

# MBA resumes

Assessing and improving your resume

January 25, 2011

na@ap.

 **SPARREY  
CONSULTING**  
*Unlock your full potential.*

# Agenda

- Overview
- Create your MBA resume
- Define your future!

# It's 2011. Aren't Resumes Outdated?

- Facilitates **networking introductions**
- Reminds you to **reflect on accomplishments** at work and in your extra-curricular pursuits
- Keeps you **current**, you never know when you'll need a job (or a resume)
- Oh, and you **need one** for business school!

# Prepare an MBA resume

Resume element	Job-search resume	MBA resume
<b>Length</b>	<ul style="list-style-type: none"> <li>• One or two pages (though default to one)</li> </ul>	<ul style="list-style-type: none"> <li>• One page (for any top school)</li> </ul>
<b>Summary section</b>	<ul style="list-style-type: none"> <li>• At your discretion</li> </ul>	<ul style="list-style-type: none"> <li>• Do not include</li> </ul>
<b>Technical skills</b>	<ul style="list-style-type: none"> <li>• If requested on a job posting or specific to industry</li> </ul>	<ul style="list-style-type: none"> <li>• Only if important to career transition; remove simple ones</li> </ul>
<b>GMAT &amp; GPA</b>	<ul style="list-style-type: none"> <li>• Do not include</li> </ul>	<ul style="list-style-type: none"> <li>• Include if GMAT and GPA are strong</li> </ul>
<b>College extra-curricular activities</b>	<ul style="list-style-type: none"> <li>• Start to streamline 2-3 years out of school</li> </ul>	<ul style="list-style-type: none"> <li>• Keep on resume</li> </ul>
<b>Industry jargon</b>	<ul style="list-style-type: none"> <li>• Some (selective)</li> </ul>	<ul style="list-style-type: none"> <li>• None</li> </ul>

# 1 page. I have so much to say.

Before

**NAME**  
[email@email.com](mailto:email@email.com) (888) 555-1212

**Professional Experience** **Date to date**

**Bank Name, Location** **Date to date**  
 Assistant Manager (Policy and Portfolio Management)

**Team Name** **Date to date**

◆ **Responsible for developing revenue generation strategies for existing retail asset portfolios (Loans & Credit cards)**

- Proposed, finalized and launched new nation-wide Upgrade and FLIP strategies aimed at upgrading high value customers to higher plastic.
- Successfully developed and launched the Process map for Upgrade and ABC strategies complete with failure analysis.

**Team 2** **October'06 – July'09**

Responsible for developing Policy guidelines and processes, managing application systems and performing portfolio analysis of the [Specific Name] product (product description).

◆ **Credit Risk management**

- Point of contact for policy guidelines and implementation issues. Conducted regular meetings and trainings with key departments including Credit Underwriting, Operations and Sales for new policy development and clarification.
- Established mandatory Credit Policy tests for credit underwriters in all [number] of locations in [country name]. Provided feedback to location heads for corrective action against low-scorers.
- Responsible for department's compliance with Bank's regulations and compliance guidelines. Department achieved "Satisfactory" rating in audits conducted in 3 years.
- Member of the Core Audit Team. Developed comprehensive audit checklists and conducted mock audits for all retail asset products.
- Proposed and implemented [name of policy] policy to prevent adverse customer selection.

◆ **Product and department wide process implementation**

- Initiated streamlining of department cost structures through a new cost estimation process, expense control initiatives and information management for cost comparison & monitoring.
- Identified new fields to be captured in the Application Processing System for better policy tracking and higher operational efficiency.
- Coded policy changes, referral and acceptance rule sets for the decision making process.

◆ **Recommended and implemented critical policy changes based on portfolio and**

## competition analysis

- Recommended action points to reduce delinquency by approx. 1% based on comprehensive analysis of the Portfolio.
- Implemented stricter norms for high fraud prone locations based on analysis of 6 months of reject data.
- Analyzed location sourcing mix – Reject reason data and identified opportunities to increase approval rates by x%.
- Conducted comprehensive Competition Analysis for the product to identify gaps and align existing policy guidelines to the market.

## ◆ Performance Awards:

- Awarded 7 "Certificates of Achievement for Stupendous Performance".

## Bank 2, location

**Date to date**

Team Member – team name (location)

- Applied analytical techniques to monitor and portfolio performance and identify delinquency trends.
- Prepared monthly portfolio report that was presented to the Top Management.
- Prepared Center review reports by coordinating and collating credit and delinquency data from all centers across India and analyzing the same.
- Provided business understanding for score model development. Implemented and monitored the first phase of Score models country-wide.
- Actively involved in area mapping, data preparation and analysis for the first National Housing Board Audit. Achieved "Satisfactory" Audit rating.
- Developed processes for sending consumer data and accessing reports on credit history of borrowers from CIBIL (Credit Information Bureau of India Ltd).
- Member of the Core System Study Group for implementing Loan Origination System in the bank.

## ◆ Performance Award:

- Awarded "Best Performer in [department name] for the year ####" for my specific department

## Technical expertise:

- Advanced MS-Office (MS Word, MS Excel, Power point).
- Functional knowledge of SAS software.

## Education:

B. Com, School, location

**Year**

University merit list rank: 3<sup>rd</sup>

## Interests / other

Volunteer Experience (Mar'07 to Oct'07):

- Volunteered at [organization], an NGO providing education to children with special needs.

**Languages:** Native speaker of Hindi, English

**Interests:** Reading, Writing, Dancing

# Yes, it can be done.

After

**NAME**  
Address, City, ST, ZIP • Email: [email@email.com](mailto:email@email.com) • Phone: (888) 555-1212

## PROFESSIONAL EXPERIENCE

Company	Location
<b>Position, Team</b>	<b>Date from – Date to</b>
<ul style="list-style-type: none"> <li>• Introduced two new revenue generation strategies for upgrading approximately 70,000 high-value [department] customers to higher level program. Strategies launched with process maps complete with failure analysis.</li> </ul>	
<b>Position, Team 2</b>	<b>Date from – Date to</b>
<ul style="list-style-type: none"> <li>• <b>Product initiatives for group name (product description):</b> <ul style="list-style-type: none"> <li>○ Created and implemented department policies. Key policies included <i>policy name</i> (to prevent adverse customer selection), <i>Policy Name</i> (to identify up-sell opportunities for existing customer base) and <i>Policy Name</i>.</li> <li>○ Improved loan approval turnaround time through regular trainings and conference calls consumer finance policy guidelines with country-wide Credit Underwriting, Operations and Sales teams.</li> <li>○ Realigned consumer finance policy guidelines to evolving market requirements through quarterly competitor product analysis.</li> <li>○ Established biannual credit policy tests in all nationwide locations. Identified top performing credit underwriters eligible for higher loan sanction limits. Trained poor performers and alerted location heads to take corrective actions.</li> <li>○ Reduced loan delinquencies by approximately 1% through discovery of new delinquency predictors based on comprehensive analysis of the portfolio.</li> <li>○ Identified opportunities to increase loan approval rates by over 5% through analysis of rejection data.</li> <li>○ Ensured highest annual audit rating (satisfactory) for [department] for 2 consecutive audits through comprehensive audit checklists and mock audit exercises. Created standardized audit preparation guidelines for other Consumer Credit Risk teams.</li> <li>○ Received <i>Outstanding Contribution to [Department] Award</i> for guiding team through Audit process.</li> </ul> </li> <li>• <b>Cross team initiatives impacting [team 1], [team 2], [team 3]:</b> <ul style="list-style-type: none"> <li>○ Achieved potential cost savings of \$20M with new cost estimation processes and expense control initiatives.</li> <li>○ Created a new Management Information System (MIS) for cost comparison and monitoring. MIS shared as a “Best Practice” bank-wide.</li> </ul> </li> </ul>	

Company	Location
<b>Team Member, Team Name</b>	<b>Date from – Date to</b>
<ul style="list-style-type: none"> <li>• Prepared monthly Retail Risk portfolio quality report for review by department heads and top executive management.</li> <li>• Reduced credit report accessing turnaround time from up to 2 days to less than 2 hours through new processes for acquiring credit reports from the Credit Information Bureau of India Ltd.</li> <li>• Selected as one of seven members of the [company] team responsible for BASEL-II process implementation. Implemented and monitored the bank's first nationwide credit score models to assess application risk as part of this project.</li> <li>• Evaluated deployment feasibility and performed user acceptance testing of a new Inforsya developed loan origination system.</li> <li>• Awarded “award name” for [team name].</li> </ul>	

## EDUCATION

School Name	Location
<b>Continuing education student</b>	<b>Year</b>
<ul style="list-style-type: none"> <li>• Courses include: Sample Course 1, Sample Course 2, Sample Course 3.</li> </ul>	
<b>School Name</b>	<b>Location</b>
<b>Bachelor of Commerce, School</b>	<b>Year</b>
<ul style="list-style-type: none"> <li>• Ranked 3rd (of 1000 students) on University Merit List</li> </ul>	

## INTERESTS AND ADDITIONAL SKILLS

<ul style="list-style-type: none"> <li>• <b>Extensive volunteer experiences</b> <ul style="list-style-type: none"> <li>○ Organization name (US-based non-profit) - role within non-profit organization (year)</li> <li>○ Organization name (US-based NGO) - role within non-profit organization (year)</li> <li>○ Organization name (India-based NGO) - Developing a financial sustainability model to enable transition from non-profit to a for-profit socially responsible venture (year)</li> <li>○ Organization name (Mumbai based non-profit) - Providing education to children with special needs (year)</li> </ul> </li> <li>• <b>Interests:</b> Reading (Fiction and non-fiction), writing (creative non-fiction), dancing (Bollywood style)</li> <li>• <b>Languages:</b> Hindi (native speaker), French (basic)</li> </ul>	
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- Streamline bullets (no bullets that are 3 to 4 lines)
- Effective use of headings
- Streamline “naming” section
- Interior white space

# How do I decide what to include on my "one page"?

## Sample skills

Organization	Bullet	Team	Analytical	Initiative	Results-oriented
Company 1	<ul style="list-style-type: none"> <li>Created and implemented new project management tool that allowed team to achieve timelines and come in 5% under budget</li> </ul>			X	X
Company 1	<ul style="list-style-type: none"> <li>Conducted requirements review with ~15 team members, incorporated feedback and managed IT relationship to implement results. Received XYZ award for efforts.</li> </ul>	X			X
Company 1	<ul style="list-style-type: none"> <li>Led team of three to create staffing model for organization post-merger. Identified \$10M in annual savings, presented results to management; subsequently approved.</li> </ul>	X	X		X

**Note:** Download resume table tool: [www.sparreyconsulting.com](http://www.sparreyconsulting.com)

# Identify the 8-10 skills you want to highlight

- **Some suggestions to get you started:**
  - Quantitative
  - Sales
  - Client relationships
  - Global relationships
  - Presentation
  - Facilitation
  - Team building
  - Operations
  - Marketing
  - Technology
  - Community engagement

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# Agenda

- Overview

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# Versions, versions. How many should I have?

- **Networking**
- **Application**
- **School specific**
- **Career/Goal specific**
- **LinkedIn®**

# Take care of the basics first

Common challenge	What you should do
<ul style="list-style-type: none"> <li>• Education listed first</li> </ul>	<ul style="list-style-type: none"> <li>• Professional experience first</li> </ul>
<ul style="list-style-type: none"> <li>• Industry jargon</li> </ul>	<ul style="list-style-type: none"> <li>• Jargon-free, spell out acronyms</li> </ul>
<ul style="list-style-type: none"> <li>• Including simple technical skills</li> </ul>	<ul style="list-style-type: none"> <li>• Include only if important to your future goals</li> <li>• Make sure it's something that 50% of your peers couldn't list</li> </ul>
<ul style="list-style-type: none"> <li>• Too little white space</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce bullets more than 2 lines</li> <li>• Be selective, your resume doesn't need to include EVERYTHING!</li> <li>• Create a clear structure</li> </ul>
<ul style="list-style-type: none"> <li>• Consistent formatting &amp; punctuation</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent font sizes &amp; font</li> <li>• Alignment</li> <li>• Use of "periods"</li> </ul>

# Then move on to the tough parts!

Common challenge	What you should do
<ul style="list-style-type: none"> <li>• Focus on duties</li> </ul>	<ul style="list-style-type: none"> <li>• Highlight accomplishments</li> </ul>
<ul style="list-style-type: none"> <li>• Not providing context</li> </ul>	<ul style="list-style-type: none"> <li>• Identify accomplishments that need context               <ul style="list-style-type: none"> <li>• Number of people receiving awards</li> <li>• \$ and % impact if valuable</li> </ul> </li> </ul>
<ul style="list-style-type: none"> <li>• Overusing adjectives (e.g. challenging, exceptional, excellent)</li> </ul>	<ul style="list-style-type: none"> <li>• Let your accomplishments speak for themselves</li> </ul>
<ul style="list-style-type: none"> <li>• Gaps</li> </ul>	<ul style="list-style-type: none"> <li>• Be honest. Gaps happen, but show progress after the gaps.</li> </ul>

# Begin updating your resume by brainstorming recent accomplishments

## *Accomplishment - n*

- The act of carrying out or achieving
- Something achieved or successfully completed

# Highlight accomplishments

## Example 1 of 2

### BEFORE: duties

- Conducted new deal review (conducted meetings with management, structured valuations, analyzed competitive dynamics and internal review) and valued transactions (modeled financials, conducted valuations, completed company and industry diligence, structured transactions and reviewed legal documents ).

### AFTER: accomplishments

- Screened over 96 potential opportunities, 20% more than average analyst.
- Evaluated green building products market dynamics, modeled financial impact of new recycling technology (\$20M investment), convinced team to increase bid price by \$2M. First year returns 35% higher than forecast.

# Highlight accomplishments

## Example 2 of 2

### BEFORE: duties

- Traveled to clients throughout the Long Beach, San Diego and Palm Spring areas and led engagements from the initial planning and risk assessment, to the fieldwork and the issuance of financial statements for a variety of public and non-public companies, and non-profit entities.

### AFTER: accomplishments

- Led engagements from initial planning and risk assessment, to issuance of financial statements for a cross-section of industries. Achieved 100% client retention by meeting deadlines and quality requirements for all client engagements.

# Provide context for accomplishments

## BEFORE: no context

- Received gold employee award in 2008 and 2009.

## AFTER: context

- One of twenty-five people (5,000 employees eligible) selected for gold employee award; received for creating new project management tool implemented company-wide.

# Manage use of adjectives

## BEFORE: extra adjectives

- Completed valuable program for most important client. Used exceptional interpersonal skills to build consensus.

## AFTER: focus on content

- **Fortune 100 company, HR strategy:** implemented talent management tool to conduct real-time employee assessments for 5,000 manager-level employees; conducted reviews and incorporated program feedback from 20 directors.

# What can I do about gaps?

- Consider what you did during the break
  - What did you learn?
  - How can you show that?
  - Do not lose confidence. LOTS of people get admitted to MBA programs with these gaps, just be upfront.
- In the midst of a gap?
  - Volunteer in an area you're interested in
  - Uncover organizations related to your interest
  - Find a start-up that could use your skills



# Agenda

- Overview
- Create your MBA resume
- Define your future!

# You want your resume to highlight your preparation for the future

- Define your path
- Determine what is typically required
- Highlight ways that you are prepared

# Provide link to the future



## WORK

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Chronological list of work experiences within each job</li> <li>• List every project</li> </ul> | <ul style="list-style-type: none"> <li>• Within each job, prioritize projects / initiatives most closely linked to future goals</li> <li>• Select specific projects to highlight interest</li> </ul> |
|--|--|

## ACTIVITIES

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Include all extracurricular activities, including one-day commitments, etc</li> <li>• No activities related to area of interest</li> </ul> | <ul style="list-style-type: none"> <li>• Highlight activities most related to interests</li> <li>• Join associations <b><u>now</u></b> to actively explore interest</li> </ul> |
|---|--|

# Consider your resume as a tool to improve your 2011 application

- Use it to identify **gaps in your story**
  - **Switching to marketing?**
    - Get some volunteer experience with a non-profit.
    - Join some industry associations to network.
  - **Want to do sales and trading?**
    - Include your own investing track record.
  - **Want to do consulting?**
    - Find a local small business that can use some free strategic advice and help them.
- Identify **gaps in my experience**
  - **Need more content under community leadership?**
    - Find something that can build from your strengths.
  - **No real results from your job?**
    - Ask what you need to do for a promotion
    - Any work awards you can aim for?
    - Start tracking achievements; money you've saved, new revenue streams

# Complimentary resume feedback

- Email us:
  - [resumefeedback@sparreyconsulting.com](mailto:resumefeedback@sparreyconsulting.com)

# Questions?