisions.
 - Prepared a product and channel profitability analysis of the German pet products market to support pricing and distribution strategy recommendations for a German manufacturer.

PERSONAL

- Habitat for Humanity Global Build in Dibbyanagar, Nepal, Spanish classes in Oaxaca, Mexico and German studies in Mainz, Germany.
- Enjoy traveling, photography, road biking, classic literature and current events.

John Doe

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EDUCATION

- 2003 - Present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH
Candidate for Master of Business Administration degree, June 2005.
Biotech Club, Consulting Club, Armed Forces Club, Men's Tripod Hockey, Tuck Board Fellow.
- 1991 - 1995 **UNITED STATES MILITARY ACADEMY** West Point, NY
Bachelor of Science, Computer Science.
Upsilon Pi Epsilon (Computer Science Honor Society); Student Conference on US Affairs (Chairman, European Round Table); Sandhurst Competition (Top 4 team); Platoon Leader; Company Information Systems Officer.
-

EXPERIENCE

- Summer 2003 **CENTOCOR, INC. (A JOHNSON & JOHNSON COMPANY)** Wayne, PA
Summer Intern, Global Biologics Strategic Marketing
 - Managed market research to define optimal delivery system for Phase III clinical trials and quantify commercial impact of novel delivery system on revenue forecasts.
 - Assessed differentiation strategies for \$1 billion biologic drug launch. **Scope of client**
- 2000 – 2003 **GENERAL MILLS, INC.** Minneapolis, MN
Associate Marketing Manager (Post-MBA Position)
Position summary *Baking Products Division, New Products: Led cross-functional team in new product planning including next generation concept development, total product offering refinement, and launch preparation.*
 - Managed initiation, development, and launch of *Betty Crocker Complete Desserts* in 19 weeks (vs. standard 8-12 month timeline) with estimated annual sales of \$24 million.
 - Negotiated \$800,000 cost savings with external supplier that enabled successful product launch.
 - Selected to develop curriculum for and train new MBA marketing hires. **Quantifiable achievement***GCom Division, Hispanic Marketing:* Developed strategic plans, positioning strategy, and marketing execution for brands in the Meals Division, Pillsbury Foodservice Division, and Big G Cereal Division.
 - Developed Hispanic marketing plans for four of the largest cereal brands in the company.
 - Assessed joint venture and acquisition viability of Hispanic food manufacturers.
 - Led upgrade of corporate ethnic-focused education materials including consumer insights, strategies, and account level consumer promotions.*Snacks Unlimited Division, Kids' Snacks Unit:* Created strategic plans, advertising, and marketing execution for Fruit Roll-Ups (\$55 million in annual sales.)
 - Launched two new products with estimated annual sales of \$11 million.
 - Developed advertising strategy and supervised creative execution of breakthrough television campaign.
- 1995 - 2000 **UNITED STATES ARMY** Fort Bragg, NC
Headquarters Company Executive Officer/Mortar Platoon Leader/Tank Platoon Leader
Leadership/Achievement *Held positions of increasing responsibility in organizations of up to 350 personnel in peacetime and hostile environments. Promoted twice with final rank of captain.*
 - Completed Ranger School, Infantry Officer's Advanced Course (Commandant's List), Combined Arms and Services Staff School.
 - Ranked as "one of the top three lieutenants (of 27) in the battalion."
 - Awarded Army Commendation Medal for meritorious service in maintenance operations, training deployments, and as acting company commander.
 - Led platoon to win "Best Mortar Platoon" in live-fire and simulated combat exercise.
 - Led 16-man tank platoon on peacekeeping missions in Bosnia, including reaction force and weapons inspections.
 - Planned and executed a live-fire training program that resulting in a "Distinguished" unit rating (highest rating possible) during two evaluated exercises.
-

PERSONAL

- Marathon running (Paris, 1997; Twin Cities 2001); Fly-fishing; Personal Investing
- German (intermediate); French (beginner) **Language abilities**

John Doe

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EDUCATION

- 2004-present **TUCK SCHOOL OF BUSINESS AT DARTMOUTH** Hanover, NH
Candidate for Master of Business Administration degree, June 2006
Armed Forces Alumni Club, Hockey Team, Finance Club, Tuck Volunteers
- 2001-2002 **PRINCETON UNIVERSITY** Princeton, NJ
Master of Engineering in Operations Research and Financial Engineering
Full-tuition Coast Guard fellowship for superior performance and leadership potential **Other Advanced Degree & Award**
- 1993-1997 **UNITED STATES COAST GUARD ACADEMY** New London, CT
Bachelor of Science with Honors in Operations Research
Two-year Captain of hockey team. Class Alumni Development Officer. Baseball player

EXPERIENCE

- 2002 & 2004 **US COAST GUARD HEADQUARTERS (WORKFORCE FORECASTING)** Washington, DC
Personnel Officer: Developed management policies for the Coast Guard's 7500 officer workforce; wrote policy proposals for the Commandant (CEO) and routinely briefed the Human Resource Director
- Designed plan to meet the steepest non-draft expansion demands in CG history by building advanced computer models to identify critical accession and retention points. 11% growth in three years
 - Led a cross-functional team to develop and implement US law changes that decreased attrition by 15%, enhanced performance incentives, and increased promotion board flexibility
 - Selected to serve as one of the Coast Guard's five White House Military Social Aides; part of a joint military team that assists the First Family during official functions at the White House
- 2003 **US COAST GUARD PATROL FORCES SOUTHWEST ASIA** Persian Gulf
Patrol boat squadron serving in Operation IRAQI FREEDOM as part of the international naval coalition
Executive Officer: 2nd in Command; led daily administration; managed \$11.1M budget and six crews totaling 165 people, including officers with significant linear seniority; volunteered for position
- Defended supertankers and Iraqi oil terminals from terrorists, which allowed uninterrupted flow from Iraq's largest revenue source and enabled the repair of a second major terminal, doubling off-shore export capacity
 - Interdicted 14 smuggling attempts; helped establish first post-Saddam maritime judicial proceedings
 - Designed and implemented ground-breaking staffing and maintenance systems, which increased patrol boat output by 150% and cut overhaul costs by 40%
- Recognition**
- One of 41 Lieutenants (out of over 2000) selected eligible for command of a sea-going patrol boat
- 1999-2001 **US COAST GUARD CUTTER KODIAK ISLAND** St. Petersburg, FL
110' patrol boat conducting Coast Guard missions in the Gulf of Mexico and Caribbean Sea
Executive Officer: 2nd in Command; directed daily administration; managed 18-man crew and \$110K budget
- Conducted 22 search and rescue missions; rescued 81 people in distress and saved over \$2M in property
 - Prosecuted 44 law enforcement cases; arrested three drug smugglers and repatriated 55 illegal aliens
 - Implemented web-based procedures that decreased administrative workload by 50%
 - Chosen from over 3500 junior officers to address the CG Academy's student body on career development
- 1997-1999 **US COAST GUARD CUTTER FORWARD** Portsmouth, VA
270' ship conducting Coast Guard operations in the North Atlantic Ocean and Caribbean Sea
Department Head and Deck Watch Officer: Led 21-member department operating/maintaining ship's boats, aviation equipment, hull, and decks; managed \$52K budget; directed 100-person crew during at-sea missions
- Led over 75 vessel boardings, which resulted in multiple alien repatriations and drug/vessel seizures
 - Guided department to the first error-free readiness inspection in over 260 reviews in ship's class history
 - Orchestrated an innovative hangar renovation that reduced project costs by 80% and saved 20% of budget
 - One of 16 Lieutenants Junior Grade (from over 1000) selected eligible for command of a coastal patrol boat

PERSONAL

- Over 4 years experience mentoring youths. Surfside Middle School's (FL) 2000 Mentor of the Year
- Top Secret Clearance with special designation for Presidential Proximity
- Sailed 295' square-rigged ship in a European Tall Ship Festival and during a trans-Atlantic voyage
- Helped develop a new pumpkin breed ("Tom Fox") on my family's farm

APPENDIX B: ACTION VERBS FOR RÉSUMÉS

<p>A</p> <p>Accelerated Accomplished Achieved Acted Activated Adapted Addressed Adjusted Administered Advanced Advertised Advised Advocated Aided Allocated Analyzed Answered Applied Appraised Approved Arbitrated Arranged Ascertained Assembled Assessed Assigned Assisted Attained Augmented Authorized Awarded</p> <p>B</p> <p>Balanced Began Boosted Briefed Budgeted Built</p>	<p>C</p> <p>Calculated Captured Cataloged Centralized Chaired Charted Checked Clarified Classified Coached Collaborated Collected Combined Communicated Compared Compiled Completed Composed Computed Conceived Conceptualized Condensed Conducted Conferred Conserved Consolidated Constructed Consulted Contacted Continued Contributed Controlled Converted Conveyed Convinced Coordinated Corresponded Counseled</p>	<p>Created Critiqued Cultivated Customized</p> <p>D</p> <p>Debugged Decided Defined Delegated Delivered Demonstrated Designated Designed Detected Determined Developed Devised Diagnosed Directed Discovered Dispensed Displayed Dissected Distributed Diverted Documented Drafted</p> <p>E</p> <p>Earned Edited Educated Effected Eliminated Emphasized Employed Encouraged Enforced Engineered Enhanced</p>	<p>Enlarged Enlisted Ensured Entertained Established Estimated Evaluated Examined Executed Expanded Expedited Experimented Explained Explored Expressed Extended Extracted</p> <p>F</p> <p>Fabricated Facilitated Fashioned Finalized Fixed Forecasted Formed Formulated Fostered Found Fulfilled Furnished</p> <p>G</p> <p>Gained Gathered Generated Governed Grossed Guided</p>	<p>H</p> <p>Handled Headed Heightened Helped Hired Honed Hosted Hypothesized</p> <p>I</p> <p>Identified Illustrated Imagined Implemented Improved Improvised Incorporated Increased Indexed Influenced Informed Initiated Innovated Inspected Inspired Installed Instituted Integrated Interacted Interpreted Interviewed Introduced Invented Inventoried Investigated Involved Issued</p>
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APPENDIX B: ACTION VERBS FOR RÉSUMÉS

J		Q	S	T
Joined	Orchestrated	Qualified	Saved	Targeted
Judged	Organized	Questioned	Scheduled	Taught
K	Originated		Screened	Terminated
Kept	Outlined	R	Searched	Tested
L	Overcame	Raised	Secured	Tightened
Launched	Overhauled	Ran	Selected	Totaled
Learned	Oversaw	Rated	Separated	Tracked
Lectured	P	Reached	Served	Traded
Led	Participated	Realized	Shaped	Trained
Lifted	Performed	Reasoned	Shared	Transcribed
Listened	Persuaded	Received	Simplified	Transformed
Located	Photographed	Recommended	Simulated	Transmitted
Logged	Pinpointed	Reconciled	Sketched	Translated
M	Piloted	Recorded	Sold	Traveled
Managed	Pioneered	Recruited	Solved	Tutored
Manipulated	Placed	Reduced	Sorted	U
Marketed	Planned	Referred	Spearheaded	Uncovered
Maximized	Played	Regulated	Specialized	Undertook
Measured	Predicted	Rehabilitated	Specified	Unified
Mediated	Prepared	Related	Spoke	United
Merged	Prescribed	Remodeled	Sponsored	Updated
Mobilized	Presented	Rendered	Staffed	Upgraded
Modified	Presided	Reorganized	Standardized	Used
Monitored	Prevented	Repaired	Started	Utilized
Motivated	Printed	Replaced	Streamlined	V
N	Prioritized	Reported	Strengthened	Validated
Navigated	Processed	Represented	Structured	Verbalized
Negotiated	Produced	Researched	Studied	Verified
Netted	Programmed	Reshaped	Suggested	Vitalized
O	Projected	Resolved	Summarized	Volunteered
Observed	Promoted	Responded	Supervised	W
Obtained	Proofread	Restored	Supplied	Weighed
Opened	Proposed	Retrieved	Supported	Widened
Operated	Protected	Reviewed	Surpassed	Won
Ordered	Proved	Revised	Surveyed	Worked
	Provided	Revitalized	Sustained	Wrote
	Publicized	Routed	Synthesized	
	Purchased		Systematized	