



Complete Guide to Resumes

Legacy MedSearch

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Global Executive Recruitment since 2005

Named to Forbes Americas Best Executive Recruiting Firms 2019, 2020

After you have finalized your updated resume:

Email your resume to Careers@LegacyMedSearch.com

Review our Open Jobs <http://jobs.legacymedsearch.com>

Quick Resume Critique Worksheet

	<u>Yes</u>	<u>No</u>	<u>Not Sure</u>
Appearance/Style <i>Is the resume visually appealing? Is it a single font (Arial or Verdana is preferred), a single color with minimal lines and graphics?</i>			
Completeness/Length <i>Is the resume complete but not too long (or too short?)</i>			
Content/Layout <i>Does the resume contain all the relevant information? Do you have your name, phone #, and email on your resume? LinkedIn URL is highly recommended. Important - do not use a header or footer.*</i>			
Focus <i>Is the resume sharply focused on the specific job you seek?</i>			
Format/Approach <i>Are you using the proper format -- and do you need more than one format -- for the situation? (If pursuing different positions)</i>			
Keywords (Power Words) <i>Do you have substantial action verbs/power words in your resume?</i>			
Professionalism/Integrity <i>Is the resume free of errors? Is your email address simple & include your name (Do not use your current employer email; after 5 years, not your school)</i>			
Use of Accomplishments <i>Have you identified one or more accomplishments for each experience?</i>			
Website and/or Company Description <i>Does it include a company description (and website, if appropriate?)</i>			
Versions <i>Do you have both print and electronic versions of the resume?</i>			

*Some applicant tracking systems do not parse headers or footers

Resume Keywords Worksheet

Print out a copy of this worksheet for each job you apply for and use it to identify keywords that are relevant to each.

Position Title

Requisition / Job Code

Name of Employer

Careers website

Resume Title

Date Sent

Sent to:

Action Item

Keywords from specific Internet posting, Employment Ad or Job Description

Keywords from Employer Website

Keywords from Employer Mission Statement:

Other:

Keywords from other sources, such as professional associations, recruiters and H.R. professionals, the *Occupational Outlook Handbook* (<http://www.bls.gov/oco/>), members of your network, trade publications, industry-specific online discussion groups, annual reports, informational interviews, and search engines such as Google.

Starting to Build Your Resume

Suggested Resume Sites:

<https://zety.com/resume-templates>

<https://www.resume-now.com/>

<https://resumegenius.com/>

Note: this sample resume is not the format I recommend (I prefer the ones above) but note the "tips" contained within.

SAMPLE EARLY CAREER CANDIDATE

Orlando, FL (Open to relocation)

407-898-4440

Sample@Gmail.com

Linkedin URL

OBJECTIVE: To obtain a Managerial Level position in Communications & Broadcasting
(Customize this for specific applications)

EDUCATION: Sample University, Massachusetts, U.S.A.
May 2012

- Master of Business Administration
- Concentration: Communications and Strategy
- 3.84 GPA (only if over 3.5)

EXPERIENCE:
Sep 2014 - Present

Company Two, Orlando, Florida, U.S.A.
Complete Title
Most important accomplishment first
Quantify, Qualify, Clarify
If possible, use \$, %, ###, ###
Be Keyword sensitive
Think "Hard Skills" instead of Soft skills
50% of your resume should be the last 5 years (in most cases)

Jun 2012-
Sep 2014

Company Two, Orlando, Florida, U.S.A.
Complete Title
Most important accomplishment first
Quantify, Qualify, Clarify
If possible, use \$, %, ###, ###
Be Keyword sensitive
Think "Hard Skills" instead of Soft skills
50% of your resume should be the last 5 years (in most cases)

TECHNOLOGY

SKILLS: List in order of relevance to your field; if you are in a technical field, attached a full capability list with expertise levels (Intermediate, Advanced, Expert User)

RESUME Q&A

1. What IS a resume anyway?

A resume is a self-promotional document that presents you in the best possible light for the purpose of getting invited to a job interview. It's *not* a personnel document. It's not a job application. It's not a narrative. It's the first step to getting an interview.

2. What should the resume content be about?

It's about YOU, and how you performed, and what you accomplished in past jobs--especially those accomplishments that are most relevant to the work you want to do next. A good resume predicts how you might perform in that desired future job.

3. What's the fastest way to improve a resume/CV?

Remove everything that starts with "responsibilities included" and replace it with on-the-job accomplishments. (Examples are found latter in this document).

4. What is the most common resume mistake made by job hunters?

Not customizing a resume to a job for which you specifically apply. Having a clearly stated goal that mirrors the job description will help only in "keyword matching" your resume in a candidate tracking database. Additionally, it will help a hiring manager, internal recruiter, or H.R. professional see your applicability to the role. For senior-level job seekers, an executive summary of your accomplishments would be more useful than an objective.

5. What's the first step in writing or updating a resume?

Read this entire document. Decide on a job target (or "job objective") that can be stated in about 5 or 6 words: anything beyond that is probably "superfluous" and indicates a lack of clarity and direction.

6. How do you decide whether to use a Chronological resume or a Functional one?

The reverse-chronological format is widely preferred by employers and works well if you're staying in the same field (especially if you've been upwardly mobile). Only use a functional format if you're changing your field, and you're sure a skills-oriented format would show off your transferable skills to better advantage and **be sure** to include a clear chronological work history!

7. What if you don't have any experience in the kind of work you want to do?

Find a place that will let you do some internships or volunteer work right away. You only need a brief, concentrated period of volunteer training (for example, 1 day a week for a month) to have at least SOME experience to put on your resume.

8. What do you do if you have gaps in your work experience?

General Rule: Tell what you WERE doing, rather than leave a gap. Sometimes, people have personal situations which preclude them working, such as in the case of serious injury or illness. I caution against using the phrase "Medical leave" due to privacy issues; however, I had a candidate who, tragically, lost limbs saving a woman by pulling her off a train track. This humble hero made the choice to use the phrase "medical leave due to catastrophic car accident, now fully recovered" and had links to the newspaper articles recounting the near death and recovery.

If you were doing anything valuable (even if unpaid) during those so-called "gaps" you could just insert THAT into the work-history section of your resume to fill the hole. Here are some examples:

2013-2015: Family leave -- or Sabbatical

Travel and study -- or Full-time student -- or

Consulting; Volunteer work

9. What if you have several different job objectives you're working on at the same time? Or you have not narrowed it down yet to just one job target?

Make a different resume for each different job target. A targeted resume is MUCH, much stronger than a generic resume.

10. What if you have a fragmented, work history with several short-term jobs?

To minimize the job-hopper image, combine several similar jobs into one "grouping," for example:

2013-2015 Consulting; various medical device companies OR

2013-2015 Part-time retail clerk while attending college full time

2020-2021 Full-time caretaker to family member, situation resolved March 2021*

**you may not wish to say, family member now deceased or family member full recovered*

Do not omit a full-time job, even if it lasted a short time, especially if that was where you acquired important skills or experience. List it as a single line entry if you received W2 or 1099 income.

Many companies (ours included) do a thorough background check, which often includes previous employment. Make sure the dates align accurately.

11. What's the best way to impress an employer in an interview using your resume?

Fill your resume with "P.A.R." statements. P.A.R. stands for Problem-Action-Results; in other words, first, you state the problem that existed in your workplace, then you describe what you did about it, and finally, you point out the beneficial results.

Here is an example: *"Transformed a disorganized, inefficient warehouse into a smooth-running operation by totally redesigning the layout; this saved the company X thousands of dollars in recovered stock."*

Another example: *"Improved an engineering company's obsolete filing system by developing a simple but sophisticated functional-coding system. This saved time and money by recovering valuable, previously lost, project records."*

12. What if your job title does not reflect your actual level of responsibility?

When you list it on the resume, either replace it with a more appropriate job title (say "Office Manager" instead of "Administrative Assistant" if that is more realistic) OR use their job title AND your fairer one together, i.e., "Administrative Assistant (Office Manager)." If your company is based outside of North America, functional titles vary. For instance, a "Head of Systems Engineering" title for a German-based company can translate to a Vice President or Senior Director role, depending on the size of the company.

13. How can you avoid age discrimination?

If you are over 40 or 50 or 60, remember that you don't have to present your entire work history in detail. You can simply label that part of your resume "**Recent Work History**" or "**Relevant Work History**" and then describe only the last 10 or 15 years of your experience. Below your 10-15 year work history, you could add a paragraph headed "**Prior Relevant Experience**" and simply refer to any additional important (but ancient) jobs without mentioning dates.

14. How far back should you go in your Work History?

About 15 years is usually enough: Fifty percent (50%) of your resume should be the last 5-15 years and earlier jobs should list shorter entries or be combined, per #13.

15. How can a student list summer jobs?

Students can make their resume look meatier by listing seasonal jobs very simply, such as "Spring 2016" or "Summer 2018" rather than 6/16 to 9/16.

BONUS: A really fun/useful tip for near or new graduates

Separate from your CV or resume, create a document called "Relevant Educational Coursework" and list the classes in your major (usually the full name, not necessarily the level). When applying for a job online, upload this document last. Because most candidate tracking systems use AI or a Boolean search feature, these additional keywords in your profile will score you much higher (meaning it will likely be read by a person) than someone with just a resume.

As an example: here is a search string in our database for a mechanical engineer with 5+ years spine experience from specific companies living in or willing to move to California and a resume current within one year.

The screenshot shows a search interface with the following components:

- Search Bar:** Contains a complex Boolean search string: `"Cutting Edge Spine" OR Clariance OR "Corelink Surgical" OR Dfine OR "Degen Medical" OR Joimax OR "Elliquence" OR Fziomed OR "GS Medical" OR Implanet OR "Captiva Spine" OR "Life Spine" OR Carbofix OR Amendia OR "Aurora Spine" OR Bacterin OR Xtant OR "x-spine" OR "Spinal Elements" OR "Benvenue medical" OR "Choice Spine" OR "Eminent Spine" OR Spinewave OR "EOS Imaging" OR Innovacis OR`
- Suggested Keywords:** A section with a refresh icon and a link to "Switch to Base".
- Additional Criteria:** A list of filters with dropdown menus and input fields:
 - First Name: Include All
 - State: Include Any
 - Tearsheets: Include Any
 - Tearsheets: Exclude (with tag "Spine Engineers with Cell #s")
 - Current Company: Include Any
 - Work History Company Name: Include All
 - Date Last Modified: Within (with tag "Past 1 Year")
 - Notes: Exclude
 - Work History Title: Include Any (with tag "engineer")
 - Title: Include Any (with tags "mechanical", "r&d", "research", "development", "design")
 - Country: Include All (with tag "United States")
- Buttons:** "Add a Field to Search" at the bottom left.

Here is the result from the prior page search. Note the top name has a 100% match. By the time we get to the 100th candidate, the score drops to under 50%. Guess which candidates we call first?

Only 25 records selected. [Select all](#) 1669 matching records.

<input checked="" type="checkbox"/>	Name	Score	Current C...	Add..	Title	Linked In URL
<input checked="" type="checkbox"/>	[REDACTED]	100%	Spineview	San Francisco, Calif	Research and development mechanical engineer	https://www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Stryker Sustainability Solutions	Boston, Massachusetts	Mechanical Research & Development Engineer	https://www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Alphatec Spine	San Diego, California	Director, Research and development, Mechanical Engineering	https://www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Alphatec Spine	San Diego, California	Director, Research & Development, Mechanical Engineering	https://www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Abbott Medical Optics	San Francisco, Calif	Principle Mechanical Engineer, Research and development	https://www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Anesthesia Safety Products	Boston, Massachusetts	Research & Development, Senior Mechanical Engineer	www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Spinal Simplicity	Overland Park, Kans	Research And Development Engineer	https://www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Pulse Biosciences	San Jose, California	Principal Research & Development Mechanical Engineer	https://www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Alpine Biomed	Garden Grove, Calif	R&D Engineer/Mechanical Engineer	[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Spinal Balance	Toledo, Ohio	New Product Development Engineer	https://www.linkedin.com/in/[REDACTED]
<input checked="" type="checkbox"/>	[REDACTED]	[REDACTED]	Spinal Kinetics	San Francisco, Calif	Senior Research & Development Engineer	https://www.linkedin.com/in/[REDACTED]
<input type="checkbox"/>	[REDACTED]	[REDACTED]	MicroVenton	Orange County, Calif	Director, Research & Development	https://www.linkedin.com/in/[REDACTED]

17. What do you use if you don't quite have your Degree or credentials yet?

Eligible for U.S. credentials -- or

Graduate studies in Instructional Design, in progress -- or

Master's Degree anticipated December 2017

18. What if you worked for only one employer for 20 or 30 years?

Then list separately each different position you held there, so your job progression within the company is more pronounced.

19. What about listing hobbies and interests?

Don't include hobbies on a resume unless the activity is somehow relevant to your job objective or reveals a characteristic that supports your job objective. For example, a hobby of Sky Diving (adventure, courage) might seem relevant to some job objectives, but not to others.

20. What about revealing race or religion?

Generally, we don't recommend including ethnic or religious affiliations (inviting pre-interview discrimination) unless you can see that incorporating them will support your job objective. Get an opinion from a respected friend or colleague about when to reveal your affiliations and when to conceal them. See **Comment** below question 22.

21. What if your name is Robin Williams?

In total's climate of minimizing gender identification, this is a topic that is rapidly evolving. If your name is Lee or Robin or Pat or anything else not clearly, *traditionally* male or female, you may consider using a Mr. or Ms. prefix - *or you may choose not to*. More and more, gender or how people identify - is becoming less relevant.

22. What if your name is more common outside North America, you use a nickname, or have changed your name for martial, or business reasons?

As with the previous two answers, there is change in the air as we become a more global economy. If you use a nick name for any reason, include both, if possible. If your name is a common one, use a middle name or initial. Here are several examples:

Robert "Bob" Smith
 Robert Smith (Bob)
 Konstantino Javier (Tino)
 Jun ping 俊平) Li
 Guilia Saccoliti Lombarti (in case of marriage, civil union)
 Guilia Saccoliti-Lombarti (in case of marriage, civil union)
 Guilia Saccoliti (ne'e Lombarti) in case of divorce or civil dissolution – for a period of time.
 John V. White (common name, add a middle initial)
 Aleksandr Rybakova (Aleks)

Incidentally, my legal name is Paula White, and although I've been with my husband since 2005. I use my original name "Rutledge" that has been my name professionally for decades. Best advice I can give you is to keep the same mobile number and email for professional purposes regardless of life changes. As for name changes or personally identifying characteristics, do whatever feels right for you.

Comment on both #20, #21 and #22

Inclusion and diversity are sensitive topics and I hesitate to address here, except that I get many questions around this topic, so I've done my best to provide some guidance. There are legal issues in various regions in North America about what you can and cannot ask candidates in an interview, but this document is specifically to help those with their resumes. This advice is not warranted and may change over time.

That said, most companies we work with want the very best-qualified person for the job. Period. A smaller but growing minority is asking specifically for diverse candidates to be given preference. Diversity can translate to age (younger or older), ethnicity, country of origin or language skills, gender (or gender neutrality), or other characteristics such as veterans and persons requiring physical accommodations. I have no strong opinions one way or another in 2021 as to what characteristics you chose to include related your resume. I DO have strong feelings that diversity should be an important initiative for employers. If you feel that including any of the above factors on your resume gives you an advantage, feel free to add.

22. What if you got your Degree from a different country?

You can say "Degree equivalent to U.S. Bachelor's Degree in Economics-Teheran, Iran."

23. What about resume paper?

While most resumes are digital, it is a good idea to bring a printed copy to in-person interviews and for career fairs. There *are* exceptions, particularly if you are interviewing with a company that has a strong Green initiative. Unless the position requires creative talent, its best to use a 70+ pound paper with a 75%+ cotton content in white or ivory. Never use colored paper unless there's a very good reason for it (again, you're a creative). If it gets photo-copied the results may be poor.

24. Should you fold your resume?

No.

25. Should you include your photograph on the resume?

In many parts of the world, photos are more common (along with height, weight, marital status and number and ages of children). In North America, pictures and personal information is much less common, and, in my opinion, best reserved for LinkedIn (include the URL on your resume).

26. Should you include your references with your resume?

Never. For many reasons: it is a violation your reference's privacy. Resumes are 'forever' in most databases and the person you listed in your 2007 resume may have changed their opinion in the meantime. It is no longer necessary to put the phrase "References provided by request" as that is a given. Best to wait until you are in final stages and call each reference to gain permission. We sure to send them the most recent copy of your resume AND the job description of the position you are interviewing for.

A bit about your "LinkedIn" profile / resume

27. Should I use a picture?

In most cases, it preferable to include a picture. Should a picture create any pre-conceived bias against you, you can omit. Several "older" candidates have chosen pictures from afar (behind a podium, participating in a sport, etc) which is perfectly fine. Make sure the picture is just of you (not phantom arm around your shoulder or nothing too "sexy" unless your profession warrants it) and update every 5 years or so.



phantom arm



half a person



way too small



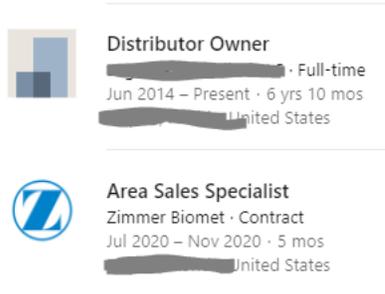
unprofessional



over photoshopped

28. Should be full resume be on LinkedIn?

If you are in active job search mode and your employer is aware, I would flesh out a fairly robust LinkedIn profile. You can even upload for CV/ resume or a bio (if you are trying to be discrete). Additionally, if you are trying to be more discrete, construct an “evergreen” profile which links to each of your former employers “official” Company Page. This makes it easier for you to network with former colleagues.



29. Should I include my contact info on my LinkedIn profile?

I would at minimum include a personal email if you would be open to a new role in the next ten years or less. To minimize being inundated with recruiter inquiries (unless you are in an active search) you may want to create a career email just for that purpose ([i.e. Paula.Rutledge.Career@gmail.com](mailto:Paula.Rutledge.Career@gmail.com)). You can also control who sees what on your profile page. Example is below:



DETAILED GUIDELINES FOR A BETTER RESUME PRESENTATION

Have someone close to you review your resume to insure it contains the following components before sending it out.

____ **The resume is visually pleasing, using a simple, clean structure:** Straightforward to read. Symmetrical. Balanced. Uncrowded. As much white space between sections of writing as possible, selections of writing that are no longer than six lines, and shorter if possible.

____ **There are uniformity and consistency in italics, capital letters, bullets, boldface, and underlining**—absolute parallelism in design decisions. For example, if a period is at the end of one job's dates, a period should be at the end of all jobs' dates; if one Degree is in boldface, all degrees should be in boldface.

____ **There should be no errors.** No typos. No spelling errors. No grammar, syntax, or punctuation errors. No errors of fact.

____ **All the basic information is included.** A resume must have the following key information: your name, (address is optional - I prefer City, State to your physical home address, especially if you are open to relocation), phone number, and your email address and LinkedIn URL at the top of the first page. Next, a listing of jobs held, in reverse chronological order, educational degrees including the highest Degree received, in reverse chronological order. Additional targeted information will of course, accompany this. Much of the information people commonly put on a resume can be omitted, but these basics are mandatory.

____ **Jobs listed include a title, the name of the firm, the city and state of the firm, and the years.** Jobs earlier in a career can be summarized or omitted if prior to the highest Degree, and extra part-time jobs can be omitted. If no educational degrees have been completed, it is still expected to include some mention of education (professional study or training, partial study toward a degree, etc.) acquired after high school, if any.

____ **It is targeted.** A resume should be targeted to your goal, to the ideal next step in your career. First, you should get clear what your job goal is, what the ideal position or positions would be. Then you should figure out what key skills, areas of expertise, or body of experience the employer will be looking for in the candidate. Gear the resume structure and content around this target, proving these key qualifications. If you have no clear goal, take the skills (or knowledge) you most enjoy or would like to use or develop in your next career step and build the resume around those. Whenever you are applying for a specific job, customize the resume for that particular job.

____ **Strengths are highlighted / weaknesses de-emphasized.** Focus on whatever is strongest and most impressive. Make careful and strategic choices as to how to organize, order, and convey your skills and background. Consider: whether to include the information at all, placement in the overall structure of the resume, location on the page itself or within a section, ordering of data, more impressive ways of phrasing the information, use of design elements (such as boldface to highlight, italics to minimize, ample surrounding space to draw the eye to certain things).

____ **It has focus.** A resume needs an initial focus to help the reader understand immediately. Don't make the reader go through the whole resume to figure out what your profession is and what you can do. Think of the resume as an essay with a title and a summative opening sentence. An initial focus may be as simple as the name of your profession ("Biomedical Engineer," "Software Engineer - Haptic Devices") centered under the name and address; it may be in the form of an Objective; it may be in the form of a Summary Statement or, better, a Summary Statement beginning with a phrase identifying your profession.

____ **Use power words.** For every skill, accomplishment, or job described, use the most active impressive (and accurate) verb you can. Begin the sentence with this verb, except when you must vary the sentence structure to avoid repetitive writing.

____ **Show you are results-oriented.** Wherever possible, prove that you have the desired qualifications through a clear, strong statement of accomplishments rather than a statement of potentials, talents, or responsibilities. Indicate results of work done and quantify these accomplishments whenever appropriate. For example: "Initiated and directed complete automation of the cell manufacturing, resulting in time-cost savings of over 25% in 24 months." Additionally, preface skill and experience statements with the adjectives "proven" and "demonstrated" to create this results-orientation.

____ **Writing is concise and to the point.** Keep sentences as short and direct as possible. Eliminate any extraneous information and many repetitions. Don't use three examples when one suffices. Say what you want to say in the most direct way possible, rather than trying to impress with bigger words or more complex sentences. For example: "coordinated eight city-wide fund-raising events, raising 250% more than expected goal" rather than "was involved in the coordination of six fund-raising dinners and two fund-raising walkathons which attracted participants throughout St. Louis and were so extremely successful that they raised \$5,000 (well beyond the \$2,000 goal)."

____ **Replace very long sentences with short, punchy sentences.** Use phrases rather than full sentences when phrases are possible, and start sentences with verbs, eliminating pronouns ("I", "he," or "she"). Vary words: Don't repeat a "power" verb or adjective in the same paragraph. Use commas to clarify meaning and make reading easier. Remain consistent in writing decisions such as the use of abbreviations and capitalizations.

____ **Make it look great.** Use a laser printer or an inkjet printer that produces high-quality results. A laser is best because the ink won't run if it gets wet. It should look typeset. Do not compromise. If you do, your resume will look less significant next to ones that have a perfect appearance. Use a standard conservative typeface (font) in 11 or 12 point. Use off-white, ivory or bright white, like a 72 lb high cotton content 8 1/2 x 11-inch paper. If you are applying for a senior-level position, consider a Crane's 100% rag paper and make sure the watermark is facing the right way. Use absolutely clean paper without smudges, without staples, and with a generous border. Don't have your resume look like you squeezed too much on the page.

____ **Shorter is usually better.** Everyone freely gives advice on resume length. Many of these self-declared experts say a resume should always be one page. That makes no more sense than it does to say an ad or a poem should automatically be one page. One page is best if you can are new in your career. Most Fortune 500 C.E.O.s have a one- or two-page resume. It could be said that, the larger your accomplishments, the easier it is to communicate them in few words. Look to others in your profession to see if there is an established agreement about resume length in your field. The only useful rule is to not write one more word than you need to get them to pick up the phone and call you. Remember, this is an ad to market you, not your life history.

____ **Length of consulting resumes.** If you are selling your own consulting services, make it sizzle, just like any other resume, but include a little more detail, such as a list of well-known clients, powerful quotes from former clients about how fantastic you are, etc. If you are seeking a job with a consulting firm that will be packaging you along with others as part of a proposal, be broad in describing your capabilities: a full list of publications, skills, assignments, other experience, and every bit of educational seminars, classes, and workshops that are related to your work. The philosophy here is: *more* is better.

____ **Watch your verb tense.** Use either the first person ("I") or the third person ("he," "she") point of view, but use whichever you choose consistently. Verb tenses are based on accurate reporting: If the accomplishment is completed, it should be past tense. If the task is still underway, it should be present tense. If the skill has been used in the past and will continue to be used, use present tense ("conduct presentations on member recruitment to professional and trade associations"). A way of "smoothing out" transitions is to use the past continuous ("have conducted more than 20 presentations...").

____ **Break it up.** A good rule is to have no more than six lines of writing in any writing "block" or paragraph (summary, skill section, accomplishment statement, job description, etc.). If any more than this is necessary, start a new section or a new paragraph.

____ **Experience before education...usually.** Experience sections should come first, before education, in most cases. This is because you have more qualifications developed from your experience than from your education. The exceptions would be 1) if you have just received or are completing a degree in a new professional field if this new degree study proves stronger qualifications than does your work experience, 2) if you are a lawyer, with the peculiar professional tradition of listing your law degrees first, 3) if you are an undergraduate student, or 4) if you have just completed a particularly impressive degree from a particularly impressive school, even if you are staying in the same field, for example, an M.B.A. from Harvard.

____ **Telephone number that will be answered.** Be sure the phone number on the resume will, without exception, be answered by a person or a voicemail Monday through Friday 8-5pm. You do not want to lose the interview merely because there was no answer to your phone, and the caller gave up. Include the area code of the telephone number and country code if you are open to global roles. My signatures for correspondence and social media information also includes my WeChat ID - Paula_Rutledge (宝拉 拉特利奇) and WhatsApp with country code since we work globally. If you are bi-lingual or open to international assignments, consider and formatting your resume in a second language as well. I also list my time zone. If you are outside the continental U.S. or considering a role outside the continental U.S, consider listing a time zone: Here's what I use: Offices in Orlando, FL, USA EST Time Zone (GMT -5).

POWER WORDS (Keywords)

accelerated accomplished achieved addressed administered advised allocated answered
appeared applied appointed appraised approved arranged assessed assigned assisted assumed
assured audited awarded

bought briefed broadened brought budgeted built

cataloged caused changed chaired clarified classified closed collected combined commented communicated
compared compiled completed computed conceived concluded conducted conceptualized considered
consolidated constructed consulted continued contracted controlled converted coordinated corrected
counseled counted created critiqued cut

dealt decided defined delegated delivered demonstrated described designed determined developed devised
diagnosed directed discussed distributed documented doubled drafted

earned edited effected eliminated endorsed enlarged enlisted ensured entered established estimated
evaluated examined executed expanded expedited experienced experimented explained explored
expressed extended

filed filled financed focused forecast formulated found founded
gathered generated graded granted guided
halved handled helped

identified implemented improved incorporated increased indexed initiated influenced innovated inspected
installed instituted instructed insured interpreted interviewed introduced invented invested investigated
involved issued

joined

kept

launched learned leased lectured led licensed listed logged

made maintained managed matched measured mediated met modified monitored motivated moved

named navigated negotiated

observed opened operated ordered organized oversaw

participated perceived performed persuaded planned prepared presented processed procured programmed
prohibited projected promoted proposed provided published purchased pursued

qualified questioned

raised ranked rated realized received recommended reconciled recorded recruited redesigned reduced
regulated rehabilitated related reorganized repaired replaced replied reported represented researched
resolved responded restored revamped reviewed revise

saved scheduled selected served serviced set set up shaped shared showed simplified sold solved sorted
sought sparked specified spoke staffed started streamlined strengthened stressed stretched structured
studied submitted substituted succeeded suggested summarized superseded supervised surveyed
systematized

tackled targeted taught terminated tested took toured traced tracked traded trained transferred transcribed
transformed translated transported traveled treated trimmed tripled turned tutored

umpired uncovered understood understudied unified unraveled updated upgraded used utilized

verbalized verified visited

waged weighed widened won worked wrote

BULLET POINT SAMPLES

Dynamic MBA-level professional with more than seven years of experience in successful leadership of business and organizational turnarounds that involve multiple, complex dynamics and cross disciplines and management levels.

PhD-level leader, change agent, and social activist who has developed a broad range of programs and procedures that yielded cost-effectiveness and maximum utilization of resources and accountability.

Dynamic and versatile project/program management executive with 15+ years of leadership and business management expertise gained from positions of increasing responsibility in both the U.S. Navy and the private sector.

Creative outside-the-box thinker who approaches strategic development with innovative vision, high ethical standards, unsurpassed work ethic, and ability to communicate effectively across management levels and disciplines to build highly effective cross-functional teams.

Dynamic performer with a background of achievement and success in entrepreneurial and business-development roles that have catapulted bottom-line revenues.

Dynamic, multi-faceted performer with significant human-resources experience, as well as expertise in cross-functional process improvement, to integrate organizational change with business strategies, improvements, and upgrades.

Entrepreneurial, outside-the-box, critical thinker with strong quantitative and research skills, functional I.T. skillset, and enthusiastic mindset to deliver on front-line globalization issues.

Accomplished accounting professional and licensed C.P.A. with strong background in auditing, international accounting and auditing procedures, and extensive experience in developing and implementing highly efficient accounting systems that deliver accurate reporting and ensure compliance with established control policies and procedures.

Goal-driven achiever with strong organization skills who performs as both versatile individual and team player with the ability to quickly assess, comprehend, and manage customer relations while upholding company values.

Outstanding, success-validated sales performer proven in the field as highly motivated self-starter with exceptional skill and experience in direct, persuasive interface with C.E.O.s and senior-level marketing executives of Fortune 500, Global 2000, and NYSE companies.

Technically proficient, enthusiastic new computer-science graduate who possesses comprehensive, practical knowledge of latest hardware and programming technologies, along with expertise in multiple software applications.

Accomplished project-management professional with more than 15 years of experience in capably and creatively delivering operating solutions through extraordinary proficiencies in business analysis, problem-solving, process improvement, and software development.

Self-motivated professional with strong financial skills who expertly manages multiple deadlined tasks, including accurate processing and reporting accounts payable/receivable, reconciliations, and payroll.

Accomplished organizational-development professional with 10+ years of experience in project leadership, needs assessment/definition, resource identification, and process/change-facilitation.

Licensed industrial engineering professional with eight years of experience in medical diagnostic manufacturing and personal products manufacturing and additional five years of experience in logistics.

Outgoing customer-service professional known for outstanding interpersonal, organizational, and prioritization skills, as well as people-management know-how that consistently elicits positive interaction with internal and external clientele.

WORDS TO GET HIRED BY

BULLET POINTS courtesy of Quintessential Careers
See <http://www.quintcareers.com/>

AREAS OF EXPERTISE (GENERAL):

- [adjective] [noun] whose areas of expertise and management competencies gained as a result of education and practical experience include _____
- [adjective] [noun] whose areas of expertise include _____
- [adjective] [noun] with demonstrated expertise in _____ while _____
- [adjective] [noun] experienced in developing and working with _____
- [adjective] [noun] with expert knowledge of _____
- [adjective] [noun] who excels in _____
- [adjective] [noun] with full expertise in _____
- [adjective] [noun] who has gained vast exposure to and hands-on experience in most facets of _____
- [adjective] [noun] who is highly capable of _____
- [adjective] [noun] who is highly experienced in _____
- [adjective] [noun] whose interests include _____
- [adjective] [noun] with international experience in _____
- [adjective] [noun] who possesses consultative expertise in _____
- [adjective] [noun] who possesses expertise in _____
- [adjective] [noun] who possesses solid expertise in _____
- [adjective] [noun] who possesses solid understanding of _____
- [adjective] [noun] who possesses special mastery in _____
- [adjective] [noun] with proven track record in business consulting, analysis, and process re-engineering, supporting strategic planning, business case development (including cost/benefit) and package implementation
- Savvy entrepreneur with extensive background in _____
- [adjective] [noun] who is savvy in _____ and experienced with _____
- [adjective] [noun] who is skilled at managing _____
- [adjective] [noun] skilled in _____
- [adjective] [noun] skilled in counseling corporate clients on strategic issues related to _____
- [adjective] [noun] with strong background in _____
- [adjective] [noun] who is technically proficient in _____
- [adjective] [noun] well-versed in _____

CERTIFICATION AND/OR DEGREE(S):

- As medical student, demonstrated endurance and stamina while attending daily lectures, studying ___ hours daily, and experiencing patient contact
- [adjective] [noun] certified by _____
- [adjective] [noun] certified by _____
- [adjective] [noun] currently completing course work for master's degree
- [adjective] [noun] with enhanced strategic-planning skills and expertise through master of business administration program; candidate for MBA degree, date _____
- [adjective] [noun] who possesses _____ certification
- [adjective] [noun] who holds _____ certification
- [adjective] [noun] who possesses MBA degree in _____
- [adjective] [noun] pursuing _____ certification

COMMUNICATION:

- [adjective] [noun] who is adept at communicating effectively orally and in writing, especially concerning _____
- [adjective] [noun] who is adept at both oral and written communication
- [adjective] [noun] who is adept at high-tech presentation preparation
- [adjective] [noun] who is adept at listening attentively, speaking effectively
- [adjective] [noun] with demonstrable creativity and communications skills throughout career; consistently cited for outstanding writing and presentation talents
- Excellent communicator and presenter
- Excellent communicator and productive contributor with an outstanding work ethic
- Excellent interpersonal communicator with demonstrated negotiation and administrative abilities
- Excellent interpersonal communicator with interpersonal listening skills and ability to put people at ease
- Excellent communicator with exceptional ability to absorb and communicate knowledge
- Excellent listener and interpersonal communicator
- Excellent writer and communicator
- [adjective] [noun] with exceptional communication and negotiation skills
- [adjective] [noun] with outstanding proofreading and copyediting skills
- [adjective] [noun] with exceptional verbal and written communication skills
- Motivated and enthusiastic communicator with professional appearance and presentation skills
- Polished presenter with excellent communication skills and high comfort level with speaking in front of or leading large groups

TEACHING:

- [adjective] [noun] who can manage and facilitate groups within and outside the classroom
- [adjective] [noun] who is adept at managing conflict within the classroom
- Compassionate counselor who values others
- [adjective] [noun] with demonstrated ability to participate effectively on teaching team
- [adjective] [noun] with demonstrated commitment to achieving results by home-schooling children for three years; planned, devised, and taught curriculum for two separate grades, resulting in test scores for both students in the XXth percentile on national and state standardized tests; also worked full-time from home
- [adjective] [noun] skilled at motivating students
- [adjective] [noun] with strong subject-matter knowledge and experience
- [adjective] [noun] who is trustworthy to maintain a high level of confidentiality
- [adjective] [noun] well-versed in using technology in the classroom and for administrative functions

COMPUTER, TECHNOLOGICAL PROFICIENCY

- [adjective] [noun] who is adept at high-tech presentation preparation
- [adjective] [noun] who is adept at installing, configuring, troubleshooting and maintaining _____
- [adjective] [noun] who is computer proficient in all major programs used in tax and accounting
- [adjective] [noun] who is computer-proficient in _____
- [adjective] [noun] who created and maintained several Web pages
- [adjective] [noun] who designed personal Web page [give URL]
- [adjective] [noun] who is enthusiastic about learning new technologies, enhancing current technical expertise, and applying transferable skill sets
- [adjective] [noun] who has vast experience installing and configuring software
- [adjective] [noun] with expertise in installing, configuring and troubleshooting off-the-shelf and proprietary software, as well as _____
- [adjective] [noun] who is experienced in operating-system/software installation, Internet research, and software testing
- [adjective] [noun] who is experienced with full-system life-cycle methodologies
- [adjective] [noun] with extensive software proficiency covering wide variety of applications, including office administration, graphics, spreadsheets, communication, and the Internet
- Fast and accurate [noun] with advanced programming abilities and interface design skills
- [adjective] [noun] who has maintained strong technical background with thorough _____

RESEARCH, STRATEGY, AND PLANNING:

- [adjective] [noun] who can coordinate strategic forecasting, budget proposals, product in-services, and contract negotiations
- [adjective] [noun] who is adept at driving profits using strategic planning and business analysis
- [adjective] [noun] known for solving complex operational problems and developing plans for _____
- [adjective] [noun] consistently recognized as strategic tactician who can slice through bureaucracy to get the job done
- [adjective] [noun] with demonstrated ability to plan, formulate, direct, and supervise operations of multiple departments and consultants; possess versatility and adaptability to juggle multiple projects in high pressure environments
- Detail-oriented [noun] with strong organizational skills and excellent planning abilities
- [adjective] [noun] with exemplary planning and organizational skills; high Degree of detail orientation
- [adjective] [noun] with the detail orientation to organize and coordinate tasks; the research skills to gather information, identify resources, and extract important information, along with the planning skills to develop ideas, identify problems, and conceptualize solutions
- [adjective] [noun] with proven ability to research, analyze, and act on often minimal information to draft and implement action plans
- [adjective] [noun] with proven ability to strategically plan, develop, and implement programs and oversee operations
- [adjective] [noun] who is skilled at analyzing _____ to develop competitive _____ plans
- Skilled strategic business planner, decision-maker, and problem-solver

SALES/MARKETING:

- [adjective] [noun] with broad marketplace skills and notable expertise in large opportunity pursuit and acquisition
- [adjective] [noun] with diverse experience in marketing, sales, and operations
- Entrepreneurial and versatile sales/marketing executive
- [adjective] [noun] who is experienced and successful in all facets of sales process
- Highly motivated, results-oriented retailer with strong analytical, managerial, organizational, and communication skills, as well as ability to apply these skills to traditional and non-traditional retailer, manufacturer, and catalogue businesses through leadership, team ethics, and flexibility
- [adjective] [noun] whose multinational account management experience includes _____
- [adjective] [noun] with outstanding merchandising and visual presentation skills
- [adjective] [noun] with proven ability to exceed sales objectives through strong sales management skills and expertise in establishing relationships with executive, middle management, and end-user levels within major accounts, such as _____
- [adjective] [noun] with proven ability to exceed sales/operations objectives

CUSTOMER/CLIENT SERVICE, CONSULTING

- [adjective] [noun] who is adept at building relationships with internal and external customers
- [adjective] [noun] who is adept at providing excellent customer service
- [adjective] [noun] committed to execution of customer service at its highest level
- [adjective] [noun] committed to superlative customer service
- [adjective] [noun] who consistently earned highest ratings in customer-satisfaction surveys
- Customer- and business-focused [noun] with excellent technical, problem-solving, and interpersonal skills
- Customer-driven [noun] with unparalleled interpersonal skills
- Customer-driven [noun] with solid communication and interpersonal skills
- Customer-driven [adjective] [noun]
- Customer-focused team leader/player with unsurpassed interpersonal skills
- Dedicated professional with significant experience in customer service and desire to assist the team in reaching its goals
- [adjective] [noun] with demonstrable customer-service skills, both on the phone and in-person
- [adjective] [noun] who is experienced in dealing with customers by phone and in-person
- [adjective] [noun] who is experienced in guiding numerous corporate clients through managerial and market changes
- [adjective] [noun] who is flexible and focused on providing optimum profitability and customer satisfaction
- [adjective] [noun] who possesses client-driven mindset; skilled at interfacing with clients to develop solutions
- [adjective] [noun] with proven ability to work with high-net-worth individuals and institutions
- [adjective] [noun] who represents company to customers in exemplary fashion

WORK ETHIC / PROFESSIONALISM:

- Business-focused, ethical and trustworthy individual who promotes and represents leadership, teamwork, integrity and commitment
- [adjective] [noun] who can do what it takes to get the job done safely, efficiently, and on time
- Conscientious, detail-oriented, productive worker with a solid work ethic
- Dedicated achiever who can get the job done
- Dedicated, loyal hard worker with strong work ethic
- Energetic [noun] with solid work ethic
- Enthusiastic, productive worker with a solid work ethic
- Excellent communicator and productive contributor with an excellent work ethic
- Extremely career-oriented [noun] with unusual eagerness to work long hours
- Focused hard worker with unparalleled interpersonal and motivational skills
- Goal-driven, dependable, productive worker with a solid work ethic; can take the ball and run with it
- Creative, sociable hard-worker with good sense of humor
- Highly motivated self-starter and productive worker with solid work ethic; committed to doing what it takes to get the job done
- Highly organized [noun] who is dedicated and committed to professionalism
- Honest, accurate, highly motivated self-starter who exercises good judgment
- Honest, hard-working, and dependable [noun]
- Honest, hard-working, tenacious, and loyal [noun]

INDICATORS OF SUCCESS/GOOD PERFORMANCE/QUALITY:

- [adjective] [noun] who achieved rapid promotions; commended as hard worker, enthusiastic, professional, and well organized
- [adjective] [noun] who is adept at delivering a creative and exceptional product at reasonable cost
- [adjective] [noun] who is adept at maintaining job performance while pursuing bachelor's Degree and attaining dean's list
- [adjective] [noun] cited as outstanding performer in current job
- [adjective] [noun] cited by supervisors for going beyond minimum standard of performance
- [adjective] [noun] cited for leadership
- [adjective] [noun] cited for professionalism and leadership
- [adjective] [noun] who consistently earned highest ratings in customer satisfaction surveys
- [adjective] [noun] consistently favorably reviewed by supervisors throughout career
- [adjective] [noun] who consistently performed well in every job
- [adjective] [noun] consistently promoted quickly in every job
- [adjective] [noun] consistently recognized as strategic tactician who can slice through bureaucracy to get the job done
- [adjective] [noun] with demonstrable _____ skills that were rewarded with rapid promotions

LANGUAGES:

- Bilingual [noun]
- [adjective] [noun] who is fluent in _____; proficient in _____; conversant in _____
- [adjective] [noun] who is fluent in _____; working knowledge of _____
- Multilingual [noun]
- [adjective] [noun] who is skilled at reading, writing, analyzing, translating, formatting and editing texts
- Trilingual [noun]

MULTI-TASKING:

- [adjective] [noun] who can multi-task and thrive in a fast-paced environment
- [adjective] [noun] who is adept at juggling multiple assignments while maintaining emphasis on quality
- [adjective] [noun] who can juggle multiple projects in a fast-paced environment and keep a cool head under deadline pressure
- [adjective] [noun] who is adept at juggling multiple projects under deadline pressure
- [adjective] [noun] who can manage multiple tasks in a pressured environment
- [adjective] [noun] with reputation for multi-tasking and thriving in a fast-paced environment while coordinating hundreds of time-sensitive projects
- [adjective] [noun] who performs quickly and juggles multiple projects in a pressured and deadline-oriented environment without dropping the ball or stressing out
- [adjective] [noun] with demonstrable multi-tasking skills, detail orientation, accuracy, and organizational proficiency

ORGANIZATIONAL:

- Detail-oriented [noun] with strong organizational and coordination skills
- [adjective] [noun] with excellent organizational and time-management skills
- Excellent organizer with solid planning and problem-solving skills
- [adjective] [noun] with exceptional organizational skills
- [adjective] [noun] with exemplary planning and organizational skills; possess high degree of detail orientation
- [adjective] [noun] who is highly organized, dedicated, and committed to professionalism
- [adjective] [noun] who is organized and attentive to detail
- [adjective] [noun] who offers superlative organizational skills and strong detail orientation
- [adjective] [noun] who possess the detail orientation to organize and coordinate tasks; the research skills to gather information, identify resources, and extract important information, along with the planning skills to develop ideas, identify problems, and conceptualize solutions
- [adjective] [noun] with proven organizational skills at the highest level; successfully completed all assignments, meeting all goals and timelines, and initiated complex, sensitive operations

QUANTITATIVE:

- Financially responsible and fiscally minded [noun]
- [adjective] [noun] with solid quantitative aptitude
- [adjective] [noun] with the quantitative skills to perform functions
- [adjective] [noun] who possesses quantitative skills to perform financial management functions
- [adjective] [noun] with solid budgeting and financial skills
- [adjective] [noun] with strong analytical and quantitative skills, along with exceptional planning and organizational skills
- [adjective] [noun] trained in general principles of accounting

WILLINGNESS TO TRAVEL, RELOCATE:

- [adjective] [noun] who is eager to relocate and will cover relocation expenses
- [adjective] [noun] who is more than willing to travel
- [adjective] [noun] who is willing to travel extensively

OTHER FREE RESOURCES

After you've finalized your updated resume:

Email your resume to Careers@LegacyMedSearch.com
 Review our Open Jobs <http://jobs.legacymedsearch.com>
 Join our LinkedIn Group, [Medical Device Guru](#) (56,000 members)
 Subscribe to our [Med Device News feed](#) (updated weekdays, daily)

If these resources are helpful, kindly follow our company on [LinkedIn](#) and or [Facebook](#)

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MEDICAL DEVICE CAREER GIFT BAG



What is included in the gift bag?

Professional Medical Device Profile Template
 Medical Device Interview Prep Guide
 Interview Guide for Medical Device Hiring Managers
 Medical Device Recruiting Firm Directory (a list of our competitors)

SNEAKY WAYS TO RESEARCH MEDTECH COMPANIES



**13 Sneaky (and Ethical) Ways to
 Research Medical Device Companies
 for your #Job Search**

On behalf on my teammates and myself, we hope you find these resources helpful in your job search – or to hire for your team!



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Servant Leader

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407-591-3026

Feel free to connect with me on [LinkedIn](#)

(if these resources have been helpful, and we are 1st connections, please consider writing a brief recommendation on my LinkedIn page, found under the "MORE" tab)

Paula Rutledge

Forbes Americas Best Executive Recruiting Firms, 2019, 2020

- wearing hats in memory of my Mom | Servant Leader,
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