

Confidential

Best practices for resume building

How to tell your McKinsey story



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Your resume serves many purposes

Showcase

A good resume helps you showcase your skills, experience, and achievements in a clear and concise manner, making it easier for recruiters and hiring managers to understand your qualifications.

Tailor

It can help you tailor your application to specific job opportunities, showing how your qualifications align with the requirements of a particular role.

Highlight

It can highlight your unique value proposition and demonstrate how you can add value to a company or organization.

Explain

It can provide an opportunity to explain any gaps in employment or career transitions, as well as demonstrate your career progression and growth

Demonstrate

A good resume also demonstrates your attention to detail, communication skills, and professionalism, which are all important qualities that employers look for in potential hires

Translate

Showcasing your potential by emphasizing your transferable skills, you can show potential employers that you have the potential to succeed in roles that may be outside of your current experience.



Resume dos and don'ts

Do...

- **Tailor your resume to the job you're applying for:** Make sure to highlight the skills and experiences that are most relevant to that specific role
- **Use keywords:** Use words that are relevant to your industry and the job you're applying for, as many employers use applicant tracking systems to scan resumes for relevant keywords.
- **Include specific accomplishments:** Quantify your results and use specific examples to showcase your achievements, as this can help set you apart from other candidates.
- **Proofread your resume:** Check for spelling and grammatical errors, and make sure the formatting is consistent and easy to read. Always have one or two others review it as well.
- **Use bullet points and clear, concise language:** This will make your resume easier to read and help to emphasize your most important qualifications.

Don't...

- **Include irrelevant information:** Only include information that is relevant to the job you're applying for, such as your work experience and education.
- **Use a confusing or overly complex format:** Stick to a simple, easy-to-read format that highlights your qualifications and accomplishments.
- **Lie or exaggerate:** Be truthful about your qualifications and experiences, as lying on your resume can damage your reputation and hurt your chances of getting the job.
- **Use Firm references, jargon or acronyms** to internal organizational groups, roles or functions (e.g., KNOW, PDNet, etc.)
- **Reveal client names** (if applicable): Descriptions that indicate the size and business of the company are appropriate provided they do not reveal the company name.

Dissecting a resume

Each part of your resume highlights different parts of your candidacy for a role.

Summary/professional summary

Two or three sentences that highlight your career and accomplishments. This can be where you highlight the industries and types of roles that interest you.

Experience

You can organize your professional experience a few different ways:

- By Industry (Example: Healthcare, Private Equity, Energy) and use each bullet under this section to speak to projects in these industries.
- By Skillset (Example: Go to Market Strategy, Marketing, Strategy and speak to projects that highlighted your expertise.
- By Responsibilities/Accomplishments which is the most common way to speak to your experiences on a resume.

Education

Share your formal degreed education including school name, graduation date. Save any certifications for additional information.

Additional information

This could include skills certifications, non-degreeded education, hobbies and interests, volunteer experience. Interviewers can use this section for small talk in an interview.



YOUR NAME

City, State | 000-000-0000 | xxxxx@xxx.com | www.linkedin.com/in/xxxxx *(optional)*

SUMMARY

This should be a succinct description of your profile and what value you will bring to an organization. It can be in narrative or bullet point form. Think of it as an “elevator pitch” description a recruiter would use, to describe you to the hiring manager. Use this section as an opportunity to personalize for the role/industry you are applying to.

EXPERIENCE

MCKINSEY & COMPANY

City, State

Job Title 1

Year - Present

Expertise OR Industry, Project *(If applicable)*

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across and it’s fine to go onto a second line in order to highlight results/impact

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across

Expertise OR Industry, Project

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across and it’s fine to go onto a second line in order to highlight results/impact

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across

Expertise OR Industry, Project

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across and it’s fine to go onto a second line in order to highlight results/impact

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across

Job Title 2

Year - Year

Expertise OR Industry, Project

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across and it’s fine to go onto a second line in order to highlight results/impact

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across

Expertise OR Industry, Project

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across and it’s fine to go onto a second line in order to highlight results/impact

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across

PREVIOUS EMPLOYER *(Optional company description here)*

City, State

Job Title *(Optional job title description here)*

Year - Year

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across and it’s fine to go onto a second line in order to highlight results/impact

PREVIOUS EMPLOYER *(Optional company description here)*

City, State

Job Title *(Optional job title description here)*

Year - Year

Results-oriented statement highlighting an important task or achievement – you can use the space all the way across

EDUCATION

GRADUATE UNIVERSITY *(If applicable)*

City, State

Master of *(degree)*

Grad month year

Specialization(s) in x, y, z

UNDERGRADUATE SCHOOL

City, State

Bachelor of *(degree)* in Major 1 and Major 2 *(or Minor)*

Grad month year

ADDITIONAL INFORMATION *(This section is highly customizable: examples are provided below)*

Skills: Spoken languages (fluent/intermediate/basic) and/or programming languages/software - if applicable

Affiliations/Certifications/Volunteer/Board experience (adjust as applicable): note organizations and memberships here

Interests: List 2-3 of your hobbies/passions - include details that differentiate what you do and could be good conversation starters, e.g., running (finished five marathons, etc.)

Best practices for resume building | Dissecting a resume

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Writing SMART bullet points



Specific



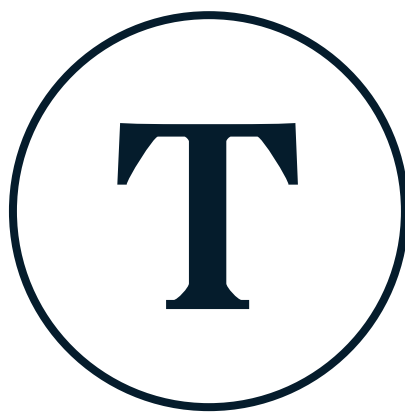
Measurable



Achievements



Relevant



Transferable/
Time-bound

Every bullet should answer 3 questions:

- 1. What was the measured impact?
- 2. Did the client or stakeholder implement your recommendations?
- 3. If so, what was the result?

Quantifying the impact of your **work** makes a powerful statement about the kinds of contributions you can make.

Highlight qualitative results

Did you create something new, did you create something that became the office standard, how did your work help others?

Ask yourself: what did my work allow our group to do or to accomplish that we couldn't otherwise do?

Customize your resume based on the jobs or industries you are applying to.

Bullets should be in order of priority – identify the most important actions, skills or experiences and front load your bullets

Bullets should spotlight **transferable skills**. Identify the most important actions, skills or experiences and front load your bullets

Recruiters look at your resume quickly – get to the (bullet) point!

Example 1	SMART	
Conducted a thorough analysis of a client’s operations, identifying inefficiencies and developing and implementing a lean management program that resulted in a 20% reduction in production costs within a six-month period.	Specific	Conducted analysis and developed/implemented lean management program
	Measurable	20% reduction in production costs
	Achievable	Through the program’s development and implementation
	Relevant	Consulting
	Time-bound	Six-month period

Example 2	SMART	
Designed and implemented a distributed storage system that improved data availability by 15% and reduced storage costs by 25%, resulting in annual savings of \$1M within 12 month period.	Specific	Designed and implemented distributed storage system
	Measurable	15% improvement in data availability, 25% reduction in storage costs, \$1M annual savings
	Achievable	Through the design and implementation of the system
	Relevant	Engineering
	Time-bound	12-month period

Consultants

- Conducted in-depth data analysis to identify areas for cost savings, resulting in a reduction of \$10 million in annual expenses for a Fortune 500 telecom client
- Developed and implemented a strategic growth plan for a fintech start-up company, resulting in a 30% increase in revenue within one year
- Led a cross-functional team of 15 employees to successfully launch a new product line for a multinational pharmaceutical company, generating \$5 million in sales within the first six months
- Collaborated with senior executives to develop a comprehensive business plan for a global expansion initiative, resulting in a successful launch in 10 new countries
- Conducted market research and competitive analysis to identify new growth opportunities for a healthcare client, resulting in a successful acquisition and a 25% increase in market share
- Led a team of consultants in the development of a comprehensive talent management strategy, resulting in a 20% reduction in turnover and improved employee satisfaction

- Conducted a financial analysis of a client’s operations, identifying \$3 million in potential cost savings through operational efficiencies and process improvements
- Collaborated with client stakeholders to develop and implement a new customer segmentation strategy, resulting in a 15% increase in customer retention and loyalty for national grocery chain
- Developed and implemented a change management plan for a large-scale organizational restructuring, resulting in a smooth transition and minimal disruption to operations.
- Conducted a comprehensive analysis of the competitive landscape for a retail client, identifying new opportunities for product innovation and differentiation, resulting in a 10% increase in market share for consumer tech giant

Data science

- Led the development and implementation of a machine learning algorithm that improved the accuracy of a client’s demand forecasting model by 15%, resulting in a 10% reduction in inventory carrying costs

- Conducted a comprehensive analysis of a client’s customer data, identifying key segments and providing recommendations that increased revenue by 12% within a six-month period
- Coordinated the development and deployment of a predictive maintenance model for a manufacturing client, resulting in a 20% reduction in unplanned downtime and a 5% increase in equipment uptime
- Led a team in the development of a natural language processing model that automated the processing of a client’s customer feedback data, reducing processing time by 75%.
- Conducted an exploratory analysis of a client’s supply chain data, identifying inefficiencies and providing recommendations that resulted in a 15% reduction in lead time and a 10% increase in on-time delivery.

Professional development

- Designed and implemented innovative learning and development programs to enhance the skills and competencies of over 1,000 employees, resulting in a 20% increase in employee engagement and a 15% improvement in employee retention.

- Developed and facilitated training sessions on leadership development, organizational behavior, and change management, resulting in a 90% satisfaction rate among participants and positive feedback from senior leaders.
- Conducted talent assessments and created development plans for high-potential employees, resulting in a 25% increase in internal promotions and improved succession planning for key positions.
- Partnered with internal stakeholders to design and implement diversity, equity, and inclusion initiatives, resulting in a more inclusive and supportive work environment for all employees.
- Collaborated with external vendors and subject matter experts to develop and deliver customized training programs for clients, resulting in increased client satisfaction and business growth for the company.
- Led the design and implementation of a mentorship program, resulting in a 40% increase in employee satisfaction and a 30% improvement in employee retention among program participants.
- Conducted needs assessments and developed tailored training solutions for clients, resulting in a 25% increase in revenue from talent development services.

- Managed the company’s learning management system, ensuring compliance with regulatory requirements and providing employees with easy access to relevant training resources.
- Coordinated and facilitated team-building events and retreats, resulting in improved collaboration, communication, and team performance.
- Conducted research and analysis on industry trends and best practices, incorporating new insights into the company’s talent development offerings and maintaining the company’s reputation as a thought leader in the field.

Talent attraction

- Conducted full-cycle recruitment for various positions across multiple departments, resulting in a 30% reduction in time-to-hire and a 20% increase in applicant quality
- Developed and implemented a candidate sourcing strategy that resulted in a 50% increase in the number of qualified candidates in the talent pipeline within 6 months
- Partnered with hiring managers to assess staffing needs and develop targeted job descriptions that resulted in a 25% increase in applicant volume for hard-to-fill positions

- Utilized data analysis and market research to provide insights to the HR team and business leaders regarding the current labor market trends and competitors’ recruitment strategies.
- Created and delivered customized recruitment training for hiring managers, resulting in a 40% increase in their ability to identify and attract top talent
- Successfully increased the number of job applicants by 20% through the implementation of targeted recruitment strategies within a three-month period
- Coordinated and executed successful employer branding initiatives, resulting in a 15% increase in social media followers and a 10% rise in employee referrals
- Utilized data-driven approaches to reduce the time-to-hire for open positions by 25%
- Developed and implemented a comprehensive recruitment plan, resulting in a 30% increase in diverse hires over a six-month period
- Created and managed relationships with key industry influencers, resulting in a 40% increase in referrals from industry networks within a four-month period.

Example action words for resumes

Planning

Conceived	Devised	Experimented	Innovated	Originated	Revised	Tailored
Created	Engineered	Formed	Invented	Planned	Scheduled	Transformed
Designed	Established	Formulated	Justified	Projected	Instituted	
Developed	Estimated	Initiated	Organized	Solved	Systemized	

Leading employees

Approved	Controlled	Determined	Headed	Managed	Prescribed	Supervised
Authorized	Decided	Directed	Instructed	Ordered	Regulated	Trained
Conducted	Delegated	Guided	Led	Oversaw	Specified	

Assuming responsibility

Achieved	Audited	Constructed	Experienced	Initiated	Performed	Simplified
Adopted	Built	Described	Gathered	Installed	Prepared	Transacted
Arranged	Checked	Developed	Generated	Integrated	Produced	Used
Assembled	Classified	Doubled	Handled	Maintained	Received	Utilized
Assumed	Collected	Established	Improved	Operated	Reduced	
Attended	Compiled	Evaluated	Implemented	Overcome	Reviewed	

Example action words for resumes (continued)

Ability to provide effective service

Insight	Interaction	Learning	Loyalty	Offspring	Ownership	Personality
Integrity	Justice	Leisure	Movement	Openness	Passion	
Intelligence	Lawfulness	Love	Objectivity	Order	Personal	

Interactive skills with people

Advised	Collaborated	Cooperated	Inspired	Negotiated	Recommended	Unified
Aided	Conferred	Coordinated	Interpreted	Participated	Represented	
Apprised	Consulted	Counseled	Interviewed	Presented	Resolved	
Clarified	Contributed	Informed	Mediated	Promoted	Suggested	

Analytical/research skills

Analyzed	Computed	Evaluated	Observed	Reviewed	Verified	
Assessed	Correlated	Familiarized	Proved	Searched		
Calculated	Discovered	Investigated	Researched	Studied		

Building smart bullet worksheet

Position	What did you do? (Action/Task)	How did you do it? (Skill/Method)	What was the intention? (Goal)	What was the result? (Outcome)	What is the time frame? (Time-bound)	Start with the action verb, add transitions, and build your bullet
Example: Director of Strategy, Gilead	Expand product portfolio	Market research, competitive analysis	Increase revenue/ decrease cost	15% increase in revenue	3 years	Developed and executed a strategic plan to increase revenue by 15% over a 3-year period through the expansion of our product portfolio in key therapeutic areas, utilizing market research and competitive analysis to identify opportunities and potential risks

Cognitive

Managing information and ideas

- tracking or managing details
- Managing, storing or retrieving information or ideas
- Gathering and researching information
- Organizing or systematizing information or ideas

Analyzing information/data or ideas

- Measuring or otherwise quantifying
- Analyzing things/ideas/people by breaking them down
- Identifying problems or needs
- Identifying patterns or trends

Creative thinking (often directed toward things/objects as well as ideas)

- Developing, adapting or improving ideas
- Synthesizing ideas or elements into a whole
- Creating, imagining or designing new ideas

Relational

Communicating effectively

- Designing or creating messages in any form
- Identifying people’s/client’s/organizational needs

Influencing people

- Creating or forming new relationships
- Persuading others
- Motivating others
- Eliciting trust or cooperation and building goodwill
- Making compelling presentations
- Teaching or instructing others

Affecting Outcomes

- Collaborating with others to resolve disputes
- Designing events
- Facilitating the productive interaction or discussion of others
- Mentoring or coaching others
- Consulting or advising groups based on your knowledge

