

HOW TO BRING YOUR RESUME TO THE TOP OF THE PILE



BY WRITING A COMPETENCY-BASED RESUME



Adapted from the book [Competency-Based Resumes](#) by Robin Kessler and Linda A. Strasburg



COMPETENCY-BASED RESUMES

In today's business environment it is important to understand what a competency based system is because they are being used more and more by the best organizations to help manage employees.

How can I increase my ability to get the position I want?

Competency-based organizations rely on a different system for looking at what it takes to be successful in jobs, particularly when selecting, promoting and training their employees. Understanding how competency-based systems work is vital to your success. Surprise: The most important thing to remember is that these systems always change. You need to tailor your approach to adjust to the employer's changes.

What are core competencies?

Core competencies are used at the organization level to help achieve organization objectives or goals.

What are behavioral interview questions?

Interviewers ask questions to assess how competent candidates are in several areas. Behavioral interviewing is based on the theory that past behavior is the best predictor of future behavior. In other words, past success predicts future success.

Why should I write a competency-based resume?

A competency-based resume will give you a significant edge over competitors because the main focus is on highlighting those parts of your background that provide evidence to employers that you have the competencies the employer is looking for.

How can I keep promoting my competencies?

It is important to market your competencies. Other strategic marketing tools are: effective cover letters, networking, and polished interview skills. Remember to focus on the competencies required by the prospective employer.

How are companies using competencies to strengthen their workforce?

They are using competencies to:

- Advertise for candidates
- Screen candidate resumes
- Interview using behavior techniques
- Select employees
- Evaluate employees
- Train employees
- Promote employees
- Reward employees
- Determine assignments
- Decide who should not work for the organization



LEVELS OF COMPETENCY DEVELOPMENT

An individual competency is a written description of measurable work habits and personal skills used to achieve a work objective.

Core competencies are set up organization-wide. A significant number of competencies for each position come from the core list.

Functional or departmental competencies focus on knowledge, skills and abilities needed to be successful in a professional area, such as human resources or accounting.

Individual/workplace competencies are identified based on what it takes to be successful in specific positions within an organization.

What are some definitions of competencies?

Competencies are:

- Underlying characteristic, behaviour, knowledge and skills required to differentiate performance.
- Characteristics that define what superior performers do more often in more situations and with better results.
- Something about you that helps you do a better job.
- A written description of measurable work habits and personal skills used to achieve a work objective.
- A collection of related knowledge, attitudes and skills that affects a major part of one's job.
- Linked with performance on a job.
- Measured against well-accepted standards.
- Improved with training and development.

Why have so many organizations adopted competency-based systems?

Competencies provide a:

- Common language for skill identification and people development.
- Focus for development and performance discussions.
- Set of key behaviours employees use to increase their effectiveness.
- Human side to accountability; the knowledge, skills, and abilities that the employee brings to the job.

At what levels within an organization are competencies developed?

There are three main levels at which competences are developed: organization-wide, department or functional, and at the individual job level.

- Core competencies may be identified for the organization as a whole.
- Departmental or functional competences are identified to encourage more specific knowledge, skills, and abilities in a department or functional area.

- Individual competencies are developed based upon the knowledge, skills, and abilities needed to be successful in different positions within the organization.

In many organizations, competencies are defined based upon different levels such as professional, supervisor, middle manager and senior manager.

Which level do I target? I have competencies at many different levels.

Look at the levels identified by the organization for the position you are interested in. Then, think about the highest level work that you've done in each competency area and include those in your resume.

Are there any other terms used for competencies?

Competencies are sometimes called dimensions, characteristics, or keys to success. They may also be listed as values.

How are competencies used for training and employee development?

Performance reviews are often based on how competent employees are perceived to be on a list of competencies. Employers take the completed appraisals and use them to determine training needs. Some organizations ask their employees to identify competency gaps and then schedule training courses.

How can I use my new competency-based resume to advance within my organization?

The best competency systems help managers at all levels know the resources they have in their departments.

Here's what you can do:

- Identify the target position within your organization.
- List competencies for that position by interviewing the managers of that department, talking to people who have held that position, and reading organizational competency listings.
- Identify competency gaps and find ways to fill the gaps with training, volunteering and education.
- Keep track of your accomplishments and how they relate to the desired competencies.
- Update your resume periodically.
- Market your competencies to the right people.



IDENTIFY RELEVANT COMPETENCIES

What is the first step towards identifying the right competencies to use in a competency-based resume?

Look first at the advertisement, posting, or job description from the organization. More organizations than ever before are being direct and listing the competencies they need.

If the organization didn't provide a list of the competencies they are looking for ask yourself, How do I get started compiling my list of key competencies? and Where do I find some clues as to what these competencies should be?

- Think about what competencies would be obvious for the position.
- Look at the advertisements and postings from competitors for equivalent positions to see if they have directly listed the competencies they've identified for the position. Then try to determine if the same competencies work for the position you are interested in.
- Visit an Employment Website and look at equivalent jobs for competency lists.
- Look at Websites for companies that are competitors to the organization that has the position you want.
- Find employment advertisements in newspapers, association publications, and other sources and see if you can glean typical competencies for the professional area.
- Read through your professional association Website thoroughly and use their research support to identify competencies.
- Go to the Website from the organization you are interested in and read through its publications to find information giving you clues about its culture and values.

What are some of the most typical competencies used by organizations?

Here is a list of the most standard competencies used by organizations. They are by no means the only competencies that may be desired by your target organization.

1. Achievement/Results Orientation
2. Initiative
3. Impact and Influence
4. Customer Service Orientation
5. Interpersonal Understanding
6. Organizational Awareness
7. Analytical Thinking
8. Conceptual Thinking
9. Information Seeking
10. Integrity

Each organization develops its own list of competencies and the list can be dramatically different based upon the culture and goals of the organization.



CREATE AN EMPLOYER-FOCUSED COMPETENCY-BASED RESUME

Why should you develop a Competency-Based Resume?

- Competency-based resumes are much better than most conventional resumes at emphasizing how your knowledge, experience, and skills match the position.
- Competency-based resumes focus on the employer's needs. Competency-Based resumes work more effectively because the emphasis is on the organization's needs first.
- Confirm to the employer that you have the expertise or competency they are looking for.
- Improve your chance of being selected for interviews for the positions that you want.
- Help you be perceived as more clearly competitive.

What does a Competency-Based Resume look like?

The approach to writing competency-based resumes is different from the way traditional resumes are written. These steps are recommended when writing a competency-based resume. Following the steps ensures that you will remember to include everything that needs to be included in your competency-based resume.

1. Identify competencies for the position

For example:

Leadership Competencies: Develop Winning Strategies (Takes a broad perspective and clearly links strategies to plans and objectives), Drives Results (Takes personal accountability for achieving individual and shared goals), Focuses on the Customer and Client (Proactively anticipates customer needs), Drives Innovation and Change (Carries out systematic and rational analysis to identify the root cause of problems), Builds & Leverages Relationships (Coordinates efforts/resources within and across teams to deliver goals), Communicates Effectively (Communicates openly and confidently), Builds Diverse Talent (Creates a high commitment work environment where people are motivated and encourages to achieve through empowerment and development), Demonstrates Personal Excellence (Acts with integrity)

(from American Express, Global Talent)

Thought: Creating Innovative Solutions, Thinking Analytically and Conceptually, Acting Strategically and Globally

Results: Driving Results, Exceeding Customer Expectations, Risk-Taking, Acting Decisively

Relationships: Collaborating and Influencing Others, Demonstrating Integrity, Treating People with Respect

People: Managing Performance, Developing People, Managing Change

2. Think about what you have done that demonstrates expertise or experience with each of the competencies.
3. Develop accomplishment statements for as many of the competencies as you can. In writing your accomplishments list them and then brainstorm and write down as many examples as can for each competency.

4. Write the summary section so it emphasizes your experience and strengths related to the key components for the position. Include relevant information and personalize the section if there is enough space. Summaries are critical to include in the resume because they function as the reader's first impression of your background and highlight how you meet the most critical competencies for the position. View the summary as an opportunity to sell your background to the employer. If you had a checklist for writing a summary it would be to: Start out with the job title or what you would call yourself professionally; Write about your expertise, job-related strengths, and your strengths in the competency areas; Include certifications such as a CPA, and other skills such as being proficient in Spanish and English; and You might want to separate out your strengths, or competencies into bulleted points for emphasis.

Example Summary:

Product Development Manager with expertise in travel and card information. Recognized for achieving results by launching Web-enabled product to begin decommissioning legacy products, accelerating implementation of reporting tools in regional markets, and designing/developing database tool for benchmarking travel expenditures. Strengths include building effective working relationships by collaborating with and influencing clients/co-workers and working closely with manager to develop members of team by acting as subject matter expert on travel, card, purchasing, and expense. Innovative, analytical risk-taker with proven track record of developing global solutions. Licensed to fly high performance jet aircraft.

Six Sigma Certification: Green Belt, 2002

Technical Certifications: SQL Database, MS Access

The key competencies mentioned in this example summary include: Recognized for achieving results, Effective working relationships, Collaborating with and Influencing, Develop Members of Team, Innovative, Analytical, Risk-taker, Solutions. Included is information about his license in flying, certifications and computer skills to further demonstrate his ability to achieve goals and understand technical information.

You can include a section right after the summary called "Technical Skills" or something similar. This is a good way to highlight relevant software, programmes, or certifications that demonstrate competencies that your potential employer would be interested in.

5. Determine which competency-based resume format – chronological, functional, direct competency, or combination – best fits your needs. Prepare your first draft of the resume.
6. Remember to include sections on your education and any other specific information relevant to potential employers.
7. Add additional competency-related accomplishment statements and if you still have space other accomplishment statements
8. Prioritize competency-related phases in your summary section and competency-based accomplishments within the appropriate sections of the resume
9. Review and polish the resume. Ask other professionals for input.
10. Finalize your resume. Develop an electronic version of the resume with a keyword summary section that includes competencies (and synonyms for competencies) to increase your chance of being selected for an interview when an organization is using screening software.



DEVELOP STRONG COMPETENCY-BASED ACCOMPLISHMENT STATEMENTS

More organizations are using recruiting software to help reduce the time spent by human resources reviewing resumes. The software identifies the number of hits on keywords or tag words and submits the names for review. You should identify the keywords and include them in your resume as often as possible while still focusing on the competencies.

Develop a statement that sounds as strong as possible for what you have accomplished. For example, don't use "implemented" when you can use "directed, organized, developed" as "implemented" sounds like you just followed another person's directions.

1. Write your accomplishments in a way that demonstrates expertise and shows relevant experience for each of the competencies the company is looking for.
 - a. *For example:*
 - Account Executive of the year for three years.
 - Increased sales to Shell Oil Company from \$500,000 to \$2 million in two years.
 - Grew revenues in new healthcare territory to \$2.6 million in only two years.

2. Remember to include information that explains the situation (or problem), action and result. Before you write the accomplishment statement take time to describe what the situation was or what the problem was that you solved. What action did you take? What was the result? How did the organization or your department benefit from what you did?

Results give hard facts that you actually accomplished something of value. For every competency you have, you should know how it would achieve results.

3. Start each statement with action verbs and vary the words you use. Some action words are: accomplished, achieved, budgeted, compiled, delivered, established, formed, guided, improved, increased, instructed, managed, organized, prepared, produced, reduced, reorganized, solved, systematized, trained, utilized, won. This provided energy and action to what you do and makes it easier for the reviewer to quickly determine what you know how to do when skimming your resume. It is the style used for resumes.
4. Target your audience by using language they will understand. Be careful about using language that is too technical or includes too much jargon, for people reviewing your resume many not know the terminology for the particular position you are going after. Don't be too simplistic or casual either. It is helpful to go to the organizations website to see what terminology they use and how sophisticated their documents are.
5. Give specific examples to support your experience with each competency. Include specific details to show your credibility and to prove you actually have experience in a particular area.

6. Quantify your example whenever possible. The person reading your resume needs to understand how significant your accomplishment is. For example, B below shows this better than A.
 - A. Managed human resources department for division.
 - B. Directed human resources for 1,100 employee division of Fortune 500 company; directly supervised seven human resources professionals and three clerks and managed budget of \$1.5 million.

This adds credibility and helps the employer see how you can make them succeed.

7. Say as much as you can in as few words as you can. Make sure every word adds something to the content. Try to eliminate words like “various” and “numerous” that do not say anything specific. Substitute them with actual numbers. Remove words like “that, the, a and an,” which may not add anything to your content. Also, it is better to round off numbers and percentages than to use words like “approximately or around”.

Less is more because your resume should send a message that is focused and precise.

8. If your best example under an individual competency isn't a particularly strong accomplishment, then try to write it so that it sounds as strong as possible.
9. After you have written competency-based accomplishment statements, add other accomplishments to your list.
10. Make sure you have included keywords in your resume.
11. When you realize your best examples in a particular competency area are weak, do the best that you can for now, then move on.



CHOOSE THE MOST EFFECTIVE RESUME STYLE

There are three basic resume styles: chronological, functional and direct competency. Each resume type can be written the competency-based resume way and a competency-based resume can be turned into an electronic resume successfully when it is sent to a potential employer. You can also combine resume styles.

Chronological Resumes

Competency-based chronological resumes look similar to traditional chronological resumes. The main difference is the content is written the competency-based way. This type of resume simply list accomplishments under each position beginning with your current job, so they can be a good choice for people who have always worked in their field, want to continue working in their field and have no interruptions in work experience.

A chronological resume is very effective with traditional companies and organizations because it is what they are most familiar with. A competency-based chronological resume is even more effective with these companies because it looks traditional and shows them through how it is written that you have the competencies the organization needs.

The writing style here is to: List accomplishments under each position; Begin with your most current job and work your way back in time; Summary and accomplishment statements are written with a competency-based focus.

Functional Resumes

Competency-based functional resumes are different than regular functional resumes because the summary and accomplishment statements target competencies. Functional resumes list accomplishments by functions, not by job titles. The work history is included later in the resume and they put the emphasis on accomplishments not on work history. This is a good choice for people who have interruptions in their work history or have changed fields. These resumes work well for consultants because they can emphasize their experience in particular areas for potential clients or employers.

The writing style here is to: List accomplishments under each function; Begin with the most important function for the position you are applying; Summary and accomplishment statements are written with a competency-based focus; Chronological lists of your employment history are listed after your accomplishments, near the end of the resume but before education or other sections.

Direct Competency Resumes

These are the newest resume styles and have a different look. The accomplishments are listed by competency. Using a direct competency resume can be a good choice for people to consider if they already work for a company and are applying for an internal position in an organization that uses competency-based systems. These resumes showcase accomplishments in each competency area and the emphasis is focused on clearly identified competency requirements.

Even though many managers and HR professionals are not used to this style because it is new, it is predicted this resume style will become increasingly popular in the next few years.

The writing style here is to: List accomplishments under each competency; Begin with the most important competency for the position you are applying; Summary and accomplishment statements are written with a competency-based focus; Chronological list if past positions are included at the end of the resume with most recent listed first.

Electronic Resumes

An electronic resume includes:

- A resume written in Word sent via e-mail.
- Developing your own website with your resume posted.
- Posting your resume on a job search website such as monster.com.
- An ASCII (American Standard Code for Information Interchange) resume requested by an employer.

Electronic resumes include any resume that is created online and sent to others over the internet.

The writing style here is to: Identify keywords; Make sure to use key competencies in your keyword summary; List key competencies early in the section; The design can be a functional, chronological, or a direct competency-based resume.

You can combine resume styles but make sure your first step is to determine the key competencies needed by your target organization. Depending on the employer's needs and how well your experience and background match the position, may help you decide if you wish to use a combination of styles.

The rules for including education are to: Start with your most recent degree and work backwards: Include the name of College or University, City, State, Country, degree, major(s), minor(s) and concentration(s); If you've received the degree within the last 10 years, include the year you received the degree. When the degree is more than 11 to 15 years old, consider leaving the year off; List the major first that demonstrates competency in the most important area; If you don't have your degree yet, write about when you expect to complete the degree.

Sample -Competency-Based Chronological Resume

JEFFREY K. OLDHAM

5011 Red Bridge Road

Houston, TX 77087

(281) 223-7047

jkoldham@comorg.net

SUMMARY

District Sales Manager with experience in business development, solution sales and technology. Significant experience in new product marketing: product launch and marketing strategy, strategic alliance building, project management and consultative selling. Skilled at relationship building, channel and OEM sales, contract negotiations, and closing sales. Consistent top performer with record of achieving results, generating revenue, exceeding sales quotas, and delivering exceptional customer service.

Excellent interpersonal, organizational, presentation and writing skills.

WORK HISTORY

CONSULTANT

2002-2003

ECG CORPORATION

2000-2001

Director, Business Development 2000-2001

Senior Programme Manager, 2000

- Proposed first company-wide print and document strategy with expected savings of \$20 million per year.
- Developed sales/marketing campaign awarded national quality award based on Six Sigma criteria.
- Worked with key departments to define technology needs and product development courses, market positioning, networking deployment and partner activities.
- Developed marketing strategy for “sell through” and “sell with” activities between company and preferred technology vendor.

LEXMARK INTERNATIONAL, INC.

1992-2000

Senior Consultant, Education and Government Sales, 2000

Special Assistant to Director, Healthcare Sales, 1999-2000

- Selected for Winner’s Circle for top 2% of U.S. sales professionals.
- Names Account Executive of the Year, three years and of the Quarter, 14 quarters.
- Sold one million inkjet printers after identifying partnership opportunity with Micron.
- Managed major client business engagements across U.S. to maximize healthcare team revenue; exceeded \$6 million revenue goal in five months.
- Recognized in 1999 for achieving highest revenues of first-year sales managers in 1998 while working in previous position.

District Sales Manager, 1997-1999

- Managed team responsible for \$12 million national purchase agreement with Columbia/HCA.
- Coached sales and technical support team to develop more innovative sales strategies; increased sales 20% annually per territory.

- Facilitated team of 12 employees to develop “Business Advisor” CD- based consulting tool for U.S. sales force; exceeded functionality and stayed under budget.
- Mentored 11 new hires on sales team; developed implemented, and tracked results of marketing and sales strategies for team.
- Coordinated team introducing first global 24 by 7 non-stop service and parts delivery offering for NCR.
- Convinced clinical and IT managers to purchase platform upgrades despite competition from onsite vendor; managed rollout at Country Hospital District.
- Recognized for successfully managing 11 sales/technical/administrative employees selling printing equipment/services to healthcare customers in 23 state region.

Senior Programme Manager, Strategic Alliances, 1996

- Won Sales Division Award as top-ranked sales performer in U. S. Healthcare division two consecutive years.
- Worked as key member of team developing marketing campaigns and presentations to introduce *total cost of printing* concept to customers.
- Managed key project improving customer satisfaction rating from 67% to 89%.

Senior Account Executive 1994-1996

Account Systems Engineer/National Account Executive, 1992-1993

- Grew revenues in new healthcare territory to \$2.6 million in two years.

IBM CORPORATION

1987-1993

Account Systems Engineer, 1990-1992

Printing and Desktop Publishing Specialist, 1988-1990

Dealer Account Representative, National Distribution Division, 1987-1988

- Selected for IBM 100% Club.
- Improved IBM printer market share in territory from 9% to 20% in two years.

EDUCATION

Bachelor of Business Administration, Marketing, Magna cum Laude
University of Houston, Houston, Texas

Sample Competency-Based Functional Resume

JEFFREY K. OLDHAM

5011 Red Bridge Road

Houston, TX 77087

(281) 223-7047

jkoldham@comorg.net

SUMMARY

District Sales Manager with track record of achieving results in business development, solution sales and technology. Significant experience in new product marketing: product launch and marketing strategy, strategic alliance building, project management and consultative selling. Skilled at relationship building, channel and OEM sales, contract negotiations, and closing sales. Consistent top performer with history of generating revenue, exceeding sales quotas and performance objectives, and delivering exceptional customer service.

Excellent presentation, interpersonal, organizational and written communication skills.

ACCOMPLISHMENTS

Sales Awards/Results

- Recognized for exceeding sales goals at IBM and Lexmark with:
 - Lexmark's Winner's Circle for top 2% of U.S. sales professionals.
 - Sales Director Award: top-ranked sales performer in U.S. Healthcare division (two consecutive years), first back-to-back Sales Director Award winner in the North American sales organization.
 - Account Executive of the Year, three years; and of the Quarter, 14 quarters.
 - IBM 100% Club.
- Grew revenues in new healthcare territory to \$2.6 million in two years.
- Increased sales to Shell and Texaco from \$500,000 to \$2 million in 22 months.
- Improved IBM printer market share in territory from 9% to 20% in two years.

Technical Sales/Consulting

- Identified opportunity and delivered OEM product proposal to Micron for Lexmark to build printers; sold one million inkjet printers after negotiating contact.
- Sold printers, networking, electronic forms, consulting services, and bundled desktop publishing to healthcare, corporate, education and government customers.
- Convinced clinical and IT managers to purchase platform upgrades despite existing onsite competitor; managed rollout at Country Hospital District.

Sales Management

- Managed 11 sales, technical support, and administrative employees selling printing equipment and services to healthcare customers in 23 states in Eastern U.S.
- Achieved highest revenues of first-year sales manager; ranked in top 10% of sales managers in employee satisfaction ratings, 2000
- Directed team closing \$12 million national agreement with Columbia/HCA.

Project Manager

- Proposed print/document strategy with savings of \$20 million per year.
- Managed CRM project with customer satisfaction improvement from 67% to 89%.
- Delivered "Business Printer Advisor" CD-based consulting tool for U.S. sales force. Exceeded functional objectives while achieving ahead-of-schedule delivery.
- Developed sales/marketing campaign; awarded national quality award based on Six Sigma criteria.

Marketing and Business Development

- Developed, implemented, and tracked results of marketing and sales strategies for team; mentored 11 team members.
- Coached sales and technical support team to develop more innovative marketing and sales strategies increasing sales 20% per year per territory.
- Consulted with key departments to define technology and product development needs, customer acquisition, market positioning and partner activities.
- Selected to work on team developing marketing campaign and presentations to introduce total cost of printing concept to customers.

WORK HISTORY

CONSULTANT

2002-2003

ECG CORPORATION

2000-2001

Director, Business Development 2000-2001

Senior Programme Manager, 2000

LEXMARK INTERNATIONAL, INC.

1992-2000

Senior Consultant, Education and Government Sales, 2000

Special Assistant to Director, Healthcare Sales, 1999-2000

District Sales Manager, 1997-1999

Senior Programme Manager, Strategic Alliances, 1996

Senior Account Executive 1994-1996

Account Systems Engineer/National Account Executive, 1992-1993

INTERNATIONAL BUSINESS MACHINES CORPORATION

1978-1992

Account Systems Engineer, 1990-1992

Printing and Desktop Publishing Specialist, 1988-1990

Dealer Account Representative, National Distribution Division, 1987-1988

EDUCATION

Bachelor of Business Administration, Marketing, Magna cum Laude
University of Houston, Houston, Texas

Sample Direct Competency Resume

JEFFREY K. OLDHAM

5011 Red Bridge Road

Houston, TX 77087

(281) 223-7047

jkoldham@comorg.net

SUMMARY

District Sales Manager with track record of achieving results in business development, solution sales and technology. Significant experience in new product marketing: product launch and marketing strategy, strategic alliance building, project management and consultative selling. Skilled at relationship building, channel and OEM sales, contract negotiations, and closing sales. Consistent top performer with record of achieving results, generating revenue, exceeding sales quotas, and delivering exceptional customer service.

Excellent interpersonal, organizational, presentation and writing skills.

KEY COMPETENCIES

Achieving Results

- Recognized for exceeding sales goals at IBM and Lexmark with:
 - Lexmark's Winner's Circle for top 2% of U.S. sales professionals.
 - Sales Director Award as top ranked sales performer in U.S. healthcare division, two consecutive years.
 - Account Executive of the Year, three years.
 - Area Systems Engineer of the Quarter, four quarters.
 - IBM 100% Club.
- Achieved highest revenues of first-year sales managers; grew revenues in new healthcare territory to \$2.6 million in two years.
- Increased sales to Shell and Texaco from \$500,000 to \$2 million in two years.
- Developed sales and marketing campaign awarded national quality award based on Six Sigma criteria.

Customer Focus

- Ranked in top 10% of all sales managers in employee satisfaction ratings, 1998.
- Convinced clinical and IT managers to purchase platform upgrades despite competition from onsite vendor; managed rollout at County Hospital District.
- Recognized for quality of customer service while working as key member of team introducing total cost of printing concept to customers.
- Managed CRM project with customer satisfaction rating improving from 67% to 89%.

Interpersonal Skills

- Managed 11 sales, technical support, and administrative employees selling printing equipment and services to healthcare customers in 23 states in Eastern U.S.
- Coached sales and technical support team to develop more innovative sales strategies; increased sales 20% annually per territory.

- Facilitated teambuilding and strategy sessions to ensure team stayed focused on closing \$12 million national purchase agreement with Columbia/HCA.

Organization

- Coordinated team introducing first global 24 by 7 non-stop service and parts delivers offering for NCR, improved corporate service marketing campaigns.
- Organized major client business opportunities across U.S. to maximize healthcare team revenue; exceeded \$6 million goal for incremental revenue in five months.

Technical Expertise

- Developed sales methodologies and managed accounts for technical departments to define technology needs, product development courses, market positioning, network deployment and partner activities.
- Planned and implemented sales/marketing campaign; awarded national quality award based on Six Sigma criteria.

WORK HISTORY

CONSULTANT **2002-2003**

ECG CORPORATION **2000-2001**

Director, Business Development 2000-2001

Senior Programme Manager, 2000

LEXMARK INTERNATIONAL, INC. **1992-2000**

Senior Consultant, Education and Government Sales, 2000

Special Assistant to Director, Healthcare Sales, 1999-2000

District Sales Manager, 1997-1999

Senior Programme Manager, Strategic Alliances, 1996

Senior Account Executive 1994-1996

Account Systems Engineer/National Account Executive, 1992-1993

INTERNATIONAL BUSINESS MACHINES CORPORATION **1978-1992**

Account Systems Engineer, 1990-1992

Printing and Desktop Publishing Specialist, 1988-1990

Dealer Account Representative, National Distribution Division, 1987-1988

EDUCATION

Bachelor of Business Administration, Marketing, Magna cum Laude
University of Houston, Houston, Texas

Sample Competency-Based Combination Resume

JEFFREY K. OLDHAM
5011 Red Bridge Road
Houston, TX 77087
(281) 223-7047
jkoldham@comorg.net

SUMMARY

District Sales Manager with expertise in business development, solution sales and technology. Significant experience in new product marketing: product launch and marketing strategy, strategic alliance building, project management and consultative selling. Skilled at relationship building, channel and OEM sales, contract negotiations, and closing sales. Consistent top performer with record of achieving results, generating revenue, exceeding sales quotas, and delivering exceptional customer service.

Excellent interpersonal, organizational, presentation and writing skills.

WORK HISTORY

CONSULTANT

2002-2003

ECG CORPORATION

2000-2001

Director, Business Development 2000-2001
Senior Programme Manager, 2000

Results/Customer Service

- Proposed first company-wide print and document strategy with expected savings of \$20 million per year.
- Developed sales/marketing campaign awarded national quality award based on Six Sigma criteria.

Interpersonal Skills/Organizational Awareness

- Worked with key departments to define technology needs and product development courses, market positioning, network deployment and partner activities.
- Developed marketing strategy for “sell through” and “sell with” activities between company and preferred technology vendor.

LEXMARK INTERNATIONAL, INC.

1992-2000

Senior Consultant, Education and Government Sales, 2000
Special Assistant to Director, Healthcare Sales, 1999-2000

Results

- Selected for Winner’s Circle for top 2% of U.S. sales professionals.
- Named Account Executive of the Year, three years, and of the Quarter, 14 quarters.
- Sold one million custom-built inkjet printers after identifying partnership opportunity with Micron.

Impact and Influence

- Managed major client business engagements across U.S. to maximize healthcare team revenue; exceeded \$6 million goal in five months.

District Sales Manager, 1997-1999

Senior Programme Manager, Strategic Alliances, 1996

Senior Account Executive 1994-1996

Account Systems Engineer/National Account Executive, 1992-1993

Results

- Achieved highest revenues of first-year sales managers and ranked in top 10% of all sales managers in employee satisfaction ratings, 1998.
- Managed team responsible for \$12 million national purchase agreement with Columbia/HCA.
- Won Sales Director Award as top-ranked sales performer in U.S. Healthcare division, two consecutive years.
- Coached sales and technical support team to develop more innovative sales strategies; increased sales 20% annually per territory.
- Grew revenues in new healthcare territory to \$2.6 million in two years.

Impact and Influence/Interpersonal

- Facilitated team of 12 employees to develop "Business Advisor" CD-based consulting tool for U.S. sales force; exceeded functionality and stayed under budget.
- Mentored 11 new hires on sales team; developed, implemented, and tracked results of marketing and sales strategies for team.
- Worked as key member of team developing marketing campaign and presentations to introduce *total cost of printing* concept to customers.
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Customer Service/Organizational Awareness

- Coordinated team introducing first global 24 by 7 non-stop service and parts delivery offering for NCR.
- Managed CRM project for Global Strategic Sourcing, with projected customer satisfaction rating improving from 67% to 89%.
- Convinced clinical and IT managers to purchase platform upgrades despite competition from onsite vendor; managed rollout at County Hospital District.
- Recognized for successfully managing 11 sales/technical/administrative employees selling printing equipment/services to healthcare customers in 23 state region.

IBM CORPORATION

1987-1993

Account Systems Engineer, 1990-1992

Printing and Desktop Publishing Specialist, 1988-1990

Dealer Account Representative, National Distribution Division, 1987-1988

- Selected for IBM 100% Club.
- Improved IBM printer market share in territory from 9% to 20% in two years.

EDUCATION

Bachelor of Business Administration, Marketing, Magna cum Laude
University of Houston, Houston, Texas



REVIEW, REVISE AND POLISH THE RESUME

You should first read your resume for content and then read it for correctness.

When you are editing your resume you should:

- Ask your mentor, friends, and past managers to review it and offer feedback.
- Look at it with fresh eyes. Take a break from reading your resume and look at it the next day.
- Use your spell check but don't rely on it for every edit. Check every word before sending it on. Reading the document backwards helps you check each word for accuracy.
- Check for tone and language first, then check for grammar, next punctuation, next for misspellings and wrong word usage, next for consistency and the last for visual appeal.

Your resume should be a work-in progress. It should evolve and improve as you:

- Receive feedback during the job search.
- Develop new competencies and skills.
- Earn recognition, honours or degrees.
- Apply for new positions and new assignments.
- Recognize that the traditional approaches are not effective for your situation.

You should always keep track of your accomplishments because you can use this as a "competency-based filing system".

Ask yourself:

- Which of the key competencies have I strengthened or developed?
- What new accomplishments provide evidence that I am competent in the areas my organization care about?
- What accomplishments have I completed that show that I am also competent in other areas?
- You can use this list to present to your employer when you want to be considered for a new position and before your performance appraisal.