



TUCK  
AT DARTMOUTH

August 2010



Tuck Career Education Series

# TUCK RÉSUMÉ GUIDE

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## LEARN

Watch Tuck T.V.

*Résumés: Writing the First Draft*  
for a hands-on tutorial



## ASK

Post questions on Tuck's Blog:

*20/20 Career Vision*

and the CDO team will respond



## FIND

Résumé samples: *Tuck Résumé Database*

Template: *The Tuck Format*

# TUCK RÉSUMÉ GUIDE

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## 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 to help you translate your past experience into future goals using the résumé as a vehicle.

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### 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.

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### What you will need

**Inspiration** – Collect your thoughts and revisit your accomplishments by looking at past documents, such as:

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

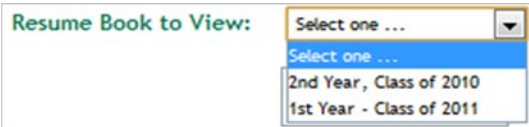
**Tuck résumé template** – Use this to make formatting easy.

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

**Sample résumés** – Search the T'10 and T'11 résumé databases:

<https://gtscandidate.mbafocus.com/Dartmouth/Candidates/Login.aspx?pid=700>

**Note:** You will need to *create a new account* and include your contact information at the minimum (under #1). **You do not need to upload your résumé at this time to view samples.** When you return to the “Candidate Registration” page, under #3, select which résumé book to view (see below). Click on the “Create Search” button if you would like to search by industry or function.



The image shows a web form element with the label "Resume Book to View:". To the right of the label is a dropdown menu. The menu is currently open, showing three options: "Select one ...", "2nd Year, Class of 2010", and "1st Year - Class of 2011". The first option is highlighted in blue.

# TUCK RÉSUMÉ GUIDE

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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.

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### 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.

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### 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.).

# TUCK RÉSUMÉ GUIDE

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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.)

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## 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%”.

See résumés at the end of this Guide for bullet point examples. You can also search the online résumé database by industry and function by following the instructions on [page 3](#).

# TUCK RÉSUMÉ GUIDE

## 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.

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### 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 action verbs for résumés 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

# TUCK RÉSUMÉ GUIDE

## LANGUAGE & GRAMMAR

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

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### 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/magazines are italicized; dissertations/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 “en” dash between dates, without spaces (e.g. 2009–2010)
- Use an “em” dash when joining phrases (e.g. ...Résumé document—both Tuck specific and...), without spaces
- 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 title appears within text section of résumé, do not capitalize
- Ampersand (&): don't use unless in formal name of company (e.g. P&G)
- Email addresses: all in lowercase and not underlined
- 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)

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### 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**)



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## ACTION VERBS FOR RÉSUMÉS

<p><b>A</b></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>C</b></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><b>D</b></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><b>E</b></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><b>F</b></p> <p>Fabricated Facilitated Fashioned Finalized Fixed Forecasted Formed Formulated Fostered Found Fulfilled Furnished</p> <p><b>G</b></p> <p>Gained Gathered Generated Governed Grossed Guided</p>	<p><b>H</b></p> <p>Handled Headed Heightened Helped Hired Honed Hosted Hypothesized</p> <p><b>I</b></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>
<p><b>B</b></p> <p>Balanced Began Boosted Briefed Budgeted Built</p>				

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