



grow

Alumni Association of the University of Michigan

# RESUME GUIDE



**ALUMNI**  
ASSOCIATION

# INTRODUCTION

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There are currently two key career branding platforms: the resume and the LinkedIn profile. Both are an indispensable part of the job search or career advancement process and require time and effort. This guide brings you up to date best practices and step by step instructions for building and communicating your career brand in the resume.

*There are four critical elements to any effective resume*



**A CLEAR PROMISE OF VALUE**



**A DEFINED TARGET**



**A RESULTS FOCUS**



**THE ACCURATE USE OF KEYWORDS**



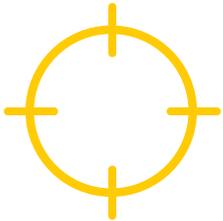
## A CLEAR PROMISE OF VALUE

A brand is a promise of value. Consider how your promise of value is communicated to a prospective employer in your resume. The profusion of large job boards, individual professional websites, blogs, and social media promotion, as well as large scale applicant tracking systems have resulted in an increasingly competitive job market for seekers. Meet the foundational requirements demanded in this environment by including the following three key components in a professional summary at the outset:

- Professional identity- who are you?
- Skills and Background- as it relates to the specific company and target position
- Results focus

### Example

*Analytical operations leader (professional identity) who thrives in complex supply chain manufacturing environment (background) to consistently improve process performance and profitability (result) through Lean Six Sigma Black Belt expertise.*



## DEFINED TARGET

The best resumes (and LinkedIn profiles) have a defined theme that signals a clear career target. When reviewed, a cohesive picture emerges that is geared towards a specific industry and function. The document should not read as an all-inclusive biography of everything you have done (and thus differs from a Curriculum Vitae). Emphasize key skills or experiences and exclude or play down aspects of past work experience that are unrelated to your target. Some ways include adjusting your professional summary and placing the most relevant bullets first in your experience section. If job hopping or attempting a drastic career change, it may be that a functional format- a layout that highlights certain skills or functional areas will allow you to create a stronger theme and emphasize transferable skills and strengths (see sample functional resume on the last page of this guide).

### Example: Same Candidate Varied Targets (Teacher)

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

### (School Administrator)

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



## RESULTS FOCUS

Do not simply state responsibilities. Craft experience bullets by focusing on the action undertaken (past tense), the context in which they take place (think about who, how many, what, where) and what that work resulted in. Use the ACTION-CONTEXT-RESULT format.

### Example

- Liaison between customers and sales management
- Coordinated (ACTION) over 10 company relationships between customers and sales management (CONTEXT) increasing market share of petroleum product line by 25% and return business by 50% (RESULT)



## ACCURATE USE OF KEYWORDS

Use keywords and terminology from intended job descriptions, industry associations and industry or career related discussion forums (LinkedIn Groups) to display your industry understanding as well as to make sure you come up in applicant tracking systems (especially in large organizations).

### Example

A person applying for a position in Senior Brand Management needs to ensure that their experience is described in the specific terms in the job posting, whether it be 'Brand Equity Building', 'Communication and Media Planning', 'New Product Development and Launch' and 'Marketing Strategy'. Though the applicant may have their own terminology for these skills, their resume MUST match the language used by the company and recruiter.

## IN SUMMARY

Finally, the document should be proofread multiple times, not contain any errors or typos and be visually pleasing with adequate white space to allow for easy reading. Stick with widely used fonts (Cambria, Georgia, Tahoma etc.) no larger than 12 and make sure to write experience section in reverse chronological bullet format. Finally, we recommend the document be one page, at most two, unless a high-profile executive with over 25 years of experience.

### Example

**MAIZE A. BLUE**  
 Street Address • City, STATE Zip • 999.999.9999 • [emailaddress@gmail.com](mailto:emailaddress@gmail.com)

TARGET SIGNALLED IN SUMMARY  
 SUBSTANTIATED BY PROGRESSIVE BULLETS=  
 CLEAR THEME

Educator and Developer (PROFESSIONAL IDENTITY) with eight years' experience as High School classroom English teacher in complex urban setting. Expert skills in curriculum development that provides instruction supported by standards, aligning technology with pedagogy, assessment best practices, classroom management and peer mentorship (SKILLS/BACKGROUND). Student learning under leadership indicates improved literacy and grades (RESULTS).

Technology Integration	Curriculum implementation
Curriculum creation and implementation	Differentiated instruction & assessment

**EXPERIENCE**  
**ANN ARBOR SCHOOL DISTRICT- HURON HIGH** Ann Arbor, MI  
*10<sup>th</sup> Grade Teacher* *2011-present*

- Created (ACTION) two vlog and blog-based language arts curricula for grades 10 and 11 (CONTEXT- HOW MANY? WHAT? WHEN?) to meet Expected Schoolwide Learning Results for Eastern Association of Schools and Colleges 2015/16 accreditation (RESULT).

ACTION-CONTEXT-RESULT IS CLEAR AND LANGUAGE/KEYWORDS USED DISPLAYS INDUSTRY UNDERSTANDING



## PUTTING IT TOGETHER: STEP BY STEP

### HEADER

- Address is permanent/updated
- Email: simple and professional (avoid slang); ensure email does not expire
- Could include customized linkedin url or professional website

### PROFESSIONAL SUMMARY

- Statement should include professional identity, skills and background and results/value proposition; followed by list of core competencies
- Signals clear intent/target

### EXPERIENCE

- As most important part of resume, should occupy minimum of one third of page, ideally two thirds
- Display in reverse chronological order
- Ideally displays sense of progression
- If gaps in employment consider functional format (see sample at end of guide) that displays bullets in functional/skill areas

### EDUCATION

- Write degree in full- Bachelor of Science, Master of Arts
- If degree is general include specialization or emphases
- Include month and year of graduation, if more that 10 years out, simply include year
- If within 1-2 years of graduation may be placed prior to experience section
- Those with over 15-20 years experience should exclude details of academic or leadership performance
- Recent graduates include volunteer, academic and leadership performance

### ADDITIONAL

- Technical skills and software (unless in IT field in which case should be listed as core competency in professional summary)
- Language proficiency and international experience
- Professional organizations/memberships; leadership and volunteer experience

## SALLY SAMPLE

Street Address • City, STATE Zip • 999.999.9999 • [emailaddress@gmail.com](mailto:emailaddress@gmail.com)

### CAREER PROFILE

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

### EXPERIENCE

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#### UNIVERSITY OF MICHIGAN – ROSS SCHOOL OF BUSINESS

Ann Arbor, MI

##### *Administrative Assistant Intermediate*

2010-2012

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

#### UNIVERSITY OF MICHIGAN MEDICAL SCHOOL

Ann Arbor, MI

##### *Administrative Assistant*

2009-2010

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

#### WOODWARD SCHOOL

Irvine, CA

##### *Volunteer Substitute Teacher*

2007-2008

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

### EDUCATION

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#### UNIVERSITY OF MICHIGAN

Ann Arbor, MI

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

June 2006

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

### ADDITIONAL

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

## FUNCTIONAL FORMAT

Street Address • City, STATE Zip • 999.999.9999 • [emailaddress@gmail.com](mailto:emailaddress@gmail.com)

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### OPERATIONS MANAGEMENT • CONTINUOUS IMPROVEMENT • LEAN SIX SIGMA CHANGE MANAGEMENT

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

#### Core Competencies

Complex data analytics  
Project management

Strategic planning  
Identifying waste

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#### PROFESSIONAL EXPERIENCE

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#### KNOWLEDGE, SKILLS, & ABILITIES

##### PROJECT MANAGEMENT

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

##### DATA & FINANCIAL ANALYSIS

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

##### INTERNATIONAL

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

#### ORGANIZATIONAL AND PROCESS EFFICIENCY CONSULTING PROJECTS

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

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#### EDUCATION

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##### UNIVERSITY OF MICHIGAN – ROSS SCHOOL OF BUSINESS

Ann Arbor, MI

##### Master of Business Administration, June 2002

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

##### NEW YORK UNIVERSITY– SCHOOL OF PUBLIC POLICY

New York, NY

##### Bachelor of Arts, Politics and History, June 1997

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#### ADDITIONAL

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