

# 12 STEPS TO A KILLER RÉSUMÉ

A PRACTICAL, STEP-BY-STEP GUIDE FOR BUSY PROFESSIONALS  
WHO WANT A RÉSUMÉ THAT GETS THE INTERVIEW

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**HT**  
**YC** **HAPPEN** TO  
**YOUR CAREER**



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Happen to Your Career

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**Disclaimer:** Blah, Blah... the lawyer said we had to

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This material is provided on an as-is basis. I make no representations as to accuracy, completeness, currentness, suitability, or validity of any information and will not be liable for any errors, omissions, or delays in this information or any losses, injuries, or damages arising from its use.

**Do you look forward to  
Monday?**

# You Have Two Choices

You can do the minimum

- or -

You can go all in

**Decide now to pursue excellence**

There's one choice that will get results, and one that won't.

**Choose wisely**

Picture yourself completing the 12 step plan presented here. What does the end product look like? What would having a strong résumé mean for you?

**Make a commitment to yourself**

My Target Completion Date: \_\_\_\_\_

Signature: \_\_\_\_\_

## About the Authors

Scott Anthony Barlow is the Founder of Happen to Your Career, a company that helps you stop doing work that doesn't fit, figuring out what does and then teaching you to make it happen! He has been helping people develop their careers and businesses for over 10 years as a Human Resources Leader, Business Development Expert, and Career Coach. With over 2000 interviews worth of experience from his HR career, Scott interviews others telling their story of finding work they love on the Happen to Your Career Podcast. Scott and his wife Alyssa have 3 children and live in Moses Lake, Washington.

Happen to Your Career was founded on the belief that no one should remain stuck, doing work they hate or that doesn't fit them. We inspire people to identify the strengths and passions they want to pursue in their work and help them make that transition.

Through the weekly Happen to Your Career Podcast, HTYC Work You Love: One Stop Facebook group, online coursework and digital products, and personalized coaching, Happen To Your Career provides the inspiration, tools and road maps for people to journey to work they love.

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Tom Dixon, CPIM, MBA, is a demand planning expert and experienced career coach. Tom began his career at PepsiCo, where he most recently led the forecasting function for the North America foods business. He currently leads the demand planning team for a large company in the packaging industry.

Tom is passionate about building processes and teams to accomplish great things. He founded Monday Is Good to leverage his "in the trenches" experience with career transition and help others look forward to Monday. He believes work should be fulfilling, energizing, and a source of joy in your life.

## A Note To The Reader

Thank you for purchasing The Résumé Reboot Workbook. It's my goal to provide practical resources that provide far more value than they cost.

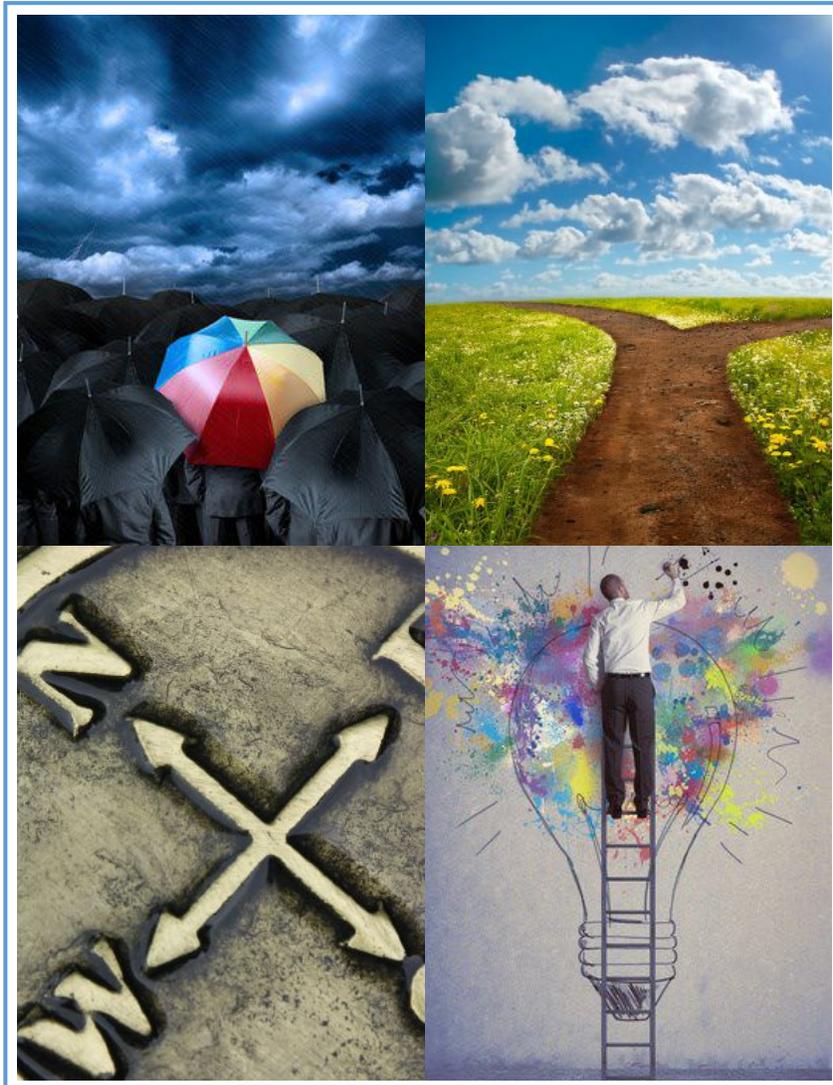
I need to make sure we're on the same page about a few things:

- By purchasing this workbook, and providing me with your email address, you'll get the latest electronic version of any updates. There will never be an additional charge for future editions.
- This guide can't possibly cover every situation. The problem with most résumé resources out there is that they try to cover too much ground. This workbook will get you 90% of the way there, but may require you to do *some* additional homework.
- My background is in supply-chain and logistics. This workbook is written from that perspective, but will work well for MANY additional fields. However, it isn't appropriate in all instances. Very technical or academic fields will be better served by a different resource.
- Some of this material has previously been published on my blog. This workbook contains expanded versions of past posts along with additional examples and exercises.
- **Your satisfaction is guaranteed.** If you don't feel you've received the value you expected, I'll gladly refund your money. Within 30 days of your purchase, simply email me at:

[tom@mondayisgood.com](mailto:tom@mondayisgood.com)

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## **#1 Relax (getting the right perspective)**

Writing your résumé can feel overwhelming. If you're currently unemployed, the pressure to get it "perfect" adds even more stress.



The best way to  
start is to **RELAX.**

**Here's How:**

### **#1 Get the right view of what your résumé should do.**

The goal of your résumé isn't to list every job you've ever had. It's to get an interview, nothing more. The more specific it can be to the position you're applying for, the better. There's no such thing as one résumé that will work for every opportunity, so that *isn't* the goal.

This process is going to highlight the positive, not dwell on the negative. Think sales brochure versus exhaustive review.

### **#2 Realize there aren't any shortcuts.**

There are tons of résumé “tricks” out there. Worry less about those, and more about how you capture the value you bring.

What's important is **content**. Yes, including keywords is important. But even that doesn't matter if your content isn't any good.\*

**This workbook will break down the job of creating your résumé into manageable chunks, and I'll be guiding you through each one in detail.**

*\* More on keywords is in step #12 of this workbook. For now, know that different keywords are important to different companies. Don't chase them, there's a better way.*

We're not trying to make a computer someplace happy. We don't care if the HR department likes it or not. **The hiring manager is the target.**

### #3 Understand there's a lot of conflicting advice out there.

When it comes to résumés, it seems like everyone has an opinion. Reduce the noise by seeing your audience as busy, stressed, over-worked, solution-seeking **hiring managers**.

Trust me (because I am one), they don't have time to worry about the controversial parts. A hiring manager only cares about two things:

- **FIRST:** Can he/she find the information needed. Hiring managers are generally looking for *something*.
- **SECOND:** Does it look good. Even if he/she finds that *something*, they won't call you if your résumé is a wreck.

### #4 Put yourself on the other side.

You only need to be 10% better than the competition to stand out. Think about what a hiring manager would expect, and then make a plan to exceed those expectations.

There's one criteria I'll use as we work through creating or updating your résumé together:

**What impression do I want to leave with a hiring manager?**

What things are you **most** stressed about in creating your résumé ?

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## YOUR TURN

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Take the time to actually answer these. It'll make the process easier if you figure this out now!

Brainstorm a few ways you can get past each of those issues here:

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## YOUR TURN

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Take the time to actually answer these. It'll make the process easier if you figure this out now!

If you were creating a sales brochure to sell **yourself**, what are the top things you'd make sure to include?

List four off the top of your head here — don't worry about the wording, and don't overthink it.

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Looking back at everything you've ever done, what are you the **MOST** proud of? It doesn't have to be career related.

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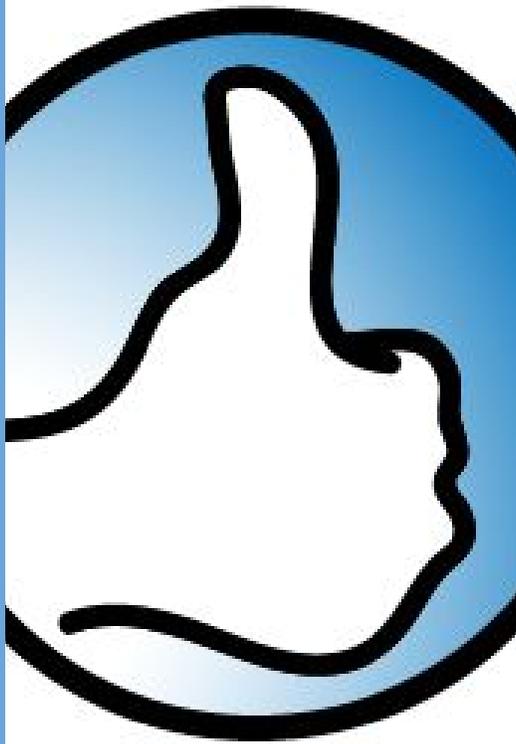
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## YOUR TURN

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Take the time to actually answer these. It'll make the process easier if you figure this out now!

Why do you think I don't recommend job seekers focus on appealing to Human Resources or making sure their résumés flag computerized screening processes?

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I won't leave you in suspense. I recommend only spending 20-30% of your job search time on job boards. It's when you're focused only on job boards that you have to be worried about the computer spitting you out.

Instead, leverage your network to find the jobs that are never posted. You'll find less competition there—but you'll need a killer sales brochure!

For more on this go to  
[Happentoyourcareer.com/toolkit](http://Happentoyourcareer.com/toolkit)



## **#2 Remove Obstacles (getting past excuses)**

It's easy to carry around a list of reasons why your qualifications aren't good enough. Maybe it's a missing degree or a gap in employment. Overcoming these types of obstacles on your résumé is key to being successful in your job search.



CC photo by spinsters cardigan on Flickr

**Everyone's made a career misstep. What defines us is what we do with it, not the mistake.**

### **Obstacle #1: I have big gaps in my employment history.**

When you have long gaps between jobs it can be tempting to start fudging dates. That'll catch up with you, so don't do it. Depending on how big of a gap, and what you did during that time, the most effective way to overcome it is to **focus on skills**.

An effective strategy is to use a functional or hybrid résumé style. I talk more about that in step #9. For now, remember that gaps in employment can take a toll on your self-esteem.

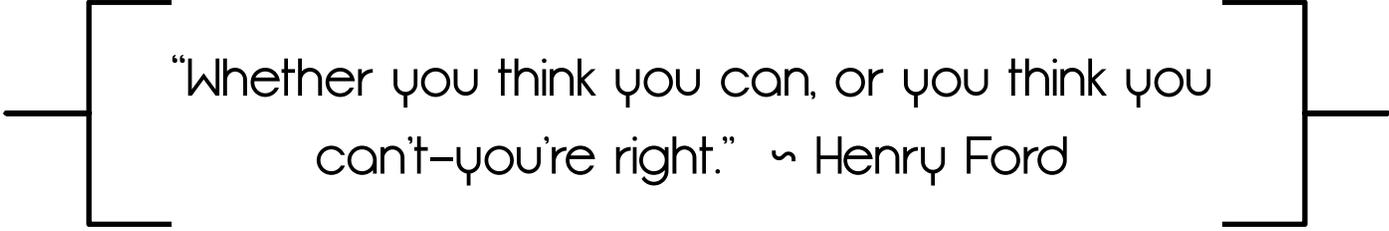
To get past that, start thinking about what **you** bring to the table.

This is just the warm up - we'll do a full skills inventory in step #6.

**No one else has the same set of skills, knowledge, and abilities that YOU DO.**

Get creative. Include things like:

- Ability to coordinate volunteers
- Get five kids out the door and off to school
- Pencil whip a spreadsheet



“Whether you think you can, or you think you can’t—you’re right.” ~ Henry Ford

Repeated employment gaps are a sign you aren’t working in your strength areas. Don’t keep doing the same thing over and over. Instead, it may be the right time to find a different path - reach out to a career coach or trusted friend for help.

### **Obstacle #2: I want to change fields.**

It can be hard to know where to start when all of your experience is in aviation management, but you want to go into teaching.

Don’t discount your past experience. Chances are strong you can find numerous transferable skills between what you have done in the past and what you want to do. We’ll talk more about skills in step #6.

Do some research on what makes people in your target field successful. If needed, take someone out for coffee to find out. Your goal is to discover where your skills intersect what is needed in the marketplace, and then focus on those when crafting your résumé.

### **Obstacle #3: I’m overqualified.**

Telling someone they’re overqualified is usually an **excuse** employers use when they want to be nice. That may not be popular to say, but it’s the only explanation.

It just doesn’t make sense to not want someone on your team who has a lot of experience or impressive qualifications. Chances are something else is getting in the way of landing the job.

## **Obstacle #4: I'm too old.**

The fact that ~~many~~ most people change jobs every five years or so puts older workers on a more level playing field than ever before. Employers know a 25 year old doesn't have a much better chance of being with them in 20 years than a 55 year old does. They just want results. Keep your focus on relevant skills (don't list obsolete systems or processes) and what you have done over the last 10-15 years.

## **Obstacle #5: I don't have enough experience.**

Younger job seekers especially may feel behind from the start. Instead of focusing on those things you don't have, focus on what you do have. Everyone has something that can give them an edge—the trick is to emphasize your strengths. While your chronological listing of jobs may be thin, you'll highlight other areas like specific skills, education, and technical knowledge.

### **Notice the trend?**

In each case, you have to use what you have..

- **Focus on your strength areas**
- **Identify transferable skills**
- **Highlight what you bring to the table**
- **Downplay the negative**

Ignore all the chatter out there about secret tips or tricks. If you focus on content and make it visually appealing, then the rest will fall into place.

# The Excuse Checklist

## Which Can You Relate To?

- Gaps In My Past Employment
- I Want To Change Fields
- I'm Too Old
- I'm Too Young
- I Don't Have Enough Experience
- I Have Too Much Experience / Wrong Experience
- My Experience Isn't Good Enough
- Outdated Skills
- Lack Of Transferable Skills
- It's Too Hard
- \_\_\_\_\_
- \_\_\_\_\_

"Inaction breeds doubt and fear. Action breeds confidence and courage. If you want to conquer fear, do not sit home and think about it. Go out and get busy." ~ Dale Carnegie

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## YOUR TURN

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Take the time to actually answer these. It'll make the process easier if you figure this out now!

Who do you know currently doing the type of work you're seeking? Make a plan to have coffee with each of them.

List three here, and call or email them before you keep going. **Don't ask to "pick their brain" or ask for a job.** Tell them you have some specific questions about their industry and would like to buy them coffee to get some perspective.

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What are your **top strengths**? Have they always been strength areas for you? See the resources section at the end of this workbook if you need help identifying your strengths.

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## YOUR TURN

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Take the time to actually answer these. It'll make the process easier if you figure this out now!

Think back over all of your previous work. What have you done the best at? How could you re-apply those skills to something new?

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What's the biggest obstacle you think you'll face when creating your résumé? How are you going to overcome it?

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### **#3 The Header (setting yourself apart from the beginning)**

When it comes to your résumé, it's all important – including your name at the top. It sets the tone for the rest of your content, and gives you an opportunity to stand out.



There are some simple things you can do when developing the header for your résumé that will **get you noticed** by hiring managers.

**Here's what to include:**

**Your name.** Résumés make otherwise very normal people use versions of their names they don't normally use. I say you should list the name you want to be called. I don't know about you, but I'd sure rather get to know Chuck Smith versus Charles Rutherford Smith IV.

Also, make your name **bold** and slightly larger than the rest of the text in your header. You're creating your personal brand (more on that in step #8), and this will make your name pop.

One last tip. If you have a relevant certification that gives you some letters to put after your name, go ahead and include them. You can do this with an MBA also - Tom Dixon, CPIM, MBA.

**Your address.** I see a lot of résumés where the address is left off completely. Usually these are candidates who want to relocate, or who don't want their current location used against them.

It does more harm than good when your address is missing. You aren't going to fool a hiring manager, and there are better ways to handle your availability to move.

**Your LinkedIn profile.** You should already have a solid LinkedIn profile. If you don't, check out the resources section of this workbook, as well as my blog series on creating one - [www.mondayisgood.com/kr2](http://www.mondayisgood.com/kr2).

Once you're proud of what you have on LinkedIn, you should include a link to it in your résumé header. Be sure you have setup a customized URL so it looks something like:

<http://www.linkedin.com/in/mondayisgood>.

**Your email.** Make sure your email address is professional. If you don't have your own domain name (like [mondayisgood.com](http://mondayisgood.com)), then get one from Google ([www.gmail.com](http://www.gmail.com)) or one of the newer Microsoft offerings (like [outlook.com](http://outlook.com) or [live.com](http://live.com)). Don't use anything that tells hiring managers more than you want them to know, like your birth year.

When it comes to email addresses, avoid anything political, religious, or from 1980 (like Hotmail or Yahoo!). Also, don't include your birth year in your address. We all know how old [bsmith68@mondayisgood.com](mailto:bsmith68@mondayisgood.com) is.

**Your phone number.** Only list one phone number. For most people that's a cell phone. There's no need to label it. Make sure it's a number you'll answer most of the time, and that it has a professional sounding voice-mail greeting.

If you have privacy concerns, get a prepaid phone that you use just for your job search.

**Your blog.** If you have a relevant blog or website, you should include it in your header. If it's completely off topic, then skip it. Employers will Google your name, so check now to see what they'll find.

**Multiple Pages.** Only include your full header on the first page. After that, just put your last name and the page number in the upper right corner.

**Getting Aligned.** Most résumés have all of the header info centered. An easy way to stand out is to either right or left justify. It may take a couple of attempts to get it right where you want it, but it's worth the extra effort.

My favorite resources to find sample résumé layouts are at the end of this workbook, along with some example résumés to get you started.

Putting it all together, you should get something like this:

<a href="mailto:tom@mondayisgood.com">tom@mondayisgood.com</a> <a href="http://www.linkedin.com/in/mondayisgood">http://www.linkedin.com/in/mondayisgood</a>	<b>Tom Dixon, CPIM</b> 123 Main Street Anytown, OH 99999 567-331-0445
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Or if you prefer the centered look:

<b>Tom Dixon, CPIM</b> <a href="http://www.linkedin.com/in/mondayisgood">http://www.linkedin.com/in/mondayisgood</a> 123 Main Street ▪ Anytown, OH 99999 ▪ 567-331-0445 ▪ <a href="mailto:tom@mondayisgood.com">tom@mondayisgood.com</a>
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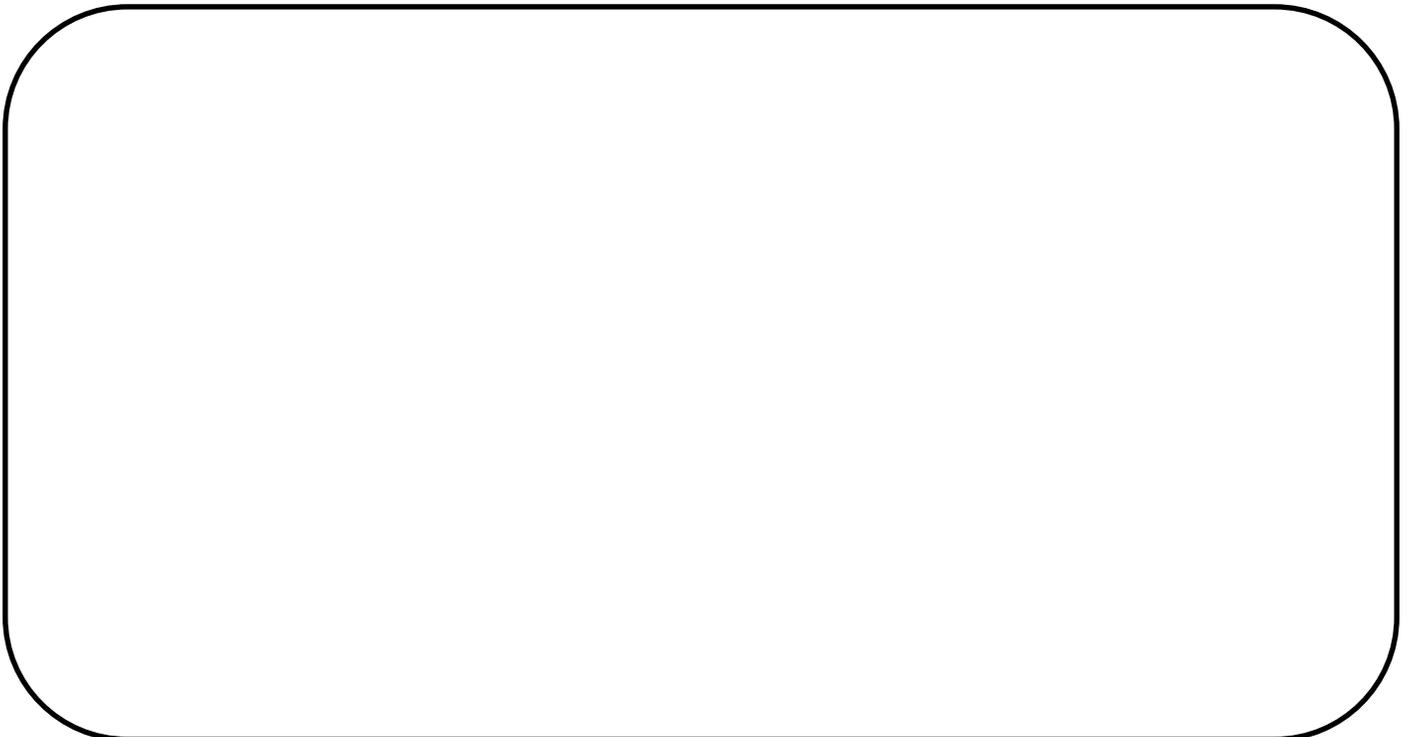
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## So, Who Are You?

Check off what you plan to include in your résumé header:

- The name you want to be called
- Your address
- Your LinkedIn profile
- Your professional email address
- Your phone number with professional voicemail
- Your relevant blog or website
- Your certifications or advanced degrees
- \_\_\_\_\_

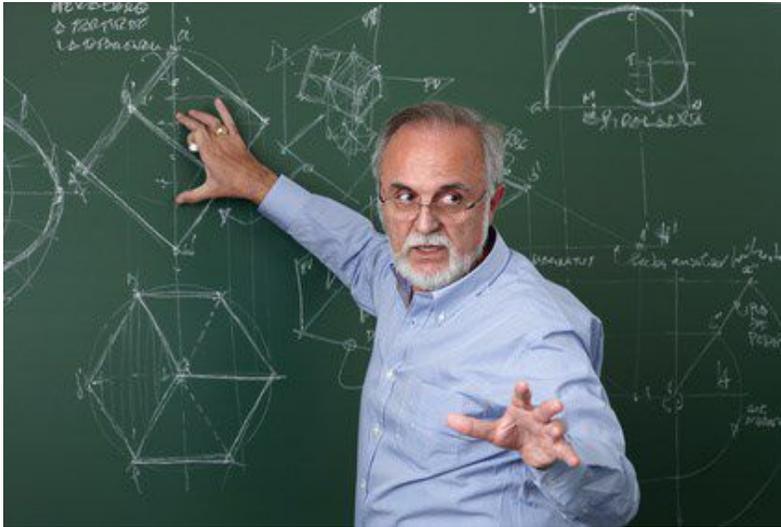
Give it a shot here...just do it longhand for now:





## **#4 What Degree? (maximizing your education)**

Highlighting education on your résumé can present some unique challenges. What do you do if you don't have a college degree, but have years of experience? How about no experience but a fancy degree? What if you don't have either?



There are some practical strategies you can use to maximize *any* amount of education you have.

First, let's talk about what to do if you have, or are currently pursuing, a college degree:

**You earn a bachelor's degree or a master's degree.** Notice the apostrophe? It's there because a bachelor is a person of either sex who has earned (and possesses) a degree.

When you list your degree on your résumé, you'll refer to having a Bachelor of Arts in Logistics, or Aviation, or whatever. No apostrophe. Check out this article for more detail: [www.mondayisgood.com/kr3](http://www.mondayisgood.com/kr3).

**If you have multiple degrees,** you should list them from the highest level to the lowest. If you have professional certifications, you can list those next.

If you have multiple degrees at the same level (for instance two bachelor's degrees) then list the most relevant one first.

Education is not the filling of a pail, but the lighting of a fire. ~ William Butler Yeats

**It's *almost* always to your advantage to list all your degrees,** but there are some instances where it may be wise to drop one.

For instance, if you have an advanced degree in a field unrelated to what you're pursuing. That could be a master's degree in religion or philosophy that you earned more for yourself than because it was relevant to your career.

Also, if you earned an associate's degree first, and then completed a bachelor's degree in the same general field, you can (and should) drop the associate's degree.

**Don't include the year you graduated.** The only exception is if you haven't graduated yet. If you're currently working toward a degree, you can list the degree you will earn with a notation such as "anticipated completion Fall 2015."

**If you graduated very recently,** and it's positive, you can list your GPA. You should also list a couple of highlights like making the Dean's List or being active in Honor Society. Once you gain a few years of work experience, these are the first things you'll drop.

**List the name of your school.** I also list the city and state, but that part isn't a huge deal. There's no need to disclose if your degree was earned partially or completely online. Once you earn a degree from an accredited school, that's all that matters.

Now let's talk about what to do if you don't have a degree.

The only thing that interferes with my learning is my education. ~ Albert Einstein

**Never list anything below high school.** If you're currently in high school, or graduated very recently, you should list it in your education section. If you graduated recently, include a few highlights, like extra-curricular activities you were involved in or your GPA.

**If you started a degree but didn't finish,** then list the number of credits you earned and the field you studied. For instance:

College of Hard Knocks — Columbus, Ohio  
Completed 90 credits toward a BA in supply chain management

**If you have a professional certification,** then don't list high school and list your certification instead. This is also one of the best ways to make up for not having a degree, without having to actually invest the time and money in getting one.

## Afraid your lack of a degree is holding you back?

If you don't have a degree, and aren't working on completing one, consider replacing your "Education" section with a "Professional Development" section.

Here you can list things like seminars, conferences, specific courses, in-house training programs, learning opportunities from trade associations, and anything else that shows you're constantly learning.

It's more than possible to impress a potential employer with your professional development efforts, just like you would with a fancy degree.

I've written about school/college a couple of times recently, if you missed these posts you should check them out.

- How Most Students Waste School  
[www.mondayisgood.com/kr4](http://www.mondayisgood.com/kr4)
- Do You Need Another Degree  
[www.mondayisgood.com/kr5](http://www.mondayisgood.com/kr5)

Putting it all together:

### Education

**Master of Business Administration**, Baker University

Overland Park, KS

**Bachelor of Business Administration, Logistics**, The University of North Texas

Denton, TX

CPIM – Certified in Production & Inventory Control, APICS

Lean Six Sigma Green Belt Training, 2010 (one week PepsiCo in-house program)

Lean Six Sigma Kaizen Leader Training, 2010 (one week PepsiCo in-house program)

I'll include:

- An advanced degree
- A bachelor's or associate's degree
- High school (if no degree or certifications)
- A professional certification
- A professional development section instead of an education section

Professional development (seminars, courses, etc.) I could include:

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## YOUR TURN

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Take the time to actually answer these. It'll make the process easier if you figure this out now!



## **#5 What Have You Done Lately? [recording your work history]**

By focusing on results and accomplishments instead of activities, you'll put yourself way out in front of the competition.



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So far we've looked at the big picture, removed some common obstacles, and gotten our résumé header and education sections in order.

We're going to cover résumé formats more in step #9, so don't get hung up on that right now. What we need to do now is get your work history on paper.

I mean **everything**, including that paper route you had as a kid. Also include any significant volunteer work, mission trips, or community involvement.

You may not have approached it this way in the past, and that's the whole point. Who we are today is a result of all our past experiences, not just some of them. We tend to be drawn to what we are good at, and this will help you see patterns.

Of course, not everything you list in this step will show up on your final résumé. This exercise will help bring your unique skills to light so you can highlight them.

Once you have your list, take **each one** and brainstorm:

**What you actually did.** These are just the activities. Most résumés are full of these. The problem is they stop there and end up underwhelming a hiring manager. We're going to take those activities and go a couple of steps further.

**What you accomplished.** Now it gets tougher. Start by looking at each of the activities you just identified, and come up with at least one result. If you have actual numbers or data, that's great. However, most of us don't. Don't get hung up on an exact figure. What would have happened if you hadn't done what you did? Often times all you have to do is turn your description of the activity around and start with the result.

Here's an example:

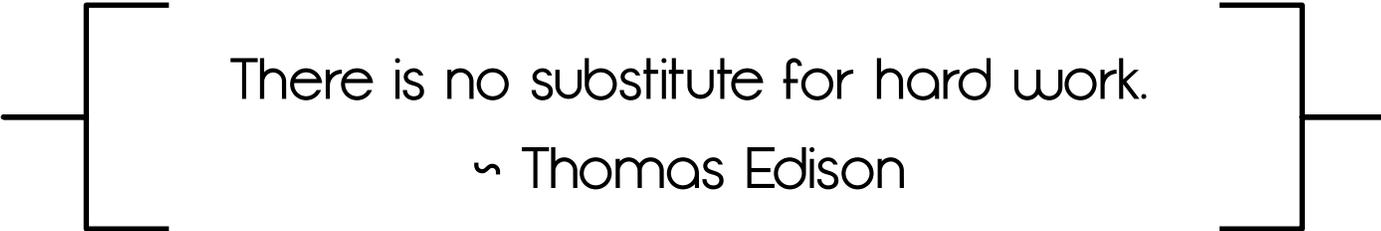
**Activity:** Monitored employees to make sure they were working safely.

**Result:** Increased worker safety by proactively monitoring behavior and providing immediate feedback.

**What you liked.** Even the worst jobs often have one or two things that are positive. You may have to stretch your thinking a little, but try to come up with a couple of things you enjoyed. Common examples are working with specific customers, positive co-workers, or having a great boss.

**What you hated.** That may be a strong word, but there it is. Just as bad jobs have positive elements, good jobs have negatives. Maybe it was a long commute, a political work environment, or constantly changing priorities.

You won't be able to properly complete your résumé without thinking through the steps above. Most people won't do this. They'll just list jobs and activities without any introspection at all. That's good news for you, because then it's easy to stand out.



There is no substitute for hard work.

~ Thomas Edison

# MY WORK HISTORY

WORK / VOLUNTEER/ COMMUNITY INVOLVEMENT

Job #1: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

What I did (activities): \_\_\_\_\_

Biggest Accomplishments: \_\_\_\_\_

Things I liked: \_\_\_\_\_

Things I hated: \_\_\_\_\_

Job #2: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

What I did (activities): \_\_\_\_\_

Biggest Accomplishments: \_\_\_\_\_

Things I liked: \_\_\_\_\_

Things I hated: \_\_\_\_\_

# MY WORK HISTORY

WORK / VOLUNTEER/ COMMUNITY INVOLVEMENT

Job #3: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

What I did (activities): \_\_\_\_\_

\_\_\_\_\_

Biggest Accomplishments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Things I liked: \_\_\_\_\_

\_\_\_\_\_

Things I hated: \_\_\_\_\_

\_\_\_\_\_

Job #4: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

What I did (activities): \_\_\_\_\_

\_\_\_\_\_

Biggest Accomplishments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Things I liked: \_\_\_\_\_

\_\_\_\_\_

Things I hated: \_\_\_\_\_

\_\_\_\_\_

# MY WORK HISTORY

WORK / VOLUNTEER/ COMMUNITY INVOLVEMENT

Job #5: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

What I did (activities): \_\_\_\_\_  
\_\_\_\_\_

Biggest Accomplishments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Things I liked: \_\_\_\_\_  
\_\_\_\_\_

Things I hated: \_\_\_\_\_  
\_\_\_\_\_

Job #6: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

What I did (activities): \_\_\_\_\_  
\_\_\_\_\_

Biggest Accomplishments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Things I liked: \_\_\_\_\_  
\_\_\_\_\_

Things I hated: \_\_\_\_\_  
\_\_\_\_\_

# MY WORK HISTORY

WORK / VOLUNTEER/ COMMUNITY INVOLVEMENT

Job #7: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

What I did (activities): \_\_\_\_\_

\_\_\_\_\_

Biggest Accomplishments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Things I liked: \_\_\_\_\_

\_\_\_\_\_

Things I hated: \_\_\_\_\_

\_\_\_\_\_

Job #8: \_\_\_\_\_ From: \_\_\_\_\_ To: \_\_\_\_\_

What I did (activities): \_\_\_\_\_

\_\_\_\_\_

Biggest Accomplishments: \_\_\_\_\_

\_\_\_\_\_

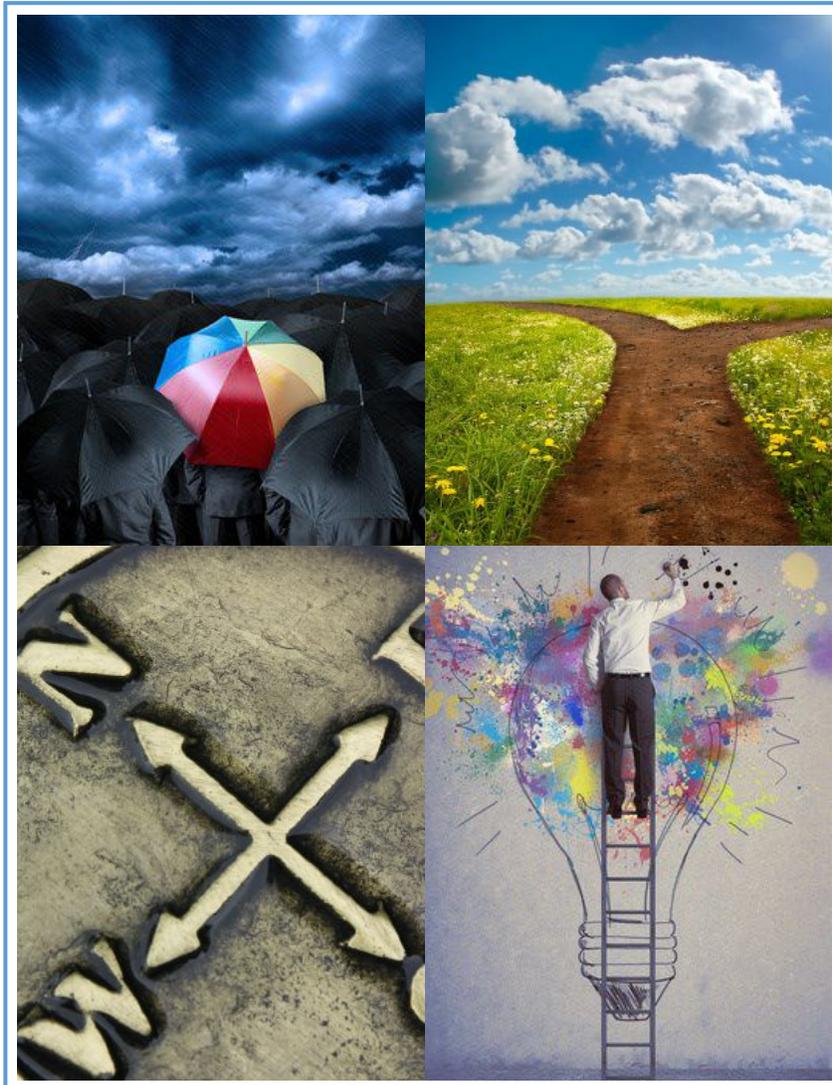
\_\_\_\_\_

Things I liked: \_\_\_\_\_

\_\_\_\_\_

Things I hated: \_\_\_\_\_

\_\_\_\_\_



## **#6 Focus On Skills (taking inventory of transferable skills)**

When you focus on skills: obstacles don't seem so big, opportunity starts showing up everywhere, and you gain confidence.



**Each step of the way we've kept everything grounded in identifying transferable skills.**

The next step is to get clarity on exactly what your skills are, so you can effectively communicate them to a hiring manager. We'll build on this step later to create your branding statement, craft your professional summary, and even as the framework for your work experience section.

You're going to need your work from step #5. If you cheated and didn't complete that, go back and do it now. Then ask yourself these questions:

**Are there any patterns?** As you review your past work, you may see the same words or concepts popping up again and again. If you've gravitated toward demand planning (like I have), then that's probably a skill area.

**What have you liked to do?** It's hard to be good at something you don't like. You can fake it for a while, but over time you won't do your best work. If customer service is the part of every past job you've enjoyed, then that's probably a skill area for you.

**What would make you mad if you had to stop doing it?** Framing it this way gets your emotions into the mix, which your logical side can easily ignore. If there are things you feel strongly about, then those are prime candidates as skills.

“Everybody is a genius. But if you judge a fish by its ability to climb a tree, it will live its whole life believing that it is stupid.”  
~ Albert Einstein

A recent article in Fortune magazine – The 10 Skills That Will Get You Hired in 2013 – identifies these as the most important skill areas:

- Critical Thinking
- Complex Problem Solving
- Judgment & Decision Making
- Active Listening
- Computers & Electronics
- Mathematics
- Operations & Systems Analysis
- Monitoring
- Programming
- Sales & Marketing

You can read the entire article at [www.mondayisgood.com/kr7](http://www.mondayisgood.com/kr7).

I'd throw in:

- Leadership
- Technical Expertise
- Organizational Skills
- Communication
- Strategic Planning
- Customer Collaboration

Skill sets are unique to each individual. The lists above are just to get you thinking.

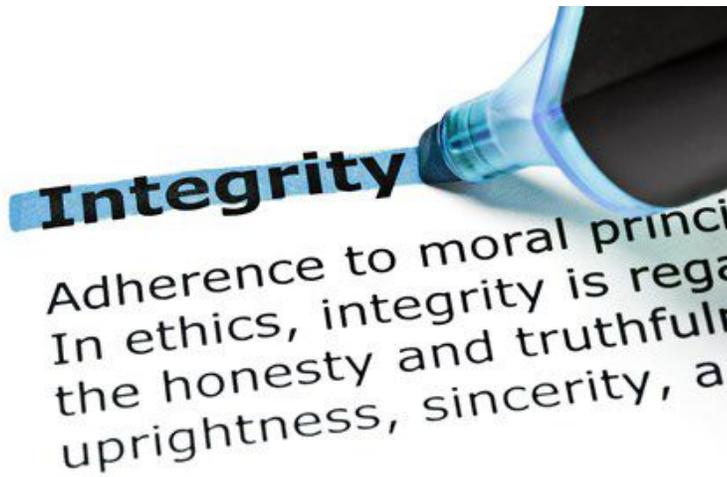
Do you see how each of these can go across industries and job levels? That's what makes skills so important – they can be applied across many circumstances. Your list will be different, **but you need a list.**





**#7 Wait, There's More! (creating other résumé sections)**

These are the résumé sections you can leverage if they apply to your situation.



I know what you might be thinking. When are we going to start writing this thing? The good news is if you've taken the time to work through the previous steps, you have already started.

We've already done the pre-work for your header, education, work history, and skills sections. There are just a few other things to consider, and then we'll start putting it all together.

These are some other résumé sections to consider, but only if they help you stand out:

**Professional Associations.** Most fields have one or more professional organizations. These generally exist to provide networking and educational opportunities. Many also support a common interest or collective goal. If you're involved beyond just sending in your annual dues, then consider including it in an additional section.

If you earned a certification through one of these groups, then that belongs in your education section. This section also works best if you have more than one affiliation, and if you've been active in it. For instance, you were on the board or volunteered.

**Honors or Awards.** If you're established in your field, you may have a list of awards you've received. Your résumé is a **sales brochure**, and you should call out how you've been recognized in the past. Include any military service and honors here - anything that speaks to your character and work ethic.

A man's work is nothing but this slow trek to rediscover, through the detours of art, those two or three great and simple images in whose presence his heart first opened. ~ Albert Camus

**Technical Skills.** Some fields have very specific technical skill requirements and certifications. If you're a network administrator, there are technical competencies an employer would expect you to have. You'll talk about them in your work history, but you can also list them out in this section.

Don't include the year you earned a certification, and don't include references to outdated technology or software. For example, if you work as a production planner, you probably still have technical competencies such as MRP or being able to write relational databases with SQL. If you are experienced in one of the large enterprise systems (ERP) such as SAP or Oracle, then you should include that here.

Once you're past entry-level, don't say you're proficient with Word, Excel, and PowerPoint. Those aren't order winners anymore - they're tickets to the game.

**Publications.** Your published work is probably your best. Also, being published is a great way to set yourself apart. It isn't that hard. Trade journals, magazines, and industry specific blogs are always looking for content. Being published doesn't mean quite what it used to. Many of the gatekeepers and boundaries are gone. You don't have to be published in the Wall Street Journal to show off anymore.

**Volunteer Experience.** If you choose a functional or hybrid résumé format (more on that in step #9), you'll include your volunteer work in with your work experience as transferable skills. After all, skills you used in a volunteer setting are as relevant as those you used in a professional setting.





## **#8 Frame Yourself (creating a branding statement)**

When it comes to a job search, you're the product. Everything you put out there speaks to what you're selling, for better or worse.

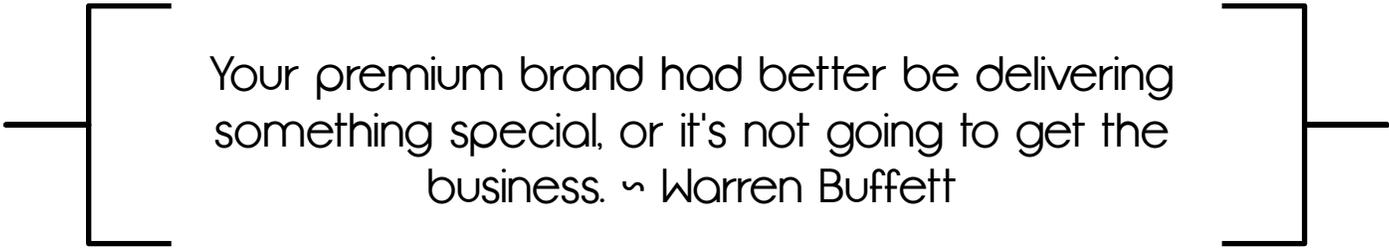


There's a lot of noise out there about personal branding, especially in light of social media. You don't have to get carried away, but you should think through your branding statement. Most résumés skip this – making it one of the most effective ways to stand out.

Unlike the other résumé sections we've reviewed so far, this one isn't as conventional. That doesn't mean it's difficult, it just takes some concentrated effort. Ask yourself these three questions:

1. **What do I most want a hiring manager to associate with me?** Think of this like the word association exercise you've seen on TV hundreds of times. When I say "Apple," what's the first thing that comes to mind?
2. **What are the recurring themes?** Look back at step #5 (your work history) and step #6 (your transferable skills). What skill or group of skills is most prominent?
3. **What are you the most proud of?** Look at everything you've done in the past. Is your answer different than it was earlier in step #1? What about that specific thing gets you excited?

**Where the answers to these three questions intersect is a great place to start.**



Your premium brand had better be delivering something special, or it's not going to get the business. ~ Warren Buffett

For instance, I'm most passionate about establishing effective demand planning systems and processes. Some branding statements I could use:

- Increasing forecast accuracy through effective demand planning process design
- Demand planning systems and process expert delivering a better forecast
- Lowering inventory & increasing customer service with an improved demand signal

If I was in sales I might say:

- Successfully closing the sale & uncovering opportunities for growth

Notice each of these is brief, easy to understand, and illustrates a benefit to the hiring manager.

It doesn't leave room for doubt. I want my name associated with building a demand planning team and improving forecast accuracy.

A branding statement like one of these is easy to customize depending on the job you are applying for.

**Also, it pairs nicely with the job title you're targeting.**

Once you get this where you want it, it goes right below your résumé's header. (Don't worry, we'll talk more about what goes where in step #10). Aim for something like this:

**Tom Dixon**

123 Main Street ♦ Any Town, OH 99999 ♦ (555) 555-5555 ♦ tom@mondayisgood.com  
<http://www.linkedin.com/in/mondayisgood>

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**Outside Sales Professional / Account Executive**

Successfully Closing the Sale & Uncovering Opportunities for Growth

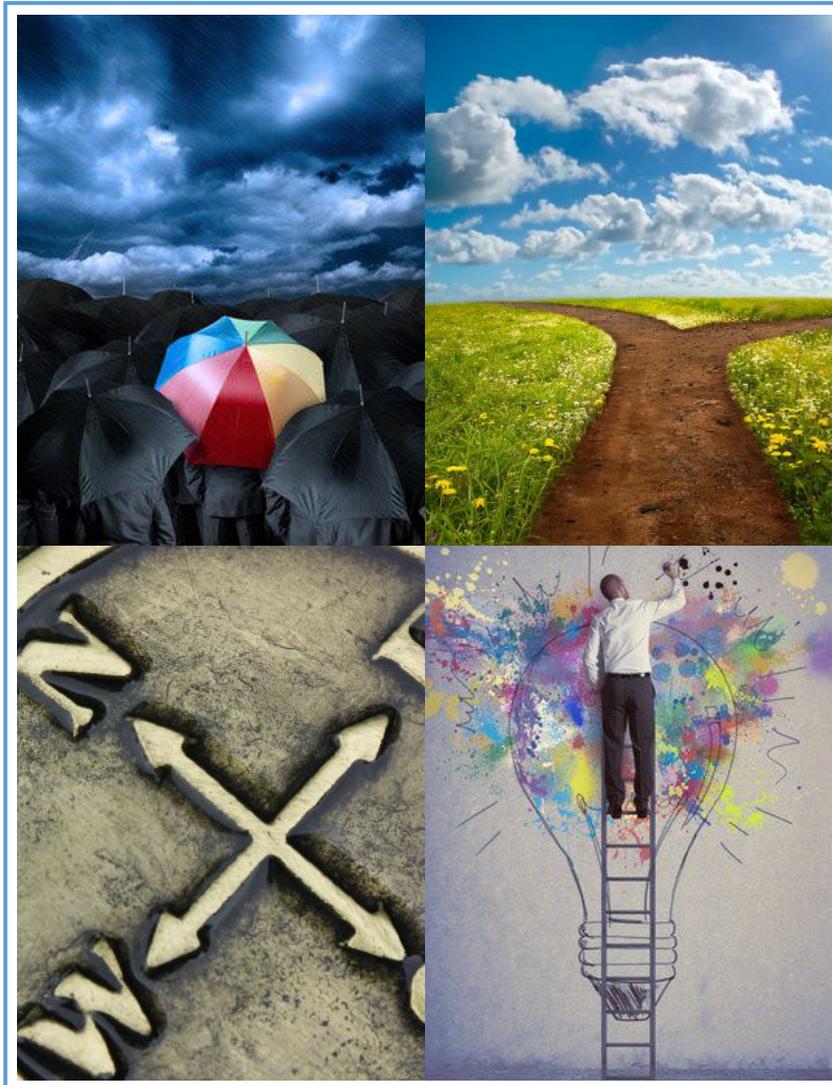
You want something that "pops" but isn't over the top. Give it a shot here:

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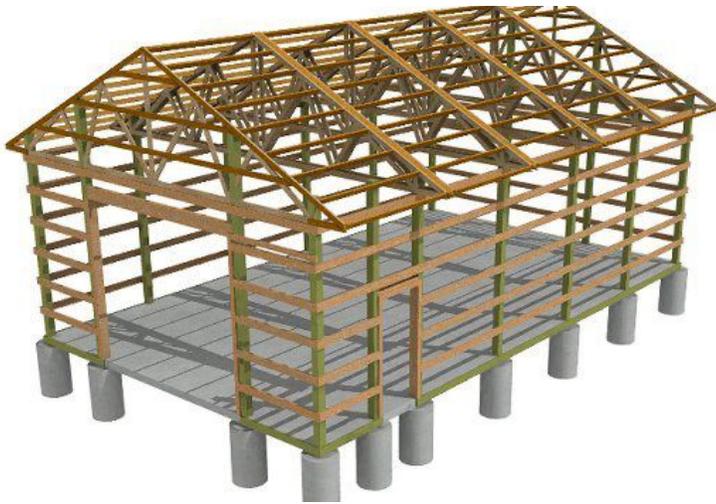
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## **#9 No, Not a Prius (selecting a résumé format)**

You have more than a few choices when it comes to choosing a résumé format. It may feel overwhelming - but it doesn't have to.



The trick is to pick the format that makes you the strongest candidate.

It's probably worth mentioning that I'm not talking about résumé *style* here (font size, spacing, etc.), but the overall structure. For tips on style, see step #12.

Also, the truth of the matter is there are *many* more options than these three. If you're in a creative field, you may choose to do something way outside the box. You may also hear about other options like targeted or mini. **I'm going to stick with the basics here because the basics get results.**

These are the formats hiring managers will be most familiar with, and most folks are best served by one of them.

### **Format #1: Chronological**

By far the most common, a chronological résumé lists each job you've had. It starts with the most recent and goes back in time. You don't have to go back to your very first job, but theoretically you could. I usually suggest folks go back no more than 20 years, unless there is a compelling reason to go further. Once you have reached a certain level, your college internship really doesn't matter as much. Just don't go back in time further than your experience is relevant.

As a general rule, most hiring managers prefer a chronological format. That doesn't mean you should use it if it doesn't benefit you. It does mean that if you can, you should use it.

**Who it benefits:** Job seekers with a progression of responsibility over time, in the same or related fields. If you're looking for work in the same field you're currently working, then you'll most likely want to go with a chronological format.

**Who it hurts:** Job seekers who want to change fields, or who have large gaps in their employment history. For example, someone returning to the work force after taking time to raise a family or care for a sick relative.

## **Format #2: Functional**

A functional résumé focuses on what you did in each job you had, without necessarily spelling out specific jobs or employment dates. The focus is on experience and skills. In the main section, where a chronological format would list each job, a functional résumé lists specific skills with examples to back them up. The more those examples focus on results the more effective it will be.

**Who it benefits:** Job seekers who want to change job fields, or who have gaps in employment. A functional résumé provides an opportunity to focus on the positive, instead of highlighting the negative.

**Who it hurts:** Job seekers who don't need it. If you don't have big gaps in your employment, and are looking to stay in the same field, you should probably use a chronological format. It isn't that functional résumés are bad, it's just that they tend to put hiring managers in a defensive mode.

The price of success is hard work, dedication to the job at hand, and the determination that whether we win or lose, we have applied the best of ourselves to the task at hand.

~ Vince Lombardi

### Format #3: Hybrid

A hybrid format combines the chronological and functional formats. It mitigates some of the negatives of a purely functional format by listing a chronological job history as a simple list, as well as the skills based section described earlier.

**Who it benefits:** Job seekers who are changing industries or fields. You'll be able to describe how your skills transfer, and show progression in your work history. Even job seekers with gaps in employment can benefit from a hybrid format. Hiring managers may be suspicious of candidates who don't share their work history, and a simple list downplays any gaps - giving the best of both worlds.

**Who it hurts:** Again, anyone who doesn't need it. Hybrid should be your second choice. If you have a solid work history and are staying in the same field, then chronological is your best bet.

Step #10 will provide example layouts for all three of these options.

**We've focused on skills so much in this series so that you'll have the option of picking the format that works best for you.**



## **#10 Get It On Paper (putting the pieces together)**

By now, you should have a great start on all of the components for your own Killer Résumé.



Since we've focused on each section up to this point, putting it on paper will be a snap.

All that's left to do is take each of the pieces you've already worked on, and assemble them in your favorite word processor. These example layout templates will get you started on the right foot. You'll notice each section references the step that material was covered.

The .pdf version is available at [www.mondayisgood.com/rebootfiles](http://www.mondayisgood.com/rebootfiles), along with all of my free resources. Which guide you use will depend on what résumé format is right for you - if you need a refresher on that, then go back to step #9.

A few things to keep in mind:

- No résumé layout template or guide can address every situation. Talk with a coach or someone whose advice you trust if in doubt.
- There are dozens of résumé guide books out there. I'm not trying to create another. Use those resources along with this workbook to incorporate what you like. The books I trust are listed in the resources section of this workbook.
- There are some example résumés at the end of this workbook - so you don't have to start from scratch. You can grab the digital versions at [www.mondayisgood.com/rebootfiles](http://www.mondayisgood.com/rebootfiles).

# Chronological Résumé – Sample Layout

Header – Step #3

Target Position / Branding Statement – Step #8

Make it POP (but not over the top!)

Top Skills – Step #6

TOP 3 WITH RESULT BASED EXAMPLE(S)

Max 2 sentences each - aim for 1 good one

Experience – Step #5

## **Last 20 Years of Jobs in Reverse Chronological Order**

- Brief description of company (if not obvious) for each
- Provide city / state for each
- Give dates of employment (month/year is best, but year is okay)
- Max 4 bullet points for that specific job, each focused on RESULTS, not activities
- Two pages is OKAY

Education / Professional Development– Step #4

- If less than 10 years of work experience, put before Experience section

Other Sections (each separate) – Step #7

Professional Associations / Honors & Awards / Technical Skills

Volunteer Experience / Publications

# Functional Résumé – Sample Layout

Header – Step #3

Target Position / Branding Statement – Step #8

Make it POP (but not over the top!)

Top Results – Step #5

TOP 3 WITH RESULT BASED EXAMPLE(S)

Max 2 sentences each

Skills – Step #6

## **Most Marketable & Transferable Skills YOU Have**

- List each skill, and give three or four examples of that skill in action. What result did you achieve?
- Use examples from your past work experience whenever possible
- Be consistent with verb tense
- OKAY to name companies in description of how you used each skill

Education / Professional Development – Step #4

- If less than 10 years of work experience, put before Skills

Other Sections (each separate) – Step #7

Professional Associations / Honors & Awards / Technical Skills

Volunteer Experience / Publications

# Hybrid Résumé – Sample Layout

Header – Step #3

Target Position / Branding Statement – Step #8

Make it POP (but not over the top!)

Top Results – Step #5

TOP 3 WITH RESULT BASED EXAMPLE(S)

Max 2 sentences each

Skills – Step #6

## **Most Marketable & Transferable Skills You Have**

- List each skill, and give three or four examples of that skill in action. What result did you achieve?
- Use examples from your past work experience whenever possible
- OKAY to name companies in description of how you used each skill

Experience – Step #5

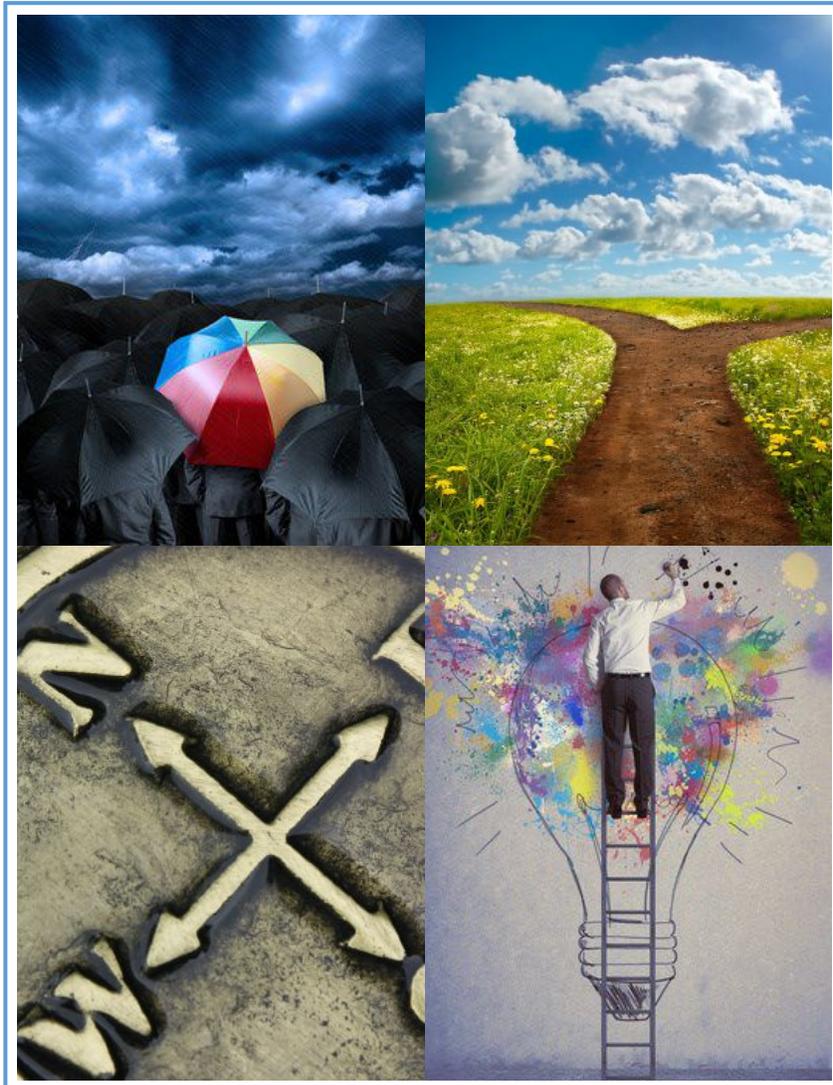
- Bulleted list of employment history
- Give company name, city/state, and dates of employment

Education / Professional Development – Step #4

- If less than 10 years of work experience, put before Skills

Other Sections (each separate) – Step #7

Professional Associations / Honors & Awards / Technical Skills



## **#11 Review, Edit, Review (proof-reading your résumé)**

At this point you're staring at a brand spanking new version of your résumé. Now let's fix it!



## **Proof-reading your résumé isn't glamorous, but it's necessary.**

You've highlighted the positive, minimized the negative, and focused on results. You've taken the time necessary to make sure everything is perfect. If you don't review for common errors, then all your work will go to waste.

Here are six things to ask yourself:

**Does it look good?** If it isn't where you want it, don't panic. Find a style you like from one of the resources listed in this workbook, then steal it. You can also use one of the sample résumés on my download page—[www.mondayisgood.com/rebootfiles](http://www.mondayisgood.com/rebootfiles).

**Did you have someone other than yourself proof-read it?** This is critical. Find at least three other people to critique your work. Everyone has an opinion when it comes to résumés, so you may get more than you asked for. Take the good feedback and leave the rest.

**Did you keep verb tenses consistent?** Anything in the past should use the past tense - anything you are currently doing can be in present tense. Try not to flip back and forth.

"I was working on the proof of one of my poems all the morning, and took out a comma. In the afternoon I put it back again." ~ Oscar Wilde

**Did you watch out for common grammar errors?** These are things like "your" instead of "you're" or "roll" instead of "role." The best way to find these it to read every word on your résumé backward - start with the last word and work up to your name.

**Did you keep everything in third-person?** There should be no "I" or "me" on your résumé. It's assumed you're talking about yourself, so you can drop any personal pronouns.

**Did you focus on results?** If you find yourself reading a list of activities as you proof-read, go back a step and try again.

Wow... see that wasn't so bad, was it? Just like any big project, when you chunk it down into small tasks it becomes manageable.



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## TOP MISTAKES TO AVOID!

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Does your résumé  
contain any of  
these?

⇒ Inconsistent punctuation.  
Check the end of **every** sentence and bullet point.

⇒ Inconsistent verb tenses.  
What you did in the past should be in the past tense, what you are doing now in the present tense.

⇒ Inconsistent capitalization.  
Be sure to capitalize proper nouns, and watch out for “random capitalization.”

⇒ Inconsistent abbreviations.  
Feel free to abbreviate, but be consistent. Remember, state abbreviations are always two capital letters: OH.

⇒ Inconsistent spacing. Make sure every section is spaced the same way.



## **#12 Final Touches [standing out to get the interview]**

You should now have a résumé you can be proud of – and, more importantly, that will help you stand out and get the interview.



**Doing these is like putting the cherry on top of the sundae - it makes all the difference.**

## **Font & Font Size**

Your résumé font isn't going to make or break you. It's more important to have good use of space, with clearly defined sections that allow a hiring manager to scan it effectively. You may have heard to use sans-serif fonts for digital versions and serif fonts for printed versions. It's all hooey. Just keep it professional.

These are all good choices: Tahoma (what I use), Book Antiqua, Helvetica, Arial, Calibri, Cambria, or Times New Roman.

Font size should never go below 9pt. You can adjust between 9pt and 12pt as needed to have the layout work. Remember to make your name larger so it stands out.

## **Number of Pages**

I officially give you permission to go into a second page. Two pages is absolutely fine, and probably necessary if you have more than 10 years of work experience. Only in very rare instances would you go more than two pages. If you are doing a CV that has a long list of publications, then you'll need to go longer.

Remember, you'll only display your header on the first page. For page #2, put your last name and page number in the upper right: "Dixon 2".

Don't lower your expectations to meet your performance.  
Raise your level of performance to meet your expectations. Expect the best of yourself, and then do what is necessary to make it a reality. ~ Ralph Marston

## File Type

My favorite format for sharing your résumé is .pdf. That way you'll know **EXACTLY** what it will look like on the other side. Some employers may require a .doc (Microsoft Word) format, so be ready with that also.

## File Name

Hiring managers get a ton of résumés. You can easily stand out by using your last name and a version of your branding statement as the file name. For instance, I might save my résumé as, "Dixon, Demand Planning Expert.pdf".

## References

Don't put "references available upon request," or any mention to references, on your résumé. If needed, an employer will ask for them. Go ahead and start working on a separate document with your references so you'll be ready.

## Targeting Keywords

You've probably had a general role or type of job in mind when crafting your résumé. Once you have a specific job or company you are interested in pursuing, check out every job posting the company has on their website.

Try to get a feel for the terminology they use, and use the same terms in your résumé. For instances, do they refer to "customers" as "clients" or "guests"? Then you should to.

Reviewing other job postings for a company can quickly give you a feel for not only the terminology they use, but also what that company tends to value in the hiring process. You can use that to your advantage in the words **you** choose.

**That's it! I trust you've found this process effective, fruitful, and mostly painless.**

I welcome feedback—drop me a note or leave me a voicemail anytime:

**tom@mondayisgood.com**

**567-331-0445**

“The master in the art of living makes little distinction between his work and his play, his labor and his leisure, his mind and his body, his information and his recreation, his love and his religion. He hardly knows which is which. He simply pursues his vision of excellence at whatever he does, leaving others to decide whether he is working or playing. To him he's always doing both.”

~ James Michener



# RESOURCES

## Recommended Resources

The most current list of trusted resources is always up to date at [www.mondayisgood.com/resources](http://www.mondayisgood.com/resources).

### Job Search & Resume

- *What Color Is Your Parachute? 2014: A Practical Manual for Job-Hunters and Career-Changers* by Richard N. Bolles
- *Knock 'em Dead Resumes: How to Write a Killer Resume That Gets You Job Interviews* by Martin Yate
- *The 2-Hour Job Search: Using Technology to Get the Right Job Faster* by Steve Dalton

### LinkedIn

- *Maximum Success With LinkedIn* by Dan Sherman

### Career Direction

- *48 Days To The Work You Love* by Dan Miller
- *Wisdom Meets Passion* by Dan Miller
- *Quitter: Closing the Gap Between Your Day Job & Your Dream Job* by Jon Acuff
- *Start: Punch Fear in the Face, Escape Average and Do Work that Matters* by Jon Acuff

### Discovering Strengths

- *StandOut: The Groundbreaking New Strengths Assessment from the Leader of the Strengths Revolution* by Marcus Buckingham
- DISC Profile from 48days.com

### Small Business / Entrepreneurial

- *Platform: Get Noticed in a Noisy World* by Michael Hyatt
- *The \$100 Startup: Reinvent the Way You Make a Living, Do What You Love, and Create a New Future* by Chris Guillebeau.



# SAMPLE RÉSUMÉS

## Sample Résumés

These résumés are included for your personal use. The digital versions (in .pdf and .doc formats) are available at:

[www.mondayisgood.com/rebootfiles](http://www.mondayisgood.com/rebootfiles)

Any additional résumés added to this workbook in the future will also be available at that link.

These résumés (digital and print versions) are exclusively for your personal use. They represent the best I've seen as a career coach and are used with permission of the original author, with names changed to protect the innocent.

**Be cool...please don't share them with anyone.**

Last thing—not all of these résumés reflect every concept discussed in this workbook. Use them as a starting point, and to give you additional ideas. All of them are Killer Résumés .



**Demand Planning Professional**, experienced in developing and managing forecasting processes and leading teams to deliver an improved demand signal.

- **Leadership.** Track record of leading through organizational change, including large scale system implementations.
- **Problem Solving.** Skilled at taking issues and tracing the impacts upstream and downstream to develop comprehensive solutions that address the root cause.
- **Technical Expertise.** Sought after by leadership and colleagues to assist in solving complex issues that cut across the supply chain or involve SAP technology.

## Work Experience

### **PepsiCo**

**09/07 – Present**

REPLENISHMENT PLANNING CAPABILITY LEAD Chicago, IL

*Responsible for setting the direction of four capability leads reporting into their respective business units: defining best practices, developing processes, ensuring root causes of issues are understood and solved, and coaching to ensure business objectives are met.*

- Defined value gaps across the integrated supply chain and developed an action plan to address top issues. Successfully completed projects related to: sourcing overrides, display pallet requirements, tactical sourcing and manufacturing demand gaps, and semi-finished goods planning.
- Partnered with transportation to drive cost savings: heavy/light mixing opportunities, integration with Transportation Management System (TMS), and driving continuous improvement in maximizing trailer utilization.
- Provided critical support in resolving business challenges, including: complex package label transitions, ingredient shortages, prioritizing past due orders, and architecting contingency options for system outages.
- Leveraged internal resources to develop replenishment planning compliance metrics (MAPE), enabling the organization to increase adherence to the replenishment plan.
- Led activities for implementation of Replenishment Planning tool (i2/JDA), resulting in successful exit of hyper-care and stabilization: ticket management, master data validation, training development, and on-site support.

### **BSN Medical**

**10/06 – 09/07**

*Medical device manufacturer of casting, bandaging, wound care, and compression stockings.*

DEMAND PLANNING MANAGER Charlotte, NC

*Led forecasting function and set priorities for two forecast analysts responsible for approximately €250MM across markets in the Americas, Japan and Australia.*

- Assembled and led international team to develop and implement a global marketing intelligence SOP resulting in an improved flow of forecasting information between Sales, Marketing, and Demand Management.
- Developed formal alignment processes to ensure demand forecasts supported sales and financial projections resulting in increased forecast accuracy.
- Ensured the SAP APO/SNP global implementation met the needs of the Americas business unit.

### **PepsiCo**

**06/99 – 10/06**

FORECAST MANAGER Chicago, IL

08/04 – 10/06

*Responsible for forecast accuracy of Quaker Oats foods products produced both internally and via a network of co-packers for retail, club, and food service distribution.*

- Developed triple-exponential smoothing models in Excel to provide a statistical forecast as a check point against financial and sales forecasts.
- Led cross-functional processes including alignment of forecast with Finance, Marketing, Business Development, and Production Planning.
- Implemented creative solutions to business issues, including: inaccuracy of input data to the forecasting process,

inability to accurately forecast display pallets, and controlling obsolescence.

LOGISTICS INVENTORY ANALYST Indianapolis, IN 04/03 – 08/04

*Managed the internal-replenishment of finished-goods inventory for the Indianapolis Mixing Center.*

- Heavily involved in the startup of the facility, which occurred on-time, within budget, and seamlessly to customers.
- Directed the management of, and established processes for, old age and distressed inventory to minimize donation and dumping expense for the Indianapolis region.
- Developed and implemented local quality hold procedures, including the development of a signoff mechanism to ensure compliance, resulting in 100% hold reconciliation.

INTERNAL REPLENISHMENT SPECIALIST Independence, MO 08/01 – 04/03

*Responsible for the internal-replenishment of finished-goods inventory for the Independence Distribution Center.*

- Achieved customer service targets related to: product availability (99.3%), load optimization (99.7%), and the successful execution of new items.
- Successfully managed the re-deployment of over-flow product from the Independence DC to six regional foods distribution centers achieving 100% product availability.
- Managed display building process, including: procurement of product and materials, labor, and meeting customer shipment dates.

CUSTOMER ACCOUNT SPECIALIST, WAL-MART Chicago, IL 06/00 – 08/01

*Executed daily order-entry activities for 16 Wal-Mart Distribution Centers via the Retail-Link interface.*

- Exceeded Wal-Mart determined inventory turns target and achieved 99%+ PA for co-managed items. Reduced Wal-Mart deductions off invoice.
- Leveraged advantages of CRP/VMI environment to: maximize dock capacity, ensure bracket pricing compliance, minimize returns, and maximize trailer utilization.

WAREHOUSE SUPERVISOR/INTERN Dallas, TX 06/99 – 06/00

*Performed a variety of supervisory roles in a large, fast-paced, warehouse operation.*

- Assisted Warehouse Manager on operational efficiencies & prepared for AIB/regulatory inspections.
- Developed SOP's specific to Dallas DC operations.

## **Education**

**Master of Business Administration**, Baker University Overland Park, KS

**Bachelor of Business Administration, Logistics**, The University of North Texas Denton, TX

CPIM – Certified in Production & Inventory Control, APICS

Lean Six Sigma Green Belt Training, 2010 (one week PepsiCo in-house program)

Lean Six Sigma Kaizen Leader Training, 2010 (one week PepsiCo in-house program)

## **Skills**

- SAP R3/ECC & APO DP/SNP
- Demand Management – S&OP
- Replenishment Planning
- Lean Six Sigma
- Process Development
- Project Management
- Logistics & Supply Chain
- Customer Service
- Training Development/Delivery

## Supply Chain Management

### Successfully Scaling Operations and Uncovering Opportunities for Growth

- **Revenue:** Increased revenue by focusing development designs on more profitable areas, decreasing product returns, and increasing the brand with modern and reliable products.
  - **Structuring for Growth:** Drastically increased productivity and profits by factoring operational labor in design process to ensure products are built, received, and sold efficiently.
  - **Cost Savings:** Reduced product and labor costs through a process of upgrading systems and reporting tools, re-engineering processes, and refocusing development efforts with suppliers and engineering.
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#### Really Great Company, Inc.

2001-2013

##### Director of Hardware Production and Supply (2007-2013)

Led operations including: product development, procurement, inventory management, application loading and testing, repair and depot management, logistics, facilities and business management.

##### Successes Include:

- Generated 46% of total revenue over past 3 quarters.
- Modernized and enhanced existing portfolio of products. Activities include: vendor selection and contract negotiations, requirements identification, conceptual design, beta testing and review cycle, documentation and packaging, creation of marketing materials and specification sheets. Break even analysis was 3.8 months and first year cost savings was \$440K. Current savings are >\$750K/year.
- Provided technical support and servicing for internal and external stakeholders including Sales, Marketing, Client Services, Development, Value Added Resellers (VARs), Vendors, and Customers.
- Established process, procedures, and systems able to support Depot Service Plan for cloud based Software as a Service (SaaS) customers.
- Negotiated lease, managed build-out, and transferred Engineering Headquarters and datacenter, from Class "B" to Class "A" office space at reduced square footage cost.

##### Manager of Hardware Production and Supply (2004-2007)

Led operations across Production, Return Material Authorization (RMA), Inventory, and Sales Order departments. Administered process improvements in all areas of business unit.

##### Successes Include:

- Achieved 100% hardware and accessory revenue goals over this period.
- Increased production by 46% by implementing time studies and analyzing impact of re-engineering effort.
- Reduced material costs by 41% in less than 9 months; total cost savings valued at \$2.8M during 28-month period though material enhancements, new vendor qualifications and scrap reduction
- Managed the transfer of wearable computer production to LXE, now Honeywell Scanning and Mobility. Duties included transfer of all proprietary information including drawings, Bill of Materials (BOM), production and QA procedures, tooling and vendors. Facilitated onsite training of engineers and technicians, and qualified OEM products to meet existing quality standards.

### **Business Analyst (2001-2004)**

Led strategic Customer Relationship Management (CRM), Materials Resource Planning (MRP), and business data projects from requirements definition through business process documentation and system implementation.

#### **Successes Include:**

- Selected, designed, managed and implemented SaaS software for estimating, tracking, and billing custom software and service engagements.
- Selected, designed, managed, and implemented CRM solution for the Support and Service Organizations. Project provided support and service organizations access to customer metrics including but not limited to: support calls and resolution, sales and repair history, and custom product and site-specific information.
- Designed, managed, and implemented 3<sup>rd</sup> Party add-on barcode software for inventory management.
- Productivity increased by 600%; ROI was achieved in less than 4 months with 100% accurate ship history records as a result of the barcode software implementation.
- Implemented MRP system, created RMA product defect analysis tool and reports, and managed financial integration between Exact MAX MRP and Microsoft Dynamics GP.
- Created inventory management process flow diagrams, policies and procedures for Sarbanes-Oxley compliance.

### **Another Great Company, Inc.**

1995-2000

**Staff Scientist/Project Manager**— Managed and executed product development efforts for DoD, DARPA, and NASA Small Business Innovative Research (SBIR) projects. Research and proposal writing activities earned more than \$2M in revenue, established new areas of technical focus, and developed several commercial products.

- Authored winning proposals for nanotube composites that brought \$1M in revenue and established a new technology focus with additional research initiatives valued at >\$2M.
- Managed and executed proof of concept research of a novel infrared wedge spectrometer. Successful phase I program received \$1M in additional funding and matured into commercial analytical product.
- Commercialized a non-destructive evaluation (NDE) prototype to hand-held product. Project was awarded the SBA Small Business of the Year Award in 1997.

### **Last Great Company, Inc.**

1994-1995

**Staff Scientist**—Principle scientist hired for newly formed material research group.

- Planned, procured, and assembled instrumentation and completed experiments for the investigation of novel polymer additives and fluid replacements for environmentally friendly deicing/anti-icing aircraft wings, fuels, and runways.

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## **SKILLS & TOOLS**

Operations Management ♦ Business Development ♦ Contract Negotiations ♦ Vendor Management ♦ Procurement and Sourcing Initiatives ♦ Strategic Planning ♦ Product Launches ♦ Developing Partnerships ♦ Building Client & Employee Loyalty ♦ Team Oversight ♦ Inventory Management ♦ Microsoft Dynamics GP ♦ MS Visio and Project ♦ Citrix ♦ VMware ♦ Crystal Reports ♦ Salesforce.com ♦ e-Synergy ERP ♦ Exact MAX MRP ♦ Windows 7 ♦ Vista ♦ XP ♦ Server 2000 ♦ Windows CE 5.0 ♦ Windows CE 6.0 ♦ Windows Mobile 6.5

## **EDUCATION**

**Great University, Denver, CO**  
*Masters of Business Administration*  
**My University, Boulder, CO**  
*Bachelor of Science in Chemistry*

# Scott Anthony Barlow, SPHR

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Anytown, OH 43551

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## Human Resources-Project Management-Talent Development-Change Management

### PROFESSIONAL PROFILE

An innovative, results based HR professional with 10 years of Human Resources and Business Leadership experience. Highly skilled in the areas of talent acquisition, workforce design, benefits and compensation design, program design, development and implementation

### EDUCATION AND CERTIFICATION

**Bachelor of Arts, *Human Resources Management and General Management*** **2002-2005**  
Eastern Washington University Cheney, WA

**Human Resources Certification Institute (HRCI),**  
Professional in Human Resources (PHR) **2009-2011**  
Senior Professional in Human Resources (SPHR) **2011-Present**

### EXPERIENCE

**ConAgra Foods/Lamb Weston BSW, *Human Resources Manager*** **2010-Present**  
*Strategic Business Partner for a Joint Venture Manufacturing Facility*

- Created and implemented a multi-year total compensation strategy (\$11 million labor and benefits budget) that brought wages from nearly 20% behind local market to fully competitive resulting in a 21% retention increase.
- Raised Standard Survey engagement results 23% and 16% respectively for Pay and Benefits categories year over year.
- Grew HR Department to a total of 8 employees while cutting overhead by \$18,000 in salary and \$45,000 in expenses at the same time.
- Developed proposal for Financial Wellness program for all of ConAgra after test piloting program in Warden WA. Program set to run 5 location pilot in FY14.
- Created and implemented a short interval control process and reporting for Human Resources to lower the time to fill positions, identify proactive recruiting priorities and spot trends in staffing and training.
- Designed multiple trainings, workshops, and strategy sessions for location leadership; all to address targeted needs.
- Worked to provide succession plan training, design, and assisted strategy development for leadership teams.

**WA State Employment Security Department, *Business Services Manager*** **2010-2010**  
*Human Resource Services Manager for State Agency*

- Created partnerships with local government contractors to provide candidate screening and selection services.
- Developed regional area targeted workforce development plans that included the largest employers in the area
- Worked with the Society of Human Resources Management to build collaborative programs that allowed job seekers to match to local employer needs.

**Target, *Senior Executive Team Leader-Human Resources*** **2007-2010**  
*Human Resource Manager for team of 300 (\$47 Million Revenue)*

- Directed all recruiting, development, retention, and compliance activities; including strategic planning of each.
- Managed HR Department, including office and support staff, to provide expertise and partnership in the areas of compensation, payroll administration, benefits administration, employee policy, retirement and pension.
- Headed large scale leadership development projects designed to promote retention, skill advancement, job satisfaction and to ensure employees are experiencing consistency around development.
- Led all employee relations activities including; facilitating an environment to drive high morale and engagement, leading investigations for ER incidents, providing partnership to management on personnel issues, and upholding open door related policies.
- Responsible for Safety Culture through training, coaching, influencing, and widespread communication of policy.
- Facilitated leadership training for various levels of management throughout several districts, including; situational leadership, talent planning, coaching, conflict management, flexible communication styles, etc.
- Designed a variety of training courses using adult learning methods for exempt and non-exempt employees.

**Target, Executive Team Leader-Human Resources****2006-2007***Human Resource Manager for team of 200 (\$35 Million Revenue)*

- Provided expertise and partnership to all departments for all state and federal laws and regulations including employment, FMLA, ADA, OSHA.
- Managed all compensation and payroll related functions; including administration of all payroll software.
- Influenced employees/managers to carry out HR initiatives, policy and communication.
- Planned, executed and facilitated training programs for staff, including skill development, enrichment, performance management, policy changes, learning groups, and position based training for all position levels.
- Responsible for benefits program administration, communication and implementation.

**College Pro Ltd, General Manager/Regional Supervisor****2005-2006***Operations, Human Resources, Sales, and General Management for 3 Northwest States*

- Held responsibilities for recruiting, hiring, selection, payroll administration, and day to day management (including all HR functions) of 120 employees and 12 franchise owners
- Wrote and implemented job descriptions, training programs, policies and employee orientations for various positions within the company.
- Responsible for all training and development for leadership and employees within territory.
- Worked with government agencies including BOLI, DOL, OSHA, WISHA, and Dept. of Labor and Industries
- Acted as a consultant for employee relations, compensation, state and federal regulations and laws, and performance management.

**College Pro Ltd, Franchise Manager****2003-2005***Owner/Operator of Home Improvement Service Franchise*

- Responsible for the staffing, growth and development, and compensation of 22 employees.
- Created and developed 2 new positions – wrote job description, compensation policy and training programs.
- Designed and implemented training courses for new recruits — raising productivity and profitability by 18% and 15% respectively.
- Designed HR processes and retention programs to roll out to other franchise locations

**VOLUNTEER****Adams Grant Human Resource Association, Director for Workforce Readiness**

- Partnered with Big Bend Community College to provide workshops for local job seekers that improve their job search skills and expose them to local Human Resources professionals and employers at the same time.
- Developed a mock interview and career feedback program for veterans in conjunction with a local veterans job and benefits fair.

**Columbia Basin Society for Human Resources Management, Director for Workforce Readiness**

- Created a successful Veteran employment initiative collaborating with 20+ companies that was both nominated for and won the Randy Lundberg Northern Lights Award from the Northwest Human Resources Management Association (NHRMA)

**PROJECTS****HappenToYourCareer.com, Owner, Career Coach, Blog Writer, Speaker**

- Coached numerous people to make moves from their day jobs to jobs that suited their passions, goals and interests.
- Spoke and conducted workshops at various different colleges on a variety of subjects from job search to career changes.

## Summary of Qualifications

Instructional design professional with ten years of experience in education, administration, and training focused on the design and evaluation of face-to-face training modules and online resources, linking assessment and performance improvement metrics to all training, and creating products that result in long-term performance change on the job.

## Professional Skills

### Instructional Design

- Designed, implemented and assessed 2,700 employees and new hires over a two month period.
  - Collaborated with three departments on content development and design.
  - Modified training for staff low English or computer proficiency.
- Restructured related electronic document system which increased process efficiency by approximately 80%. Assessed, designed, developed, integrated and evaluated an interactive, online instructional unit over a two month period to serve the needs of Dunes National Lakeshore for pre, during and post educational visits.
- Developed two mixed-media courses for Guatemalan firefighters.
  - Worked with several SMEs across different content areas to increase technical skills of rescue in an effort to lower fatality rates of firefighters.
- Designed and assessed face-to-face training for 170+ staff at four sites.
  - Collaborated online with two trainers using Google Video Chat/Docs and Adobe Connect.
  - Provided weekly support for staff utilizing small group or individualized reviews.
  - Troubleshoot errors with devices and programs daily for four sites.
- Redesigned the Response to Intervention (RtI) Program for a school which resulted in increased student success in the classroom by ~75%. Created electronic documentation and trained 23 staff members on the new program.

### Facilitation

- Conducted on-site and remote training of 18 online, face-to-face, or mixed-media courses.
- Provided staff training in group and individual settings.
- Learned more than 15 new applications in one month to support the experience levels of all staff, including administration, teachers, cafeteria staff, and bus drivers.
- Utilized Adobe Connect and WebEx to relay information simply to new users.
- Provided concise monthly flyers to share latest technology trends.
- Planned and led staff meetings regarding new district procedures for 100+ staff members. Created and shared electronic forms which increased productivity, data submission and communication by ~25%.
- Served as community liaison resulting in donations from three local businesses for three years.
- Reduced student discipline referrals by over 50% at two schools with positive incentive programs. Modeled expectations by focusing on desired behavior and student goals. Classrooms with least

amount of referrals and students with exemplary behavior were awarded with privileges predetermined by them as desirable incentives.

## Evaluation

- Managed the evaluation process of 44 staff members based on performance and district goals. The project included coordination of assessments, performance improvement planning, and personal development planning.
- Administered English Language Learners (ELL) daily online program which improved students' English scores on state tests by 74% and saved the district \$5,000 annually.
- Served on several committees designed to assess the applicability of technology to augment learning. Developed evaluation criteria to prioritize need and work within the budget.
- Facilitated Response to Intervention (RtI) meetings between parents and teachers once a week for three years. Provided individualized educational plans to students scoring one standard deviation below grade level based on assessment data and classroom performance.

## Employment History

<b>Online Adjunct Instructor</b> , Purdue University, Lafayette, IN	12/2013 – present
<b>Educational Technology Trainer</b> , Central School Corp., Central, IN	06/2011 – present
<b>Dean of Students</b> , Central School District, Central, IN	09/2008 – 06/2011
<b>Elementary/Middle School Teacher</b> , Central School Corp., Central, IN	08/2003 – 09/2008

## Education

**Purdue University**, Lafayette, IN

M.S. in Instructional Design and Technology

**Ball State University**, Muncie, IN (*Summa Cum Laude*)

B.S. in Elementary Education, Academic Honors in Writing

## Volunteer/Community Leadership

<b>Programs Committee</b> , Int'l Society for Performance Improvement	01/2013 – present
<b>Technology Team</b> , Holy Shepherd Lutheran Church, Boulder, CO	02/2013 – present
<b>Advisory Board</b> , Instructional Technology Program	05/2010 – present
<b>Recreation Coordinator/Construction</b> , Hearts In Motion, Zacapa, Guatemala	07/2008, 07/2012
<b>4<sup>th</sup> Grade Teacher</b> , Negril, Jamaica	03/2001
<b>Adopt-A-School Coordinator</b> , Boulder School District, Boulder, CO	10/2001 – 05/2002

## Professional Memberships

- International Society for Performance Improvement (CISPI)
- National Education Association (NEA)

## Awards/Recognition

- American Red Cross Service Award
- Association of Colleges for Teacher Education (IACTE) Future Educator

# Tom Dixon

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<http://www.linkedin.com/in/mondayisgood>

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## Outside Sales Professional / Account Executive

### Successfully Closing the Sale & Uncovering Opportunities for Growth

- **Revenue:** Grew territory from \$200k to \$1.8MM through new account development in office and technology supplies industry. Achieved \$1MM in first year of office equipment and design startup.
- **Structuring for Growth:** Experienced in development of business and marketing plans. Reviewed and approved multiple multi-million dollar projects as VP of town planning commission.
- **People Development:** Developed sales excellence training. Experienced in hiring, training, and motivating sales teams to deliver amazing results.

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## Key Skills

### Sales Leadership

- Experienced in growing sales territory in both corporate and small-business environments.
- Booked over \$1MM in sales during first year of start-up business leveraging 90% close rate.
- Exceeded industry standard margin – averaging 31% in office supply industry versus 7% standard.

### Marketing

- Designed website, marketing materials, logo to consistently brand start-up business.
- Active in key marketing activities such as networking with prospective clients, product & manufacturing selection, and identification of market trends.

### Training & Development

- Aligned individual quarterly and year-end sales goals with company objectives. Provided candid reviews of team members.
- Mentored new sales representations to achieve higher results.
- Created employee policies and procedures and outlined in comprehensive employee manual.

### P&L Responsibility

- Directly managed client profitability to exceed budget targets.
- Recognized “cost per stop” to integrate real costs with marketing plan – resulting in an improved profitability per stop.
- Executed big thinking ideas by developing business plans, marketing plans, and budgets.

## Experience

**Great Company, LLC.** Boulder, CO

2011-Present

Chief Development Officer / Corporate Secretary

*Faith based live performance/event production firm.*

**Great Company #2, Inc.** Denver, CO 2004-2011  
Founder / Owner  
*Office supply & business design services firm.*

**Great Company #3.** Alsip, IL 1990-2004  
Sr. Account Executive  
*Office, janitorial, and copier supply firm.*

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## **Public Service & Community Involvement**

Chairman of Supervisory Committee for local Credit Union  
Vice President of Planning Commission (2009-2011)  
Secretary of Planning Commission (2012)  
Elected as State Delegate for Indiana (2012)  
Leader of Career Networking group serving the community (2010)  
Cross Country & Track Coach for local schools

## **Education**

**University of Iowa, Iowa City, IA**  
*Bachelor of Science in Psychology, minor in Economics*