

## ALTERNATIVE METHODS TO PRESENTING YOUR BACKGROUND

A two-page resume provides a good overview of your experience, but cannot provide an in-depth view of specific events, leadership or skills. The following three examples are alternatives for presenting your background.

- 1) Use when you feel it adds to the discussion - I only used after my initial interviews went very well.
- 2) Your verbal communication of these tools is what matters the most
- 3) Use simple and direct language
- 4) Make these competent - don't stress if an adjective fits better in the first or second paragraph

### **I. Summary of Accomplishments/Projects**

#### Purpose:

Provide depth/scope for roles listed on resume

#### Format/Content:

Multiple page report of key events for two or three roles on resume

- 1) Project name
- 2) Summary of your involvement
- 3) Result of summary/project

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**SNUBBA JONES**  
**MANUFACTURING OPERATING EXECUTIVE**  
**SUMMARY OF ACCOMPLISHMENTS/SIGNIFICANT EVENTS**

#### POSITION: DIVISIONAL PRESIDENT - XYZ DIVISION (2005 - 2009)

##### **New Sales**

Rebuilt sales organization over three years by bringing in three new sales leaders and investing in new sales training.

Result: 150% increase in new clients worth \$50 million in revenue

##### **Lean Manufacturing**

Implemented Lean Manufacturing practices in all three plants, including UK plant, within 18 months.

Result: Cost of production reduced by 15% or \$20 million annual savings.

.... Include additional accomplishments for different positions held

#### Tips:

- 1) Order of projects based on importance to reader
  - 2) Include activities during transition
  - 3) If significant, include non-business activities (e.g. large fundraising)
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### **II. Experience statistics**

#### Purpose:

Provides a summary of overall talent set in easy to scan table. The table can be organized so that the items most relevant for the job appear first.

**ALTERNATIVE METHODS TO PRESENTING  
YOUR BACKGROUND**

**SNUBBA JONES  
MANUFACTURING OPERATING EXECUTIVE  
EXPERIENCE SNAPSHOT**

**Leadership:**

CEO	10 years
Reported to Board	10 years
Divisional President	15 years
P/L Responsibility	15 years
Supervision of staff	20 years

The statistics can be for virtually anything from your career. The key is to emphasize accomplishments that are relevant to the reader.

**Experience:**

Domestic division	18 years
International divisions	
Germany	3 years
Italy	4 years

My example is pretty vanilla - you can use different types of graphs, color, etc.

**Accomplishments:**

# of start-up divisions	2
# of new offices opened	25
New clients sold	125
Years achieving revenue budget	15

**III. - Skill Rating**

**Purpose:**

Provides a summary of overall talent set in easy to scan table. The table can be organized so that the items most relevant for the job appear first.

**Format/Content:**

Table format with numeric rating of strength in different areas of general business skills

**SNUBBA JONES  
MANUFACTURING OPERATING EXECUTIVE  
OVERVIEW OF BUSINESS SKILLS**

Rating Scale: 1= Limited Exposure, 10 = Expert/Significant Experience

**Leadership/Supervision:**

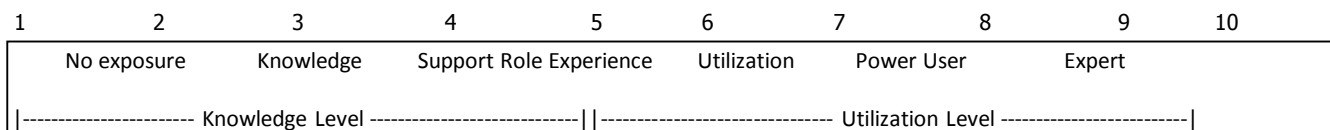
Staff management	9
Organization skills	8
Decision Making	7
Ability to Influence	7
Mentoring/Coaching skills - day-to-day	6
Teaching skills	6

For other areas to rate yourself - see below.

Tips:

- 1) Not everyone can be top performer in every category – know where you need support (2007 BusinessWeek poll: 90% of respondents believe they're in the top 10% of performers. Who's says there's no room at the top).
- 2) This needs to be given a verbal review, so you can explain how you worked to have the right team to back up your areas of lower experience/focus.
- 3) Rating your experience - below is a guide for how to rate your skill in a particular area

The scale tries to differentiate "awareness" from "hands on" experience



**III. Business Case format:**

Purpose:

Presents selected experience with projects/initiatives that closely match with an important issue(s) facing targeted company. Used to give HR/hiring manager a pre-read or follow-up on relevant experience – to let them know what you do.

You are trying to communicate your ROI to the firm – What return they get by hiring you.

Format/Content:

One page which details a specific event

- 1) Overview of issue (A)
- 2) What was your solution (A)
- 3) How did you deliver the solution (B)
- 4) What was different from prior attempts (if applicable) (B)
- 5) How did you communicate your plan (C)
- 6) What type of team did you build (D)
- 7) How did you track progress/results (E)
- 8) End result (if quantifiable, do so) (E)

The points about are grouped by what can be included in a short paragraph.

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**SNUBBA JONES  
MANUFACTURING OPERATING EXECUTIVE  
BUSINESS CASE: REDUCTION IN MANUFACTURING COSTS****Issue:**

Cost of manufacturing had risen 22% over the past three years, making our costs the highest among all competitors.

**Solution:**

Implementation of 'lean' manufacturing practices in all plants, including those in UK.

**How was it delivered:**

Different from previous attempts, we did the initial planning sessions with plant employees versus creating over plan using outside consultants. From the initial sessions, we .....

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**End Result:**

Costs were reduced by 34% within 24 months, resulting in \$20 million of savings, without a decline in quality.

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**IV. Other Areas for Rating Scale**

Below are additional areas where you can rate your experience/performance on a point scale. This is not exhaustive, but to help sparks ideas on where you can rate yourself.

**INDUSTRY/FIRM KNOWLEDGE**

Competitors  
- Traditional  
- Other  
Products and services  
Compliance & regulatory issues

**PLANNING & ANALYSIS**

Long-range financial modeling  
Investment analysis  
Business case financial models  
Business Metrics development  
Profitability analysis  
Cash Flow/Balance sheet analysis  
Scorecards/Executive Dashboard  
Annual goal setting/financial targets  
Managing budget/forecast process  
Incentive plan design & review  
S,G&A review

**OPERATIONS FINANCE:**

Cost accounting/Cost to serve  
ABC process  
Process analysis (Six Sigma)  
Allocations  
Sourcing/Procurement

**M & A**

Target identification  
Financial Analysis - valuation (P/L & B/S)  
Regulatory  
Negotiation of deal terms  
Legal  
Tax  
Integration  
Due diligence  
Deal communication

**CLIENT MANAGEMENT/INTERACTION:**

Pricing analysis/development  
Negotiation skills  
Sales/Marketing/Proposals  
Contracting

**CONTROLLERSHIP/GOVERNANCE:**

Working capital management  
Treasury Management  
Financial reporting - internal  
Financial reporting - external  
Audit policies/practices  
Corporate tax (Federal/State)  
Accounting policies/practices  
Internal controls/Risk Management  
Business Law

**ALTERNATIVE METHODS TO PRESENTING  
YOUR BACKGROUND**

STRATEGIC PLANNING:

Strategic planning - Visioning  
Business case preparation

COMMUNICATION:

Financial disclosure  
Writing skills  
Listening skills  
Public Speaking/Speech Writing  
Presentation Skills

SUPERVISION

Staff/Resource management  
Facilitate effective group meetings  
Conflict management  
Organization/Delegation skills  
Team building  
Mentoring/Coaching skills - day to day  
Teaching skills

NEGOTIATION SKILLS:

Supplier Negotiations  
Negotiation Skills  
Contract Negotiations - Business  
Contract Negotiations - Legal

INFORMATION TECHNOLOGY

Process improvement (IT/Non-IT)  
Web-based technologies  
Network Security Processes  
Platform management  
Decision support techniques  
Cost/Benefit analysis  
IT related Accounting policies

LEADERSHIP:

Ability to develop/write vision & mission  
Ability to communicate vision & mission  
Relationship building across organization  
Decision making  
Ability to influence/motivate  
Ability to manage to budget  
Leadership outside of own department

OTHER SKILLS/EXPOSURE:

International experience  
Global Awareness  
Diversity  
Project Management  
Buzzword Bingo - Take it to the next level!