

# Resume Development Strategies

The objective of a resume is to clearly communicate the skills and achievements that make you uniquely qualified for the position you are seeking. Your resume is essentially a sales tool that will convince an employer that you are a great match for them. Therefore, it needs to go *beyond* simply summarizing your background – it needs to exhibit the skills and experience that are *relevant* to the position and show a track record of *achievement*.

Writing a resume is a three-step process. This document will walk you through the steps: **Build a Foundation, Create Your Resume and Review / Refine Your Resume.**

## An Important Note about Resume Format

The Fisher College of Business Office of Career Management has developed a required resume format for graduate student resumes based on a review of resume best practices. According to leading recruiters and career search experts, the use of a consistent format allows both students and potential employers to focus on the content rather than the form of the resume. Sample resumes in the required format are provided for various academic disciplines and degree programs on the Fisher website at <http://fisher.osu.edu/offices/career-management/graduate-students/career-resources/>.

## **Build a Foundation** – Identify Relevant Skills and Develop Achievement-Oriented Bullets **Identify Relevant Skills**

Before writing your resume, identify the relevant skills you would like to include. Employers will initially screen a resume by quickly looking for the skills necessary to succeed in the position, so it's important to make sure your resume is targeted to the position. Because you may not have the experience in a particular field (an engineer seeking a finance career), you need to focus on your relevant, transferable skills and highlight those. Examples of transferable skills are listed below:

**Leadership  
Teamwork**

**Communication  
Conflict Resolution**

**Creativity  
Analysis**

**Project Management  
Problem Solving**

### Follow these steps to get started:

1. **Job Skills:** List the skills that are needed for the position you are seeking. Job postings as well as Wet Feet and Vault Career Guides (available via the Fisher website) are good resources for this information.
2. **Your Skills:** List all the skills from your previous work experience and extracurricular activities. Write down examples of when you utilized these skills (ie: Teamwork: At ABC Inc., worked on cross-functional team to improve customer service). Completing this may require you to think differently about how you describe your past experiences, especially if you are switching careers.

*For example, an engineer may say they “designed engines.” But when seeking a corporate finance career, they should consider specific skills used to design the engine that could be transferred to his/her new career. Some examples are “analyzed data to identify causes of engine failure” or “worked in a cross-functional team to develop a more cost effective engine.”*

3. **Your Relevant Skills:** Cross-reference the first two lists you created to identify your *relevant* skills. These are the skills that you want to emphasize on your resume – they are necessary for the job and you have effectively demonstrated them in the past. Focusing on your relevant skills will help ensure the employer sees the skills they are seeking so that your resume passes the initial screen.

## Office of Career Management

**Develop Achievement-Oriented Bullets**

The next task is to start drafting achievement-oriented bullet points for your resume. You should now have a list of the skills you want to highlight on your resume and the related stories from your previous work and extracurricular experiences. You will now craft these stories into impactful, effective bullet points.

The most effective bullets are achievement-oriented – they explain how you made an impact on an organization. You should try to avoid task-oriented bullets – those that just describe your duties or responsibilities – as they will not set you apart from others or help show a track record of achievement.

One way to identify your achievements is to think about problems that you solved, challenges you overcame, issues you identified and processes you improved. You want to identify all the ways you made a positive impact on an organization (company, volunteer organization, school, etc.).

**Use the following format to help you develop each bullet point:**

- Action:** Use an action verb to describe what you did. Avoid using phrases such as “responsible for” or “in charge of.” See the list of action words at the end of this guide to help you.
- Task:** Add context to what you did; answer what, how, and why.
- Result:** Describe the results of your actions. Some results are easily quantified (for example, “increased sales by 10%”). As an alternative, you can qualify your result to describe the impact you made (for example, “significant decrease in costs,” or “improved morale”).
- Avoid:** Using technical lingo and abbreviations that are industry or function specific.

**Examples:**

<u>Task-Oriented</u>	<u>Achievement-Oriented</u>
Wrote reports for clients.	Identified unique marketing solutions for retail client to defend against a competitive launch. ( <i>analysis, creativity</i> )
Designed engine.	Led redesign of aircraft engine by analyzing key issues, worked with cross-functional team to identify solutions and managing timeline and budget. Resulted in improved engine efficiency and a 25% cost reduction. ( <i>analysis, teamwork</i> )
Coordinated fundraising event.	Coordinated Sponsorship Committee for Children’s Hospital Walkathon. Increased sponsorship funding by 15% by effectively recruiting and motivating sixteen volunteers, identifying new sponsorship opportunities and gaining commitment from three new sponsors. ( <i>leadership, project management</i> )
Sold software in largest territory.	Increased revenue of largest US territory by 10% following three years of decline; analyzed historical sales to identify gaps and trends then developed programs with major customers to meet their needs. ( <i>analysis, problem solving</i> )
Worked at front desk of health club.	Built strong client relationships by providing friendly greetings, promptly answering calls and proactively identifying solutions to problems. ( <i>communication, problem-solving</i> )
Managed team of four.	Developed and trained team of four direct reports, resulting in two promotions. ( <i>teamwork, managing others</i> )

**Office of Career Management**

## Create Your Resume

Now that you have the foundation for your resume, you can begin creating your resume (please see the information about Fisher's required resume format on page 1 of this guide).

### Identifying Data

- Name, address, phone number and OSU, Fisher or professional e-mail address are mandatory.
- Do not include personal information such as height, weight, race or age.

### Objective or Summary

Including an objective or summary on your resume is **optional**. However, either an objective or summary can help set up your resume for the reader, and may be helpful for someone who has limited experience or who is switching careers.

**Objective:** Enables the reader to quickly learn about the position you are seeking.

**Summary:** Enables the reader to gain an overall picture of what makes you unique and qualified for the position.

#### A few guidelines:

- Include no more than 2–3 lines. Too specific may be limiting; too broad is meaningless.
- Consider writing 2–3 versions, each targeted to the different types of positions you may be seeking. You may choose to include the information in a cover letter instead of your resume.

#### **Objective:**

*"Seeking an operations management internship with an automotive manufacturing company."*

*"To obtain a position as a financial and investment analyst with a major investment bank."*

*"A position in human resource management emphasizing recruitment and employment."*

#### **Summary:**

*"Financial analyst with ten years of experience in progressively responsible positions. Proven leadership abilities, thrive in team environment, excel in data analysis and problem-solving."*

*"Four years of experience providing technology solutions to major corporations. Qualifications include strategy development, project management and budgeting. Developed client relationships and created positive team environment via strong communication skills."*

#### **Summary with Objective:**

*"Highly motivated student pursuing a Master of Labor and Human Relations. Seeking internship in human resources, leveraging my teamwork, communication and analytical abilities. "*

*"Seeking brand management position with consumer-oriented company. Experienced sales manager with strong analytical background, persuasion skills and ability to develop creative solutions. Demonstrated ability to manage budgets and consistently deliver revenue growth."*

---

## Office of Career Management

150 Gerlach Hall – 2108 Neil Avenue – Columbus, OH 43210-1144

Telephone: 614-292-6024 – Fax: 614-292-1007

[fisher.osu.edu/offices/career-management](http://fisher.osu.edu/offices/career-management)

## Education

**Sequence:** This information should appear in reverse chronological order (present to past).

**Recommended Information:** Include institution, location, expected or completed degree, date of graduation, major(s) and any honors awarded. Completely spell out degrees and make sure the degree is singular (e.g., Master of Business Administration, Master of Labor and Human Resources).

**GPA:** Including your GPA is optional. Include it if it is notably high (above 3.5) or if you are pursuing a career where it is expected (consulting, i-banking). **Note:** *If your GMAT is above 700, it is recommended that you include it as well.*

**Activities and Honors:** You may include honors and relevant extracurricular activities in this section or in a separate Additional Information section (see Additional Information below).

**Additional Qualifications:** Publications, professional licenses or special training *that are relevant to the career you are pursuing* may appear in this section.

**High School:** Information about high school should **not** be included.

<b>The Ohio State University, Fisher College of Business</b> Master of Business Administration, Finance <ul style="list-style-type: none"> <li>• Awarded merit-based scholarship for tuition and housing</li> <li>• GPA 3.9</li> <li>• Elected Vice-President - Membership, MBA Finance Club</li> </ul>	<b>Columbus, Ohio</b> June 2010
---	------------------------------------

## Experience

**Sequence:** This information should appear in reverse chronological order (present to past) with your most recent work experience first.

**Recommended Information:** Include the organization's name, location, position held, dates of employment and a description of your accomplishments.

### A few guidelines:

- Your bullets should already be drafted from the previous exercises. Focus on the skills and experiences that relate to the position you are seeking and provide evidence of your ability to assume responsibility, follow through, and achieve positive outcomes.
- If you have had numerous part-time jobs, highlight only the most relevant experiences.
- Military experience may be included in this section or in its own category.

<b>ABC, Inc.</b> Financial Analyst <ul style="list-style-type: none"> <li>• Conducted analysis of raw material purchases and identified ways to reduce costs by 18%.</li> <li>• Worked in cross-functional team with marketing, supply chain and accounting to create a simplified monthly reporting process.</li> </ul>	<b>New York, NY</b> June 2007 – August 2009
--	--

## Additional Information

Use this section to highlight any additional information that further illustrates your transferable skills. In this section, consider including the following:

**Honors:** List any awards, scholarships, achievements and academic distinctions here or in the Education section.

**Personal:** If you have space that cannot otherwise be devoted to relevant job skills or activities, you may wish to include a brief statement regarding hobbies and interests. List only hobbies or interests that may attract positive attention in an interview and which highlight traits you wish to emphasize.

## Office of Career Management

**Computer Skills:** Only include skills that are *relevant* to and/or *required* for the position. **Examples:** Statistical packages (for market research, human resources), SAP (for manufacturing), PeopleSoft (for HR). No need to mention Microsoft Office – most recruiters will assume you can use Office if you are pursuing a graduate degree or have worked for a major company. You may also incorporate technical skills into your Experience bullets instead of listing them separately (e.g., analyzed data via SPSS).

**Activities:** This is your opportunity to show your commitment to your major field and to leadership positions outside of the classroom. This may include volunteer work, clubs and professional organizations.

**A few guidelines:**

- Be sure to emphasize leadership roles.
- This information will be most impactful if you explain the contributions you made to the organization. This shows that you aren't just involved in a club as a resume-builder but that you are committed to making a difference in the organization.

**Additional Information Examples:**

**Additional Information**

- Proficient in Access and Statistical Analysis Software (SAS and Minitab)
- Big Brothers/Big Sisters volunteer, 2004 to present
- Fluent in Spanish
- Interests include photography, piano, tennis and soccer

**Additional Information**

**Activities:** MBA Marketing Association, President, 2006-07: Developed an interviewing guide and increased number of networking events by 50%. Black MBA Association, secretary, 2009-10

**Interests:** Yoga, reading, running and gourmet cuisine

**References**

**Do not list references on your resume and do not state “references available on request.”** Prepare a separate page with your name at the top and a list of three professional references with name, title, e-mail and business phone number. Make sure that you receive permission from those individuals you are using as references. Take your reference list with you when interviewing.

**Formatting Guidelines**

- Format:** Keep margins even, using appropriate balance of white space to printed word. Use 8.5” X 11” bond resume paper of a conservative shade when printing.
- Font:** Times New Roman is the recommended font. Use 9-12 pt. font size. Do not use shading or graphics as they will detract from the content.
- Style:** Sentences need not be complete. Do not write in first person, singular case (instead of “I led a team...,” state “Led team...”). Always write in the past tense for previous experiences and in the present tense for anything you are currently doing.
- Length:** Do not exceed one page unless you have significant (i.e. 10 years) and relevant experience. Each position you have held should have no more than 6 bullets and each bullet should be no longer than 3 lines.

**Targeted Resumes**

“Targeting” your resume means you are customizing your resume for a particular position, company or career field. For example, you may be interested in both financial banking and accounting but don’t want to use the same resume for both areas of business. A targeted resume begins with a targeted objective and will emphasize educational experience, jobs and/or skills in the targeted field or industry.

**Office of Career Management**

## **Review / Refine Your Resume**

When reviewing your resume, ask the following questions:

- Layout:** Does it have a clean, clear, simple format with good balance of print and white space?
- Errors:** Is every word spelled correctly (use spell check) and is the grammar correct?
- Qualifications:** Are you clearly articulating your qualifications – the skills and experiences the employer is seeking?
- Achievement:** Are you showing a track record of achievement? Do you come across as someone who has made contributions in every position? Would someone want to have you on their team?

**Ask others to review your resume.** Give them the above criteria on which to critique your resume so you are sure to get the best feedback. You should have the following people review your resume:

- Career Management Consultant
- Two or three peers in your program
- Friends and family from outside the program
- Someone who works in the industry you are pursuing (if you don't know someone now, you will meet people as you continue networking)

**Finally, upload your resume to FisherConnect and MBA Focus. Then print it out to make sure you didn't lose any formatting during the upload process.**

---

### **Office of Career Management**

## ACTION VERBS

Achieved	Estimated	Led	Represented
Activated	Evaluated	Maintained	Researched
Adapted	Examined	Managed	Resolved
Administered	Exceeded	Marketed	Reviewed
Affected	Executed	Mediated	Revised
Analyzed	Exercised	Minimized	Saved
Appointed	Exhibited	Modified	Scheduled
Approved	Expanded	Monitored	Secured
Assessed	Expedited	Motivated	Selected
Assisted	Explained	Obtained	Served
Attained	Extended	Operated	Shaped
Budgeted	Financed	Organized	Showed
Built	Forecasted	Originated	Simplified
Calculated	Formulated	Overhauled	Sold
Collaborated	Founded	Oversaw	Solved
Completed	Fulfilled	Participated	Sponsored
Conceived	Gained	Performed	Standardized
Conducted	Generated	Planned	Started
Constructed	Guided	Prepared	Streamlined
Consulted	Handled	Pinpointed	Strengthened
Controlled	Headed	Presented	Structured
Coordinated	Identified	Prevented	Summarized
Created	Implemented	Prioritized	Supervised
Decreased	Improved	Processed	Supported
Defined	Increased	Produced	Surveyed
Delegated	Influenced	Projected	Sustained
Demonstrated	Initiated	Promoted	Tailored
Designated	Innovated	Proposed	Taught
Designed	Installed	Proved	Tested
Developed	Integrated	Provided	Trained
Directed	Interpreted	Purchased	Transformed
Discovered	Introduced	Recommended	Undertook
Documented	Invented	Reduced	Utilized
Eliminated	Invested	Reinforced	Verified
Employed	Investigated	Reorganized	Won
Established	Launched	Reported	Wrote

## Office of Career Management