

Confidential

Resume best practice guidelines



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Purpose

A good resume should provide a **“headline” overview for a recruiter or hiring manager** (they start by skimming it to get a sense of overall fit before drilling down from there), and **the content for the interview.**

Example resumes appear in the [Appendix 2](#).

Format and readability

A resume should be formatted so that it is easy to read, with a lot of white space and keeping the font size/format differences to a minimum. Typical resume layout, orientation and overall format can be found in [sample resumes in Appendix 2](#). Standard resume should be approximately 2-3 pages with 4 must-have sections and a few optional (in this order):

1. **Identifying information** – personal email, personal mobile phone number, city, [state if applicable], country (full street address is not needed); LinkedIn or a website that showcases examples of your work is optional. We don't suggest including a photo when applying for professional roles in the UK, the US or Canada. It is still acceptable – though not recommended – to include a photo in Asia and many European countries. Also avoid including date of birth, sex, and marital status. Other personal details (such as family, hobbies, sports, volunteering) may also be included at the end at your own discretion. This can add more flavor and help with the ice-breaking part of the following interview.
 - *Optional. **Headline*** – a concise (3-5 words) sentence that quickly showcases your profile. These keywords might include industry, function, or role you consider yourself distinctive in (see [resume example 3](#)).
 - *Optional. **Core Skills/Competencies/Expertise areas*** – a short list (usually 3-9 points) of your strengths and abilities that are relevant to the position you're applying for.

Headline and **Core Skills** sections are particularly helpful when you are willing to switch to a different sector/function and want to emphasize transferable skills. You can skip this section if your previous role/career track clearly matches the role you are seeking.

2. **Executive Summary** – positioned at the top, just under your identifying information. This should be a succinct (5-8 lines maximum) description of your profile and what value you will bring to the organization. It can be in narrative or bullet point form. Think of it as an “elevator pitch” description that recruiter would use, to describe you to the hiring manager. Example summaries appear in the [Appendix 1](#).
- *Optional.* **Key Results / Achievements** – a succinct list of your most notable accomplishments and successes throughout your career that allows readers to quickly grasp your impact examples.

You can tweak **Executive summary** and **Key Results** sections depending on the role you are seeking, however be cautious of having two wildly different resumes floating around. With digital scanning, both versions of your resume could land on the same recruiter’s desk.



3. **Professional Experience** – should be organized chronologically, with the most recent role at the top. For each job, include the company name, your role (or succession of roles), reporting structure, scope of role, key responsibilities, main achievements, and dates of tenure. You may also want to include, in smaller font, a brief description of the company, especially if size/ industry/geography is not commonly known (e.g. \$3B specialty chemicals company). A few useful tips to keep in mind when describing your role:
- Focus on what you have achieved, not just on what you do. Key question will be: What was the measured impact/result?
 - Quantify, whenever possible. Avoid jargon and meaningless descriptors such as “major,” “significant,” and “substantial”.
 - Highlight or focus on impact, skills and strengths that demonstrate the value you will add to a team.
 - If you are describing a consulting experience, it’s best practice to keep client names confidential. Descriptions indicating the size and type of the business are perfectly appropriate provided they do not reveal the company name.
 - If relevant, do mention capability building work you have done – recruitment, mentoring, coaching etc., but avoid using jargon and internal abbreviations for company specific initiatives.
 - For tenured leaders we suggest summarizing early career roles and focus on the few most recent and relevant ones. A resume should be forward looking and position you for the role you are aiming for – it does not have to cover everything you have done in your career. If you have led teams of 500 in recent roles, no need to mention that you managed a team of 2 earlier on in your career.

Following these guidelines,	
an entry that reads:	Should be rewritten to read:
Led a successful international expansion resulting in significant revenue growth.	Developed a business plan and secured \$XXM investment to enter the Asian market, which resulted in \$XXM revenue between 200X and 201X.
Led a project that identified costs savings for Client Company XYZ.	Led a 10-member team that identified and recommended \$XM annual administrative cost savings of a \$XXM base. These recommendations are being implemented, and \$XM in savings have already been realized.

- *Optional. **Board roles / Affiliations.*** List of your board roles and affiliations in chronological order with the most recent/current one at the top.
 - *Optional. **Publications.*** If you are an active publisher, please limit the list of your publications to a few most relevant for the role you are seeking.
4. **Education.** Once you are past your first job, you have ‘earned the right’ to position your Professional Experience ahead of your Education. In the Education section, include a list of your degrees, the institution and the concentration of study or the thesis topic (you can include graduation dates at your discretion, it’s acceptable either way). It’s not necessary to include Secondary School education unless it’s evidence of studying abroad etc. If you have published works include only a brief list of your most notable or recent publications, unless you are seeking an academic position.



Final review

Have others review your resume before distributing it widely. It is useful at this stage to execute the following exercise with the person reviewing your resume: before giving the person your resume, take 20 minutes and work through your personal history and aspirations with him or her. Once you have described your background, education, work experience, achievements, and goals to your reviewer, give him/her your document to review. This will allow your reviewer to read the resume and determine if it conveys the same message that you think it does.

Above all, write your resume with the mindset of a future employer – showing how you will help them achieve their goals and solve their most pressing challenges.

Sample 1

Passionate, entrepreneurially minded, impact-driven senior insurance executive (CEO, COO, EVP) with 20+ year track record of building, growing, and transforming businesses across markets (US/Canada, Europe, Asia Pacific, Latin America), lines of business (L&H, P&C), channels (B2B, B2B2C, D2C) and segments (Individual, Middle Market, Global Corporate, Group, Worksite, Affinity). Collaborative team player with very strong leadership skills and proven ability to attract and develop talents, build, and lead high performing teams, and create a culture of ownership, accountability, empowerment, collaboration, and growth. Result-oriented, execution-focused big picture and out-of-the-box thinker with very strong analytical, business, and financial acumen. High work ethos and focus on quality with track record of delivering and exceeding ambitious goals.

Sample 2

Experienced Finance and Strategy executive with a track record of leading global transformations in Consumer goods industry with XXXXXX (NYSE: XXXX) and YYYYYY (NYSE: YYYYY). Led financial planning and performance, capital deployment, Investor Relations, compliance, and risk management at the Business Unit (BU) level and

Enterprise-wide in addition to holding leadership positions across operations, strategy, supply chain, and customer management. Builder of diverse, high performing, collaborative, and cohesive teams; known for having a strong followership.

Sample 3

Agile business & cultural finance leader with XX+ years' experience of delivering exceptional results in global multinational and private companies in USA, Asia & Europe, including Financial Officer of XXXXX (\$X FMCG) and Director of Finance of YYYYY (&X food retailer). Proven track record of building high performance finance and cross-functional teams to deliver against operational & strategic objectives. Significant experience in business turnarounds, capital markets, IPO's, corporate finance, and M&A with resulting sales at premium multiples.

Sample 4

Strategic, customer-focused executive with demonstrable experience driving impact in large, multinational corporations and smaller, privately-owned companies through commercial transformations in consumer-centric industries including food, beverages, alcohol, personal care, electronics, and retail distribution. Deep expertise in sales effectiveness, channel strategy, revenue growth

management and pricing, marketing and portfolio growth, innovation, digital and analytics, M&A, and in identifying/meeting customer/client needs. Focus on using data and analytics to design and implement strategies and on leading organizational change with enhanced processes, systems, and capabilities. Strengths include dynamic leadership with a large followership; collaborative; passionate about coaching, mentoring, and leading others, and developing high-performing teams.

Sample 5

Transformative business leader and board member with deep experience in strategy, business development, and operations. Driver of profitable growth across Fortune 50 and early-stage entrepreneurial ventures, shaping a compelling strategic direction, building the required capabilities, and driving transformational business impact. Demonstrated the ability to combine vision with operational expertise, build and lead high performance teams, develop customer relationships, and execute aggressive growth and M&A strategies; create digital-first ecosystem new business ventures to ignite growth from adjacent services, products, and core business; and lead successful IPO, joint venture, and PE exits.

Sample 1

NAME City, State 999-999-9999 name@gmail.com LinkedIn	
Experienced Finance and Strategy executive with a track record of leading global transformations in Industry A within the Company A (NYSE:XXX). Led financial planning and performance, capital deployment, Investor Relations, compliance, and risk management at the Business Unit (BU) level and Enterprise-wide in addition to holding leadership positions across operations, strategy, supply chain, and customer management. Builder of diverse, high performing, collaborative, and cohesive teams; known for having a strong followership. Global relationship builder with multiple commercial companies and suppliers in the Country A, Region A and Region B. Frequent participant at the Company A Board of Directors meetings working closely with Finance, Audit and Compensation Committees.	
Professional Experience COMPANY A (NYSE: XXZ), City, State 19XX – 20XX World's largest Industry A company; \$X in revenue, market cap of \$X and X+ employees. Title, City, Country (State) 20XX – 20XX Reported to: Title Appointed to lead Enterprise Finance organization upon formation in 20XX, with X+ employees worldwide managing financial activities across all business units: BU 1, BU 2, BU 3, BU 4, and BU 5, as well as the Global Finance Operations team. Oversaw Financial Planning including long-range business planning, capital deployment, preparation of financial forecasts, tracking and compiling financial results, and sales transactions for the enterprise. Additionally, led Investor Relations, managing communication with the investment community and leading the earnings release process. Served as a Member of the Executive Council reporting to the Chief Executive Officer; reported to the Chief Financial Officer for finance responsibilities. Presented to the Board of Directors and attended Audit, Finance, and Compensation committee meetings. Key accomplishments included: - Delivered \$X in foundational long-term savings by establishing and leading enterprise-wide business transformation program that addressed near-term liquidity needs, delivered \$X in savings through organizational redesign, prioritized portfolios/investments and improved supply chain performance and operational health. - Helped maintain Company A leadership position throughout COVID-19 restoring financial health and liquidity, and enhancing business expectations by assessing financial scenarios, managing liquidity, and ensuring operating rhythm addressed fiscal realities in decision-making. Ensured fair value in the marketplace through effective communication with the investment community. - Mitigated risk while ensuring business continuity creating plans to adapt to the COVID-19 and pivot to a hybrid, virtual/ onsite workforce while sustaining employee morale, health, safety, and well-being. - Champion of diverse and inclusive cultures: sponsored the xxx Affinity Group and mentored internal talent. Provided executive leadership and professional development for school educators in state A, broadening career path exposure for disadvantaged students. Title, City, Country (State) 20XX – 20XX Reported to: Title Led performance and reporting, business planning, revenue management, controller organization, compliance and risk management, investor relations, financial and strategic planning (capital deployment/ M&A), business operations and supply chain for \$X in asset BU 1. Business had X+ employees and operated more than a dozen engineering, manufacturing, and assembly facilities located throughout the state and globally. Reported to the Chief Financial Officer and presented to the Board of Directors and attended Audit, Finance, and Compensation committee meetings.	
Key accomplishments included: - Strengthened Company A's leadership in the industry improving overall operational performance, accelerated productivity gains, and optimized future investments while achieving increases of X% on production deliveries, X% on revenue, and X% on earnings from 20XX to 20XX. - Enabled a X% YoY reduction in Supply Chain cost, representing more than two-thirds of the BU's total spend, and an increase in competitiveness. Championed transformation and affordability programs for the function by redesigning the overall sourcing strategy and improving demand and supply planning. Delivered simplification, and optimal cost modeling through the use of data analytics.	
Title, City, Country (State) 20XX – 20XX Reported to: Title Directed Company A's business relationships with customers in Region A and Industry B companies globally for the sale of all products and related services. Exceeded previous sales numbers selling X+ products worth ~\$X; record annual sales in 20XX.	
PREVIOUS ROLES Title, Company, City, Country (State) 20XX – 20XX Title, Company, City, Country (State) 19XX – 20XX	
Education & Professional Development - University A, Master of Business Administration (20XX) - University B, Bachelor of Science (BS), Electrical and Electronics Engineering - Company A Leadership Center, Company A's Executive Program and Global Leadership Program. - Joint Leadership Development Program, Company A, Company B, Company C, Company D, Company E and Company F, 20XX – 20XX.	
Board and Governance Experience - Organization A, City. State, Member, Board of Directors (20XX – present), Vice Chair since 20XX - Organization B, City. State, Member, Board of Directors, 20XX – 20XX - University A School of Business, Member, Advisory Board since 20XX - Museum A, City, State, Member, Board of Trustees, 20XX – 20XX - Museum B, City, State, Member, Board of Trustees, 20XX – 20XX	

Sample 2

NAME

City, State999-999-9999name@gmail.comLinkedIn

Transformational business leader experienced in providing strategic direction, streamlining operations, and scaling business to deliver revenue, profit, and growth. Skilled in building and leading high performing teams focused on creating consumer solutions. Valued business partner with unique blend of strengths in operations, sourcing, and creative design. Excels in creating diverse and inclusive cultures, nurturing, and promoting enterprise talent, and clearly communicating the vision of the organization. Core competencies:

Strategic Thinking	Global & Domestic	Leadership Operations
Equity & Inclusion	Business Intelligence	Product Development
Talent Management	Consumer Insights	Cultural Awareness

PROFESSIONAL EXPERIENCE

COMPANY A20XX – 20XX

Online same-day delivery serving XXX cities and XM households throughout the Country A, operating as an independent subsidiary of Company B since 20XX.

Title, City, Country (State)

Responsible for \$XB revenues, oversee XXX employees and support XXX shoppers on the platform. Reported to: Title.

—

Grew revenue by X% through expansion of marketplace coverage, roll out of new product lines and capabilities to retail and B2B partners, new pricing model to access larger customer base, and enhanced experience for all stakeholders through new product features.

—

Improved Variable Profit by X% through efficiency gains and leveraging scale, while at the same time making +\$XM in investments in the business, our team, and offering covid benefits to shoppers.

—

Consistently scored top X% on Survey A and Survey B with X% of our team members joining remotely during the pandemic.

—

Developed and implemented company's strategy for X years. On track to produce unique competitive advantage for the company, resulting in top line growth faster than market, and pathway to EBITDA profitability.

—

Strengthened C-Suite. Activated changes resulting in more effective and cohesive team made up of leaders from diverse backgrounds (retail, finance, consulting, tech, healthcare), X% female (increased from X%) and X% diverse (increased from X%).

—

Spearheaded initiatives towards building foundation for equitable and inclusive culture. Oversaw extensive research and efforts to improve transparency and employee engagement. Successfully introduced purpose and values, holistic and transparent compensation framework, and modern talent management playbook resulting in increased diversity and inclusivity.

COMPANY B19XX – 20XX

One of the largest general merchandise retailers in the Country B with XXX employees and XXX stores..

Title, City, Country (State)

Responsible for \$XB revenues, oversee XXX employees and support XXX shoppers on the platform. Reported to: Title.

—

Grew business by \$XB by strategically pursuing sales and market share from distressed retailers.

—

Engaged vendors to secure outsized allocated inventory, leveraged additional physical space in stores, and created industry leading promotional events.

—

Overhauled XXX business to shift economics to a profitable business, improving BU 1 gross margin rate by X%.

—

Leveraged data and insights from customers, vendors, and industry experts to develop a cohesive strategy focused on experience, assortment, and value.

—

Created change program by incorporating design principles informed by customers and strategic opportunities. Gained support from multiple sources to redesign department and recreate shopping experience. Resulted in successfully breaking industry paradigms and introducing a new experience that was uniquely Company B's.

—

Built inclusive environment by increased training, education, and diversity representation.

Title, City, Country (State)

20XX – 20XX

Managed global team (XX employees in XX offices) responsible for sourcing and importing merchandise for Company B to Country A. Responsible for \$XB (cost) in owned brand product purchases across BU 1, BU 2, BU 3, and BU 4. Reported to: Title.

—

Introduced strategy for higher quality, better design, lower costs, and time to market for owned brand product.

—

Successfully planned and executed X% global reduction in workforce, while maintaining sourcing capacity.

—

Implemented world class negotiations training and process. Reduced costs by \$XM and negotiated better terms, resulting in \$XM positive cash flow. Re-invested savings in store remodels and supply chain capacity build out.

—

Award recipient – Recognized for significant contribution to future of the company. Award based on decision to rebalance the product portfolio and drive customer centricity mindset across the business.

Title, City, Country (State)

20XX – 20XX

P&L responsibility inclusive of development and execution of Omni-channel strategies focused on assortment, pricing, promotion, and presentation in Unit 1, Unit 2, Unit 3. Reported to: Title.

—

Exceeded financial goals by delivering \$XB in sales and developing and implementing multi-year strategies focused on assortment, pricing, and experience.

Title, City, Country (State)

20XX – 20XX

Led global team (XX employees) across four functional areas: Strategic Pricing, Business intelligence, Partnerships & Negotiation, Process & Systems Development. Reported to: Title.

—

Developed strategies and core competencies that improved enterprise profitability, productivity, and operational efficiency.

—

Created and gained buy-in for the new pricing policy, optimizing promotions to compete more aggressively and improve profit. Achieved \$XM in incremental margin (+X% to goal).

—

Increased efficiency by restructuring the team without adding headcount. Changes enabled Company B start up support and accelerated Merchandise Business Intelligence expansion in Country B.

—

Led cross-functional team to develop & execute company's playbook. Delivered \$XB sales above goal.

OTHER – Company B Function A and Function B Roles(19XX – 20XX)

Career advancement over XX years in roles with increased scope and responsibility:

Title (20XX – 20XX), Title (20XX – 20XX), etc.

Early career(19XX – 19XX)

Title at Company 1, City, Country (19XX – 19XX); Title at Company 2, City, Country (19XX – 19XX), etc.

EDUCATION AND CERTIFICATION

—

Bachelor of XXXX, University, City, State

—

MBA, University, City, State

BOARD AFFILIATIONS

—

Company A – Director at Large (20XX – Present)

—

Company B – Director at Large (20XX – Present)

—

Company C – CEO and Director (20XX – 20XX)

—

Association E – Director at Large (20XX – 20XX)

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Sample 3

NAME

City, State999-999-9999name@gmail.com

BUSINESS BUILDER AND EXECUTIVE STRATEGIST

Digital Payments and FinTechDigital CommerceConsumer Financial Services

Proven business builder, product line leader, and business strategist, operating at the intersection of digital payments and Fintech, digital commerce, and consumer financial services. Passion for creating financial empowerment for consumers and small businesses. Respected team builder and committed team player. National and global operating experience

Key Results

— Co-founded Company's Digital division.

Re-launched a failed de-centralized digital strategy, replacing it with a highly focused pure-play digital business unit. Key member of leadership team that has grown transaction volume to \$XB over first X years. **Division is now a key investor focus, representing X% of total company valuation.**

— Built Company's Digital partnership portfolio from scratch to \$XM revenue run rate.

"X" product line now is the fastest growing in the company. "X" partnership model enabled launching flagship branded Digital services in Country X and Country Z.

— Led corporate strategy function for leading global payments company

through financial crisis, post-IPO business maturity, and CEO transition. **Reshaped business portfolio**, driving decisions to make major investments into digital channels and B2B payment services.

— Re-vitalized portfolio of tax-related payment products for leading consumer tax preparation firm. **Resulted in >\$XM in profit growth and position of #X issuer of GPR prepaid cards in the Country.**

COMPANY, TITLE20XX – Present

Company's X division focuses on online and mobile money transfer and was formally established as a P&L division in 20XX.

Instrumental role in establishing division X's and turbo-charging growth, with business volume growing to \$XB in 20XX. Lead strategy, business planning, portfolio, program, and project management functions. General Manager for partnerships / co-brand portfolio; led X employees in X countries, spanning business development, product management and delivery, marketing, and operations functions.

— Created and led internal cross-functional team to developed and implemented partnerships portfolio strategy from scratch

resulted in \$XM revenue growth in early 20XX.

— Analyzed division's performance over the last 3 years to build new business plan for the division funded with initial investment of \$XM and resulted in 5% EBITDA growth.

— As one of three co-founders, established new HQ in City N: from choosing the location and finalizing the lease to hiring and growing the team from X to XXX+.

— Identified and drove acquisition and integration of Company A, a digital payments company. Now the primary global platform for bank account payments acceptance. Cited by CXO as one of the best acquisitions Company has ever made.

— Identified opportunity and built market entry strategy for product line Y. Built partner integration platform to scale the business globally. Grew network to X+ countries within first X months. Decreased the cost of deploying new distributors by X%. Now this product line is the fastest growing in the company.

— Identified opportunities to have 3rd parties represent company's flagship web and mobile service in countries where the company is not directly licensed. Created business and operating model and secured CEO support. Signed first contracts, managed product development and deployment.

- Drove growth from proof-of-concept to scaling phase. Reduced per-partner deployment cost by XX%, while stabilizing and standardizing operational support model. Grew portfolio to X live distribution partners with contracted pipeline of X+ more. Grew revenue by X% between 20XX and 20XX.
- Moved partner portfolio operations and delivery functions from Country E and European locations to low-cost sites in City K and City Q, reducing costs and enabling global operating model.

COMPANY, TITLE (City, State)20XX – 20XX

Led corporate strategy function for a leader in the global payments industry through critical period of financial crisis, post-IPO business maturity, industry transition, and CEO transition. Reported to: Title.

- Shaped company's investment strategy, drove decisions to make major investments into X channels and X payment services which resulted in \$X revenue growth over X years.
- Designed and implemented annual strategic planning process for the company based on methodology X. Implemented balanced scorecard approach to align near-term execution with strategic goals. New processes have become fully institutionalized.
- Developed corporate development roadmap for the company. Identified opportunity for and secured strategic partnership with Company B. Vetted strategic fit and conducted diligence for X+ potential acquisitions; resulted in X significant acquisitions with value of \$XB.

COMPANY, TITLE (City, State)20XX – 20XX

Consultant to leading financial services companies. Core member of the Practice X. Reported to: Title.

- Re-vitalized portfolio of tax-related payment products for leading consumer tax preparation firm. Designed innovative new card-based credit and deposit products. Supported co-brand lender negotiations to enable the plan. Generated in >\$XM in profit growth and position of #X issuer of GPR prepaid cards in the Country.
- Transformed consumer tax preparation firm's pricing strategy and execution. Addressed industry-level conduct, product positioning, individual fee schedules, discounting policies, and field execution. Built first generation of analytical tools. Coached organization through initial execution. Enabled client to grow revenue X% per year over X-year period in a low-growth category.
- Positioned company as a thought leader on payments and banking in the healthcare sector via white papers and speeches. Drove client development with leading financial and healthcare institutions. Resulted in X+ engagements for the firm on healthcare-related financial services.

EDUCATION

- **University A:** MBA with High Distinction.
- **University B:** Magna Cum Laude, Economics.

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