

# Résumé and Cover Letter Secrets Revealed!

“Get the job you want. In 30 days or less.  
With proven tips for résumés, cover letters and job interviews.  
Guaranteed to work for you. Or your money back!”

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## Introduction

**This eBook will show you how to find, apply for and get the job you want -- in 30 days or less. Or your money back.**

This book is based on my experience writing and editing nearly 2,000 résumés for more than 1,000 clients since 1995, as owner of Guaranteed Résumés ([www.gresumes.com](http://www.gresumes.com)).

Before becoming a professional résumé writer, I read résumés and hired employees at three different companies in North America and in Japan. I also spent 10 years writing for publication, as a textbook writer, teacher, freelance writer and associate editor.

This unique experience helped me develop the Guaranteed Résumé format that has worked so well for clients in 44 states and 23 countries.

Just follow the step-by-step instructions in each chapter. The résumé templates and résumés in the Appendices are there to guide you. They're all based on real résumés written for my clients; only the names have been changed. If you run into trouble or get writer's block, just copy and paste from the example résumés to create your own.

You'll also find chapters to help you write a dynamite cover letter and proofread your résumé. There's information on how to find the jobs that suit you best, whether you're using the Internet, the newspaper classified ads or your personal network. And much, much more.

I guarantee you'll be 100% satisfied.

In fact, I'll make you the same guarantee that I make to my clients. **You'll get the results you want using this book. Or your money back.**

If you're not satisfied with your results, you may request an immediate, hassle-free refund for up to 90 days after your purchase. Simply send e-mail to [kevin@gresumes.com](mailto:kevin@gresumes.com) with your name and e-mail address and reason why you're not satisfied. I'll personally refund your money.

Your comments and suggestions are welcomed! Please e-mail me and let me know how you're doing. You can reach me at [kevin@gresumes.com](mailto:kevin@gresumes.com).

Best wishes,

Kevin Donlin  
Owner, Guaranteed Résumés  
July 2000

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Register today for your free subscription to Employment Dispatch, a monthly e-mail newsletter that delivers only the newest and best employment information and strategies ... to help you find the right job fast!

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You’ll find job-hunting tips from industry insiders, employment articles, links to the Web’s best employment sites and more!

It’s easy to subscribe! Just send any e-mail to [EDispatch-subscribe@listbot.com](mailto:EDispatch-subscribe@listbot.com). Your first issue will arrive during the first full week of each month.

## Quick Start

While I recommend that you take the time to read this entire book first, you can create and use an effective résumé quickly by following the instructions below.

1. Find a job using the resources outlined in Part I, chapters 1-2.
2. Choose a résumé from Appendix I that most closely matches your career. The résumés are organized in two ways:

by **job title/career** (example: Restaurant Manager)

and by **background/special needs** (example: temporary/diverse work background).

- Adapt each section with your own information. Feel free to copy and paste from several résumés to assemble your own.
- Be sure the final product is 100% accurate and describes YOUR skills and experience!
- Making a **career change**? Want to de-emphasize a **diverse work history**? I highly recommend you use the modified functional format I used for Frank Howard and Tim Masterson (see their résumés in Appendix I), that have become the standard for my paying clients.
- **And be absolutely sure to use the proofreading checklist included in chapter 9.** About 90% of the résumés I see that are written by others have at least one or two errors in spelling, grammar or spacing. I urge you to take the time to proofread your résumé carefully. Then, for best results, have a trusted friend or colleague read it, too.

The résumés in the Appendix are proven winners, so you definitely won't go wrong by adapting them to your situation.

## **Part I: Find the Job You Want**

### **Chapter 1: Best Job Search Web Sites**

To get started finding the job you want -- fast -- I suggest you register at the following Web sites and use their free job search agents.

When job openings are found that match your preferences, you'll receive them by e-mail. It's like the classified ads in reverse! I've set up links from the Guaranteed Résumés Web site to some of the best. Point your browser here:

**Flip Dog** - <http://www.gresumes.com/fd>

**The Vault** - <http://www.gresumes.com/v>

**Career Exchange** - <http://www.gresumes.com/ce>

**Cruel World** - <http://www.gresumes.com/cs>

Are you a recent college graduate?

Search for jobs and upload your resume at **College Recruiter** - <http://www.gresumes.com/cr>

Are you a management or other professional?

Register with Futurestep, a free executive search service. Point your browser to the Career Section of the Wall Street Journal and click on **FutureStep** - <http://www.careers.wsj.com/>

Finally, I've set up a comprehensive job search site with job search resources broken down by career type. Point your browser here:

**1 Stop Job Search** - <http://www.1-job-search-employment-careers.com/>

## Chapter 2: Link to FREE Job Search Software

Title: Wanted Jobs 2K

**System Requirements: Windows 95 or Windows 98**

Looking for the perfect job? Try Wanted Jobs 2K. This free, intelligent search agent uses your input (state, job title, and keywords) to query all of the most popular job databases on the Web, including America's Job Bank, CareerMosaic, CareerPath, Monster.com, and the ZDNet jobEngine.

It diligently updates itself every time you use it and offers several must-have features for serious job hunting: lightning-quick, multithreaded searches; customizable result depth and relevancy levels; result sorting and flagging; integrated browser launching to examine individual ads; and refined seek features to drill down into results.

**To download your free version**, just point your browser here:

<http://www.wj2k.com/>

## Chapter 3: Power Networking Tips

Here are two powerful ways to network your way to a new position -- **job fairs** and **job clubs**.

You'll see advertisements for job fairs in almost every Sunday paper. They're often held at local hotels or convention centers. Even if you don't see an ad for a job you seek, if an employer you'd like to work for will be at a job fair, go there with your résumé and start meeting people.

Let them know what you'd like to be doing for them -- they might offer to create a position just for you that uses your skills. Or at least agree to let you interview. You'll never know what good things might happen unless you go and find out!

In addition to meeting employers, try to exchange business cards with at least five other job seekers. Why? They might be leaving a company that's looking for someone just like you! At the very least, you'll be practicing your networking skills, which can help you in a job club.

Job clubs -- what are they and how can they help you? Here's the inside scoop.

Because the vast majority of jobs are filled through personal contacts, a job club can be very effective in your job search. And you'll find them all around you. Contact your local library, church, community groups and state employment agency for help in contacting one or more that suit your needs.

If your city publishes a free employment weekly newspaper, be sure to check the announcements section to find job clubs; you may also find them listed in the phone book.

In a good job club, you'll meet regularly with 10-30 other people to share leads, provide support and practice such skills as interviewing and negotiating for salary. Job clubs are often free, so don't worry about high membership costs.

I highly recommend you consider adding job fairs and job clubs to your arsenal of job-search weapons!

## Chapter 4: How to Crack the Hidden Job Market

Often, the best jobs aren't advertised in your Sunday paper. And those that are will trigger a flood of résumés, putting you in competition against thousands of other candidates.

Instead, you should try cracking the hidden job market. Here are two ways to do just that.

1) Apply directly to a company that suits you. This is so obvious that few people do it. Which means you'll have far less competition.

Simply identify five or six companies you'd like to work for and call each to get the name and mailing address of the person who hires people like you.

Then, spend an afternoon researching these firms on the Internet. You want to familiarize yourself with each company's products, markets and competitors. Most importantly, try to come up with at least one suggestion for how your target companies can increase revenues or solve a problem.

Next, send a personalized letter and résumé to each employer. Follow up with another letter or an e-mail if you don't hear back from them in 7-10 days.

2) Use your personal network. This is often the most effective (and under-used) job search technique.

Tell everyone you know that you are looking for a job. Call every friend, relative and acquaintance in your address book. If each person can't help you, ask them if they know someone else who can. Your network will soon become massive. Eventually, someone should be able to put you in touch with a decision maker who can hire you.

Even former employers can help. If you parted on good terms with your last boss, he or she might be able to refer you to hiring managers in other companies who can help.

## CHECKLIST (Days 1-4)

- Search for jobs at the Web sites in chapter 1 of this book
- Tell everyone you know that you're looking for a new job. This includes everyone in your e-mail and offline address books, plus your past co-workers/employers, teachers, neighbors, vendors, other job seekers, etc.
- Join at least one job club (call your local library). Network with other job seekers for tips on companies that are hiring people like you. In addition, a good job club will offer assistance with job interview techniques.
- Need help breaking into a new field or advancing in your current career? See the WetFeet Web site for advice and to research job descriptions that might suit you (<http://www.gresumes.com/w>)
- Want to expand your network of professional contacts? Register at the Vault, a terrific Web site that enables you to do just that (<http://www.gresumes.com/v>)

## Part II: Apply for the Job

### Chapter 5: Use a Guaranteed Résumé

What makes a Guaranteed Résumé different from an ordinary résumé?

Guaranteed Résumés are different because they're written with the employer in mind. Because no employer wants to hire you. Employers only hire staff when they have problems to solve.

And no employer wants to spend a lot of time hiring you, either. It can take days or weeks to read résumés, call candidates, interview and hire them. This process takes employers away from their business, which is not where they want to be.

So, your résumé must quickly answer this question: "What can you do for me?"

That's the question going through every employer's mind as he or she reads your résumé. If you can clearly explain the good things you can do, then prove you've done them before, you'll greatly improve your chances of being called for an interview.

It's that simple. Write what the employer wants to see.

To that end, every Guaranteed Résumé has five characteristics. They are:

- Focus on the job you want
- Emphasis on achievements and results
- Easy-to-read design
- Easy-to-read language
- Quotes from people familiar with your work

Now, let's look at each of the five areas in detail.

#### **Focus on the job you want**

You must tell employers what you can do for them. Don't make them figure this out for themselves — they may reach the wrong conclusion or get bored and throw your résumé in the trash.

If you don't know the title of the job you're applying for, you should at least know what skills you can use. So, start your résumé with one of two headings: Objective or Summary.

**An objective with a job title is the best way to start your résumé.** It shows that you know exactly what job the employer is trying to fill. Examples:

#### **OBJECTIVE**

**Restaurant Management** where more than 10 years of food service and management experience will contribute to efficient operations.

## **OBJECTIVE**

**Network Administrator** where three years of successful experience and training will add value.

## **OBJECTIVE**

**Pharmaceutical Sales Rep** where eight years of training and experience in health care and sales will add to profitability.

**If you don't know the job title**, you can start with a summary. This will focus the reader on the skills you've used while giving you a bit more flexibility to apply for different jobs. Examples:

## **SUMMARY**

Seeking a position where more than 12 years of **sales, management and operations** experience will contribute to increased efficiency. An energetic team-player, able to motivate staff for best results.

## **SUMMARY**

Seeking position as **business analyst** or **consultant**, where more than 13 years of software development and support will add value. Proven skills in re-engineering and project management.

## **SUMMARY**

Seeking a position where proven skills in **graphic design** will add value. Creative, highly motivated and deadline-savvy. Superior work habits and layout skills.

Whether or not to use an objective or summary can be a sticking point for some people. They hesitate to focus their résumé, because they want to be considered for all jobs.

This is a mistake.

A focused résumé is a powerful résumé. A résumé that tries to be all things to all people ends up being nothing at all. You can always write a second or third résumé to give you more options.

### **Focus on achievements and results**

Your résumé will focus on the good things you've done for previous employers or while in school. By contrast, most résumés focus on job duties and responsibilities, which forces the employer to read between the lines and guess at your true value.

Most Guaranteed Résumés have a Profile section following the Objective or Summary. Here you can put your best achievements and results. Be specific, using dollars and numbers where possible. Examples:

- Created and led Client Solutions Division in 1991. Led sales, support and hardware teams to penetrate computer market for Xerox Canada. In one year, gained 80% of market share against IBM, while meeting sales goal of \$5 million.
- More than 10 years of experience with major firms doing packaging, production, assembly, forklift operations and transportation.
- Reduced administration expenses by \$5 million, cut \$1 million from 1998 operating budget and saved \$100,000 in expenses by evaluating contract employee (all in 1997).

### **Easy-to-read design**

Your Guaranteed Résumé will be easy to read, using a design that's proven successful in the job market since 1995. Your résumé will follow these two rules:

- **Use centered headings.** By putting your headings in the middle of the page, you'll make the résumé easier to read. Example:

OBJECTIVE

CAREER PROFILE

EXPERIENCE

- **Use a professional-looking font.** I use and recommend Times New Roman 12-point fonts for the body copy (the text you are reading is 12-point Times New Roman) and Arial Black, Bookman, or Albertus Medium for the headings. This combination is easy to read, with a business-like appearance.

### **Easy-to-read language**

Every Guaranteed Résumé follows the advice of Winston Churchill, who said: "Use short, old words." Most résumés don't do this. Their writers are convinced that big words make them sound smarter and more accomplished.

Wrong.

Filling your résumé with words like *implementation* (set up, start), *utilization* (use) and *facilitation* (help) will only make the reader's job harder. It will NOT make you sound smarter.

Your résumé should sound like you speaking, only in print. For a detailed explanation of writing tips and techniques, see Chapter 3: "Writing Your Guaranteed Résumé."

### **Quotes from people familiar with your work**

This is my favorite technique. Using quotes gives credibility to your résumé and makes it stand out from the crowd. Quotes make readers curious and more likely to call you to find out more about what you can do.

Where do you get these quotes? From letters of recommendation, performance reviews, or by jotting down good things clients/supervisors have said about you — as long as you know them to be true! For emphasis, you can underline them in your résumé. Examples:

- Described as a “good lateral thinker” by supervisor, who added: “David is able to look at all sides of a situation, allowing him to be more effective in troubleshooting.”
- President said: “I have rarely experienced a person with so much enthusiasm, dedication and drive as Mike.”
- Cited by technical writers for my ability to explain difficult concepts in clear terms.

NOTE! Don’t use more than two or three quotes. If you do, you may clutter up the résumé and distract the reader.

### **How long?**

A quick word about length. This is a question I hear from almost every client: “Should my résumé be one page or two?”

There’s no law against two-page résumés, especially for folks with 10 or more years of experience, or to cover highly technical careers that require listing your computer skills, languages, etc.

But make sure that, if your résumé is two pages long, those two pages are interesting to read. Summarize where possible and remember that you can always elaborate on complex experience during a job interview. The purpose of your résumé is simply to get that interview, not to tell your whole life’s story.

A one-page résumé works for most people and it’s the length I usually aim for when writing for my clients. I’d say 75% of my résumés are one page long.

If you have trouble getting your résumé down to one page, don’t worry! See the next chapter under the heading: “How do you make room for more information?”

Now that you know what goes into a Guaranteed Résumé, let’s move on to the next chapter and start gathering the information you’ll use to write your résumé.

## Chapter 6: Before Writing – Gather Your Information

This chapter will help you find your most marketable skills, then find achievements in your past that prove you have those skills. The data you assemble will help you write your Guaranteed Résumé (in the next chapter).

### Find your marketable skills

Your Guaranteed Résumé will highlight your most marketable skills in such a way that employers are more likely to call you. What are your most marketable skills? Answer these two questions:

**What do you do well?** What do you most enjoy doing? Is it the job you're doing now? Your course work in school? If not, what do you do well? Is it a hobby? Volunteer work? Other? Write your answers on a sheet of paper.

**What do you enjoy doing?** What skills do you most enjoy using on the job or in school right now? What skills would you use even if you weren't paid? Write out your answers. If you enjoy doing something that you've already written down in answer to the first question, underline it this time.

Ideally, you'll have several skills underlined at the end of this exercise. These are things you do well AND enjoy doing.

**Now, list your 2-3 most marketable skills.** From your list of underlined skills, choose the 2 or 3 you think will be most attractive to the person reading your résumé. These are your most marketable skills. You'll use them later to write your résumé.

This is the most important step in the process of writing your Guaranteed Résumé.

Why? Because if you know what your most marketable skills are, you can highlight your most relevant experience, which will help you find the job that's best for you.

### Prove your case with achievements

Now, what achievements prove the 2-3 most marketable skills you listed above? Write at least three things you did that you're proud of and **THEIR RESULTS**.

What have you done to increase productivity, profits, efficiency, sales, etc.? Use facts, figures, years and be as specific as possible. Your achievements can be from paid or volunteer employment, school projects or even hobbies. As long as they're relevant to the work you want to do, you may include them in your résumé.

## **Don't include everything — what to leave out**

Some things don't belong in your résumé. Here's a list of six things you should not include:

- **Title at the top of the page**, such as “Résumé of Qualifications,” “Confidential Résumé,” etc. If the reader needs to be told that he's reading a résumé, he's in no position to hire you.
- **Months of employment**. While you must include the years you were at each job, don't include the months. This is perfectly acceptable and helps cover up any short gaps in employment. Your dates should look like this: (1997-1998).
- **Reasons for leaving**. This information is irrelevant and uses valuable space. You can always discuss these facts in a job interview. If you feel compelled to explain why you left a job after a few weeks or months, just leave it out of the résumé.
- **Salary**. Never discuss this until you have a job offer.
- **References**. Write these on a separate sheet and bring them to the interview. And don't include the phrase: “References available upon request.” It's understood that you have them. This line wastes space
- **Age, sex, religion or health**. In the United States, it's illegal to discriminate against you because of these. Don't refer to them in your résumé.

If you're in doubt about whether or not to include something in your résumé, ask yourself: “Will this make an employer more likely to call me?” If the answer is a definite “Yes,” include it. If the answer is “No,” consider leaving it out.

## Chapter 7: Writing Your Guaranteed Résumé

Now that you've assembled the necessary facts, it's time to start writing.

Use active verbs and short words. Easier said than done, right?

To test what you've written, read it aloud. Does it sound like something a Congressman might say? That's bad. (Example: "Implementation of various project-management techniques resulted in above-average productivity.")

Does it sound like something you would say during a job interview? That's good! (Example: "Managed three projects, resulting in 32% higher profits.")

The style I recommend is journalistic, with few of the following words: *the, a, an* and *my*. There are exceptions, of course, but always look to prune extra words. Pretend you're sending a telegram and cut accordingly.

The easiest way to do this is to write two drafts of your résumé.

In the first, rough draft, pour out all the ideas that come to you. Don't worry about how anything sounds or whether it fits nicely on the page. What you produce will be a diamond in the rough.

You'll revise this rough draft later and gradually eliminate material until what's left is a Guaranteed Résumé.

The first and most important part of your Guaranteed Résumé is the Objective or Summary.

### **Objective/Summary**

Spend as much time on this section as necessary to create a powerful opening for your résumé. Your Objective or Summary should be two or three lines long at most.

Don't talk about yourself and your career goals — you can do that in the interview. Avoid such phrases as: "seeking a chance for advancement," or "where my skills will be utilized," or "where I can further my career."

Your goal is to focus on the employer and his or her needs. See the example résumés in Appendix I for help.

An Objective or Summary can be a sticking point for some people. They want a résumé that gives them enough flexibility to apply for any job that might even remotely match their skills and experience.

As we saw earlier, you must focus on the job you want. You must tell employers what job you can do, not force them to think of a job that might suit you.

Second in importance (and order) is the Profile section.

## Career Profile

You can also call this section Professional Profile, Technical Skills (for programmers and other technical types), Highlights or Qualifications.

Here you should include between four and six bulleted paragraphs that cover your best skills, as well as some of the best things you've ever done on the job.

Reason? The goal of your Guaranteed Résumé is to get employers to call you. And the Profile section is a crucial method of achieving this goal.

Example Profile section:

### PROFESSIONAL PROFILE

- Strong background in **journalism**, with firsthand knowledge of press community. Includes seven years of experience writing, editing and delivering on-air news and breaking stories.
- Superior verbal and written **communication** skills. Twice awarded by AP for reporting skills in 1998. Proven ability to balance needs of competing groups on controversial issues.
- Three years of **business management** experience as owner of small business. Gained press coverage, overhauled marketing, increased sales and sold for 100% profit (1990-1993).
- Cited for "considerable news judgment," by WXXX-TV GM, who said: "Joe is a well-organized self-starter (who) would make an outstanding employee in public relations."

Another Profile section, this for an entry-level programmer:

### TECHNICAL SKILLS

- **Operating Systems:** Windows 95/98, UNIX on Sun SPARC and MS-DOS.
- **Programming Languages:** C, C++, HTML and JavaScript.
- **Software:** Microsoft FrontPage, Image Composer and Word; Lotus 1-2-3 and mSQL.

Once you've written the Objective/Summary and Profile sections, you've finished the most important job. Your work is now half done!

## Quotes

Few (if any) résumés use quotes. As mentioned previously, this powerful technique is one of the reasons all Guaranteed Résumés are guaranteed to produce results. Why?

Quotes do more than just prove your claims. They make employers curious about you. Which makes them more likely to call and find out more. And this is what résumé writing is all about! For ideas on using quotes, see the example résumés in Appendix I.

You may not be able to find written quotes. That's OK. Try to recall good things that managers/clients have said about you. As long as they really said it, you can use these indirect quotes in the résumé.

Example indirect quote:

- Cited by supervisor for problem-solving skills and ability to train staff.

## Experience

When writing about your experience, follow a consistent, easy-to-read format. I suggest you follow this example:

**LAN/WAN Administrator:** US Marine Corps, Camp Lejeune, NC (1993-1999).

For each job you've had, include your title, company name, city, state and the years you worked there. Don't include the months, as this may highlight any gaps in employment.

Below this first line, describe your typical daily duties in one or two sentences. But don't dwell on duties or responsibilities. You want to emphasize achievements, effective projects and other good things you did on each job.

So, your description for a typical job might look like this:

**Account Executive:** WWWW Radio 107 (CBS), Southfield, MI (1994-1995).

Handled spot radio sales involving business-to-business, sports and retail accounts.

- Served as marketing/advertising consultant to businesses.
- Grew account billings from \$10,000/month to \$60,000/month in under one year.
- Worked on radio, Yellow Pages, direct mail and TV campaigns.

**Note for recent graduates** from college or high school: if you don't have much work experience, be sure to make the most of your education and training. For example: in your Profile section, include 5-10 of the classes that are most relevant to the job you seek. You can also include volunteer work in your experience section; work is work, even if you didn't get paid for it!

For more ideas, please see the résumé examples in the Appendix.

While there are exceptions to these rules, this format gives you a lot of flexibility to describe your experience in an effective manner.

## Education

You must include a section describing your education. Follow this format:

### EDUCATION

- **Master of Arts: Communications**, University of Florida (1984).
- **Bachelor of Arts: Art History**, San Diego State University (1982).

You can also call it Education/Training if you'd like to list any training received after your formal education ended. This is also a great way to give more substance to an otherwise-skimpy Education section. Yours could look like this:

### EDUCATION/TRAINING

- Ongoing professional training includes courses in sales, problem-solving, leadership, management, quality, market research and presentation skills (1985-present).
- **Bachelor of Civil Engineering**, Trafalgar University, Algeria (1984).

If you went to college but didn't graduate, you can describe your course of study like this:

## **EDUCATION**

**BS: Finance** course work, Ohio State University (two years).

If you're currently in school, include your expected year of graduation, it like this:

## **EDUCATION**

**MBA: Finance**, Michigan State University (expected late 1999).

### **Other Facts**

If space allows, you can include an Other Facts section to combine good things about you that don't fit in other parts of the résumé. I recommend you put this section last, to finish the résumé with a bang. Follow this format:

## **OTHER FACTS**

- **Languages:** Arabic, French and English (fluent).
- **Computer** skills include Windows, Excel, Word, PowerPoint and Internet research.

### **Revising**

After you've written the first draft of your résumé, put it down for a few hours and go do something totally unrelated. Get your mind off your résumé for awhile. When you return and read it again, you'll see areas that you want to change or improve.

**How long should your résumé be?** If you can get everything to fit on one page, great. In most cases, a one-page résumé more effective than two pages. But a two-page résumé is fine for technical careers or people with more than 10-15 years of experience.

**How do you make room for more information?** There are four areas you can make smaller to fit more text onto page:

1. Name and/or address — shrink the font size by two points
2. Spacing between sections — shrink the font size from 12 to 8 points.
3. Section headings — shrink the font size from 14 to 13 or 12 points.
4. The body copy — shrink the font size from 12 to 11 points.

## How to Proofread

Your résumé must be error-free. Just one misspelled word or punctuation error can ruin all your hard work. I've spoken with several hiring managers who say they won't call a candidate whose résumé contains typos.

You should proofread your résumé four times for four areas: spelling, spacing, punctuation and content. Print the résumé before you proofread it. This makes it much easier to read. You'd be surprised how many errors become visible on a printed page versus a computer screen.

For help, see the professional proofreading checklist — the same one I use every day — below.

## Professional Proofreading Checklist

Print this checklist for easy reference. Proofread your résumé twice for each section below. Check the box after completing each task.

- Contact information.** Verify your name, address, ZIP code and phone are correct.
- Facts and figures.** Check all years and numbers in the résumé and cover letter. Do they add up? Are they consistent?
- Clarity and content.** Read the résumé aloud for awkward, missing or extra words.
- Spacing.** Make sure the space between each sentence and section is the same.
- Spelling.** Use your word processor's spell checker AND read it yourself. Most misspelled words occur in the headings and in software/business names.
- Punctuation.** Read the résumé BACKWARDS, looking for missing or incorrect punctuation, such as commas, dashes between dates, apostrophes, etc.
- Layout.** Are the upper and lower margins even and pleasing to the eye? Is there white space throughout the document, or is the text too dense? Print the résumé and show it to friends for their comments.

## Printing

**Use a laser printer.** Never use an inkjet or dot matrix printer. Visit your local printer if necessary. Only a laser printer will create the kind of quality necessary for your résumé.

**Use high-quality stationery.** Print your Guaranteed Résumé on cream or ivory-colored paper, of at least 24 pounds in weight. Other colors don't look as professional. (I've asked recruiters and hiring managers and they agree.) You can find suitable paper at an office supply store or copy center. Avoid heavy paper, which can crease and damage the print.

## Mistakes to avoid

Here are four mistakes that hinder most résumés. I see them over and over again in the hundreds of résumés I review each year from prospective clients.

### 1. **Errors in spelling and punctuation.** This is the most common (and deadly) error!!!

Your spell-checker is not enough. You must read through the résumé once for accuracy (numbers, dates, city names, etc.), once for missing/extra words, and once more for spelling.

Then, show your résumé to several friends and ask them to read it out loud. Listen to where they pause; this could mean you've written something confusing or inaccurate. After you get their feedback, revise the résumé so that it's 100% error-free.

### 2. **No objective or summary.** By not choosing what job you want to do, you start your résumé off on the wrong foot. Why? You force the employer to read it all the way through to figure out what kind of job you're suited for. You create more work for your busy reader. This is the last thing you want to do!

### 3. **Focus on responsibilities instead of results.** While it's important to tell the reader what you did at each job, it's far more important to spend most of your time talking about what you accomplished and how you made yourself valuable to past employers. Focus on results and achievements. The more specific, the better.

### 4. **Too many big words.** It's a shame how often a résumé is ruined when the author utilizes a superabundance of polysyllabic terminology, or uses too many big words.

Don't hide behind your vocabulary. When your résumé is not clear and to the point, the reader gets bored, time is wasted and your résumé goes in the trash.

Simplify! Write as if you were talking to a class of sixth grade students. That's the reading level all journalists are trained to appeal to in their writing. If it works for America's newspapers, it ought to work for you.

Instead of saying "implemented," try "adopted" or "set up," for example. Never "utilize" what you can simply "use." Don't "interface" with people; "work" with them. And never use "impact" as a verb. (Meteorites hitting the moon are about the only thing that should "impact.") Use "affect" instead.

## Chapter 8: Send Your Guaranteed Résumé

I'm often asked about the best way to send a résumé to employers. Since there are several ways to get your résumé into the hands of an employer, I'll cover each in detail. They are:

1. Paper mail
2. Fax
3. E-mail

### Paper mail

Also known as snail mail to those of us who depend on e-mail for much of our daily correspondence, traditional paper mail is how you will probably send most of your résumés to employers. To ensure maximum results, follow these steps:

- **Don't agonize over the envelope.** A standard number 10 business envelope will work fine. For added emphasis, you can always FedEx your résumé or send it in an oversized or stationery envelope. More important than the type of envelope you use is the spelling on the outside. Make sure EVERY WORD is spelled correctly. A misspelled name or address can kill your chances before the employer ever gets to your résumé.
- **It's OK to fold your résumé.** Follow standard business protocol and fold your résumé twice, so that the document is divided into three parts from top to bottom.
- **Sign your cover letter.** Don't just run off hundreds of copies at Kinko's or from your own computer. The personal touch is important. And studies show that the signature is the second or third thing that readers look to in every letter. So, if sending a cover letter, be sure your signature is easy to read (but not too outlandish).

### Fax

The main advantage of sending your résumé by fax is speed. It will arrive within minutes, as opposed to the days it will take your résumé to get there by paper mail. However, a fax is printed on flimsy paper and won't give your résumé a very memorable appearance.

So, how can you combine the speed of faxing your résumé with the high-quality appearance of mailing a stationery copy?

**Do both!** If you can send your résumé by fax, send another copy by paper mail. This has several advantages:

- The faxed version will arrive quickly and should suffice if the employer wants your résumé right away.
- The stationery version you send by mail will reinforce the positive impression of your faxed résumé. By sending the résumé twice, it shows you are REALLY interested in this position.
- You'll increase the potential audience of readers. Chances are, more people will read your résumé — and want to call you — because your résumé will be seen by whoever reads faxes and opens mail, in addition to the person your résumé is addressed to. This can only improve your chances!

As with mailing stationery copies, be sure to sign any cover letters that you fax out.

### **E-mail**

While e-mail is the most convenient way to send your résumé to employers, the problem is often this -- sometimes, when you send your résumé to companies by e-mail, they write back saying the document was garbled or not attached to the e-mail correctly.

If employers can't read your résumé, how are they going to hire you?

This can make you look all thumbs when it comes to technology. Worse, it can bring your job search to a screeching halt. So, how do you make sure your e-mailed résumé is readable?

Here's how.

**Most people send their resume either as an attachment or in the body of an e-mail message. But, for maximum results and minimum headaches, I recommend that you do both.**

First, send your résumé as an attachment. Almost all e-mail programs (Eudora, AOL e-mail, etc.) let you send attachments, which are documents that ride along with the e-mail. When the reader gets your e-mail, they can "open" (download and read) whatever document you have attached. Word for Windows is the most popular word processor (to my knowledge), so use this format for your attached résumé, if possible. WordPerfect is another good choice.

But attachments aren't foolproof. They may get scrambled during transmission and become impossible to open. Or, the reader may not have the same word processor as you, preventing them from reading your attached résumé. Then there's the old Mac/PC problem -- if your résumé was written in a Macintosh format, it won't be readable by a PC (and vice versa).

So, to make sure everyone can read your résumé, you should also copy and paste the text into the body of your e-mail message. In your word processor, simply highlight the entire text of your résumé, and copy it into the clipboard (short-term memory). Then, switch over to your e-mail program and paste the text into your message.

That's it! When you e-mail your résumé as both an attachment and with the text in the message itself, you can be certain that one way or another, your résumé will get read.

### **NOTE: Timing can be everything!**

If at all possible, try to send your résumé so that it does NOT arrive on Monday or Friday.

Reason? Most employers (anyone with a job, in fact!) have their minds elsewhere on these two days. They're usually swamped with projects and meetings on Monday, and thinking about the weekend all day Friday. As a result, they may not give your résumé all the attention it deserves on these two days, despite your best efforts.

So, it may work to your advantage if your résumé arrives on the employer's desk on Tuesday, Wednesday or Thursday.

## Chapter 9: How to Create a Scannable Résumé

More and more employers now request that you include a scannable résumé when applying for jobs. What's a scannable résumé?

In 2000, up to 50% of large corporations scan résumés into a computer database before calling applicants. This means that your résumé is seen by a computer first. And computers read résumés differently than people.

After these hundreds — or thousands — of résumés are scanned, hiring managers search the database using keywords that describe the job they're trying to fill. If your résumé has enough of the keywords that the hiring manager is using, your résumé will pop up during this search. Thus, your chances of getting a job interview will increase accordingly.

This is a growing trend that's expected to cover up to 80% of all companies by the year 2000, according to one report.

To format your résumé and make it easier to for employers to scan, do the following:

1. Change the typeface to Arial (10-12 point type)
2. Eliminate all underlining, bolding, italics and graphics
3. Ensure that your name is at the top of the page, as scanners assume that whatever comes first is a name. If your résumé has two pages, put your name and **Page Two** on the second page
4. Include a keyword section after your name, on page one. This is a noun-intensive description of your experience and skills.

**Example keywords:** manager, managing, management, BS Computer Science, mainframes, programming, programmer. *See example keyword résumés in Appendix II for more details.*

5. Use a high quality laser printer
6. Print the résumé on white paper
7. Attach two pages with a paper clip — never use staples

## Chapter 10: How to Create a Keyword/ASCII Résumé

Once you've written a scannable résumé, it's very easy to convert it to a keyword format, for use on the Internet. Your keyword résumé will have two main uses.

Send it by e-mail to employers who have requested your résumé.

Upload it to employment Web sites, where it can be seen by employers and recruiters around the world (a list of these sites is given below).

### To create a keyword résumé, follow these directions:

- Open your original résumé in your word processor (if you've already created a scannable résumé, use this).
- Save the résumé as text only; this will turn it into a plain ASCII text format, suitable for use on the Internet. Now close the résumé.
- Open it up again and add a keyword section.

**Example keywords:** manager, managing, management, BS Computer Science, mainframes, programming, programmer. *See example keyword résumés in Appendix II for more details.*

The example keyword résumés in Appendix II include one, from Bill Davis, that resulted in about 100 e-mails from recruiters and employers. Sally Jones' keyword résumé was seen by an employer who immediately flew her across the country for a job interview.

Now, here's how to upload your keyword résumé to employment sites on the Internet. Your résumé will then be available to thousands of recruiters and employers!

Follow the directions at each site to copy and paste the text of your keyword résumé into their résumé databases. There's no charge, but some sites will ask you to create a user account. Point your Web browser to:

<http://www.headhunter.net/>

<http://www.recruitersonline.com/> (click on Job Seekers)

<http://www.mrinet.com/> (click on Resume Resources)

<http://www.monster.com/> (click on Resume)

<http://www.joboptions.com/> (click on Post Your Resume)

<http://www.hotjobs.com/> (click on Apply Online)

While there are hundreds of sites that accept résumés, these are among the best and will give you excellent exposure. You'll have to create a user account at each site, but there's no charge for this. Just follow the instructions at each site and your résumé will be online in minutes.

For other sources of online employment information, including places to submit your keyword résumé, be sure to keep an eye on the Guaranteed Résumés Web site:

<http://www.gresumes.com/>

## Chapter 11: Guaranteed Cover Letters

### Introduction: how to use this resource

The book is cross-indexed by both profession (sales rep, network engineer, etc.) and career situation (entry-level, career change, etc.) so it's easy to find, modify and print your own Guaranteed Cover Letter in minutes. You'll save hours of precious time!

I suggest you browse through all 21 letters to get a sense of their layout and wording. Choose the format that most closely matches your situation. Feel free to mix and match styles from two or more cover letters to create one that appeals most to you.

Follow the suggested layout in the chapter, "Cover Letter Format," or use your own.

While this book is designed for use by Microsoft Word 6.0 or later, a plain text version is also available, for use with any word processor or computer (Mac or PC). If you have problems using or printing these letters, please write me for assistance at [kevin@gresumes.com](mailto:kevin@gresumes.com).

Best regards,

Kevin Donlin  
Owner, Guaranteed Résumés

## Cover letter strategies

The strategies below are based on 11 years of writing and hiring experience, and four years of consulting work for nearly 1,000 clients as owner of Guaranteed Résumés (<http://www.gresumes.com>).

In a nutshell, your cover letter should say, “I’m the right person for the job. I have unique skills and experience that will help your company right away. I hope you’re as excited about this as I am.” The accompanying résumé should then prove your case.

Put another way, the cover letter is the advertisement for your résumé.

An effective cover letter establishes an immediate bond between reader and job applicant. It should demand attention and arouse enough curiosity in the mind of the reader to ensure that your résumé is read thoroughly.

### Six things you must do in your cover letter

To get your résumé read, and to get that job interview, your cover letter must do the following:

1. **Focus on the needs of the employer and how you would solve her problems**, contribute to her bottom line, etc. Employers have problems. That’s why they’re hiring! Your cover letter should say (although not in so many words): “I’m the answer to your problems.”
2. **Display knowledge of the hiring company**. With the wealth of company information now available on the Internet and most public libraries, you should be able to drop one or two facts/names into your cover letter that show you’ve done your homework on the company and it’s specific products, needs, challenges, etc. Most job applicants simply ask for a job. If you can offer specific suggestions that will work right away for a company, they WILL call you.
3. **Briefly state your best qualifications AND achievements**. Don’t spend a lot of time rehashing your résumé. But do include enough tidbits to generate interest in the mind of the reader. Because cover letters and résumés do get separated (I know this from experience!) it’s important to write a cover letter that will make readers want to pick up the phone and call you even if they’ve never seen your résumé.
4. **Show your enthusiasm about the job you want**. Avoid sounding like 90% of applicants, who say (not in so many words): “Give me a job where I can advance and make more money.” Instead, convey this sense: “I’m excited about the possibility of bringing my skills and expertise to work for you.” This should be the main theme of your cover letter.
5. **State that you will follow up to schedule an interview**. This is not considered rude by employers. Far from it. If you politely inform the reader that you’ll be calling within a few days to answer any questions and schedule an in-person interview, you set yourself apart from the crowd with your determination and confidence. Your persistence will pay off, eventually, in an interview for the job you want. And an interview is the goal of every cover letter.

6. **Keep your letter short and focused.** This is perhaps the biggest challenge of all. Most cover letters, even those done by professional résumé writers, ramble on in excruciating detail for one or even two full pages. Show respect for the limited time your reader has and limit yourself to four, five or six paragraphs at most.

### Four mistakes to avoid

To avoid being tossed in the “circular file,” there are some things your cover letter should never do. Here are four of the most common mistakes to avoid:

1. **Don’t start off slow.** Far too many cover letters take one, two or even three paragraphs to warm up. Start yours with a bang, like this: “I’m applying for the position of Caretaker at the Troy location of White Tower Apartments, as advertised in the *Daily Tribune*.” Here’s an easy way to find your best opening. First, write a draft copy of your letter. Second, look down the page for a concise statement that gets right to the point. Now, cut out the preceding text. Voila. You now have a powerful beginning for your cover letter.
2. **Don’t talk about your career goals.** Avoid statements like, “I seek a position where my skills will be utilized and recognized with further advancement.” This selfish attitude will turn off more readers than it will ever impress. Besides, if you’ve done your homework, you’ll only be applying to companies that recognize and promote ability. Don’t waste the reader’s time by making demands before the two of you have ever met.
3. **Never, EVER mention salary.** Even if the classified ad requests a salary history. Reason? Employers use salary histories to screen out candidates who are too expensive or not experienced/sophisticated enough to have made enough money previously. Including a salary history can only hurt your chances. It can never help. Solution? Include these five magic words near the end of your letter: “**My salary requirements are negotiable.**”
4. **Never mention why you left a previous job.** Some people feel compelled to explain why they stayed so long (or so briefly) at prior jobs. Don’t. Prepare your answers for any hard questions about your employment history ... then save them for the job interview. This is no time for confessions. Don’t include anything in your cover letter that could result in doors being closed.

A word about style. There are still some who say a cover letter should never contain contractions, such as “I’m” or “you’re.” Nonsense. Contractions are perfectly acceptable in modern business correspondence. Cover letters are no exception. Having said that, if you feel uncomfortable using contractions, don’t. Just be sure you maintain a consistent style throughout your letter.

### Printing your cover letter

When it’s time to print your cover letter (using a laser printer only!) feel free to use standard white typing paper. That’s what I’ve done for my clients since 1995. While you use heavier stationery that matches your résumé, the cover letter is really a different document doing a different job. As such, it’s perfectly acceptable to use a different, lighter paper.

## Cover letter format

While there's no right way or wrong way to format your cover letter, the style below has produced results for my clients since 1995. You may wish to modify this format to match the fonts or style used in your résumé.

### Your Name

---

111 S. 3rd St., Apt. #101  
Your town, MN 55082  
123-456-7890  
emailaddress@aol.com

EMPLOYER'S NAME  
ADDRESS  
ADDRESS

DATE

Dear Employer (INSERT NAME, IF KNOWN):

INSERT COVER LETTER BODY

Sincerely,

Your name

Enclosure: résumé

## 21 Guaranteed Cover Letters

**LETTER 1: Customer service manager;** sent unsolicited to targeted employer

How often have breakdowns in your customer service resulted in lost business and costly headaches as a result of poor service?

I can help you.

You will see from my enclosed résumé that I know how to manage teams of customer service reps for maximum productivity. My experience has shown me how to train and motivate staff to identify and meet the needs of even the most demanding customers. This will greatly increase loyalty among your customers and contribute to your bottom line.

Because you will undoubtedly need expertise of this kind, I hope you will be able to take my call next Tuesday at 10:00 to discuss your needs and I might benefit your company.

**LETTER 2: Translator;** sent unsolicited to targeted employer

In view of your continuing need for experienced German translators, it may interest you to know that I have provided simultaneous translations in business and academic situations for three local agencies for the past three years. My performance regularly drew strong praise from clients and supervisors. And all three agencies have enjoyed profitable, repeat business as a result.

I am bilingual in German and English, having grown up in Berlin, Germany and moved to Boston after high school. My degrees, outlined in my résumé, are from universities in the US and Germany.

May I meet with you to discuss your needs for an experienced translator? I will call your office next Wednesday to discuss that possibility.

**LETTER 3: Pharmaceutical sales rep;** in answer to an ad or sent unsolicited

I'm applying for a **pharmaceutical sales** position, where experience in sales and account management will add value to your operations. Please consider the following:

- You'll benefit from my proven skills in sales, marketing and account management. In my current position as a Territory Manager, I consistently meet or exceed sales quotas through persistent efforts and an aggressive, goal-driven attitude.
- My supervisor regularly gives me the toughest sales challenges ... and I produce. I've turned around three stagnant territories in less than two years and am currently working to improve my fourth.
- In particular, you'll gain from my ability to restructure and increase dollar volumes within sales territories, which has contributed to bottom-line results for my employer.

Now, I'd like to bring these skills to work for you. I look forward to speaking with you soon about the results you can expect from me.

**LETTER 4: Sales and marketing manager;** broadcast to employers

If you know someone who could use a manager with more than 10 years of **sales and marketing** experience who:

- took a company from near bankruptcy to \$1.3 million in revenues;
- grew revenue from zero to \$300,000 in his current position;
- ranked #1 in sales and sales management for five straight years; and
- sold complex, technical products, including pharmaceuticals and textiles,

please my résumé on to that person or call me. I would be happy to discuss the results you can expect from me.

**LETTER 5: Generic letter; reply to want ad**

I am applying for the position of **INSERT TITLE**, as advertised in the *INSERT PUBLICATION NAME*. My qualifications match your needs very closely and can make an immediate impact for you. Please consider the following:

**YOUR REQUIREMENTS**

- CHOOSE ONE FROM AD.
  
- CHOOSE SECOND FROM AD.
  
- CHOOSE THIRD FROM AD.

**MY QUALIFICATIONS**

YOUR MATCHING SKILL, WITH NUMBERS/FACTS TO PROVE IT.

YOUR MATCHING SKILL, WITH NUMBERS/FACTS TO PROVE IT.

YOUR MATCHING SKILL, WITH NUMBERS/FACTS TO PROVE IT.

Now, I would like to bring these skills to work for you. I look forward to speaking with you soon about the results you can expect from me.

## **LETTER 6: Sales rep; broadcast to recruiters/employers**

I am applying for a position where more than 15 years of **sales** and **leadership** experience will add value to your operations. Please consider the following:

- You will benefit from my **sales** experience, which covers all aspects of the selling process, from prospecting and presenting to closing and client service. By providing exceptional service, I create long-term relationships and a high number of referrals.
- In my current role as Senior Sales Rep, I **train** and **motivate up to 14 sales staff**, sharing best practices gained over 15 years of sales and marketing. While leading this team by example, I've personally sold more than \$1 million each year since 1988.
- You will also gain from my ability to **innovate** and **capitalize on new opportunities**. I recently helped roll out a new branded product, resulting in \$600,000 in first-year revenues for my employer.

Now, I'd like to bring these skills to work for you. My salary requirements are negotiable, and I look forward to speaking with you soon about the results you can expect from me.

**LETTER 7: Assistant editor;** position originally heard about from friend

Brendan Fraser suggested I write to you regarding your opening for an assistant editor at *Antique World Magazine*. My experience in the editorial department of a similar magazine will allow me to contribute quickly to your publication.

Currently, I work as an associate editor at *Flea Markets Today*. During my two years in this position, I have been responsible for researching, fact checking and editing many of the full-length features. I have also written more than 20 pieces, including a regular column.

My proven writing skills and experience dealing with subject matter similar to that of your publication would make me a valuable addition to the at *Antique World Magazine* staff.

Thank you for time and consideration. Please call me at 215-555-1212 if you would like set up an interview. I look forward to your reply.

**LETTER 8: Teacher**, applying for posted job opening

I would like to apply for a teaching position where I can contribute to the education and personal development of your students.

As you will see from my enclosed résumé, my experience includes the following:

- Fifteen years of teaching experience with students from a broad array of cultural and economic backgrounds.
- Experience at five different secondary schools coaching 12 different sports.
- Proven ability to adjust quickly to new environments and make an impact on the lives of my students.
- A strong believer in innovation and the power of student involvement, I have consistently created unique and memorable classroom experiences throughout my career.

I am eager to offer your school the benefit of my experience and achievements. To discuss my potential as a teacher and coach at Hendricks, please call me at (612)222-2323. I hope we have the chance to meet soon.

Thank you for your consideration.

**LETTER 9: Creative director;** broadcast letter to recruiters/employers

Dear Mr. Richards:

If you've been looking for a valuable combination of design expertise, management experience and business savvy, my background might interest you.

- Eighteen years of national experience as a Creative Director serving such Fortune 500 clients UPS, Sony and Goodyear.
- Solid background managing up to 23 creative and client service staff.
- Firm grasp of new technologies that create profit, such as intranet- and Internet-based publishing, electronic kiosks and CD-ROM creation/fulfillment.
- Proven ability to bring projects in on time and on budget.

This is just a brief summary of my abilities. My current position will end later this year and I am beginning my search on a local and national level.

Please contact me if you would like to hear and see more.

**LETTER 10: College grad (accounting major); reply to want ad**

As a recently graduated **accounting** major who completed two successful internships at Citibank, I'd like to offer you the skills I've developed in the classroom and on the job. Your advertisement for an entry level Accountant would be a perfect match for my training and experience.

As the enclosed résumé indicates, I just received my BS in Accounting from the University of Maryland, where I maintained a 3.75 GPA and served as Treasurer of Pi Kappa Phi national fraternity for two years.

Through rigorous course work and on-the-job experience, I've gained experience using Microsoft Excel, A/R, A/P, payroll, financial statement preparation and bank statement reconciliations. In addition, I've supervised up to three staff during summer and university employment.

I anticipate the opportunity of discussing your needs further and how my qualifications can meet them. I will call your office next Tuesday to speak with you about the chance for arranging a meeting.

**LETTER 11: Flight attendant; interrupted career**

Enclosed is my résumé in application for a Flight Attendant's position with United Airlines, as advertised in the *Cleveland Plain Dealer*.

My four years of experience as a Flight Attendant for Northwest Airlines, coupled with my nine years in the hospitality industry as a hostess and restaurant manager, give me the skills to make an immediate impact for you.

Although my customer service and communication skills are currently being used with success in the real estate industry, I am eager to return to the airline industry, where I enjoyed a track record of consistent achievement.

I will contact your office this Thursday to answer any questions you may have. I look forward to discussing the results you can expect from me.

**LETTER 12: Senior manager;** broadcast letter

As a senior manager experienced in logistics, distribution and safety who effectively directed a logistics/supply work system with a \$2.3 million budget and a \$125 million inventory system, I am seeking a position where my operations management skills will make a profitable impact.

If you know of someone who could use a seasoned manager with more than 10 years of experience, please pass my résumé on to that individual or contact me.

**LETTER 13: Senior executive (currently consulting); broadcast letter**

If your organization needs a senior executive with a strong background in management and rapid growth, who took a manufacturing company from \$1.5 million in losses to a \$2 million profit, please call me.

I am currently consulting until I find the ideal corporate match. I am also available to assist you in a consulting capacity with an eye toward creating a full-time position.

If you do not have a current need, please pass my résumé along to someone who needs to double profits, as I have consistently done.

**LETTER 14: Mechanical engineer; reply to want ad**

I am applying for the position of Mechanical Engineer, as advertised in Sunday's *San Jose Mercury*. My experience and abilities can make an immediate impact for you. Please consider my following abilities:

- Analyze and solve complex problems.
- Maintain tight control over multiple development programs simultaneously.
- Motivate and gain cooperation from staff, for increased productivity.
- Provide clear and concise documentation of workplace activities and innovations.

The enclosed résumé will demonstrate these and other abilities. Now, I would like to put them to work for American Amalgamated. I will call your office next Thursday morning to discuss your needs and arrange a meeting.

**LETTER 15: Non-profit; reply to want ad**

Dear Search Committee Members:

I am applying for the position of Property Administrator with the Miami Historical Society, as advertised in the August 29, 1998 *Miami Herald*.

As the enclosed résumé indicates, my 10 years of business experience are backed by a bachelor of science degree in business administration, with a minor in finance.

My extensive business and management background at the Miami YMCA has honed not only my knowledge of non-profit organizations and their needs, but also my abilities to organize and manage information. Since 1998, I have created two informational databases (MS Access-based) that saved more than \$15,000 in outsourcing fees, all while managing up to five full-time and 24 volunteer staff. I can do the same for you.

The position advertised fits my qualifications exactly, and I am excited about the chance to bring my skills and interests to the job for you. I look forward to speaking with you soon.

**LETTER 16: Sales rep; career change**

I'd like to increase your profits.

To do this, I'm applying for a sales position where more than 12 years of communication experience and a strong knowledge of your end users' needs will contribute.

During my 12 years as a software trainer, most recently for Marx and Associates, I've been exposed to the latest in productivity software. From Microsoft Office and Claris Works to Goldmine and ACT! contact management software, I've heard and answered every conceivable question users may have.

My ability to identify and fill client needs has produced a steady stream of repeat and referral business ... and increased revenues. In fact, I'm the most-requested trainer out of five staff, according to a recent survey.

I would like to bring these skills in communication and client service to Aeon Company. My research has shown that your firm is the market leader in sales and support of telemarketing software here in the Chicago area. My skills as a problem solver and clear communicator, coupled with my network of potential Fortune 500 clients, can make an immediate impact for you.

I'll call your office next Tuesday to answer any questions you may have and schedule a face-to-face interview.

## **LETTER 17: Oilfield engineer;** broadcast letter

Applying innovations to transform foreign oilfield drilling, supply and service operations from loss to profit is work I excel at. In addition, my abilities can multiply the productivity of your currently profitable operations. To illustrate:

- In Ecuador, I negotiated a union contract and equipment purchases to initiate a firm's first off-shore drilling initiative. As a result, operations went from a \$75,000 annual loss to \$234,000 in profits.
- For a new company in Brazil, I introduced new drilling techniques that turned a \$115,000 loss into a \$130,000 profit in just six months.
- I developed surplus material purchasing and resale programs in Argentina and Mexico that produced \$405,000 in profits from one assignment.

I would like to talk to you about applying these strategies to your operations. I will be in the Houston area next Monday and will call your office then to arrange a meeting time that is convenient for you.

**LETTER 18: College grad (management trainee); sent unsolicited to targeted employer**

Given your company's continued expansion, as recently detailed in the Business section of the *Detroit Free Press*, I am writing to offer my services as a management trainee.

Prior to my recent graduation from Michigan State University, where I obtained a Bachelor of Arts in English and maintained a 3.4 GPA while working 30 hours per week, I completed two successful internships for Fortune 500 firms. My training and experience include the following:

- Hiring, training and supervising 15 employees in a busy (and profitable) retail environment.
- A proven ability to communicate effectively, in writing and in person.
- Rigorous course work in economics, accounting and marketing communications.
- Management skills described as "outstanding," by my most recent employer.

The enclosed résumé describes my management background in more detail. I would appreciate the chance to discuss how my skills might contribute to your operations. I will call your office next Wednesday to arrange a convenient time for us to meet. Thank you for your time and consideration.

**LETTER 19: HR generalist (career change);** sent unsolicited to targeted employer

Frank Kaline suggested I write to you, as I am applying for a position as a Human Resources Generalist. With more than 15 years of related experience, I can make a rapid contribution to your HR Department.

As the enclosed résumé will demonstrate, my 15-year management career with the US Postal Service was marked by superior results. My skills in training, innovating, planning and organizing, all in demand at your company today, helped contain costs and improve the bottom line.

While holding turnover to a region-leading 5% just last year, I developed methods, which I can share with you, that motivated employees to give their best efforts by giving them a stake in the outcome. For my efforts, my innovations were adopted nationwide.

I will contact your office this Friday to arrange a time for us to meet and answer any questions you may have.

**LETTER 20: Network engineer (entry level); reply to want ad**

Your advertised opening for a Network Engineer in the *Washington Post* is a perfect match to my skills and training. I am eager to discuss the following with you:

My recent graduation from Keller Business School, where I became certified as a Network Support Specialist, has given me the hands-on training to succeed for you. I am very familiar with installing, configuring and supporting both Novell and Windows NT systems.

During my internship at Baker Industries, where I installed and configured a Windows NT network with 25 nodes, I consistently solved complex problems with a minimum of down time. For these efforts, my supervisor said: "Sally exceeded expectations. She was patient and always ready to do whatever it took to get the job done."

The enclosed résumé will outline my extensive experience in hardware, software and operating systems, which match those mentioned in your *Washington Post* ad. I am very excited about this opportunity, and look forward to speaking with you soon about the results you can expect from me.

**LETTER 21: Sales and marketing director;** broadcast to employers

As Director of Sales and Marketing for a multi-national manufacturing firm, I tripled regional sales in three years, to more than \$60 million.

I would like to offer my skills and experience to your sales and marketing operation. To illustrate, please consider my recent achievements:

- Increased orders from our largest client by \$850,000 annually, creating best practices that set the stage for similar penetration of other existing accounts.
- Introduced a cost-saving measure that saved more than \$150,000 by streamlining inventory control.
- Raised plant productivity by 9% over six months with cost-effective incentive programs.
- Created a highly profitable new product line that produced \$3.9 million in sales in the first year.

I will call your office next Tuesday morning to answer any questions you may have and discuss your needs further. I look forward to speaking with you then.

### **BONUS LETTER 1: Resignation**

*Note: No matter what you say in your letter of resignation, your goal is to avoid burning bridges. You want to leave gracefully while remaining on the best possible terms with your former employer. Why? Your former boss might become your biggest client someday at a new company. And if things don't work out in your new position, you may want to consider asking your old boss for a new job. Don't laugh -- it's happened to clients of mine!*

This will confirm my resignation as Vice President of Editorial Services for Weismann-Rock Communications.

I have accepted the position of Managing Editor at a new online publication based in my home town of Chicago. I look forward to the challenges that await me in this new position.

My last day of work will be August 5, 1999, which will provide three weeks to complete existing projects and select my replacement. Of course, feel free to contact me at any time after that date with any questions regarding my past work. I will work hard to make this transition go smoothly for everyone involved.

The past four years with WRC have been highly rewarding for me, both professionally and personally. I'm grateful for the support you've shown me, the opportunities I've had and the friends I've made. I wish you and the organization continued success.

## **BONUS LETTER 2: Follow-up after form letter of acknowledgement**

*Note: What can you do if you receive a form letter acknowledging receipt of your résumé ... and nothing else? Use this letter to “re-apply” for the job and restate your enthusiasm. If you feel strongly about a job to send this letter, an employer will think twice before discarding your application and moving on to other candidates. I recommend you also find out the name of the hiring manager and call him or her with a polite follow up to this letter, just to make sure that it was read and to answer any questions that manager may have. Persistence pays!*

Thank you for acknowledging receipt of my résumé. I am eager to hear from you to set a time when we can discuss your needs and my background.

I am extremely impressed with the outstanding products and customer service offered by your organization. The Blake Brothers Corporation is exactly the kind of organization I want to contribute to as a Store Manager.

In my present retail management position, I developed a set of standardized operating procedures that reduced training time for new hires by two days while greatly increasing the efficiency of store operations. This program, to be adopted regionally, is expected to save our Tampa store \$45,000 by year's end.

My recently completed Associate's Degree in Retail Management, done while working full-time, gives me the academic training to bolster my five years of real-world experience.

I look forward to hearing from you again soon, and will call your office this Thursday to answer any questions you may have. Thank you for your time and consideration.

## CHECKLIST (Days 5-20)

### Days 5-6

- Write your Guaranteed Résumé using chapters 6 and 7 of this book
- Write your Guaranteed Cover Letters using chapter 11 of this book

### Days 7-20

- Attend at least one job fair with 25 copies of your Guaranteed Résumé (see your local newspaper). Even if no jobs are available to appeal to you 100%, if you can find a good company and talk to their hiring managers, they may create a job for you on the spot ... or at least keep your name on file should a job open up for you.
- Start sending out your Guaranteed Résumés and cover letters using chapter 8.
- Include a scannable résumé when applying to larger companies or when asked, using chapter 9
- Include a keyword résumé when applying by e-mail or uploading your résumé to such Web sites as College Recruiter (<http://www.gresumes.com/cr>) or when asked, using chapter 9
- One week after applying for jobs, send a follow-up e-mail or card. Use the follow-up letter format in Bonus letter 2 chapter 11. Keep re-selling the employer on your skills and abilities. Push for the face-to-face interview as soon as possible.

## **Part III: Get the Job You Want**

### **Chapter 12: Job Interview Tips**

Here are some common questions that you should be prepared to answer in your job interview. Practice your answers with a friend or family member, and videotape yourself, if possible.

Don't take this advice lightly!

The more you practice, the smoother and more effective your delivery will be. I can't tell you how many times clients have called me to ask: "Do you have any advice for how I should follow up with the company I interviewed with last week? I really wasn't prepared and made a few mistakes ..."

#### **Common Interview Questions**

The best way to avoid having a bad job interview is to prepare ahead of time. So practice, practice, PRACTICE your answers to the following questions:

- Please tell me about yourself ...
- Why should we hire you?
- What are your plans for the next year? Two years? Five years?
- What do you expect to get from this job?
- What are your biggest weaknesses?
- What are your biggest strengths?
- Why did you leave your last job?
- What would your former employer say about you if I called them today?
- Why did you get into this line of work?
- What makes you want to apply to this company?

The interview is a two way street. Remember you are also interviewing the employer to see if you want to work for that company. You should have a list of questions in mind to ask the interviewer. Here are some suggestions.

What would you expect of me? What would my main responsibilities be?

How would my performance be evaluated?

Is there room for promotion?

Would there be any travel involved with this position?

Where do you see this company in two years?

How would you describe your management style?

How do you see me fitting into this company?

Most hiring decisions are made at the first interview. How you come across in that interview could be as important as your experience and job skills. Here are some more tips to help you get the job you really want.

### **Before The Interview**

**Know the company.** Your knowledge of the prospective employer will contribute to the positive image you want to create. Research the company before the interview. Talk to others who work there; ask for information about the firm and for a job description when the interview is set up; use the Internet and your local library's reference books on public and private organizations.

**Know the job.** Learn everything you can about the job you're interviewing for and how your previous experience and training qualify you for this position. An excellent Web site to help you research jobs and job descriptions is WetFeet (<http://www.gresumes.com/w>)

**Know yourself.** Review your résumé before the interview to have it fresh in your mind, because it will be fresh in the mind of the person who interviews you. Better yet, have it in front of you on the table.

**Prepare questions of your own.** Employers are as interested in your questions as they are in your answers. And they'll react favorably if you ask intelligent questions about the position, the company and the industry. (Examples: Where does this position fit into the company as a whole? Is there any problem on this job with waste/accuracy/meeting quotas, etc.? What is the largest single problem facing your staff now?)

**Get the big picture.** Visualize the entire interview, from start to finish. See yourself as performing with style and confidence. How will the interview end? Will you get a job offer or be called back for a second interview? How much salary do you want? What kind of benefits? The research you do ahead of time will give you an idea of what to expect. Be ready for any eventuality.

### **During The Interview**

**Make a Good First Impression.** The outcome of the interview will depend largely on the impression you make during the first five minutes.

To succeed, you must project a professional, competent and enthusiastic image. Your aim is to convince the interviewer that you would be an asset to the company. Keep the following in mind ...

**Be punctual.** Do whatever it takes to arrive a few minutes early. If necessary, drive to the company the night before and time yourself. Allow extra time for traffic, parking and slow elevators.

**Dress right.** Your clothing should be appropriate for the position you're seeking. Attire must fit well within the office and be immaculate. If you don't know what the typical attire at the company is, call and ask! Shoes should be polished; pants/skirts and shirts pressed.

**Shake well.** A firm handshake is appropriate and projects confidence. Make eye contact when you shake.

**Speak correct body language.** Send the right message by standing straight, moving confidently, and sitting slightly forward in your chair.

**Find common ground.** Pictures, books, plants, etc., in the office can be conversation starters. But beware! I once heard of an applicant who, spying a picture on the employer's desk said: "Hey, Tommy Lasorda. Have you met him?" "Her," corrected the hiring manager. "That's my wife."

**Let the employer lead into conversations about benefits.** Your focus on salary, stock options and vacation time can turn off an otherwise-interested interviewer.

**Be enthusiastic.** Show your clear interest in the job you are seeking and in the business. Smile and make frequent eye contact. Listen attentively and take notes.

**Be honest.** Tell the interviewer about your work skills, strengths and experience, including any volunteer work you have done. If you haven't had a particular kind of experience, say so, but also demonstrate your ability to learn new skills by changing the focus back to a time when you did so for a prior employer.

**Have your own agenda** and know where the interview should be heading. This will give you confidence and help you move from one area of questioning to the next. Remember: Most interviewers are as uncomfortable as you are. They just want the position to be filled as fast as possible.

If you can put the interviewer at ease by helping things move smoothly, you'll improve your chances of being hired. Remember the following:

**Listening skills.** Listen carefully and ask questions to probe deeper into what the interviewer is telling you. Most interviewers are delightfully surprised by a question such as, "How could I help you solve the problem you've just described?"

**Negative statements** about previous jobs or employers. NEVER make them. Instead, be diplomatic. No matter how bad your last job or boss was, there's probably something good you learned from the experience. Emphasize the positive -- with a smile.

### **After The Interview**

**Follow Through.** This is a crucial and often-overlooked final step in the interviewing process. Remember: No home run or 350-yard golf shot was ever hit without a proper follow-through.

It's essential that you write a thank-you note to every person you met at the company. Your most important letter(s) should go to the interviewer(s). In your letter, be sure to summarize your conversation and re-emphasize the skills you would bring to the position. Thank them for their time and ask if it's all right to call later in the week to see how their search for a candidate is going. That candidate may well be you!

## Chapter 13: Insider Interview Tips From a Hiring Professional

Ms. X, an HR Manager from a Twin Cities-based marketing firm, agreed to share with me some of the things she looks for while interviewing candidates.

You already know enough to practice your answers to such commonly asked interview questions as “Can you tell me about yourself?” and “Why do you want this job?”

This article will give you an idea of what’s going through the mind of that person sitting across the table from you in your next job interview.

Now, here’s the transcript of my interview with Ms. X ...

Kevin Donlin “What are some of the things you’re listening for as candidates talk with you during a job interview?”

Ms. X: “First, I’m listening for **self-awareness**. Do they have goals? Do they know what their goals are for one year, five years and further down the road? I’m looking for team players with good judgment, who will help my company out for the long term. Because I don’t want to have to fill this position again in six months.”

Kevin: “So, candidates will help themselves by being self-aware but not self-centered?”

Ms. X: “Yes, that’s a good balance. I’m also looking for **adaptability**. How has the candidate handled change in the past? Given the fact that the world of work is changing so rapidly these days, I want flexible people who can adapt to new systems and processes.”

Kevin: “Other important points?”

Ms. X: “I think that, related to adaptability, it’s important to have a good **learning** ability. In any industry, you have to stay current on new trends and technologies. What works today won’t work in five years ... maybe not even in five months! Candidates should be able to master new skills and information as quickly as possible. I look for this in résumés and during the job interview.

“Overall, I’m looking for candidates who are a **good fit**, not just for the job description, but for the corporate culture here. But I won’t come right out and ask: ‘Do you think you’re a good fit for us?’ No. The whole interview gives me the answer to that question -- everything the candidate has said and they way they’ve acted.”

## Chapter 14: Interview Blunders That Can Undermine Your Job Search

It is certainly a job seeker's market. But if you're planning a career move, beware of interview mistakes that can prevent you from securing an employment offer.

OfficeTeam, a leading staffing service for administrative professionals, recently surveyed its offices for the most unusual or unconventional interview antics they had ever heard of from clients and colleagues nationwide. Those surveyed were asked: "What is the most unusual thing you have ever heard of happening in a job interview?" Here are some of their responses:

- "After arriving for an early morning interview, the job seeker asked to use the hiring manager's phone. She proceeded to fake a coughing fit as she called in sick to her boss.:"
- "When asked where she wanted to be in five years, the interviewee responded, 'I don't plan that far ahead ... after all, I could be hit by a bus tomorrow.'"
- "When the hiring manager called the candidate, she asked him to bring several copies of his resume and three references. He called back an hour before the interview and asked to reschedule, saying his references couldn't come with him."
- "The interviewer asked the candidate to describe his ideal job. His response was, 'I don't know ... I haven't had it yet.'"
- "**No matter how well your resume and cover letter represent you, the hiring decision hinges on the interview,**" said Diane Domeyer, executive director of OfficeTeam. "This is the manager's best opportunity to gauge your interpersonal skills and potential fit with the corporate culture. Despite the strong employment market, companies still make hiring decisions very carefully."

Here are some additional examples of interviews that definitely could have gone more smoothly:

- "The job seeker halted the conversation about work hours and the office environment, saying she didn't like being confined to a building, but would consider taking the job if she could move her desk to the courtyard outside."
- "When asked about her greatest job skill, the candidate said she was proudest of her computer illiteracy."
- "In response to the hiring manager's offer to answer questions about the position, the job seeker replied, 'What happens if I wake up in the morning and don't feel like going to work?'"
- "When asked what motivated him, the job seeker replied, 'I've got a big house and a big car and a big credit card balance. Pay me and I'll be happy.'"
- "When asked what he wanted to be doing in his next position, the job seeker said, 'I'll tell you what I don't want to be doing - sitting in boring meetings, doing grunt work and having to be nice to people all day long.'"

Domeyer notes that **diplomacy** and **tact** are key when meeting a prospective employer for the first time. “To ensure you’re putting your best foot forward, consider having a friend or family member role-play possible interview questions with you, and critique your presentation skills.” She offers these additional tips:

Put yourself in the hiring manager’s shoes - He or she is looking for a strong work ethic, motivation and a positive attitude. Be sure your answers emphasize these qualities.

Know how to handle tough questions - No matter how prepared you are, one or two questions may surprise you. Take your time in answering these tricky inquiries and keep your responses concise and to the point.

Be yourself - Pretending to be someone you’re not to impress the interviewer can help you land the job, but you may end up in a position for which you're either unqualified or ill-suited. It benefits both you and the hiring manager to present an accurate picture of your skills and work style so you can ensure the best job match.

Focus on your value to the company - What is it about your background that makes you the best fit for the job? By discussing experiences and accomplishments that relate directly to the open position, you demonstrate your ability to become an immediate contributor.

-- Article courtesy of OfficeTeam, which has over 250 locations worldwide and offers online job search services. For more information, please go to <http://www.officeteam.com>

## Chapter 15: How To Follow Up After Applying For Jobs Online

The Web is a great place to find leads and career resources. Submitting your résumé to a company for a job you found online is fast and easy. But what comes next? Is it just a waiting game, or are there follow-up methods you can use to increase your response rates?

Steve Kobs, a human resources manager at Hanley-Wood Custom Publishing, a Minneapolis-based marketing communications firm, offers advice from the other side of the hiring game. “One week after submitting your résumé is a reasonable time to follow up with companies,” he says.

And the best way to follow up after sending a résumé or applying online?

“I prefer e-mail,” says Kobs. “If you call me on the phone and ask if we’ve made a hiring decision, you put me in an awkward position if I have to tell you bad news ... or if I’ve forgotten who you are. Candidates who follow up by e-mail show respect for my time, which I appreciate,” he says.

For some positions, such as those in sales or journalism, following up after sending your résumé is more than effective. It’s expected. Because to stand out in these and similar fields, you have to prove you have the diligence and attention to detail it takes to succeed.

To paraphrase Woody Allen, just showing up can equal success. “Candidates frequently say in their cover letters that they’ll follow up with a phone call or other contact,” says Kobs. “But less than half of them actually do.” Which leaves you plenty of room to stand out, if you just do what you say you’ll do. (Another case of common sense being not so common after all.)

Andrea Hoover, CEO of JobLynx Online ([www.joblynx.com](http://www.joblynx.com)), offers additional ways to set yourself apart when applying for jobs online. With more than 30 years of professional job seeking experience, which includes reading and critiquing over 100,000 resumes, she is an expert on the Internet job market.

“First, when submitting résumés online, be sure to use a professional-looking e-mail address, not the one at work or a cutesy one like [ilikebowling@gutterballs.com](mailto:ilikebowling@gutterballs.com). Get serious about your job search. NEVER use a friend’s or relative’s email address either -- this only makes you look either lazy or unfamiliar with the Internet.”

Her follow-up methods, which are more aggressive than what an HR professional might suggest, include the following:

The day after you submit your resume to a company, e-mail them a quick note asking if they received and were able to read your resume, or if they require a different format for their database.

The day after that, print and send a stationery version of your resume by US Mail to the hiring authority, along with a copy to any other company contacts, for review and filing for future opportunities.

One week after your initial contact, send an e-mail to the hiring authority inquiring if you can supply any further information not included in your original resume.

Finally, around 10 days after your online application, send another e-mail asking for the phone number of the hiring authority, since you are considering several other offers. Attach your resume to this e-mail so they won't need to hunt for it. And ask for a convenient time to contact them for a brief phone interview.

“Your goal in following up aggressively is to sell your abilities and experience,” says Hoover. “Push for the face-to-face interview as soon as possible. When you've succeeded, confirm the interview time and place by both e-mail and phone.”

## Chapter 16: Answering Questions of Salary

Here's an odd fact of life.

While everyone wants a handsome salary, almost nobody wants to discuss that salary before being hired. Few questions inspire as much dread among job seekers as: "So, what kind of salary are you looking for?"

Yet, there's no escaping questions of salary. Here are tips to help you negotiate effectively, before and during the job interview.

When replying to want ads that ask for salary requirements or a salary history, I always advise my clients to NOT answer directly. Because any answer will hurt your chances.

Remember that a typical classified ad can produce hundreds of résumés. That's a pretty big pile. And a fast way to make that pile smaller is to weed out applicants who are either too expensive (over-qualified) or too cheap (under-qualified).

So, in your cover letter, I would just say: "My salary requirements are negotiable." This shows you've read the want ad carefully, but are choosing to dodge the issue. Most HR professionals and hiring managers I've talked to won't take offense. On the contrary, it gives them one LESS reason NOT to call you.

What about salary questions in the interview? These require some advance planning.

You can say: "Well, I'd like to make as much as other employees with my qualifications." (Here you can repeat 2-3 of your most valuable skills or achievements, just to remind them how qualified you are.) Then add: "And what is a typical salary for this position?"

Another strategy is to avoid a specific salary ... and name a pay range instead. Say: "I was thinking of a salary in the \$25,000 to \$35,000 range," (with \$25,000 being the lowest amount you'd accept). That way, you can name a higher figure, if they try to pin you down, yet still be able to retreat to a point that satisfies you.

Finally, information is power here. If you can back your salary request with a list of average salaries that you've obtained from the Internet or from your own phone calls, you'll enjoy greater leverage in your negotiations.

## Chapter 17: Additional Reading

The two books below are all-time classics in the field of job interviewing. If you'd like to explore this topic in more depth, I highly recommend them!

**Negotiating Your Salary: How to Make \$1,000 a Minute  
by Jack Chapman**

**List: \$11.95**

**Your Price: \$9.56**

**You Save: \$2.39 (20%)**

**Paperback**

**Revised: December 1996**

**The author's comments:** Practical step-by-step manual for getting your best salary. The absolutely essential companion for anyone looking for a new job or looking for a raise on the present job. If you've got a résumé book or a job-search book, this book will make those two pay off in real dollars and cents.

Referred to as the "bible" of salary negotiations, "How to Make \$1000 a Minute" covers everything you need to know to get the best raise or salary possible. By following five easy to follow salary making rules, you'll learn how to control the salary negotiation process so you won't get screened out of interviews by talking about money too soon. It shows you how to find your competitive market value, how to use that information to get the employer to make the biggest offer possible.

And you don't need to be assertive. Just follow the easy salary-making rules. The 1996 third edition shows you how to find 120 or more online salary surveys to help you peg what you should be asking for.

To learn more or to order **How to Make \$1000 a Minute** from Amazon.com, **click on** <http://www.gresumes.com/clientstore.htm>

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**Best Answers to the 201 Most Frequently Asked Interview Questions  
by Matthew J. Deluca**

**List: \$10.95**

**Your Price: \$8.76**

**You Save: \$2.19 (20%)**

**Paperback**

**Publication date: September 1996**

**Amazon.com review:** "Why did you leave your last job? What did you do on your last vacation? Describe a typical day at your present office. Where do you see yourself in five years?" All job seekers face a barrage of questions: some easy, others tricky, each one designed to elicit key information. How can interviewees come up with quick, convincing, on-the-mark responses?

It's easy -- by studying the 201 proven answers and approaches in this handy reference guide. Written by an expert who knows both sides of the personnel desk, this job interview bible is packed with useful tips on turning possible negative responses into positives. It's organized for easy accessibility, covering such categories as personal questions, "curve balls," stress producers, illegal queries, and many more. First-timers and seasoned job seekers alike will find no better crash course on winning the interview game.

To learn more or to order **Best Answers** from Amazon.com, **click on** <http://www.gresumes.com/clientstore.htm>

## Chapter 18: 3 Secrets of Career Success

Many clients come to me discouraged that they're working in the wrong industry ... or not working at all. But by being **specific**, **persistent** and **flexible**, you can get the job you want, with almost no competition.

Here's how.

First, you must be **specific** about your ideal job. Do you want to work in high-tech? International finance? Marketing? Start by identifying several job titles and career paths that appeal to you. If you can't do that, at least list 3-4 skills that you'd be happy using every day.

Reason?

You can't hit a target you can't see. By pinpointing a career, you can then pick companies that are the right fit for you.

Even if your targeted firms aren't hiring, you can make inroads by being **persistent**.

Do research on the Internet or in your local library to learn about your target company, its problems and competitors. Then, devise a solution (or two or three) to present to them. Visit the company and ask to meet with a hiring manager (get their name ahead of time by calling a receptionist).

By approaching that company as a problem-solver who is motivated and resourceful enough to put together solutions without being paid, you will be miles ahead of your "competitors" who do no more than ask for a job. If a job isn't available, one might be created for you.

But what if you need a job now, to pay the bills while you're pursuing your dream career? You can still make headway by being **flexible**.

Consider taking a temp job at an agency that employs people in your field. Specify that you want to do work related to your career goal. Once hired, use your lunch hours to identify problems and solutions. Seek out managers who can hire you full-time and ask to present your solutions.

Eventually, you'll end up doing what you want for a company that you're happy with.

You **MUST** succeed if you follow these guidelines, because people who do more than what's expected of them always do. Just remember to be specific, persistent and flexible!

## Chapter 19: Thank-You Letter Template

Note: The post-interview thank-you letter is the last, crucial link in the chain. If you follow the format below and follow up with EVERYONE you met during the job interview, your chances of getting that job will increase dramatically.

I estimate that only 5% of applicants ever send a thank-you letter. That means this letter will put you ahead of about 95% of the competition for your next job. What could be easier? And don't be put off by the brevity of this thank-you letter. You need not write a long volume to thank people for their time. Most employers will be shocked -- and impressed -- to receive any letter at all.

Dear NAME HERE:

I want you to know that I am extremely interested in the position of **INSERT TITLE** we discussed today. Based on the needs for **INSERT JOB DESCRIPTION** you outlined in our talk, I am sure that my skills in **INSERT 2-3 SKILLS** can help you in this area.

In any event, I want to thank you for your time and consideration. It was indeed a pleasure to meet you and **INSERT ALL OTHER NAMES**.

Thank you very much for your time and consideration. Please let me know if you require any additional information to make your decision. I look forward to hearing from you soon.

## **Chapter 20: Reference Sheet Template**

Don't send your references with your résumé. You won't need them at this stage and they'll just slow down the reader who's trying to get through a stack of résumés as quickly as possible.

However, when you're called for an interview, bring your references, printed on stationery that matches your résumé. Leave your references behind, if the employer asks for them.

On the next page is a format I've used for clients since 1995.

# Michael Arness

8508 Thorncroft Ave. • Chatham, ON W4T6U9  
248-280-1122 • Michael@aol.com

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## PROFESSIONAL REFERENCES

Ms. Alberta Waters  
Human Resources Manager  
Bargain Town, Inc.  
Hamilton, Ontario  
554-292-3163

Mr. Peter Schneiderman  
Produce Director  
Crook and Smith  
Hamilton, Ontario  
554-235-6800

Ms. Cathy Pounds  
Group General Merchandise Manager  
Bargain Town, Inc.  
Hamilton, Ontario  
554-292-3163

Mr. Dave Clemmons  
Store Manager  
Bargain Town, Inc.  
Hamilton, Ontario  
554-292-4545

## CHECKLIST (Days 21-30)

- Research companies who have contacted you for job interviews. For each company, try to come up with at least 2-3 ways to solve their problems, improve their profits or at least prove you have the skills to succeed.
- Practice your answers to the commonly asked interview questions in chapter 12. Be sure to videotape yourself or seek out a trusted friend/relative for feedback.
- Send additional follow-up letters to companies you've applied to, but haven't heard back from.
- Attend your job interviews!
- Send thank-you letters to everyone you spoke to in each interview. Follow the format of the thank-you letter template at the end of chapter 12. Send your letters the same day, if possible.

THAT'S IT!! By following this 30-day program, you'll put yourself ahead of 95% of the other job seekers out there who don't know how to find the right job, don't have a Guaranteed Résumé and Cover Letter, and don't know how to interview and follow up correctly. Now, you do.

Congratulations, and best of luck to you!

## Appendix I — Real-World Résumé Examples

# Igor Slovak

116 Mahamet Court • Algiers, Algeria  
Phone 3334455 • i\_slovak@ontouch.net

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## SUMMARY

Seeking a position where more than 12 years of **sales, management** and **operations** experience will contribute. An energetic team player, able to motivate staff for best results.

## CAREER PROFILE

- Created and led Client Solutions Division in 1991. Led sales, support and hardware teams to penetrate computer market for Xerox Algeria. In one year, gained 80% of market share against IBM, while meeting sales goal of \$5 million.
- Achieved 120% of quota (\$15 million) as Sales Manager in 1990. Led 12 reps targeting 200 new accounts; defined goals, sales territories and Xerox segment strategy.
- Sold 160% of quota (\$5 million) in one year (1987) after conceiving and leading team to sell high-end products in Algeria. Market segments included government, oil, banks and commercial.
- Proven track record in quality and business processes, and project management. Skilled at providing complete solutions to clients' high-tech needs.

## EXPERIENCE

### Xerox Algeria, Algiers (1983-present).

**Executive Manager:** Client Solutions Division (1995-present). Lead four teams with 30 employees and \$25 million in sales. Implement and manage Business Solution strategy (including products and pricing) within Xerox Algeria. Recruit personnel.

- Ensure delivery of products and collateral to Algerian market. Manage equipment demand, including inventory and logistics.
- Implement marketing awareness programs; example: "The Document Company."
- Develop and manage channel support strategy with partners (AT&T and Digital).
- Monitor sales goals and productivity. Identify and correct deviations from plan.
- Develop and manage special marketing programs/campaigns for sales force and business partners. Also develop sales management process for Printing System Division.

**Senior Sales Manager:** Client Solutions Division (1991-1994). Led start up of System Solutions as separate unit in Algeria; included marketing, sales, hardware and software teams. Recruited staff for sales, system support and hardware engineering. Managed 18 staff.

- Identified marketing potentials and formulated business strategy, including pricing and targets. Also set strategy for governmental and major accounts; presented to clients.
- Established product line and ensured delivery of products and collateral to market.
- Monitored sales productivity and conducted sales training.

**Account Sales Manager:** (1990-1991). Led Top Accounts sales team. Managed 12 sales reps doing \$23 million in annual volume.

- Set objectives and strategies. Developed systems to track sales team and their results.
- Defined sales territories based on business potential and type.
- Developed and set up customer-care program to ensure continued satisfaction.

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### EXPERIENCE — CONTINUED

**Commercial Accounts Sales Manager:** (1989-1990). Led Commercial Accounts sales team. Managed 12 reps doing \$21 million in sales.

- Monitored daily sales activities; set sales objectives and strategies.
- Developed and set up customer-care program to ensure continued satisfaction.

**Executive High Volume Specialist:** (1987-1989). Sold Xerox high-end reprographics products covering greater Algeria. Included all Algerian market sectors: government, commercial, named and major accounts.

- Identified business prospects related to high-volume product line.
- Prepared and presented customized solutions and studies to meet client needs. Finalized contracts related to sales activities. Led customized solutions implementation.
- Planned and led training for all sales reps.

**Senior Marketing Representative:** Major Accounts (1985-1987). Sales of entire Xerox product range to major accounts. Handled top 15 accounts. Included presentations, sales and follow-up.

**Marketing Representative:** (1983-1984). Sales to public sector in Algeria.

### EDUCATION/TRAINING

Bachelor of Civil Engineering, Trafalgar University, Algeria (1984).

Extensive Xerox training includes courses in sales, problem-solving, leadership, management, quality, market research, recruiting and presentation skills (1983-present).

### OTHER FACTS

- **Languages:** Arabic, French and English (fluent).
- **Computer** skills include Windows, Excel, Word, PowerPoint and Internet research.

# James Smith

12 Donnelly Rd. • Roseville, MN 55113  
Phone (612)111-2233 • Fax (612)444-3333 • jim@ace.com

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## SUMMARY

Seeking position as **business analyst** or **consultant**, where more than 13 years of software development and support will contribute. Proven skills in re-engineering, project management and Y2K compliance.

## PROFESSIONAL PROFILE

- Seven years of high-level experience developing, marketing and supporting scheduling software for 200+ educational institutions. Write user manuals (up to 200 pages) described as, “among the best I’ve ever read” by clients. Maintain Web site and train clients.
- As **project leader**, re-engineered and rewrote batch capital accounting system (CAS) for NSP, moving it to online database environment. Anticipated year-2000 issues in 1985 and achieved compliance. Project completed on budget, greatly enhancing efficiency.
- As **consultant**, 10 years of experience working with management to define business goals and develop MIS applications to meet those goals.
- Expertise includes IBM training for Joint Application Design (JAD) methodology and data/process modeling using Knowledgeware.

## COMPUTER SKILLS

- **Languages:** COBOL, JCL, JES2, dBASE III+, Computer Associates’ Clipper Summer 7 and 5.2E, and Provision (library for Windows). Familiar with Fortran and Assembler.
- **Applications:** facility scheduling, capital and financial accounting systems, order entry, A/R, A/P, general ledger, inventory, payroll and others.
- **Networks:** IBM, DEC and HP mainframes; Windows NT, Netware and PC-NETBIOS.
- **Hardware:** mainframes, PCs, Macintosh, DEC VAX, HP mini-computers and AS/400.

## EXPERIENCE

**Vice-President:** Best Software, Roseville, MN (1990-present).

Developed and market Reservit!®, a DOS application that reserves facilities for 200+ clients. Attend and make presentations at trade shows.

- Support clients by phone, Symantec’s pcANYWHERE and Web site (www.best.com).
- Clients call Reservit! a “life saver,” noting the time and effort it saves them.
- Developed programs for clients to import data from PC and mainframe (DEC VAX) registration systems directly into Reservit!

**Project Leader/Sr. Systems Analyst:** Northern States Power, Mpls., MN (1985-1990).

Recruited by satisfied client; promoted for my efforts. Re-engineered and rewrote capital accounting system (CAS), a batch COBOL system written in mid-1960s.

- Successfully transformed CAS into year-2000-compliant, online ADABAS system.
- Reduced points of contact from 60 to 20 for capital work orders.
- Duties included budgeting, hiring and reviewing staff, analysis and project management.

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### EXPERIENCE — CONTINUED

**Consultant/Project Manager:** Consumer Systems, Minnetonka, MN (1982-1985).

*(Company bought by Kane Consulting).* Contracts with NSP, Pillsbury, 3M and NCS.

- Project Leader on sub-ledger conversion for NSP's new financial accounting system. Also worked as Programmer/Analyst; converted sub-ledger system for Capital Accounts.
- Fixed nine major bugs in Pillsbury's Green Giant payroll system as Programmer/Analyst.
- Successfully enhanced 3M's engineering payroll system as Programmer/Analyst.
- Rewrote NCS's online ordering system as Lead Analyst/Programmer.

Prior experience as **Programmer/Analyst/Consultant** (contract with B. Dalton); **Systems Engineer** (contract with U.S. Postal Service); and **Programmer/Analyst** (St. Paul Companies).

### EDUCATION/TRAINING

- **IBM AS/400** training, IBM, Rochester, MN (1996).
- **Knowledgeware CASE** training, Minneapolis, MN (1990).
- **Joint Application Design (JAD) Methodology**, IBM, Minneapolis, MN (1986).
- **BS: Business Administration**, Metropolitan State University, St. Paul, MN (1986).

# David S. Fagan

19 Essex St. • Manchester, VT 16040  
(866)665-0000 • fagand@usmc.mil

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## OBJECTIVE

**Network Administrator**, where three years of successful experience and training will contribute. Superior problem-solving and leadership skills. Managed up to 55 staff and 1000 network users.

## PROFESSIONAL PROFILE

- Six years of experience as **Network Administrator** for the United States Marine Corps; completed two tours of duty with the 26<sup>th</sup> Marine Expeditionary Unit.
- Skilled at adapting to and overcoming changing conditions. Under hard deadline, repaired ship-to-shore e-mail and phone systems after lightning strike. Devised unique solution using field radio system to transfer e-mail and complete objective.
- Accomplish objectives and work well without direction. Able to identify and learn new technical skills.
- Established and maintained database to track status of trouble calls from 1000 users.
- Technical skills include Windows 95/NT, Banyan, Lotus SmartSuite 97, MS Office 97 and Exchange, and Calendar Creator Plus. Experienced in Internet research.
- Described by supervisor as a “good lateral thinker,” who added: “David is able to look at all sides of a situation, allowing him to be more effective in troubleshooting.”

## EXPERIENCE

**LAN/WAN Administrator:** US Marine Corps, Camp Lejeune, NC (1993-1999).

Promoted three times. Communicate via satellite and line-of-sight radio systems.

- Daily administration, maintenance and troubleshooting of Banyan LAN/WAN designed to handle network and Internet traffic for 1000 users.
- Provided complete LAN/WAN, Windows NT and Internet capabilities during Operation Guardian Retrieval in Brazzaville, Congo (1997) and Operation Dynamic Response in Bosnia/Herzegovina (1998). Worked aboard ship and ashore.
- Also manage 55 staff under extreme conditions. Requires constant problem-solving and highest-level leadership skills.
- Supervisor said: “David is able to teach complex computer concepts using layman’s terms without seeming to talk down to the person being taught.”

## EDUCATION/TRAINING

- Professional course work includes Small Computer System Specialist Course (LAN/WAN Administration), Windows NT and JMCIS.
- Completed 18 correspondence courses in computers and communications.
- Completed leadership training for non-commissioned Marine Corps officers.

## OTHER FACTS

Enjoy reading, rugby and solving compatibility problems in different software.

# Michael Smith

155 Chestnut St. • St. Paul, MN 55108  
(612)888-8000

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## SUMMARY

Seeking a position where proven skills in **graphic design** will contribute. Creative, highly motivated and deadline-savvy. Superior work habits and layout skills.

## PROFESSIONAL PROFILE

- Design experience includes logos and marketing collateral. Also experienced in brochure, manual, poster and catalog design.
- A team player, able to establish effective rapport with photographers and product stylists. Consistently put needs of client and project first.
- Successfully designed for such clients as GE Capital, Target and Fujifilm.

## EXPERIENCE

**Graphic Designer:** Pace Communications, Minneapolis, MN (1997-1998).

For this marketing communications agency, provided creative solutions using print media.

- Served as Designer and Art Director on projects from concept to completion. Collaborated with staff on budget estimates and client strategies.
- Projects included catalog design for gift collectibles company. The *1997 Fall Holiday Gift Guide* met with overwhelming approval from retailers nationwide.
- Also designed multi-page brochure introducing Enterprise 2000 program for GE Capital IT Solutions. Brochure functioned as sales tool, seminar handout and leave-behind to position client as preferred provider for network integration projects.
- Design Director said: "Mike's work is well thought out, organized and accurate in detail. He is very open to suggestion and input."

**Graphic Designer:** Stratus Communications, Inc., Minneapolis, MN (1996-1997).

For this marketing communications agency, provided brochures, manuals, posters, publications, logotypes and trade-show collateral from concept to completion.

- Designed effective logo for introduction of Fujifilm's M-Drive product. Resulted in highly recognizable image for intangible high-tech product.
- Created successful logo and collateral for Target's "Closed Stockroom" program.

**Graphic Design Intern:** Nice Systems, South Park, MN (1995).

Worked in Creative Services Department, providing collateral for public relations, advertising, marketing communications and trade shows.

Prior experience as Senior Software Engineer for Sperry Corporation (1983-1993).

## EDUCATION

- **BFA: Communication Design**, College of Visual Arts, St. Paul, MN (1996). Nominated for two scholarships. Published in three school catalogs.
- **BS: Computer Science**, Univ. of Wisconsin-River Falls, River Falls, WI (1983).

## OTHER FACTS

- Computer skills include QuarkXPress, Illustrator, PhotoShop and Internet navigation.
- Member: AIGA/Minnesota.

# Jim Smith

175 Stablewood Ln. • Atlanta, GA 30047  
(770)999-1111 • ajax@att.com

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## SUMMARY

More than 15 years of experience in **analysis, design and programming**. A team player and skilled mentor. Articulate in person and in writing.

## PROFESSIONAL PROFILE

- Experienced COBOL (15+ years) and client/server programmer (five years), and Oracle DBA (three years). More than 15 years of project management.
- Reduced administration expenses by \$5 million, cut \$1 million from 1998 operating budget and saved \$100,000 in expenses by evaluating contract employee (all in 1997).
- Reduced program execution time by 15% by improving budget database (1996). Reduced processing costs of mainframe system by \$66,000 annually (1991).
- Used problem-solving skills and detailed planning to manage new Oracle releases and physical movement of databases to new servers. Also mentored/trained two junior DBAs.
- Supervisor said: "Jim is a very strong developer and a highly disciplined self-starter. He is willing to assume any role or take on any task for the benefit of the team."

## TECHNICAL SKILLS

- **Languages/Software:** Oracle DBA, COBOL, client/server, PL/SQL, PRO-C, DB2, PowerBuilder, C++, FORTRAN, RAMIS, HTML, FrontPage 98 and UNIX.
- **Special Expertise:** analysis and design, logical database design and project management.

## EXPERIENCE

Bell Corp., Atlanta, GA (1979-1998).

As **Client/Server Programmer** (1998), design/code modules and systems on HP-UNIX platform for network planning. Use C++, Visual Basic, UNIX, TUXEDO and MQSeries.

- Absorbed 25% increase in bill volumes due to increased productivity.

As **COBOL Programmer** (1997-1998), designed/coded COBOL modules and systems on MVS mainframe to translate billing data into format usable by bill verification systems.

- Designed and coded modules to translate GTE and Southwestern Bell billing data. Southwestern Bell module was highly complex, requiring three months to design/code.

As **Oracle DBA** (1994-1996), served as senior DBA designing, building and maintaining five Oracle databases for budget tracking.

- Designed, built and maintained five databases: two large (60-130 gig), two medium (12-20 gig) and one small (1 gig). Trained two junior DBAs.
- Worked independently from team. Learned HTML to create Web site for project.
- Supervisor said: "Jim is the ultimate team player. As DBA, he provided the GUI tool team with experience and effective leadership."

As **Client/Server Programmer** (1992-1994), designed/coded system and modules to track expenses for new services to business customers.

- Used PL/SQL and PRO-C to design/set up complex sub-project allowing users to see budgets from new perspectives and within overall budget. Supervised two staff.

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### EXPERIENCE — CONTINUED

As **Project Leader/Programmer** (1987-1991), designed/coded modules to reduce mainframe processing costs by \$66,000 annually. Supervised three staff.

- Supervisor said: “Jim has consistently demonstrated outstanding skills as a technician and designer. He has shown himself to be a strong leader.”

As **Project Leader/Programmer** (1979-1987), designed/coded systems for Southern Region. Developed and maintained 80+ projects, running on VM/CMS and MVS mainframe platforms, coded in COBOL and RAMIS. Trained and mentored 30 new programmers in real-life application programming and qualities needed for advancement. Supervised seven.

- Awarded by Bell Chairman of the Board for work supporting Fifth International Conference on Computer Communications in Atlanta, GA.

Prior experience at Bell as **Data Processing Supervisor**; scheduled MVS batch processing with consistent 98% completion rate.

Also served as **Project Leader/Programmer**; included logical analysis and design, physical design and implementation, and coding in COBOL, FORTRAN and VM/CMS EXEC.

- Completed complex engineering system on time and within budget. Created interfaces with modules created by Bell Labs. Supervised 10 staff.

### EDUCATION

AA: preliminary EE course work, Burlington Community College Burlington, IA.

- Worked throughout school to finance tuition and book costs.

## SUMMARY

Seeking position where more than five years of **network administration** experience will add value. Team player, succeed with organizational and supervisory skills. Willing to relocate.

## TECHNICAL HIGHLIGHTS

- Novell certified (CNA), with A+ status.
- Currently pursuing Novell CNE and Microsoft MSCE certificates.
- **Network operating systems** include Novell IntranetWare 4.11, Microsoft 3.11, Microsoft Windows 95 and Microsoft NT.
- **Computer operating systems** include OS/400, UNIX, DOS, Windows 3.x, 95, 98 and NT.
- **Networking protocols** include IPX/SPX, TCP/IP, Microsoft NetBEUI and Microsoft DLC.
- **Networking environments** include Ethernet and Token Ring.
- **Software** includes Microsoft Office 95/97, Microsoft Mail, Client Access (for AS/400 emulation on PCs), Network Associates VirusScan and NetShield. Other skills in FTP and Telnet use.
- Currently manage WAN and information systems in Texas, Arizona, Arkansas, Alabama and Mississippi for Schmidthaus Company.
- Consistently complete projects under budget and on time. Handled all wiring, computer and phone installation for Houston LAN at corporate office. Done \$60,000 under budget.

## EXPERIENCE

**Network Administrator/Network Engineer:** Schmidthaus Co., Bradford, TX (1995-present).

Oversee daily operation of wide area network (WAN) with 11 file servers and 500 users (in office and mobile) in five states. Novell IntranetWare 4.11 and Microsoft NT environment.

- Troubleshoot and repair desktop and laptop computers, printers, modems and peripherals.
- Install and update software on all computers, ensure error-free backup of data on file servers, install wiring (data and fiber optic) and phone wiring as needed. Maintain routers and other WAN-specific equipment to ensure network reliability.
- Maintain UNIX-based Lucent System 25 telephone system at Houston office. Includes adding and deleting office extensions, wiring new offices and voice mail administration.

**Computer Technician:** US Air Force Ordnance Base, Sterling Heights, MI (1994-1995).

As civilian contractor, maintained and repaired all computers, printers and peripheral equipment on site. *Position eliminated due to base closing.*

**Computer Sales Rep:** CompuWare, Birmingham, MI (1994).

Created pricing/configuration options on bids from major clients, including Oakland University.

- Provided technical support and recommendations on equipment/software as needed.
- Also worked in Service Dept., troubleshooting computers and making needed repairs or upgrades to equipment. Custom built approx. 100 computers to fill customer orders.

**Network Administrator/QC:** American Maxfly Aircraft, Maclain, MS (1992-1993).

Managed Novell network with two file servers and 25 users for this aircraft manufacturing firm.

## EDUCATION

- Certificate: Airframe and Powerplant Technician: Michigan Aero Tech, Bloomfield, MI (1992). Licensed by Federal Aviation Administration. Graduated with highest honors
- Telecommunications course work, Oakland University, Troy, MI (18 months).
- Business Administration/Computer Information and Control Systems course work, University of Minnesota, Minneapolis, MN (14 months).

# Jane Yankee

8887 Gensing Ave. • Stamford, CT 06900  
203-999-6666 • jane@hotmail.com

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## OBJECTIVE

Position in **Web development** where technical and international business skills will add value.

## PROFILE

- Valuable combination of **Web development** training and **business** experience.
- Lead cross-functional team developing Web site to provide product availability data to distribution centers, marketing and other business units. Currently engaged in independent project to develop dynamic Web site for same business units.
- Superior **communication** skills. Experienced training staff, troubleshooting and coordinating highly technical projects with suppliers throughout Asia. Fluent in Mandarin Chinese.
- Computer skills include ColdFusion, HTML, SAP, Microsoft Office, Lotus Notes and Internet research. Able to master new technology, software and processes.

## PROFESSIONAL TRAINING

- **FastTrack to ColdFusion** training offered by Allaire, New York, NY (2000).
- **HTML** training offered by Productivity Point International, New York, NY (1999).

## EXPERIENCE

**Business and Financial Analyst:** Lockheed Equipment, Stamford, CT (2000-present).

Lead re-engineering initiatives to enhance international Demand Supply environment.

- Manage Web development team in Demand Supply & Inventory Management. Site will provide updated product availability data to business units nationwide.
- Work as Area Lead representing Demand Supply in SAP/ERP implementation. Ensure all initiatives are on track to meet go-live target dates for SAP projects and business needs.
- Designated SAP Power User based on ability to quickly grasp and leverage technology.
- As **Supply Chain Planner** (1998-2000), managed supply and demand for signature products, including mailing equipment. Rapidly given increased responsibility and accountability.
- Far exceeded highest rating for inventory turn ratio in fourth quarter of 1998.

**Production Planner:** Webster Microsystems Corp., White Plains, NY (1998).

For this leading supplier of network devices, planned production requirements by working with sales, supply and technical staff to meet forecast and backlog demands.

- Worked closely with supply and technical staff to clarify logistic and technical issues. Served as liaison between sales and manufacturing on specific customer and supply issues.
- As **Tactical Sales Specialist** (1996-1998), increased market share by working with sales and technical staff to coordinate production specifications to meet customer needs.
- Chosen to train Chinese-speaking staff in Taiwan on use of SAP software. Also clarified workplace issues to foster cooperation between American and Taiwanese staff.
- Solved operational problems by negotiating with international staff from manufacturing, marketing, production engineering, quality assurance, sales, and customer service departments.

## EDUCATION

- **MBA: Banking and Finance**, Dodge College, Oakdale, NY (1999). GPA: 3.9.
- **BS: Business Administration**, Montgomery State Univ., Montgomery, AL (1996). GPA: 3.6.

# Mary Jonas

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## OBJECTIVE

**Assistant Buyer**, where experience organizing equipment and office operations will add value.

## HIGHLIGHTS

- Organized and efficient, experienced working with vendors and obtaining equipment.
- Saved \$500,000 for NYU in 1997 by relocating used equipment and other assets.
- Communicate extensively with all levels of NYU academic community in current role.
- Computer skills include Word, Excel and Internet research.
- Cited by clients for coordinating processes in an efficient, friendly manner. Asset Management Supervisor said: "I can depend on Yvonne with any project assigned."

## EXPERIENCE

**Asset Storage Coordinator:** New York University, New York, NY (1994-present).

Supervise equipment storage facility, arranging for transfers between departments and storage areas, and maintaining accurate records.

- Coordinate and lead open houses to display equipment and help fill needs of prospective users. Also arrange donations to outside organizations.
- Work with vendors to coordinate equipment moves; process all billing.
- Write and distribute office correspondence. Also compile statistics in Excel regarding equipment use.
- Update and maintain department Web site. Trained in HTML and Internet navigation.

**Inventory Field Assistant:** (Asset Mgt.) New York University, New York, NY (1989-1994).

Created and organized records of all new equipment. Supervised up to eight staff.

- Improved efficiency by researching files, tracing equipment and doing physical inventories.
- Supervisor said: "Mary performed expediently and with a quality that shows she is conscientious. She works well with other staff and has a pleasing personality."

**Administrative Assistant:** New York University, New York, NY (1987-1989).

For Photo ID Center, answered high volume of phone inquiries concerning University regulations and procedures. Performed typing, filing and other office administration.

**Supervisor/Coordinator/Receptionist:** The Marketing Group, New York, NY (1988).

Ensured smooth operations. Acquired and compiled information from clients and other offices. Wrote meeting reports and handled all office administration.

Prior experience as **Customer Service Rep** (1987); worked to resolve customer complaints regarding orders while handling approximately 250 calls per week.

## EDUCATION

**Bachelor of Arts:** Psychology. Washington Square College of Arts and Sciences, New York University (1987).

# Sara Parker

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212-888-0000

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## OBJECTIVE

Position where extensive **administrative** and **financial** experience will add value.

## PROFESSIONAL PROFILE

- Experienced **administrative** professional, with proven skills in word processing, scheduling meetings and travel arrangements, organizing, purchasing and problem solving.
- Excellent **computer** skills. Proficient in Windows 98, Word and Internet research; familiar with Excel. Able to master new technology rapidly. Type 70 wpm.
- Superior **work ethic**. Achieve results independently and with teams. Successful in both commercial and academic settings. Accustomed to long hours in pursuit of company goals.
- Cited for “highly professional attitude to work and dedication to going the distance to get the job done correctly,” by Associate Dean.

## EXPERIENCE

**Administrative Aide:** City College of New York, New York, NY (1993-2000).

Promoted to assist Chancellor of Academic Program Review in high-visibility role (1996-2000).

- Coordinated meetings, conferences and special events with President’s and Chancellor’s office. Handled correspondence, maintained budget records and prepared expense reports.
- Scheduled travel arrangements, leveraging expertise gained in airline industry.
- Increased efficiency with fast, accurate production, and by streamlining filing system.
- Contributed to cost savings by supervising and training student aide.
- Processed requests from students and federal agencies to review records; ensured 100% confidentiality at all times.

**Administrative Secretary:** City College of New York, New York, NY (1993-1995).

Assisted Director of Administrative Services at Stern School of Business.

- Served as liaison with faculty, staff and vendors, resolving wide-ranging service issues.
- Managed projects involving offset printing of academic course materials and brochures.
- Processed and maintained files. Handled purchasing of office supplies.

**Tariff Coordinator:** People Express Airlines, New York, NY (1988-1992).

Researched and updated tariff data. Processed complex information daily in fast-paced setting.

- Promoted from **Reservation Sales/Customer Service Agent** (eight years). Produced \$100,000 in annual revenue. Processed approx. 80 customer inquiries daily. Awarded five times.

## EDUCATION

- **Professional development** includes courses in business communication at New York University School of Continuing Education.
- **Business Certificate:** Washington Business College, New York, NY. Training included administration, office management and business communication skills.

## OTHER FACTS

- Currently serve as volunteer fundraiser for Multiple Sclerosis Society (11 years).
- Gain great satisfaction from contributing to team efforts with problem-solving skills.

# Stacey Cohan

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612-880-1111

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## OBJECTIVE

Seeking a position where **customer service** skills and experience will add value.

## PROFILE

- Experienced providing superior **customer service** in person and by phone. Able to establish rapport, define and solve problems. Highly trainable.
- Administrative experience includes data entry, filing and reception duties. Familiar with Lotus 1-2-3 and 10-key operations.
- Highly **organized** and **efficient**. Able to prioritize and handle multiple tasks.
- Winner: 1995 Customer Service Award at Ramsey County Service Center.
- Cited by supervisor for “outstanding performance in meeting client needs while remaining positive and helpful.”

## EXPERIENCE

**Verifications Clerk:** Northwest Finance, Minneapolis, MN (1996-present).

Research and verify checking, savings and loan information for customers.

- Work with mortgage companies and other partners to ensure customer eligibility for loans and mortgages. Regularly given new assignments.
- Requires flexibility, attention to detail and excellent communication skills to handle variety of tasks and meet deadlines.
- Trained 30-40 new employees on operations.
- Provide other assistance as needed within department, such as handling telephone inquiries, check filing and sorting/directing mail.
- Bank president cited my communication skills. Managers cite my productivity, efficiency and self-motivation.

**Customer Service Clerk:** Ramsey County Service Center, Roseville, MN (1994-1996).

Customer service duties included verifying application information for passports, driver’s licenses, tabs and title transfers.

- Helped customers understand and fill out complex forms. Processed all data into computers.
- Consistently solved problems to customers’ satisfaction in this fast-paced setting.
- Required attention to detail to recognize and deal with fraudulent documents.
- Rapidly promoted from student intern to permanent position within six months.
- For my efforts, recruited internally. Received two job offers at main office.

## EDUCATION

Degree: Central High School, Troy Hills, MN (1997).

- Emphasis: Psychology/Human Behavior.
- Budgeted time and resources to work 25-30 hours per week during school.

## OTHER FACTS

- Interests include reading, running and bicycling.
- Superior work ethic; gain great satisfaction from working to achieve as part of a team.

# Steve Roeper

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## OBJECTIVE

**Copy Editor**, where editing experience and a thorough knowledge of English will contribute. Skilled working under deadline to edit spelling, punctuation and grammar.

## EDITING EXPERIENCE

**Copy Editor**: Minneapolis Daily, Minneapolis, MN (two years).

- Edited 10-15 pieces daily to ensure accuracy. Handled news, sports, general interest and other areas, as needed.
- Detail-oriented, with superior skills in grammar. Copy chief cited my ability, adding that I helped improve his skills.

**Technical Editor**: Sperry ATC, Roseville, MN (six months).

Edited six user manuals for complex hardware. Position ended with project completion.

- Called and led meetings with technical writers to verify information.
- Cited by technical writers for my ability to explain difficult concepts in clear terms.
- Entrusted with highly sensitive weapons-system information.
- Supervisor cited my command of English, saying: "You know the language."

## ADDITIONAL EXPERIENCE

**Reader**: Minnesota Newspaper Association, Minneapolis, MN (two years).

- Scanned 30 newspapers daily for mention of 400 clients. Required superior time-management skills and ability to work independently.
- Highly detail-oriented processes, with little margin for error.

**Clerk**: Paine Webber, Minneapolis, MN (four years).

Accurately processed more than 200 pieces of incoming and outgoing mail daily. Also handled courier duties and client correspondence.

## EDUCATION

- **English** course work, University of Minnesota, Minneapolis, MN (1987-1991). Budgeted time and resources to finance 100% of studies myself. GPA 3.0.
- **Computer** training at Control Data Institute, Minneapolis, MN (1984). Studied computer operations and programming (BASIC, FORTRAN, COBOL).

## WORK HISTORY

Office Team and other agencies, Minneapolis, MN (1993-1997).

Minnesota Newspaper Association, Minneapolis, MN (1992-1993).

Personnel Contractors, Inc. and other agencies, Minneapolis, MN (1989-1992).

Paine Webber, Minneapolis, MN (1985-1989).

Sperry ATC, Roseville, MN (1984).

## OTHER FACTS

- Traveled extensive throughout US, Europe and Southeast Asia.
- Well-read; familiar with French and Vietnamese languages.
- Familiar with PC operations.

# Linda Madison

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## SUMMARY

Seeking a position where more than five years of **writing** and **editing** experience will contribute. Expertise includes communications for marketing, print, Web and e-mail.

## PROFESSIONAL PROFILE

- Wrote marketing communications copy for ACE Web site (www.ace1.com). Frequently consulted with ACE Electronic Commerce Marketing clients.
- Experienced writing content for two e-mail newsletters and five Web sites.
- Managed up to eight staff. Personable, with high-level client service skills.
- Managed Jacob Salon program, increasing group membership by 10%.

## EXPERIENCE

**Assoc. Editor/Webmaster:** Wood Publishing, Minneapolis, MN (1996-1998).

- Managed ACE Webmaster project, ensuring timely response to up to 4,000 monthly customer inquiries via e-mail. Involved daily problem-solving and technical support.
- Wrote and edited *ACE Facts*, a bimonthly e-mail newsletter for ACE customers. Focused on export and international trade issues. Also maintained subscriber list.
- Wrote marketing and employee relations copy for client newsletters.
- Supervisor noted my “dedication, diligence and consistently high-quality work.”

**Online Production Coordinator:** Jacob Reader, Minneapolis, MN (1996-present).

- Budget time to work here concurrently. Wrote bimonthly *Jacob-Buzz* e-mail newsletter.
- Created online events, contests and Web sites for magazine content.

**Features Editor/Copywriter:** The Reporter, Mankato, MN (1993-1996).

- Managed staff of eight writers, photographers and copy editors.
- Created page layout for arts and entertainment section. Also contributed photos and copy to news, sports and features sections.

**Activities Coordinator/Administrative Assistant:** Student Development and Activities, Mankato State University, Mankato, MN (1992-1996).

- Managed and distributed \$250,000 university activities budget.
- Developed training manuals and processes for 60 office volunteers.
- Organized seven public workshops on volunteer motivation and retention.

## EDUCATION

Mankato State University, Mankato, MN (1996).

**BS: Mass Communications;** minor: Graphic Arts. Major GPA: 3.9.

## COMPUTER SKILLS

Macintosh OS, Windows 95, Adobe PhotoShop, PageMaker, Illustrator, HTML, Quark XPress, Microsoft Office 97, Eudora Pro, Java Script.

## OTHER FACTS

Freelance work included article on Web page design for *Campus Activities Programming Magazine* (1995) and film reviews for Aberdeen American News (1991).

# Frank Jones

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(804)333-1111

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## OBJECTIVE

Seeking an **industrial** position, where skills in assembly and production will contribute.

## QUALIFICATIONS

- More than 10 years of experience with major firms doing packaging, production, assembly, forklift operations and transportation.
- Natural mechanical aptitude.
- Hard worker, follow instructions easily.

## EXPERIENCE AND SKILLS

### PACKAGE SORTING/ASSEMBLY

- For Federal Express, **sorted packages** ranging from one to 150 lbs. in weight. Fast-paced work, requiring attention to detail and physical conditioning.
- At Accu-Pac, **packaged** retail goods in boxes, banded and put on skids for shipment. Also experienced doing packaging on assembly line.
- As self-employed mover, **sorted** and **transported** large home furnishings.

### MECHANICAL

- Operated a **forklift** extensively and safely, loading steel onto trucks. Also drove forklift for Army truck assembly operation.
- **Press operator**, using punch press for ½" steel. Also measured steel for cutting and ensured correct banding.
- **Saw operator** for lumber yard, setting saws for cuts and feeding lumber correctly.
- As **welder**, did spot welding and mig welding for Army vehicles; as **assembler**, put together truck bodies and dashboards; also drove **forklift** in this position.

## EMPLOYMENT HISTORY

Richmond Temps, Richmond, VA (1997-present).

Interim Personnel, South Bend, IN (1985-1997).

## RELATED EXPERIENCE

Personnel Partners, South Bend, IN (four years); Wheelhorse Tractor, South Bend, IN (four years); AM General, Corp., South Bend, IN (three years); US Army, Ft. Gordon, GA (one year).

## EDUCATION

**Electronics** course work, Acme Institute of Technology (one year).

**Accounting** and **Business** course work, Michiana College of Commerce (one year).

# Mark Bradley

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(612)222-4444

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## OBJECTIVE

**Restaurant Management**, where more than 10 years of food-service experience and seven years in management will contribute. Familiar with Macintosh and PCs.

## PROFESSIONAL SKILLS

- **Management** — Lead by example. Skilled at training staff to know their products and clients. Able to get the most from people and resources.
- **Customer Service** — Personable, able to create long-term relationships with customers; know much of clientele by name.
- **Organizational** — Skilled at maintaining order and efficiency; started one restaurant from the ground up. Cited by supervisor for my ability to ensure smooth operations.

## EXPERIENCE

**Manager:** First Avenue Bowl; Minneapolis, MN (1995-present).

Oversee all restaurant and theater operations, including cash handling, invoices, inventory, accounting and data entry in Coconut Code software. Supervise staff of 12. Hands-on management style; able to cover any position. Supervisor praised my enthusiasm and skills in customer service. Coordinate events and parties, negotiate with suppliers.

**Carpenter/Personal Trainer:** Boulder, CO (1993-1995).

My skills in carpentry and building maintenance save money for current employer.

**General Manager:** Bermuda's; Milwaukee, WI (1989-93).

Helped build this 18,000 square-foot night club from ground up. Set up interior, stocked bar, scheduled staff, developed wine and beer list, and managed staff of 25. Promoted three times for my efforts. Also coordinated private parties and booked bands.

**Bartender:** Daily Planet; Santa Rosa, CA (1986-1989).

Handled bartending, customer relations, stocking and related duties. Regularly promoted for my efforts. Regular seminars on time management, teamwork and other areas.

Previous experience as bartending instructor and in food-service industry.

## EDUCATION

- Criminal Justice major, University of Wisconsin at Milwaukee; Milwaukee, WI (1991).
- Two years of training in management, goal setting, cooking and wine tasting.

## OTHER FACTS

- Ten years of experience as a homebrewer and wine aficionado.
- Well-traveled throughout the United States.
- Natural ability to do what I do, with superior knowledge of food and spirits.

# Randall Meijer

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## OBJECTIVE

Position in secondary environment **teaching business and/or technology.**

## PROFILE

- Valuable combination of **business** and **teaching** experience. Founded successful small business and completed BS in Business Administration prior to teaching career.
- Outstanding **technology** background, with superior computer skills. Established network of technical contacts to benefit students, including GM Powertrain engineering teams.
- Helped develop Washington FIRST HIT organization to involve students in science and technology. Current coach on nationally recognized Pontiac Central High School robotics team.
- Solicited donation of 32 laptop and desktop computers from EDS for classroom use (1999).
- Current supervisor said: "In the short time (Robert) has been here, his technology program went from worst in our district to the example that other schools follow."

## EXPERIENCE

**Technology Teacher:** Washington Middle School, Pontiac, MI (1998-present).

Plan and lead classes combining concepts in computers and industrial technology.

- Integrate lessons with other curricula, including math, science, language arts and social studies.
- Place additional emphasis on computer competency by integrating word processing, spreadsheets and presentation skills using MS Works and PowerPoint.
- Won Daimler-Chrysler Engineering Educator Award (2000) for providing students with challenging and dynamic classroom focused on technology.
- Volunteer to lead after-school programs, including FIRST HIT Robotics Team and Fun With Physics.
- Coached FIRST HIT team to first place finish in regional tournament, third in state and Best Team award. Helped coach HS team (Cyber Brigade), featured on ESPN and ABC Nightly News.
- Served on Faculty Coordinating Council and chaired Attendance/Tardy Policy Committee.

**Owner/Operator:** Apartment Department, Inc., Southfield, MI (1996-present).

Started this successful seasonal business providing maintenance services to area apartment complexes.

- Gained firsthand expertise in marketing, finance, accounting and customer service.

**Research Assistant:** Wayne State University, Detroit, MI (1995-1996).

Helped design and conduct research projects using Lexis/Nexis and Microsoft Office.

## HONORS/AWARDS

Daimler-Chrysler Engineering Educator Award, Financial Executives Institute Award, Beta Gamma Sigma National Honors Fraternity and Alpha Sigma Nu Jesuit Honor Society.

## EDUCATION

**MA: Secondary Teaching,** University of Detroit Mercy, Detroit, MI (1999). GPA 3.78.

**BS: Business Administration,** Central Michigan University, Mt. Pleasant, MI (1994). GPA 3.68.

## CERTIFICATIONS/CREDENTIALS

- Initial Provisionary Secondary Michigan Teaching Certificate (1998).  
Teaching Major: **Business Education** (GX); Teaching Minor: **Group Social Studies** (RX).
- Credentials on file at University of Detroit Mercy.

# Tina Murray, RN

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## OBJECTIVE

Position where seven years of **nursing** and **cardiac** experience will contribute to operations.

## PROFILE

- Strong background in **cardiac care** includes experience assessing patients, administering medication and monitoring telemetry. Currently RN on medical cardiology floor.
- Team player and **dedicated patient advocate**. Highly skilled at educating patients and families regarding medication, diets, exercise, etc.
- Outstanding **organizational** skills and knowledge of **quality**. Played key role in securing “100” ratings from JACHO for AMC (1998-present).
- For diligent efforts, consistently receive “4” of “5” PARS ratings from nurse managers.

## EXPERIENCE

**Registered Professional Nurse III:** First Medical Center, Schenectady, NY (1997-present).  
Manage pre- and post-op care for five to six cardiac patients per 12-hour shift.

- Handle assessments, administer medication and provide post-op care to cardiac surgery patients. Develop patient care plans and cardiac teaching.
- Involves care and monitoring for patients undergoing angioplasties, cardiac catheterizations, electrophysiology studies and cardioversions. Monitor infusion of blood and blood products.
- Participate in respiratory and cardiac arrest emergencies. Accurately assess and manage emergency and potential emergency situations.
- Administer medications (IV, PO, IM, SL) and oxygen. Perform oral, nasal and tracheal suctioning. Insert IVs and provide proper maintenance of central lines and implanted ports.
- Consult with physicians, d/c planning and case management staff, OTs and PTs on patient care. Continuously monitor and interpret patient cardiac arrhythmias, and report to physicians.
- Assist physicians in pulling sheaths and attaching six-hour Femstops. Also perform sterile dressing changes and assess wound changes.
- Serve as Shift Coordinator and Resource Contact. Perform patient admissions and discharges.
- Selected to serve as Preceptor for newly hired nurses, as needed.

**Certified Monitor Technician II:** First Medical Center, Schenectady, NY (1994-1997).  
Performed routine and emergency electrocardiograms throughout medical center.

- Continuously monitored, interpreted and documented 50-60 cardiac rhythms, reporting results to physicians.
- Determined severity of ectopic and emergent events, and responded according to protocol.
- Trained new telemetry technicians to perform and interpret electrocardiograms.
- Acted as Shift Coordinator, establishing schedules and resolving equipment malfunctions.

**Nursing Assistant II:** First Medical Center, Schenectady, NY (1992-1994).

Performed glucose monitoring and obtained vital signs. Assisted patients with daily activities.

- Ambulated patients and maintained proper positioning.
- Documented daily intake and output on flow sheets.

**EDUCATION**

- **Bachelor and Master of Science: Nursing** (dual program), Williams College, Troy, NY (currently in progress).
- **Degree: Nursing**, First Medical Hospital School of Nursing, Schenectady, NY (1997). Worked full-time throughout two-year program. GPA 3.4.
- **Nursing** degree program, Williams College, Troy, NY (1992-1994). Completed 50 credit hours while employed full-time.
- **Psychology/Sociology** degree program, University of New York at Albany, NY (1990-1992). Completed 40 credit hours.
- **AAS: (Liberal Arts emphasis)**, SUNY, Cobleskill, NY (1990).

**PROFESSIONAL DEVELOPMENT**

- Serve on Quality Management Committee at First Medical Center (1998-present). Consult with team members on changes to hospital protocol. Led auditing efforts that met JACHO compliance standards, resulting in “100” rating since 1998.
- Certified in **ACLS, Emergency Measures** and **CPR** (all current).

# Gina Jones

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## OBJECTIVE

Position where eight years of progressive **health care** experience will contribute to operations.

## PROFESSIONAL SKILLS

- **Patient Care** — Skilled in taking vitals, monitoring and treating patients, drawing blood, providing dialysis, documenting patient data and administering lab tests. Also experienced in ambulation and physical therapy.
- **Patient Support** — Sympathetic, skilled at listening to patients to determine their needs. Supervisor cited my caring attitude and ability to work well with patients.
- **Team Player** — Flexible and responsive, able to work well in all shifts. A trustworthy professional, experienced handling confidential patient data.

## PROFESSIONAL EXPERIENCE

**Operations Technician:** Abbott Southwestern Hospital, Edina, MN (1999-present).

Work closely with patients, physicians, nursing staff and others. Manage multiple priorities.

- Includes diagnostic testing, supply and equipment management, patient billing and other procedures. Assist nurses in evaluating diverse patient conditions.
- As **Phlebotomist/Lab Assistant** (1998-1999), drew blood samples. Handled data entry and specimen processing. Provided consistent customer service, assisting outpatients.

**Clinical Technician:** First Dialysis, Minneapolis, MN (1998).

- Set up and operated dialysis equipment. Monitored patient conditions and vital signs, reporting discrepancies to charge nurse. Explained procedures to patients.
- Initiated dialysis and other functions. Drew labs, reviewed orders and dispensed medication.

**Patient Care Technician:** Regional Kidney Disease Program, Minneapolis, MN (1996-1998).

- For the dialysis unit, provided critical tasks: monitored patient conditions and vital signs, reporting discrepancies to charge nurse.
- Initiated dialysis and other functions, as necessary. Drew labs, reviewed orders and dispensed medication. Patients cited my ability to respond quickly to their needs.

**Nursing Assistant:** Walker Healthcare Center, Eagan, MN (1993-1996).

- Direct care, assisting with physical and psychological well-being of patients.
- Encouraged physical activity, monitored/documented patient conditions, and reported to charge nurse. Performed clinical procedures: collecting specimens, recording vitals, etc.
- Chosen to train three students on daily operations. Awarded for perfect attendance.

**Nursing Assistant:** North Healthcare Center, Minneapolis, MN (1989-1991).

- Direct care, assisting with physical and psychological well-being of patients. Specialized in providing ambulation and range-of-motion therapy.
- Monitored and documented patient conditions, reporting promptly to charge nurse.
- Worked well with other team members; worked all shifts.

## CERTIFICATION/TRAINING

- **School Health Paraprofessional** course: Hennepin Technical College (1998).
- **RN, phlebotomy and medical terminology** courses: St. Mary's College (1993).
- **Patient Care Technician** training: Regional Kidney Disease Program (1996).
- **Certified Nursing Assistant:** Minneapolis Technical College (1988).
- **CPR and first aid** certification (current).

**Joan Peterson, RN, PHN**  
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(651)444-1111

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### SUMMARY

Dedicated RN with five years of patient care experience in hospital, long-term and home health settings. Motivated to learn and apply new concepts and skills.

### AREAS OF EXPERTISE

- **Patient Care** — A skilled caregiver, educator, advocate and counselor. Wide range of experience, from one-to-one care to wards with more than 50 patients. Commitment to accountability as an essential component of professional nursing.
- **Communication** — Diplomatic and flexible, cited by supervisor for my “positive, cooperative manner.”
- **Leadership** — Proven ability to build and lead productive teams. Called a “great team member and co-worker” by supervisor. Produce results with effective problem solving.

### PROFESSIONAL EXPERIENCE

**Staff Nurse:** United Hospital, St. Paul, MN (1997-present).

Work in Orthopedic Unit, focusing on direct care for surgical patients. Provide acute care, including pain control, transfusions and wound care. Educate patients on effects of surgery and rehab methods. Monitor conditions, updating physicians and family as needed.

**Field Nurse:** Becklund Home Health Care, Golden Valley, MN (1995-present).

Direct care for patients with following diagnoses: vent dependent, MD, MG, ALS and spinal cord injuries. Monitor and treat autonomic dysreflexia. Monitor and troubleshoot ventilator operations. Provide one-to-one care for quadriplegics at two sites. Supervise one PCA. Supervisor said: “JoAnn is very dependable and able to solve problems effectively.”

**Charge Nurse:** Lexington Health Center, St. Paul, MN (1993-1995).

Supervised staff of up to nine LPNs, RNs and nursing assistants. Monitored patients’ conditions, updated MDs and transcribed orders. Also acute and Medicare documentation. Chosen for wound-care team, monitoring patients’ wounds and recommending treatment.

Also served as **Rehab Coordinator**, doing all assessments on incoming patients to comply with federal regulations. Led interdisciplinary care conferences with patients and families.

### EDUCATION

**BA: Nursing** (GPA: 3.7), College of Saint Catherine, St. Paul, MN (1993).

### LICENSES AND CERTIFICATIONS

- RN (#R 126115 2) and PHN (#11508).
- Pain Management, Venipuncture, IV Administration and Documentation, Central Lines, TPN, and How to Build & Implement Self-Directed Work Teams.

## OBJECTIVE

Position where 10+ years of **sales, marketing** and **business development** experience will add value.

## CAREER PROFILE

- Seasoned professional, with outstanding skills in **sales, marketing** and **promotion**. Succeed by counseling clients to define and fill needs.
- Excel at **new business development**, with demonstrated history of performance. Able to increase revenue by creating targeted markets and customer alliances.
- Experienced **manager** of sales reps, national accounts and start-up business operations.
- Superior **communication** skills. Award-winning public speaker; PC literate. Experienced making effective presentations to senior management.

## SELECTED ACHIEVEMENTS

- Grew sales from zero to \$250,000 and 12 major accounts (including Frontier Communications) at International Web Systems. Trained and managed four sales reps (1995-1997).
- Increased sales from start-up to \$450,000 while opening accounts with Target, Fingerhut and others at Davis International. Expanded to Pacific Rim and built revenue every year (1986-1991).
- In three months, turned \$20,000/month loss into \$25,000/month profit at Bath Center (first-year profits of \$200,000). Created new marketing and wholesale accounts (1984-1986).
- Broke all sales records at Dun & Bradley with new account development. Rapidly built relationships and repeat business with 3M, Honeywell and other national accounts (1982-1986).

## EXPERIENCE

**Sales Manager:** Technical Advantage, Inc., St. Paul, MN (1999-present).

Build client relationships and work to secure contracts for computer technologists as consultants to Fortune 500 companies. Design marketing materials and implement marketing plans for this start-up.

**Staff Supervisor:** Windsor Casino, Inc., Hopkins, MN (1991-1999).

Managed and trained up to 16 staff in hospitality services. Worked to develop corporate culture.

**Senior Partner:** International Web Systems, Shakopee, MN (1995-1997).

Co-founded, developed and managed this software firm, assisting clients with market development.

- Developed marketing collateral and strategic planning. Hired and managed four sales reps.

**Manufacturer's Rep:** Davis International, Inc., Robbinswood, MN (1986-1991).

Developed successful business representing select home health care manufacturers in Midwest.

- Clients included Target Stores, AARP, Fingerhut Corporation and Holiday Stores.
- Expanded to source products and export clients in Pacific Rim. Attended numerous trade shows.

**General Manager:** The Bath Center, Minneapolis, MN (1984-1986).

Increased sales and profits with new marketing and wholesale accounts. Trained/managed 10 staff.

- Worked with media to obtain valuable publicity in *Star Tribune* and *St. Paul Dispatch*.

Prior experience as **Account Executive:** Dun & Bradley, Inc., Bloomington, MN (1982-1986).

Opened 50 accounts with such Fortune 500 clients as 3M, Honeywell and Carlson Companies.

**Account Executive:** Brown Co., St. Paul, MN (1979-1982). Exceeded yearly sales quota by 212%.

## EDUCATION/TRAINING

- Business Administration course work: Hale University, St. Paul, MN (1981-1985).
- Professional development includes Dale Carnegie training program, Counselor Selling program (Wilson Learning) and self-study of numerous business publications.

# Michael Miller

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## SUMMARY

Nine years of **sales** and **marketing** experience. Expertise in advertising and software services. Skilled at increasing sales by superior planning, analysis and management.

## CAREER PROFILE

- Grew sales for two companies from zero to over \$100,000 in less than 90 days.
- Grew an account list billing \$10,000/month to \$60,000/month in less than one year.
- Recruited, hired, trained and managed 48 account reps and 13 regional managers.
- Launched programs resulting in \$238,000 in new revenues in four months for Baker.
- Excellent communication skills; articulate in person and in writing.

## EXPERIENCE

**Regional Manager:** Baker Worldwide, Southfield, MI (1996–1997).

Designed training and sales materials for Ford's new Yellow Pages Trademark Display program. Developed dealer presentations to launch program nationally.

- Worked closely with dealers, dealer associations, Baker field personnel and suppliers.
- Created sales presentations and sales training materials.

**Regional Manager:** Business Accuracy Services, Pittsburgh, PA (1995-1996).

Built two franchises from ground up, from zero to \$123,000/month sales in three months.

- Regularly achieved highest office sales over one year in two cities.
- President said: "I have rarely experienced a person with so much enthusiasm, dedication and drive as Mike."

**Account Executive:** WWW Radio 107 (CBS), Southfield, MI (1994-1995).

Handled spot radio sales involving business-to-business, sports and retail accounts.

- Served as marketing/advertising consultant to businesses.
- Grew account billings from \$10,000/month to \$60,000/month in under one year.
- Worked on radio, Yellow Pages, direct mail and TV campaigns.

**Account Executive:** Intex Network Radio, Southfield, MI (1993-1994).

Proposed, bid and negotiated media buys for national radio. Represented radio stations on a national basis. Also worked as ad creative for station promotions and sponsorships

- Successfully sold 50% of office's yearly quota.
- Sales manager said: "Michael's desire to learn allowed him to challenge himself and make the difficult become the standard."

**Video/Film Producer:** Maxi-Services Incorporated, Bloomfield Hills, MI (1988-1992).

Produced and directed automotive sales training films. Supervised directors, assistant producers and production assistants. Pitched film and video proposals with account team.

- Managed \$1.2-million annual production budget.

## EDUCATION

**BA:** Telecommunications, Ohio State University, Defiance, OH (1988).

# Chris Sanford

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## OBJECTIVE

Position where eight years of **management** and **sales** experience will add value.

## SELECTED ACHIEVEMENTS

- Led sales group to achieve 105% of quota in 1999 for FosterPharm. Also led territory to finish above plan in 1998 (only district among five to do so).
- Consistently meet quotas, producing steady sales increases since 1995. Sold 104% of quota in 1996 and 103% in 1997; also helped sell most VASOTEC in FosterPharm history. Ranked 19th out of 85 reps by physicians for selling skills (1996).
- Cited for initiative and sales skills by supervisor at Kelly Steel. Found buyers and sold remnant steel, turning lost assets into revenue stream.
- Top salesman in training class at Pitney Bowes. Also directed setup of national account with Bally's Health Club. Volume sales leader for December, 1992.

## SALES EXPERIENCE

**Sales Representative:** FosterPharm, Inc., Minnetonka, MN (1995-present).

Successfully handle 235 clients in territory. Educate doctors on new product benefits.

- Serve as district point person for all hypertension products. Also mentor new sales reps.
- Work to develop nephrologist advocate to speak on cardiovascular topics.
- Serve on Managed Care Executive team. Also senior Sales Rep in group, heading all major programs. Make quarterly presentations to all district reps on new product information.
- Clients include cardiologists, rheumatologists, urologists, osteopaths, internists, nephrologists and neurologists.
- Rapidly promoted to Senior Representative. Cited by supervisor for training new sales reps.

**Sales Representative:** Kelly Steel, New Hope, MN (1993-1995).

Used skills in sales and negotiation to help manage shipments on short notice to buyers.

- Turned lost assets into revenue stream by matching buyers with remnant steel.
- Promoted to handle \$35-million Safeco account.

**Area Sales Representative:** Pitney Bowes, Minneapolis, MN (1991-1993).

Managed and developed sales territory of small and large business clients.

- Required effective skills in communication and cold calling.
- Cited by clients for consultative approach, which opened doors.

## EDUCATION

- **MBA: Management**, University of Minnesota, Minneapolis, MN (degree expected 2000).
- **BA: Communications**, St. Mary's College, Minneapolis, MN (1991).
- Certificate: Dale Carnegie Public Speaking (1994).

## OTHER FACTS

- Volunteer to mentor Augsburg students on workplace skills (1991-present).
- Computer skills include PowerPoint, Word, Excel and Internet research.

# Nathan Greason

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## OBJECTIVE

Position in **account management** where extensive experience will add to profitability.

## PROFILE

- Strong background in **account management**. Expertise includes factory automation, engineering software solutions, information and control solutions.
- Consistent over-quota performer, with extensive **technical sales** experience in consultative, business-to-business selling. Highly skilled at evaluating customer business objectives and presenting tailored solutions. Drive revenues by developing and leveraging client relationships.
- On track to meet \$4-million quota in current role. Increased sales volume 70% in three years, producing \$3 million in 1996 at Yankee. Previously doubled sales, to \$3 million, at Rosewood.
- Cited by manager for **negotiating** skills in closing \$1.3-million order. Comments: “Despite tough bargaining, (Nathan) did not give up any more than he planned. Both sides came out winners.”

## EXPERIENCE

**Account Management:** Maximum R&T Solutions, Taylor Falls, MA (1999-present).

Provide solution sales in three-state territory for this \$150-million industrial systems integration firm. Also develop and manage strategic partnerships with key product providers.

- Requires expertise in information and control solutions used in process and discrete manufacturing, as well as knowledge of chemical, consumer product, food and beverage industries.
- Develop and deliver sales presentations to client groups. Also generate technical correspondence and present technical solutions proposals.
- Currently negotiating broad-based services contract with \$4-billion chemical firm that will result in significant new business.

**Account Management:** National Research Corp., Boston, MA (1998-1999).

Handled marketing, research and sales functions for this market research firm.

- Directed marketing of automation and enterprise research studies, market data and custom consulting to executives worldwide.
- Opened new market niche by managing research and production of a well-received global market study.

**Sales/Business Process Improvement:** The Yankee Company, Boston, MA (1997-1998).

For this manufacturer of instruments and control systems, chosen by management to reengineer sales proposal process using Six Sigma tools. Consulted with 30 Sales Proposal Specialists in US and Canada.

**Principal Account Management:** The Yankee Company, Boston, MA (1992-1997).

Managed sales of complex automation/information systems and value-added software and services to Fortune 100 clients in three-state territory. Promoted for outstanding results.

- Increased sales 70% in three years (1993-1996), from \$1.7 million to \$3 million. Managed 20 accounts.
- Succeeded with persistent efforts in new account penetration and follow-up. Awarded for results.
- Dislodged incumbent supplier at major paper manufacturing facility, producing over \$1 million in high-margin service bookings over three years.
- Cited for “self-initiative and self-training skills” by Manager, who added: “Nathan is a good team player who is respected by both his peers and his management.”

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## EXPERIENCE — CONTINUED

**Senior Account Management:** Rosewood, Inc., Eden Prairie, MN (1988-1992).

Directed sales of field instruments and automation systems to user accounts, leading engineers and constructors, and OEMs in three-state territory.

- Increased territory bookings 100% in less than two years, for \$3 million in sales by 1992.
- Managed sales with 50 clients. Maximized revenue by opening and penetrating accounts.
- Sold major nuclear system project for \$1.3 million that resulted in over \$2 million in add-on business at list price. Recipient of President's Club Award for outstanding efforts.
- Manager said: "For the second consecutive year, Nathan has significantly exceeded his sales goal," adding: "He exhibits a great deal of leadership in our branch."

**Account Management:** 3M, Inc., St. Paul, MN (1984-1988).

Managed instrument and control system sales to users and OEMs in Fortune 50 aerospace and other industrial accounts. Rapidly promoted from Inside Sales Rep.

- Consistently made or exceeded quotas four consecutive years.

## EDUCATION

- **Master of Science: Total Quality**, Maria Theresa College, Taunton, MA. Cumulative GPA 3.9.
- **Bachelor of Science: Computer Science**, Massachusetts Institute of Technology, Boston, MA. Cumulative GPA 3.2.

## ADDITIONAL INFORMATION

- **Certified Quality Manager:** American Society for Quality.
- **Certified Six Sigma Black Belt** and **Master Black Belt:** Six Sigma Academy.
- Interests include hiking, sea kayaking and bicycling.
- Proficient with Windows 95/98, Microsoft Office products and Internet research.

# Tim Masterson

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## OBJECTIVE

Position in **sales** where more than four years of successful experience will add value.

## PROFILE

- Highly self-motivated and driven, with natural sales ability. More than four years of sales experience, with skills in cold calling, negotiating, closing and client service.
- Grew sales of start-up business to \$340,000 annually in highly competitive market (1995-1999).
- Proven skills in strategic planning, advertising, promotions, publicity and budgeting.
- Extensive communication and training experience as secondary teacher for seven years. Able to establish productive rapport with diverse audiences and explain complex concepts.

## SALES/MARKETING EXPERIENCE

**Sales Representative:** Gold's Gym, Dallas, TX (1999-present).

Handle new membership sales and customer orientations.

- Includes telemarketing, negotiations and closing.
- Consistently meet or exceeded \$5,000 monthly quotas. Frequently sell more than \$1,000 daily.

**General Manager:** Body Essentials, Dallas, TX (1995-1999).

Started and directed this nutritional/health food retail business. Trained/managed four sales staff.

- Handled all strategic planning, defining market niche and creating sales promotions. Planned and created successful print advertisements.
- Consistently grew sales, reaching \$25-30,000 per month.
- Educated clients on product benefits, establishing long-term, profitable relationships.
- Expanded to storefront location. Personally contributed to 25% higher sales when selling and serving clients on-site. Negotiated and sold business for profit.

## RELATED EXPERIENCE

**Mathematics Teacher/Coach:** Dallas Independent School District, Dallas, TX (1992-present).

Planned, scheduled and led classes in Pre-Calculus, Geometry, Algebra and other subjects.

- Rank among top teachers for passing rates in Math Dept. Includes work with at-risk students.
- Succeed by explaining difficult concepts in clear terms.
- Continually exceed requirements for position. Coached eight teams in four sports (track, volleyball, soccer and football).
- Raised funds (\$7,000), organized and led meetings as class sponsor (1995-1998).

## EDUCATION

**Bachelor of Science:** Secondary Education, University of Texas, Dallas, TX (1991).

- Teaching fields: Mathematics, English and History. GPA 3.3.

## OTHER FACTS

- Flexible, willing to travel.
- Interests include physical fitness, scuba and sky diving.
- Computer skills include WordPerfect, Claris Works and Internet research.

# Dan Mersh

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## OBJECTIVE

Software sales role where extensive **sales** and **management** experience will add value.

## PROFILE

- Strong background in **sales**. Experienced presenter and closer, able to sell intangibles and persist through long buying cycles for Fortune 500 clients.
- Consistently achieved sales goals and grew revenue in shrinking market as National Sales Manager (1998-1999).
- Top biller. Averaged \$4 million in annual billing for five straight years (1993-1998).
- Highly effective **manager**. Experienced building and leading teams of up to 25 professionals.
- Proven ability to learn and leverage new technology. Contributed sales expertise to Web site development team (1997). Completed MBA in Systems Management with 3.97 GPA in 1999.

## EXPERIENCE

**General Sales Manager:** Radio ON, Inc., Toledo, OH (1999-present).

Direct 25-member sales department in group of three radio stations.

- Consistently exceed market growth in annual revenue. Developed sales collateral.
- Successfully recruit and develop other sales reps in organization.

**National Sales Manager:** WESS TV-9, Cleveland, OH (1990-1999).

Managed nationwide sales effort for ABC network affiliate. Member of long-range planning team.

- Developed and sold sponsorships and ad programs. Included “millennium package” sold to General Motors and AT&T that generated \$600,000 in over-and-above revenue.
- Sold over \$450,000 in ad programs to Chrysler and General Motors.
- Promoted from **Account Executive** in 1998 after consistently meeting and exceeding sales goals. Top-ranked new business biller on staff; focused on direct retail.
- Sold \$275,000 sponsorship to Toyota, still on air and generating revenue after three years.
- Called “outstanding account executive” with “insightful approach to positioning” by Sales Manager.

**Team Sales Manager:** WDDD-FM, Cleveland, OH (1990).

Managed team of five radio sellers. Met and exceeded individual and team sales targets.

**Local Sales Manager:** WGGG AM/FM, Cleveland, OH (1987-1989).

Hired, trained and managed sales team. Promoted to Sales Manager after first year of selling.

Prior experience as Account Executive for WGGG AM/FM (1986-1987), Pharmaceutical Sales Rep for E. R. Squibb & Sons (1984-1986) and Program Director for Junior Achievement (1981-1984).

## EDUCATION/TRAINING

- **MBA: Systems Management** focus, Mary Carroll College, Cleveland, OH (1999).
- **BA: Psychology**, Marquette University, Milwaukee, WI (1981).
- Completed training in Project Management (under Harold Kerzner) and Xerox II Sales.

## OTHER FACTS

- **Computers:** Word, Excel, PowerPoint and Outlook; and media applications (Arbitron, Nielsen, BIAS, TVSCAN and Maximizer). Seven years of Internet research and communications experience.
- Superior **communication** skills. Accomplished public speaker, fluent in Spanish.

# Peter Moon

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## OBJECTIVE

Position where **technology sales** and **e-commerce** experience will add to profitability.

## PROFILE

- Strong background in **sales** and **marketing**, with successful experience presenting high-tech and financial products to CEOs and other top-level decision makers.
- Led initial sales of Internet-based software in current role, closing 100 corporate users in six months, for \$240,000 in new revenue.
- Analytical, with in-depth knowledge of **finance**. As trader, helped increase securities on loan from \$2 billion to \$4.5 billion in one year at Norwest.
- Superior **organizational** skills. Six years of experience managing multiple tasks effectively.
- Cited by client for “persistence, personality, great work ethic and professional attitude.”

## EXPERIENCE

**Software Consultant/Sales Rep:** Kit Lambert Management, Inc., Eden Prairie, MN (1998-present).  
Market Internet- and network-based trading software, and assist in software development.

- Sell to small- to mid-sized companies worldwide. Includes cold calling, contract negotiations and frequent software demos (on-site, by phone and at trade shows).
- Established user base of 350 clients in 18 months, contributing to strong growth.
- Assisted in developing software to meet users needs, improving functionality and producing shorter sales cycle. Played key role in determining market focus and content of software.
- Familiar with all major data vendors and software dealers in domestic and global markets.
- Cited by supervisor for product knowledge and outstanding client relations skills.

**Operations Administrator/Assistant Trader:** Decca Lending, Minneapolis, MN  
(1995-1998). Handled trading with brokers nationwide and reconciled 10 investment portfolios.

- Included private negotiations, term negotiations and interest rate setting with all brokers.
- One of five traders controlling lending of \$20 billion in assets for clients. Also developed new procedures to increase productivity and net returns.
- Promoted securities lending services to prospective clients and senior management.

**Customer Service Rep II:** Northwest Mutual Services, Minneapolis, MN (1993-1995).

Managed operations of DTS/FundServ trade system, including extensive interaction with NSCC, software vendors and dealers.

- Provided sales support and service to fund wholesalers, brokers, dealers and shareholders.
- Rapidly promoted from **Application Processor I** (1993).

## EDUCATION/TRAINING

- **BA: Political Science**, St. John’s University, Marysville, OH (1991). Varsity Football.
- Computer skills include Word, Excel, PowerPoint, Access, ProphetX trading software, GoldMine, Lotus Notes and Internet research.

## OTHER FACTS

- Raised \$5,000 to \$10,000 annually for St. Paul charities since 1992.
- Enjoy golfing, boating, reading, composing music, playing guitar and piano.

# Jack Jones

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## SUMMARY

Seeking a position where more than eight years of **management** experience will contribute. Experienced managing inventory and materials, equipment leasing and acquisition, training, purchasing and budgeting. Cut costs and streamline processes.

## PROFILE

- Saved more than \$120,000 annually by integrating several independent departments into one Office Services Department.
- Completely reorganized Medical Records Department, cutting annual operating expenses by 33%. Reduced staffing and eliminated overtime.
- Manage with consistent results. At Smith's Huntington Beach branch, had region's most productive Medical Records Department, with two perfect audit scores (a first). Also scored perfect audit at Austin location. Succeed by building teams.
- Improved telephone customer service at Austin branch in two months; cut customer hang-ups from 15% of calls to less than 2% (company standard is 5%).
- Manager said: "Jack's customer service skills are outstanding and his supervisory skills are excellent. He consistently works with staff to ensure maximum productivity and is always conscious of budgetary parameters."

## EXPERIENCE

**Front Office Manager:** Smith Medical, Inc., Austin, CA (1990-present). Plan, budget and direct daily business operations of two medical centers, serving over 150 staff and physicians. Promoted four times in eight years.

- Administer departmental policy; create systems to increase quality and productivity.
- Manage \$1.1-million operating budget. Train and supervise 40 employees in office services. Direct all purchasing, materials management and inventory planning/management functions.
- Regularly receive perfect or near-perfect scores on all internal audits.
- Superior computer skills. Quickly mastered new front office computer system (GISMO). Trained 100+ staff members on system in six weeks.
- Experienced in human resources. Interview and hire all staff for front office. Able to motivate staff toward high morale and productivity, while limiting turnover.
- Experienced trainer. Taught six-week customer service program.
- Employee of the year in 1994.

Prior experience in real estate sales, Mountain Valley, CA (1987-1990).

## EDUCATION

**BS: Business Administration,** University of Arizona (expected November, 1998).

## COMPUTERS

Skills include Microsoft Office 97 (Word, Excel and PowerPoint), WordPerfect and Internet research. Able to identify and teach myself new skills as needed.

# Kim Smith

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## SUMMARY

Seeking a position where 15+ years of experience in **management, communication and training** will contribute. Extensive volunteer and non-profit experience.

## CAREER PROFILE

- Proven **management** skills. Currently supervise store operations for up to 10 employees. Achieve results through consensus-building.
- Wide experience **training** people of all ages. Includes more than 15 years of success teaching private classes, vacation school and elementary school.
- Superior **communication** skills. Articulate in person and in writing. Supervisor said: “Kim is outstanding at communicating with peers and upper management.”
- Chaired educational committee for Advent United Methodist Church. Set up entire education program, from nursery to adult education. Also trained new teachers. Three staff were needed to replace my efforts (three years).
- Other volunteer work for Girl Scouts, Pilot Knob Elementary School and others.

## EXPERIENCE

**Craft Manager:** Nancy’s Crafts, Eagan, MN (1990-present). Manage opening, closing and store operations, as needed. Also manage Craft Dept.

- Supervise up to 10 staff. Set objectives and plan work shifts. Handle all ordering for Craft Department; work with buyers/vendors. Continually given new responsibility.
- Helped organize and open new store; required extensive inventory and training duties.
- Rated “outstanding” in training, leadership and general productivity by supervisor, who added: “Kim is a very dedicated and conscientious employee.”
- As **Store Administrator** (1990-1992), ran office operations, including inventory receiving and training staff. Awarded after only six months for accuracy and results.

Previous experience as **volunteer teacher** for Burnsville Public Schools (two years). Also worked as **elementary teacher** for Minneapolis Public Schools (three years). While updating teaching license, supervising teacher said: “Kim was flexible and displayed mastery of subject matter. In all areas, she is a real professional.”

## EDUCATION

- **BS: Elementary Education** (minor: Natural Science), University of Minnesota. Graduated with distinction.
- Other teaching courses taken at College of St. Thomas and Mankato State Univ.

## COMPUTERS

Computer skills include Word for Mac and PC software for store operations (includes e-mail, payroll and inventory). Able to learn and leverage new skills quickly.

# Frank Stevens

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## SUMMARY

Seeking a position where more than 15 years of experience managing financial and accounting operations will contribute. Proven skills in organizing and training staff.

## PROFESSIONAL PROFILE

- Superior technical knowledge and experience in financial management. Combine strategic and business development skills with ability to plan and lead.
- Saved \$375,000 by reorganizing regional financial center. Increased efficiency by reducing staff from 18 to five with same output, saving \$125,000 in overtime.
- Reduced expenses by \$630,000 by evaluating and streamlining operations. Included research and recommendations for best software.
- Increased efficiency by training staff on new accounting systems used company-wide. Experienced giving seminars on accounting systems and principles to local firms.
- Called an “extremely knowledgeable and valued employee” by past board chairman.

## EXPERIENCE

Max Construction Company, Jacksonville, FL.

**Assistant Controller** (1996-present). Oversee all financial operations in nine states. Includes centralizing all accounting: cash management (weekly/monthly), asset management and training/reorganizing staff.

- Leading special project to convert company from Eaton to CMIC financial system.

**Operations Manager** (1993-1996). Reorganized Regional Financial Center, reducing staff from 18 to five. Maintained financial management systems for 21 business units.

- Wrote and trained staff on financial system, prepared and analyzed annual budget, maintained general ledger, A/P, job-cost ledgers and weekly payroll distribution.

**Senior Financial Manager** (1991-1993). Centralized 21 financial/processing centers.

- Included strategic planning, development, set-up and management of accounting and financial reporting. Tested financial software, oversaw operations and trained staff.
- Managed joint venture partnership in Kuwait (1991). Included international banking and cash flow management. Managed subcontractors, suppliers and payroll.

**Central Division Senior Financial Manager** (1986-1991). Oversaw 11 branch offices and three subsidiary offices. Included evaluating companies for acquisition.

Prior experience as **Territory Financial Manager** and **Project Accountant/Joint Venture Accountant**; included annual plans, sales forecasts and legal financial claims.

## EDUCATION

**MBA: Finance**, Michigan State University.

**BS: Business Administration** (Accounting/Finance minor), Michigan State University.

**AS: Accounting**, United Armed Forces Education.

## COMPUTERS

Skills include Windows 95/NT, Excel, Word, Lotus 1-2-3, CMIC and Eaton financial systems, Micro Control, Hyperion, Revelations, Banyan and Oracle (SQL/Plus).

# Alex Houser, M.S., M.B.A.

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## SUMMARY

Accomplished **senior manager** with more than 15 years of health care and academic experience.

## PROFESSIONAL PROFILE

- **Health care administration** expertise includes strategic planning, budget development, fiscal monitoring, proposal/program development, contract negotiation, personnel and grant administration.
- Coordinated planning and design of Cardiac Cath Lab expansion at Ajax General Hospital. New technology cut case turnaround time 50%, while increasing revenue approx. \$4.8 million and lowering operating expenses \$200,000.
- Superior **management** skills. Experienced leading diverse organizations and up to 270 staff.
- Led computer technology project to convert Graves Hospital into single dictation and medical transcription system. Lowered costs \$135,000 and increased productivity 49%.
- Reduced operating deficit from \$400,000 to \$25,000 in one year at University of New York by developing cost controls and streamlining procedures.
- **Technologically oriented**; use information to reduce redundancy. Excellent knowledge of business, financial and clinical software.

## EXPERIENCE

**Director of Ambulatory Care Services:** Marx Care, Inc., Sandy, NY (1999-present).

Saratoga is \$67-million organization, comprising a hospital, nursing home, ambulatory care facility, and network of primary care sites and family health centers. Report to President and CEO.

- Led creation of multi-disciplinary pain management program, including joint venture contract with anesthesiology group. Program is set for expansion after first four months of operation.
- Set up provider incentive plan for physicians and PAs to improve productivity in primary care practices; resulted in improvement in most provider's productivity in first quarter.
- Achieved positive net profit margin for ambulatory care division — 10% above projection.
- Retained primary care practice site targeted for closure. Created staffing and recovery plan, and secured board approval for three-year ramp-up. Center is now above projected volume and revenue targets.
- Won approval for new diagnostic breast care center, including stereotactic biopsy. Construction and acquisition of new technology is approved for current year.
- Developed joint venture with private dentistry firm to serve patients in primary care network. Involved sub-lease of space/staff and equipment, as well as joint venture contracting.

**HealthPartners, Allentown, NY (1989-1999).**

**Administrative Director:** Dept. of Medicine, Ajax General Hospital, Allentown, NY (1996-1999).

Hospital-based inpatient and outpatient service. Included cardiology, cancer, dialysis, neurology and pulmonary services; also primary care and specialty care faculty practice. Annual budget of \$30 million with 270 staff and 40+ faculty physicians.

- Focused on integrated multi-specialty service delivery system for expansion offices. Improved Medicare collections and patients' access to care.
- Established new incentive-based physician compensation package. As a result, net income to practice and physicians increased 27%. Also developed physician recruiting strategies.
- Created database to examine salary trends and variances for 270-person department. Produced more equitable hiring salaries based on education and experience.
- Worked with vendor to design integrated cardiac information management system, to streamline data entry, for improved turnaround time and data analysis.

## EXPERIENCE — CONTINUED

**Operations Manager:** Department of Psychiatry, Graves Hospital, Rochester, NY (1989-1996).

Large clinical division within community hospital, operating outpatient, inpatient and day treatment mental health facilities. Annual operating budget of \$14 million, with 270 staff.

- Developed integrated administrative structure and system for single point-of-service ambulatory care building. Combined primary care, dental, behavioral health, laboratory, OB/GYN, pediatric and radiology services.
- Planned and developed department-wide training standards, including tracking system to ensure periodic required training for all staff.

**Director of Administration:** Graduate School of Education and Human Development, University of New York, Rochester, NY (1986-1989). Graduate professional school with variety of programs and certifications related to education and educational institutions. Annual budget of \$3 million, with 75 staff.

**Manager of Mobile Services Div.:** Hearing & Speech Center of America, Allen, NY (1980-1986). Independent Health Care facility providing speech/language and hearing services. Annual operating budget of \$1.5 million, with 42 staff.

**Director of Audiology:** March of Dimes of Cooke County, Scranton, PA (1979-1980). Publicly-supported interdisciplinary rehabilitation center. Annual budget of \$300,000, with 16 staff.

## EDUCATION

- **MBA: Finance;** significant course work in **Marketing**, New York Institute of Technology, Allentown, NY (1994). GPA 3.9.
- **MS: Audiology**, Syracuse University, Syracuse, NY (1978). GPA: 3.8.
- **BS: Speech Pathology and Audiology**, State University of New York, Geneseo, NY (1977). GPA: 3.6.

## PROFESSIONAL AFFILIATIONS

- Board of Directors: Upper Hudson Primary Care Consortium (1999-present).
- Board of Directors: Mary Gooley Hemophilia Center (1996-1999).
- Associate: American College of Healthcare Executives (1996-present).
- Member: American College of Cardiovascular Administrators (1997-present).
- Member: Medical Group Management Association (1996-present).

## CERTIFICATIONS

- Certificate of Clinical Competence: American Speech, Language and Hearing Association.
- Licensed by State of New York to Practice Audiology.
- Certified by State of New York as Teacher of the Speech and Hearing Handicapped.
- Certificate: Facilitator/Manager Education Total Quality Management, Genesee Hospital.

# Norris Staple

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## OBJECTIVE

Position where extensive **management** experience will add value to operations.

## PROFILE

- Strong **management** background, with more than 15 years of experience supervising up to 45 employees in electrical production, metal stamping and fabrication.
- Proven ability to **increase production** by training and motivating union and non-union staff.
- In 1999, contributed to 59% reduction in warranty costs (from \$1.7 million to \$700K) and 45% reduction in customer complaints (from 68 to 48).
- Highly **organized and creative**, able to streamline workflow. At Toro, invented laser-optical measurement system that resulted in 50% higher productivity and 40% less re-work (1997).
- Despatch Group Leader said: “Norris is managing four departments at the same time and they are running well. In my 20 years with the company, I have never seen this attempted.”

## EXPERIENCE

**Electrical Unit Manager:** Deutsch Industries, Donovan, MN (1998-present).

Manage union employees manufacturing and assembling electrical and electronic components of thermal processing equipment.

- Supervise 45 staff in four assembly areas, including five group leaders and four lead persons.
- Consistently meet goals for production, quality and customer satisfaction.
- Contributed to increased quality, sales and profits, and decreased through-put in 1999, while reducing warranty costs and customer complaints. Also reduced reportable injuries by 27%.
- Developed job-skills matrix and cross-training plan for all electrical personnel.

**Punch Press Unit Supervisor:** Toro Co., St. Paul, MN (1989-1998).

Supervised all punch press areas and up to 34 staff working in six cells.

- Equipment included 750-ton hydraulic press, mechanical presses from 22 to 400 tons, break presses and shears.
- Created computerized tooling system that cut set-up time 11% and eliminated misplaced dies.
- Debugged and modified custom-built rotary blade mill thought to be a failure. Resulted in production success and productivity increase of 55%.
- Set up maintenance program for punch press unit that increased machine up-time 18%.

**Cutting Unit Supervisor:** Toro Co., St. Paul, MN (1986-1989).

Supervised cutting unit areas (first and second shift), with up to 21 personnel per shift.

- Consistently met production goals of quality, productivity and on-time shipping of reels, bed bar/knife assemblies, bed knives and rotary blades to assembly plants and distribution center.
- Set up system to quickly order grinding wheels and perishable tooling, eliminating thousands of dollars in special delivery costs and reducing assembly plant shut downs by 20%.
- Created computerized system of locating all tooling and equipment within cutting unit.
- Reduced set-up 50% and scrap of rotary blade sharpening 70% by introducing dial indicators used during set-up. Also wrote procedures for set-up and operation of rotary blade cell.

## EXPERIENCE — CONTINUED

**Drilling/Blacksmith Supervisor:** Toro Co., St. Paul, MN (1982-1986).

Supervised 27 staff in drill press, blacksmith, assembly, rotary blades and de-burring areas.

- Responsible for meeting production goals for quality, productivity and on-time delivery of supply-piece parts to Toro assembly plants.
- Increased de-burring productivity 23% by supplying new technology and helping invent new machine to chamfer tubing.
- Increased blacksmith and assembly area productivity 19% by convincing employees to report artificially low production standards that inflated part costs.
- Improved quality, and reduced set-up and scrap by writing up to 200 process and print changes per year.

Prior experience as **Unit Manager** for Norware, Inc. in Golden Valley, directing, coordinating and controlling all aspects of electronic production to meet production and quality goals.

- Hired, trained and supervised 35 personnel, including two supervisors.
- Reduced unit through-put time by 50% and re-work by 18%.
- Increased worker performance by 15%.

## EDUCATION/TRAINING

- **Certificate: Electro-Mechanical Technology**, Hennepin County Area Vocational Tech. Institute, Eden Prairie, MN. Also completed Supervision I/II and Creative Problem-Solving.
- Completed extensive in-house **management** training at Toro and Norware, Inc.
- **Technical knowledge:** quality circles; zero defects; decision focus analysis; visual manufacturing; “five-s” system of plant organization; blueprint reading; geometric tolerance; supervision and corrective action. Trained and participated in ISO certification (Toro).

## OTHER FACTS

- Interests include photography, auto mechanics, fishing and family camping.
- Computer skills include Microsoft Excel and Word, COPICS, MAPICS, Internet navigation, Microsoft Outlook, Word and Excel; PaintShop Pro, Kodak PhotoShop and Adobe PhotoShop.
- Gain tremendous satisfaction from motivating teams to achieve challenging goals.

# Dieter Schmidt

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## OBJECTIVE

Consulting position where more than 12 years of international experience in **management, technology** and **marketing communication** will add value.

## CAREER PROFILE

- Consult effectively using international business, management and technical experience. Fully bilingual in German and English, with special expertise in European markets and trends. Highly analytical; able to optimize global operations, work and information flow, and business processes.
- Seasoned **management** professional with experience in editing, marketing, sales and sales support, training and customer support. Experienced consulting and negotiating with high-level decision makers to improve short- and long-term strategies.
- Experienced in **project management**. Familiar with issues involving international acquisitions, business start-ups, product launches and software/MIS development.
- Leverage **technology** to meet needs of users. Skills include computer testing, benchmarking, Internet, software set-up and integration, and database management. Programming experience in C++, FORTRAN, dBase, VB, Excel and Access. Proficient in all common network and productivity software.
- Proven skills in **marketing communication**. Overcome barriers of language and business culture by building relationships between global management teams. Effective public speaker; delivered presentations to groups of up to 500. Wrote marketing collateral for European and US markets.

## SELECTED ACHIEVEMENTS

- Led international search of acquisition candidates for major US computer reseller (confidential). Managed communications, translations and negotiations, enabling purchase of ideal German firm (1998).
- Redesigned and implemented sales database, resulting in 300% productivity increase among sales staff at NunMarkt Publishing (1997). Retained to provide ongoing consulting and updates, as needed.
- Created and presented tele-sales survey to review German, English and French computer industry. Survey is updated annually by NunMarkt for Dell, Gateway and other high-tech firms (1995-present).
- Developed account solutions resulting in advertising contracts totaling over \$3.5 million (1994). Still consult with NunMarkt to update application.
- Developed software tools to evaluate elements of advertising programs; used by IBM, Digital, Gateway, Dell and others to make key marketing decisions in Germany, UK and France (1994-present).
- Created and managed German online service to break-even point in six months; sold at profit (1994).

## PROFESSIONAL EXPERIENCE

**International Management Consultant:** Edina, MN (1998-present).

Work with clients to resolve technical, management and project management issues before/after expanding into German and European markets. Consult with high-level decision makers in US and on-site in Germany.

- Specialize in solving communication and business-culture problems inherent in US and European partnerships. Succeed by building trust between international staff and management.
- Train management and sales teams to smooth transitions and increase cooperation. Create management tools in Excel and Access to improve long-term strategic planning.
- Consulted with \$2-billion US computer reseller to initiate and manage acquisition, enabling expansion into German market in seven months. Solved complex staffing and management problems.
- Consulted with international publishing firm to manage development of global MIS system. Worked with end users in Germany, France and UK to identify needs and communicate with developers. Solved intricate currency problems to enable completion of this sales and customer management system.
- Currently serve as Marketing Consultant to German computer publishing firm (NunMarkt). Train sales reps to understand and meet client needs. Develop and update Excel sales tools as needed.

## PROFESSIONAL EXPERIENCE — CONTINUED

**Manager, Sales Support:** NunMarkt Publishing, Munich, Germany (1997).

*Worked for PC Direkt, Germany's leading publication for buyers of computer products; comparable to Computer Shopper in US market.* Responsible for marketing/sales promotions, mailings, customer events, design and writing of marketing and sales materials in German and English.

- Provided database management and development. Analyzed and optimized business processes in marketing and sales. Oversaw departmental budgets exceeding \$600,000.
- Initiated and led company-wide computer and database training for sales and marketing staff. Resulted in increased productivity and quality.
- Analyzed work flow in ad coordination and reorganized department to maintain performance after management problems and personnel cuts.

As **Sales Consultant** (1995-1996), handled advertising sales for 20% of German customer base at *PC Heute*. Involved extensive contact with advertisers, manufacturers and industry groups. Provided customer support to increase sales and market share by consulting on advertising, products and market.

- Used technical and marketing communication skills to program productivity tools for sales team, resulting in 200% increase in productivity.
- Created Excel program to automate proposal writing. Reduced time from hours to seconds, saving thousands of hours/dollars; solution was rolled out to include France.
- Programmed analysis tools to help advertisers improve results. Now used by such computer makers and resellers as IBM, Digital, Dell and Gateway in Germany, UK and France.

As **Senior Executive Editor** (1991-1994), managed six-member editorial staff focusing on new products and emerging technologies. Oversaw departmental budgets exceeding \$250,000.

- Wrote over 20 articles monthly on computer systems, notebooks, telecommunications, networking, operating systems, software and other topics.
- Set up computer test lab. Developed computer testing and benchmark standards and procedures.
- Reviewed, selected and ran articles by staff editors and independent writers for *PC Heute*.
- Established CompuServe forum for readers and advertisers. Led six-person team to move project from conception to operation within six months (1993).
- As member of initial launch team for *PC Heute* (most successful launch of any computer publication in Germany ca. 1991), developed editorial structure and standards for hardware sections.
- Rapidly promoted from positions as **Editor** and **Senior Editor**.

**Hardware Editor:** Frankfurt Verlag Publishing Company, Frankfurt, Germany (1990-1991).

Evaluated and wrote reviews of new computer, software and telecommunications products.

- Completely overhauled company online service, resulting in 2,000% increase in calls in six months.

Prior experience in German Federal Navy as Officer/Manager of Technical Repair Unit (1987-1989).

Directed 30 staff in equipment repair. Used computers extensively. Traveled to Asia and Africa.

## EDUCATION

- **Master of Science: Mechanical Engineering**, University of the German Navy, Berlin, Germany (1987). Special focus on mathematics, computer technology and programming.
- Attended seminars on editorial concepts, writing, public speaking and discussion (1991-1993).

# Bill Stone

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## OBJECTIVE

**Management Trainee**, where skills in communication, organizing and training will contribute. Personable, able to handle high volumes of work under pressure.

## PROFESSIONAL SKILLS

- **Communication** — Praised by supervisor for superior skills in customer service. Skilled at working with others to achieve a common goal.
- **Organizational** — Manage time and resources effectively. Supervisor noted my efficiency, describing me as “very well organized.”
- **Training** — Experienced teaching new skills to co-workers in fast-paced settings. Complimented on my ability to explain complex terms to learners.

## PROFILE

- Helped improve company performance by surveying customers, then analyzing results with co-workers. Used data and staff discussions to improve service (Applebee’s).
- Research project to study how expectations determine outcomes. Required superior skills in communication and analysis. Surveyed students, then conducted telephone follow-up to interpret data (SUNY).
- Frequently trained new staff. Superior skills in supervising and clarifying goals for others.

## EDUCATION

**Bachelor of Science: Psychology**, State University of New York, Buffalo, NY (1997). Worked throughout school to finance nearly half of all expenses. Dean’s list. Course work included: social psychology, self-esteem, communications and group dynamics.

## EXPERIENCE

**Applebee’s**, Minneapolis, MN (1997-present).

Praised by supervisor for customer-service skills, time management and personable attitude. Work well with variety of guests and co-workers.

**A.L. Markson**, White Plains, NY (1994-1995; 1996-1997).

Entrusted with closing duties and responsibilities. Worked independently when closing, assuming manager’s role as needed.

Previous experience included work in food-service industry while attending college.

## OTHER FACTS

Enjoy basketball and bicycling. Widely read. Familiar with Windows and Internet.

# Cindy Roy

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## OBJECTIVE

Position in **sales**, where skills in **communication** and **client service** will add value.

## PROFILE

- Outstanding **communication** skills; articulate in person and in writing. Experienced giving presentations to groups of up to 1,000 people. Managed up to 20 staff.
- Highly **organized**. Experienced handling multiple tasks while managing two ticketing systems and sales staff at Univ. of Nevada Box Office.
- Proven **client service** skills. Exposed to industry-leading practices at Disney Corporation. Able to quickly establish rapport and working relationships.
- Increase **sales** by rapidly learning and using technical information. Consistently met sales quotas by turning product features into saleable benefits at Discovery and Nature.

## EXPERIENCE

**Supervisor:** Discovery and Nature, Bloomington, MN (1998-1999).

Managed daily operations for high-volume retailer of science-oriented educational products. Supervised up to 20 staff.

- Consistently met personal sales quotas, using up-selling and thorough product knowledge. Calculated and set sales goals for staff and store.
- Trained and developed employees, delegating tasks for maximum efficiency.
- Noted for ability to sell highest-priced items (\$600-\$1,000) by educating clients and providing exceptional customer service. Established loyal, profitable clientele.

**Manager:** Univ. of Nevada Box Office/Ticketmaster Outlet, Reno, NV (1994-1998).

Oversaw customer service and operations of two ticketing systems. Promoted twice.

- Working independently, handled and accounted for large sums of money (\$25,000+).
- Trained and supervised sales staff. Worked efficiently with team members.
- Budgeted time and resources work while attending school full-time.

**Intern:** Walt Disney World/MGM Studios, Orlando, FL (1996).

Nationally selected to participate in highly acclaimed program. Trained thoroughly in human relations and customer service.

- Learned and led 55-minute presentation on film animation. Required ability to quickly master technical information and tailor programs to specific audiences.
- Attended weekly business seminars on Disney corporate strategies.

## EDUCATION

Bachelor of Arts: Theatre (emphasis in technical/design studies and administration), University of Nevada, Reno, NV (1997). Major GPA 3.7; Overall GPA 3.5.

## OTHER FACTS

- Well-traveled, with knowledge of French.
- Computer knowledge includes Windows, Macintosh, HTML, Word, PowerPoint, Excel, FoxPro, basic CADD and Internet navigation.

# Harold Jason

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## OBJECTIVE

Position where **management**, **merchandising** and **customer service** experience will add value.

## HIGHLIGHTS

- Strong background in **management**. Experienced supervising and training up to 12 employees to turn product features into customer-oriented benefits.
- Skilled at **merchandising** products to meet changing market demands.
- Contribute to profitability with attention to detail. Saved more than \$100,000 by pinpointing purchase order errors at Natural Leather.
- Helped produce \$2.3 million in department sales in 1997, despite increased competition.

## EXPERIENCE

**Senior Merchandise Production Specialist - Accessories:** Natural Leather, Coon Rapids, MN (1998-present). Ensure smooth flow of merchandise into distribution center.

- Support 755 stores and kiosks by distributing inventory and merchandising data to buyers, vendors and allocation staff. Coordinate efforts of domestic and international partners.
- Update and transmit purchase orders after matching costs with projected budgets.
- Effectively managed five projects, including assignment to change glove linings (worked with 3M sales rep, MIS staff and domestic/international vendors to produce results).
- Lowered costs by working closely with MIS staff to help expand system capabilities.
- Awarded for superior performance. Promoted from Merchandise Production Specialist.

**Department Manager:** Home Depot, Bloomington, MN (1996-1998).

Supervised 12 employees while providing direction to all department personnel.

- Reduced inventory costs through efficient stock management. Worked with vendors to ensure proper inventory levels and receive discounts, as needed.
- Under my direction, two staff were promoted in six months — four times normal rate.
- Frequently cited by supervisors for skills in merchandising and customer service.

As **Assistant Department Manager** (1995-1996), helped train and supervise 10 employees.

- Reduced turnover and lowered training costs by increasing product knowledge among staff.
- Met strict payroll guidelines, consistently coming within 50 cents of daily goals.

As **Manager Trainee** (1995), took on new tasks while increasing supervisory role.

- Promoted after only three months — less than half normal time.
- Trained in administration, cash handling, customer service, finance and taxes.

## EDUCATION

**BA: Marketing and Management** (dual majors), Malas College, Dubuque, IA (1995).

## OTHER FACTS

- Computer skills include Microsoft Outlook 98, Excel and Word.
- Enjoy building projects and outdoor sports, including golf.

# Tim Russell

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## OBJECTIVE

Position where skills in **software engineering/programming** will add value.

## PROFILE

- Strong background in **computer science** field, with degree and extensive training.
- Accomplished **team player**. Working with database management group at Univ. of Alabama, created online multimedia store to sell books, movies, compact discs, etc. Used CGI scripts written in C++ to track customer transactions and records; also created shopping cart.
- Superior **work ethic**, with zero sick days during 18 months in last position.
- Highly **trainable**. Cited for self-directed efforts and excellent results by manager (1997-1998).

## TECHNICAL SKILLS

- **Operating Systems**: Windows 95/98, UNIX on Sun SPARC and MS-DOS.
- **Programming Languages**: C, C++, HTML and JavaScript.
- **Software**: Microsoft FrontPage, Image Composer and Word; Lotus 1-2-3 and mSQL.

## EDUCATION

**Bachelor of Science: Computer Science**, University of Alabama, Huntsville, AL (1999).

- Major course work included Compilers, User Interface Design, Database Management, Computer Graphics, Data Structures, Computer Architecture, Numerical Analysis, Discrete Mathematics and Theory of Computation.

## EXPERIENCE

Following graduation, began extensive online research of information technology job market and leading firms. Also create Web pages; samples available upon request (1999-present).

Detail Specialist: University Car Wash, Huntsville, AL (1997-1998).

Provided detailing services and superior customer service. Employed while full-time student.

- Followed up with commercial and individual customers to ensure high levels of satisfaction.
- Proactively sought out new tasks to make best use of available time.
- Earned reputation for impeccable work and attention to detail.
- Maintained good working relationship with managers and colleagues.

## OTHER FACTS

- Extracurricular activities: played snare drum for Alabama Crimson Marching Band and performed at Atlanta Olympic Ceremonies.
- Interests include hardware/software technology, sports and antique car restoration.
- Member: HTML Writers Guild.

# Yun Shin

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## OBJECTIVE

Position in **database administration** where experience and training will add value.

## TECHNICAL PROFILE

- **Languages:** C++, Visual Basic, Perl, PHP, Javascript, COBOL, PL/SQL and Pascal.
- **Applications:** Oracle, dBase, Excel and Access. Experienced on SG workstations.
- **OS:** Windows 95/98/NT/2000, UNIX, Linux, Solaris, Irix, VAX/VMS and DCL.

## EXPERIENCE

**Database Engineer**, System Integration (SI) Division: Entertainment Communications, Tokyo (1998-present). Provide Oracle database development and administration for this ISP.

- Create Web-based intranet applications using Oracle, Perl, PHP and JavaScript. Consult with clients during and after system design, set-up and development.
- Developed and administer in-house billing database (Oracle), critical to operations.
- Work well with international team members from Asia, Europe and US.
- Cited for diligent efforts and on-time record. Selected for management training program.

**Assistant Programmer:** Samsung Real Estate and Consulting, Seoul, South Korea (1991-1993; 1995-1996). Specialized in programming solutions in Excel, Access and Visual Basic (VB).

- Also contributed as PC Hardware Technician.

Prior experience as Second Officer in South Korean Army (1989-1991).

## EDUCATION

**Computer Information Systems** (CIS) major; Economics minor. State University of Iowa College at Cedar Rapids, IA (3½ years).

- Nominated for International Scholarship.
- Team project for System Analysis course chosen as standard material for students.

**Physical Education** major, Incheon City University, Incheon, South Korea (1987-1989).

- Awarded outstanding New Student Scholarship for entrance examination results.

## OTHER FACTS

- Speak Korean, Japanese and English. Multicultural, with wide international experience.
- Trained to identify and overcome obstacles under pressure during 28 months of military service. A dedicated, flexible team player.
- Diverse business-related training includes marketing, accounting, statistics, international business, micro and macro economics, corporate finance, microcomputer applications, data communication and systems analysis.

## **Appendix II — Keyword Résumé Examples**

- (Software Developer) Bill Davis
- (Pharmaceutical Sales) Sally Jones
- (Retail/Merchandising) Gary Peters

Bill Davis  
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#### KEYWORDS

software developer, client/server software, C, PowerBuilder, SQL, HEAT, RoboHelp, ERWin, Windows NT/95, UNIX, FORTRAN, Assembler, Motorola 6800/68000 Assembler, software development, bug, debug, debugging, GUI, HTML, product development,

#### SUMMARY

Seeking a software development position, where more than two years' experience developing and deploying client/server software will contribute. A skilled problem-solver, experienced in complete software development lifecycle. Extensive training in C language. Willing to relocate.

#### PROFILE

- \* Charter member of Production Support Team. Clients, benefiting from our efforts, said: "Now I feel like my concerns are being addressed in a timely and effective manner."
- \* Leadership experience as System Test Team Lead and Production Support Team Lead, as needed.
- \* Created help desk solutions for Product Support Team. As a result, turnaround times improved to less than two days from up to three weeks or longer.
- \* Worked on three releases of Style-It software; helped manage product development lifecycles from design and development to testing, deployment and support.
- \* Eager to learn new technologies. Skilled at solving software bugs. Supervisor said: "If there was a software development 'dream team,' Bill would be on it."

#### EXPERIENCE

Software Developer/Consultant: Style-It, Enid, OK (1995-present).  
As a Team Developer for this consulting firm, helped design, develop and implement distribution system for DONE, a client/server software package.

- \* Managed object library and base code for DONE. In charge of executable creation and releases of DONE software.
- \* Developed and supported transaction-creation process for contract-pricing provisions; did same for credit allocation interface (between distribution and accounting) and distribution.
- \* Executed unit tests to ensure proper GUI and coding standards.
- \* Created online help document to aid developers using base object library.
- \* Assisted in designing, modifying and testing prototype for video rental system in PowerBuilder.
- \* Supervisor said: "Bill worked under very high-pressure circumstances with an unmanageable workload, yet never complained or failed to deliver."

#### COMPUTERS

- \* Software: PowerBuilder 4.0/5.0, SQL Server 4.2/6.0, HEAT for Windows, RoboHelp Help Authoring, ERWin for PowerBuilder and others.
- \* OS: Windows NT/95 and UNIX.
- \* Languages: SQL, C, FORTRAN, Intel Assembler and Motorola 6800/68000 Assembler.

#### EDUCATION

BS: Computer Systems Engineering, University of Arkansas, Fayetteville, AR (1995).

#### TECHNICAL TRAINING

Includes PowerBuilder Effective GUI Design, SQL, Transition to Client/Server, Advanced HTML Authoring and 2/3 Tier Architecture Seminar.

Sally F. Jones  
Rochester area, Minnesota  
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#### SUMMARY

Six years of success in pharmaceutical and biotech sales. Creative, with a natural ability to identify customer needs and fill them to our mutual benefit. Will relocate to Carolinas.

#### KEYWORDS

sales, pharmaceutical, pharmaceuticals, bio-tech, biotech, medical, salesperson, sales rep, sales/marketing

#### SALES EXPERIENCE

Sales Consultant: Baker Pharmaceutical, Minneapolis, MN (1995-present). Market leading antibiotic, NSAID and vaccines to more than 500 physicians in metro Minneapolis area.

- \* Ranked among top 10 sales consultants regionally for sales of Refen and Agentin.
- \* Won respect and credibility among key physicians and office staff through my enthusiasm and creative selling skills.
- \* Rated "exceeds expectations" by district manager on 1996 performance evaluation.
- \* Created and led well-received speaker programs in territory.

Oncology Medical Rep: Chiron Corporation, Minneapolis, MN (1995).

Promoted more than 12 different protocols of Preukin for treatment of renal cell carcinoma; marketed Ardia for treatment of hypercalcemia. Handled other generic chemotherapies. Territory included Minnesota, South Dakota and North Dakota.

- \* Led district in mitomycin sales within first two months of employment.
- \* Created and led speaker program for Twin Cities Oncology Group.
- \* Quickly developed rapport with leading oncology doctors and staff in Minneapolis metro area.
- \* Attended tumor board conferences at key hospitals.
- \* Excelled in training classes of Proleukin and Aredia; scored 40 out of 43 on exam.

Medical Rep: Davis Pharmaceuticals, Fair Park, KS (1991-1995).

Marketed leading heart medication, antibiotic and LHRH agonist to more than 500 physicians.

- \* Ranked #1 in district; achieved 112% of quota, exceeding regional and national averages.
- \* Qualified for President's Club (top 10% individual achievement of quota).
- \* Consistently achieved quota for four years in three territories.
- \* Selected as specialty representative to sell Zolex for treatment of prostate cancer and endometriosis.
- \* Received "turnaround territory" distinction for excellent sales performance.
- \* Praised for outstanding service by key physicians.

Previous sales experience included work for Campbell Sales and Dow Chemical (1986-1991).

#### EDUCATION

BS: Consumer Economics (Dean's List), University of Alabama, Columbia, MO (1985).

Gary Peters  
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#### SUMMARY

Seeking a position where six years of experience in merchandising, marketing and promotions will contribute. Strong sales and communication skills.

#### KEYWORDS

merchandising, merchandizing, marketing, promotions, promotional, sales, selling, displays, design, fashion, fragrances, apparel, clothing, retail, manager, management, promotional expositions, communications,

#### PROFILE

- \* Strong merchandizing and marketing background. Managed development of Spring '99 line for Marcus Davis underwear -- biggest line ever. Broke ground by pulling sales dollars from such competitors as Polo and Tommy. Also consulted with copywriters on sales floor displays.
- \* Excellent skills in promotions. Increased sales volume 35% in six months for Macy's by broadening visibility and awareness of high-profile designer fragrances (Polo Ralph Lauren, Marcus Davis and Chanel). Five years of prior experience working promotional expos.
- \* Helped grow account base 40% in one year for Innovative Designs with productive communication skills. Chosen from 21 applicants to represent designer fragrance, cK One.
- \* Superior organizational skills. Coordinated samplelines for 22 account executives and 13 international distributors. Organized archive of design books, protos and samples covering five years. Also planned events for AIDS Annual Fundraiser and International Beauty Show.
- \* Cited by President/COO of Merchandising for work ethic and skills in merchandising.

#### EXPERIENCE

Asst. Merchandising Manager: Marcus Davis Underwear for Men (div. of Daco, Inc.), New York, NY (1997-present). Assist with product development, from sourcing fabrics to finished garments. Support Public Relations and Sales; maintain sample library. Promoted for my efforts.

- \* Contribute to efficiency; research costs of materials and equipment for implementing design.
- \* Made presentations to Sales and Production Departments, and corporate president.
- \* Cited by Public Relations associate for my ability to work well as part of a team.

Selling Specialist: Marcus Davis Cosmetics, Macy's, New York, NY (1995-1997). Responsible for merchandise control and personal selling of high volume product.

- \* Regularly maintained monthly quota as highest-productivity fragrance in store.

Promotional Sales/Vendor: Fosbe, Inc., Macy's, New York, NY (1994-1995). Established new clientele for Ralph Lauren Fragrances while serving established client base and meeting quotas.

- \* Worked with Public Relations to ensure successful promotional events.

Executive Assistant: Innovate First Designs, Evanston, IL (1992-1994). Assisted president with major account bookings, scheduling and client communications.

- \* Helped grow accounts by 40% in one year.

#### EDUCATION

BFA: Film/Video course work, St. John's College, Chicago, IL (1991-1993). Communications course work, De Paul University, Chicago, IL (1988-1991).

#### COMPUTER SKILLS

Microsoft Word, Excel, PowerPoint, Access and Outlook; WordPerfect and Internet navigation.