

# How-To Not Land the Job



You have revamped your resume, applied for hundreds of positions, and you still do not have a job. What gives?

The problem could be your interview skills. There are a variety of nonverbal and verbal cues that can immediately turn off potential employers. As a recruiter, I have seen highly experienced candidates ruin their chance of getting a job with inappropriate social cues. It's important to know what these traits are because they can be very easy to avoid.

## Answering Phone Calls or Texts

Most of us are hooked onto our smartphones. We rarely leave the house without them. While this is appropriate during our personal time, it is not acceptable to text or answer a call during an interview. The employer could feel as though the interview is not a priority. Therefore, the job is not important to you. Turn your cell phone on silent before entering the interview.

## Timeliness

We are all late occasionally. However, do not be late for an interview! If you are late for an interview then chances are that you could be seen as being late to meetings or on projects.

Tardiness can be recoverable. Call as soon as you realize that you are going to be late. Take an extra minute to compose yourself and apologize when you get to the interview.

# Confidence

The feeling of sitting across from a hiring manager can make your heart race. Nevertheless, to get the job, we need to collect ourselves and act confidently. If you panic during an interview then you will probably never land the position.

Confidence is an essential quality that many candidates fail to exude. Even if you do not feel cool, calm, and collected, there are a few ways to make you appear that way.

- Take Deep Breathes
- Sit Still
- Make Eye Contact
- Slow Your Speech and don't ramble
- Think Positively
- Don't speak negatively of current or former employers/bosses

# Interview Attire

Leave the jeans behind when you are dressing for an interview. The first impression you make will be by your attire. Dress in a way that is professionally appropriate.

## Attire for Interview

- For men: A suit- matching jacket and pants, dress shirt, tie and formal shoes (shined)
- For women: A pant suit or mid-length skirt, or dress and formal shoes
- Avoid loud colors and strong perfumes or colognes
- Clothes should be clean and wrinkle-free
- Hair should be neat, clean, and conservative

This is the proper attire for the first interview. Your second interview should still be professional but may be more relaxed depending on the company and position.

# Cursing

Cursing is risky move during an interview. Some people do not mind the occasional curse word but for others, cursing is a deal breaker. Be safe and do not curse during your interview.

As you prepare for interviews, keep in mind that you are showcasing how you will act with co-workers in the office. Present yourself professionally for the best chance to get the job.

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# What to Look for In a Potential Employee



Hiring the right employee requires more than reviewing resumes. You must understand the candidate's attitude, expectations, and work habits. Hiring the wrong candidate can result in thousands of dollars wasted training and pausing the growth of your company.

Before you hire, understand the most valuable characteristics of a long-term employee. The extra time spent hiring will be an investment for your company's future productivity and growth.

## Someone that Loves Their Career

You may provide a great salary and superior benefits but company perks are rarely enough to make an employee change their outlook on their career. Find an

employee that loves what they do. Passionate employees are often harder workers who think creatively. You can teach technical skills, you can't teach passion.

## **Someone that Is Compatible with Company Culture**

Fitting into company culture is an essential trait that cannot be trained. However, the importance of company culture can often be undervalued. A compatible employee can be easier to approach with new ideas and are generally easier to manage overall.

### **How-To Determine if Your Candidate is Compatible**

- Check if potential candidate gets along with current co-workers and boss.
- Introduce candidate to current employees.
- Ask the candidate about their values in the workplace.

## **Someone with Analytical Skills**

Every company experiences mishaps where employees are forced to think outside of formal training. For example, difficult clients, software malfunctions, and miscommunication between co-workers. When challenges arise, your employee must have analytical skills. They will better be able to solve important problems by making logical steps.

### **Top Five Analytical Skill**

- Communication
- Creativity
- Critical Thinking
- Data Analysis
- Research

# Someone with Long Term Potential

Training new employees can cost your company thousands of dollars. Find an employee that is passionate about their career and company's values. A dedicated employee is an investment toward your company.

# Someone with Ambition

You cannot overestimate the power of an ambitious employee. It creates competition amongst employees, often increasing company revenue and productivity. During the interview, assess whether the candidate has ideas on growing their department.

Don't waste valuable time training the wrong candidate! Spending extra time hiring will have great reward for the productivity of your company.

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# Six Buzzwords to Avoid in a CV



When writing your CV, you may get sidetracked by what you think the employer wants to hear. This can lead to buzzwords that weakens your resume rather than making it stand out - or at least stand out in a good way!

Keep the following buzzwords out of your CV to avoid getting shortlisted by the hiring manager:

# Hard Working

Stating that you are hardworking is not enough to prove your work ethic to potential employers. Instead of using the buzzword, mention times when you went the extra mile for your company. This could be an additional project that led to a promotion. Prove that you are a hard worker. Don't just state it.

# Creative

Would a creative person list that they are creative or show that they are creative on their resume? Most likely, a creative person would find a unique way to depict their creativity.

## Creative Opportunities for Resume

- Color Blocking
- Font Choice (but not too wild or hard to read)
- White Space
- Infographics
- Prioritize Information

# Strong Communication Skills

Every employer wants an employee with strong communication skills. However, a more professional method to depicting your strong communication skills is to use well-structured sentences, and perfect spelling and grammar. Also, organize your CV so it is easy to read.

# Works Well in a Team

A great team player is important for almost every job position. Demonstrate your ability to work well on a team with job descriptions. Include your interaction with co-workers and clients.

**For example:**

- Format information for internal and external communication – memos, emails, presentations, reports
- Be the point of contact between the executives and company employees/clients and manage information flow
- Screen and direct phone calls and distribute correspondence

## Results-Driven

Everything is motivated by needing a result. Therefore, even if we only get out of bed during the day, we are all results-driven. Employers do not want to hear that you are results-driven but HOW you are results-driven.

- Did you create a new program at your previous job leading to an increase in efficiency?
- How did you generate revenue?
- Did you streamline a process?
- What projects did you deliver?

Show your employer tangible facts and figures of how you create results. Don't just talk about what you did, talk about what was achieved.

## Thought Leader

A thought leader is the informed, go-to expert in their field of expertise. Examples of thought-leaders are Steve Jobs, Elon Musk, and Bill Gates. If you are thought leader then you are probably not writing a resume anymore.

A more modest approach would be to explain your expertise in the field, including awards and achievements or any special recognition from your employer or associations.

A great resume can determine whether you receive an interview. The trick is knowing what to include and exclude. Deterring from these cliché buzzwords can help your chances of standing out and getting the job.

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# Interview Questions to Avoid Asking Infographic



Some interview questions should be avoided to prevent a lawsuit. Know those questions before you meet your first candidate.



## How to Avoid Asking Illegal or Inappropriate Interview Questions

Some interview questions are obviously discriminatory and avoided by all employers. Other questions are more subtle. Learn what questions to recognize and avoid.

This infographic is based on the Society for Human Resources Management (SHRM) guidelines.

### Birthplace, Ethnicity, or Religion



Avoid questions regarding a candidate's birthplace, religious, or ethnicity.

#### DO ASK:

1. Are you eligible to work in the United States or would you need an employer to sponsor a work visa?
2. What languages are you fluent in?
3. Can you work the days required on the schedule?

#### DON'T ASK:

1. What country are you from? Where were you born?
2. What is your native language?
3. What religion do you practice?

### Marital Status, Children, or Sexual Preference



Marital status, children, or sexual preference should not be a concern when hiring.

#### DO ASK:

1. Are you available to work overtime on occasion?
2. What are your long term career goals?
3. Are any of your references or qualifications under a different name?

#### DON'T ASK:

1. Do you have or plan to have children?
2. Is this your maiden name?
3. If you go on maternity leave, do you plan on returning to work?

### Gender or Age



Ask questions regarding whether the candidate can handle the role but avoid gender or age questions.

#### DO ASK:

1. What can you bring to this role?
2. Are you over the age of 18?
3. Do you have a degree or other qualification related to this role?

#### DON'T ASK:

1. We have always had a man/woman perform this role. Do you think you could do it?
2. How much longer do you plan to work before you retire?
3. When did you graduate?

### Location and Lifestyle Choices



What an employee does outside of work should have no bearing on whether they are suitable for the job.

#### DO ASK:

1. Are you able to be at this job by 9 AM?
2. Are you a member of any professional group that is relevant to this role?
3. Do you have any upcoming commitments that will make you miss work?

#### DON'T ASK:

1. Where do you live?
2. Are you a member of any club or organization?

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# Four Causes of an Unproductive Workplace



Have you ever heard a business owner say they want to be less productive? I have not! Most business owners want to save time and money.

However, workplace productivity is not always easy. A healthy workflow requires collaboration for the business owner and team to succeed. Learn how to avoid these common workplace problems to prevent tasks from taking hours to complete.

## Poor Systems Communication

We create new client file or update important documents almost every day. If your coworkers do not receive the same information then important company procedures could be postponed.

Cloud-based file sharing has become one of the most efficient methods to collaborate information within a company. No longer will you have to email documents within your company. Simply create shared folders that can be accessed by the necessary team members.

There are several file sharing systems that could work for your company.

### **Dropbox**

Dropbox allows you to take your documents, photos, and videos anywhere you go.

Place files in your Dropbox and share quickly with a link.

### **Lastpass**

Lastpass allows you to “organize and create strong passwords”. Login to Lastpass, save a password, and share with essential team members. No longer will you have to ask for credit card information or login information every time you need it!

### **Google Drive**

Google Drive provides file sharing and document creation software. More than 120 million users choose to use Google Drive. Users gain free access to 15 gigabytes of shared storage, which includes Gmail. Files can be shared privately with anyone that has a Gmail Account.

Unfortunately, if the user does not have a Gmail account then the file will have to be made public through a shareable link. Many businesses choose not to use Google Drive since the business owner cannot rely on every team member or client utilizing Gmail.

## **Pointless Meetings**

Have you ever been in a meeting and realized that you really don't need to be there? Most employees have! Verify meetings are operating efficiently to save time, money, and frustration.

### **Tips to Create an Effective Meeting**

- Plan an agenda.
- Make sure you need the meeting.
- Ensure appropriate participation.
- Review work prior to the meeting.

## **Not Collaborating with Remote Employees**

The internet has made hiring remote employees easier and more affordable.

Employers also have access to talent from around the world.

A survey completed by The Global Leadership Summit in London found that 34% of business leaders claim that more than half of their workforce will be remote in 2020. The problem is maintaining collaboration with coworkers.

To create a better collaboration process, maintain weekly meetings through a conference call. Also, watch that your team is uploading and maintaining documents through file sharing software.

## **Unorganized Files**

A subscription to Dropbox and Google Drive is not enough to keep your folders organized. Each team member needs to stay aware of folder placement, file name, and more to avoid losing hours of recreating documents. Manage a simple file sharing system to help maintain a productive workflow.

### **Tips to Organize Your Files**

- Collaborate with team to ensure that everyone is using the same file share software.
- Limit folder creation. Think in hierarchies when you create your folders, such as client names or projects.
  - Don't save anything on your desktop.

Developing a healthy workflow will not occur immediately. Consistent organization and collaboration can lead to an increase in workplace productivity.

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## **The Hidden Costs of Low-Ball**

# Offers



Making an offer to a candidate at the lowest end of the range (or below) is just being responsible for your budget, right? At first glance you may think so, but are you really saving money? In my 20+ years of experience in putting candidates and companies together my answer would be a big NO, especially in a market that is very competitive for talent, and the better candidates may have other offers to consider as well.

Some of the companies that are known for making low offers feel they are being shrewd in their negotiations with candidates, and some even justify their low offers by saying they are trying to make sure people are accepting their offers because they really want to join their company and it's not just about the money. And while that may be true, but the company better have other things going for them (excellent benefits, unique or interesting technology, advancement opportunities, better commute, etc.) to keep those new hires onboard.

In some cases a company is not even aware they are making a low offer, but rely on some salary guide that is out of touch with the realities of the market.

From a candidate's perspective, the salary negotiations and enthusiasm for accepting an offer and joining a company that makes a low offer is drastically different from a company that makes a good (or even just a fair) offer. Candidates that are currently unemployed with no other pending offers may be reluctant to accept a low offer thinking they may miss out on a better offer. Or, they may accept the offer but continue to look for other/better opportunities and leave within a year anyway, leaving the company to go through the recruiting and training process again and incur all of the costs associated with it.

If the candidate receives a low offer from a company they quickly begin to lose

the excitement they had when they applied for the position, and begin to wonder if the company will be cheap in other resources and in future raises. And if they have other offers, a low offer can make an offer from a less desirable company look better and increase the likelihood they will take the other offer. In some cases, a delayed counter-offer from their previous employer may also be more tempting if they have accepted a low offer from a new company.

You also need to consider the costs incurred by the position being open longer because you can't get your offers accepted. There are costs associated with someone not being in the role you are trying to fill, and the revenue that would be generated by a good, productive employee being in that role. Insurance companies and the American Management Association calculate that each employee generates between 5x-10x the salary they are paid in revenue for the company. You can see how quickly the costs for every day the position remains open can accumulate. Not to mention the burnout of the other employees that are picking up the slack.

While salary guides can be useful tools they should not be relied on completely since you also have to take into account what your competition is offering for the same talent. Knowing and exceeding a candidate's salary expectations can pay off big dividends because the candidate is more motivated to show they are worth the money you are offering, and will work to exceed your expectations as well, which will ultimately save the company money in the long run. Remember, you get what you pay for. A happy and productive employee is a very valuable asset. Let them know you really want them on your team with a good offer and enjoy the additional benefits. It ultimately saves you more money than a low offer and increases your chances of attracting top talent.

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## What Hiring Managers Look For in

# a Great Potential Employee



Hiring managers are looking for more than skills and experience to give you the job. The job market is tough and you must make yourself stand out. Whether you are looking for a career change or an upgrade to your job, you can improve the likelihood that you will get the position with these seven traits.

## Natural Leader

All employers want to see that you have the ability to lead. This proves that you have potential to move up the career ladder. Hiring and training natural leaders can be a long-term investment. Prove that your leadership skills can be developed to make yourself stand out in the company interview.

The following are questions and answers that depict leadership. Determine if this interviewee is you and find a creative way to answering the questions.

## Leadership Interview Questions

**How would you attract someone to listen to you and to follow you?**

Having charisma, being a role model, and connecting with others.

**Describe a situation when you successfully led someone toward the success of a big goal.**

*Answer Tip:* You should always choose a positive situation. Talk about a moment when person you led achieved the goal they wanted. On the top of that, you

should be able to demonstrate your leadership qualities and an added value on the examples.

### **When have you had a problem with motivation?**

*Sample Answer:* “ I have never had problems with personal motivation. Of course, there are difficult situations in job, especially if one is a leader and carries all the responsibility on their shoulders. But I somehow understand in my head that setbacks are essential steps on the way to final success. This is my personal philosophy.”

## **Creative**

Successful companies rely on innovation to get ahead. If you think outside of the box then it is more likely that you can get the job and increase your position in the company. Recruiters are always looking for a potential employee that can bring something new to the table.

When you are speaking with a potential employer, provide examples of when you have used innovation for company development.

## **Passionate**

Passion almost always trumps high qualifications. Employers are looking for passionate employees who will work the hardest. Even if you do not have the right qualification, make sure that you show your passion in your interview, resume, and cover letter.

### **How Introverts Can Show Passion During a Job Interview**

Use your superior listening skills to find instances where you can talk about your interests in relation to the job. Better yet, you can come up with ways to steer the conversation toward your interests, such as by asking your interviewer questions. You may also want to state your excitement and interest in the position at the end of each interview. Don't be afraid to show them the passion you have for this opportunity. It may be the thing that puts you first in their mind when deciding who to hire.



# Fast Decision Making

Employers look for fast decision makers who create efficiency in the company. According to Forrester, for every hour a product team takes on heads-down work, they spend another 48 minutes waiting for decision makers. That equates to 3.5 hours of “wait time” in an average eight-hour day. If a company cuts wait times in half, it can gain more than \$370,000 annually in productive time across a 25-person team.

Faster decision makers can save the company money. Show that you make smart, efficient decisions to get hired.

## Commitment

The success of an organization is often determined by the commitment of their employees. A dedicated, persistent and committed employee will improve the performance of a company. Show that you are dedicated to the company’s purpose during your interview.

### Key Characteristics of a Committed Employee

- Good Communication
  - Well Organized
  - Enthusiastic
  - Positive

## The Will to Win

A great employee consistently improves their work performance. This determination means that they exceed the expectations every day for the company. Employees with the will to win make a lasting impression.

Prepare yourself to make a lasting impression as a committed and responsible employee if you are applying for jobs. Your first impression could determine whether you get the job of your dreams.

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# Interview Tips for a Hiring Manager



There are dozens of articles on the internet on how to prepare job candidates for an interview. On the other hand, conducting an interview is just as important. Hiring managers should be just as prepared with questions, research, and a positive outlook. Doing so, could help hiring managers achieve a better examination of their candidate.

The following techniques are essential to prepare yourself for conducting an interview:

## Lack of Preparation

Be prepared for your interviews. This includes:

1. Knowledge of the candidate's job history.
2. Customized interview questions that are focused on what you need the candidate to be able to accomplish in the first year to be considered successful.
3. Make sure the interview team is on the same page about the expectations of the successful candidate.

You can't always rely on "what you see is what you'll get.", or just "winging it" to attract the best talent. In-person interviews should be at least 45 minutes but ideally 60 minutes. While this may seem long, you are only viewing your

candidate on their best behavior. If you research their job history and historical data before interviewing, you may be able to ask more specific questions to understand the qualities of your candidate.

## **Arriving Late**

Arriving late is one of the worst things that you can do for a job interview. You are not respecting the candidates time or effort to apply for the job, not to mention that they are using their earned time off from their current employer to come and meet with you. You may also be cutting into the time for the other members of the interview team.

Remember, the candidate is also deciding if they want to work for your company. If you do not show them respect before they even start the position than it is unlikely that they will accept your job offer.

Tardiness does not make you seem more important. It makes you seem rude and unorganized.

## **Not Asking Relevant Questions**

Cater your questions toward the job that you are hiring for and focused on the main duties you need performed. There is no need to dig into areas that will only be 10% of the job when time is limited, and instead focus on the areas that make up the more relevant aspects. You may want to ask them how they would approach a problem they may deal with on the job to learn their thought process.

### **Consider These Question Methods:**

1. Asking a question according to their previous job history or significant achievements.
2. Ask a question that doesn't tell a story but helps you understand their way of thinking.
3. Ask what motivates them in their work.
4. Problem-solving skills or thought process in evaluating a problem or project.

5. How do they prefer to be managed and their expectations for feedback.

Make sure each interview question is catered toward their potential position.

## **Acting Cold or Impolite**

It is surprisingly common for employers to treat interviews like an interrogation.

The employer may think that they become more important when they are intimidating. In reality, acting impolite can prevent your candidate from accepting a position with your company, especially if that candidate is employed and was recruited to consider your opportunity, and if the candidate has other offers, these types of actions can push them to accept the other offer, even if yours is better.

Think of it this way. Do you have friends that are cold and impolite? Probably not.

Most of us avoid rude people. If we avoid impolite people in our personal lives then your candidate will most likely also avoid that quality in their professional life.

## **Not Selling the Company**

Candidates with strong experience are in demand and they are interviewing you to see if you are a company/team they would want to join. Sell your company so candidates accept your job offer.

### **Characteristics to Sell:**

1. Interesting or unique products to work on
2. Milestones the company has accomplished and what's next
3. Opportunities for growth and mentoring
4. Supporting continuing education and training
5. Incentive programs and benefits

# **Rushing to Conclusions**

First impressions can be lasting. Nevertheless, when a hiring manager is performing a job interview, it is important to keep an open mind. It only takes seven seconds to make a first impression. Most of us probably don't even realize that we made the quick judgement, or that any follow up questions tend to be asked in a manner to support our first impression. You should note your first impression, but don't draw a conclusion about the candidate until the end of the interview.

The following are characteristics that influence the candidate's impressions of you:

1. Failing to Smile
2. Strength of Handshake
3. Introduction
4. Clarity of Speech
5. Eye Contact
6. Attire

These tips require some prior thought, but if you do it right you will have a more effective and consistent interview process and help you end up with a superior employee.

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## **How To Keep Candidates Warm During the Recruiting Process**



Communication is one of the biggest complaints candidates have throughout the recruiting and interviewing process, and is one of the key reasons you may be missing out on some of the best candidates. It is important to use a recruiter who establishes a strong communication system with employers and candidates and keeps both sides informed at each step of the process. This can prevent you from losing valuable candidates.

## **Important Steps to Remember**

Your recruiter should be following up with candidates after an interview and providing you feedback from the candidate's perspective.

Many recruiters tell their clients, "I will let you know when I have news," but that is not good enough. Your candidate should hear from you within 1-2 days to do a debrief of their interview experience. It is respectful to the candidate and keeps them engaged with your position, but also gives you valuable feedback on how your company and interview team are being perceived by candidates. It is also the first chance to identify and clarify any possible "miscommunications" that may have come up during the interviews.

Many recruiters or hiring managers choose to use email to follow up with candidates, and that is certainly a good option and better than no contact with them at all, but you get a much better picture of where things stand by having an actual conversation with the candidate. That is where a good recruiter can use their relationship with the candidate to get honest feedback for you on the interview and also see if they are interviewing elsewhere and if there may be other competitors for this candidate.

If you choose to use an email to follow up with candidates after an interview, here is a template that you can use to follow-up on an interview:

Dear [X],

We would like to thank you for coming in to interview with our team. We are in the process of collecting feedback from all of the interview team members to let you know their decision, and it may take a few more days to hear from everyone, but I didn't want you to think I had forgotten about you.

You may have questions for me, and I hope you'll let me know if that is the case. I will be in touch as soon as the interview team's feedback is complete, but I am always happy to answer your questions in the meantime.

Thanks and have an outstanding day!

Yours,  
[X]

This simple email made a positive difference in the candidate's interview experience.

The stronger the candidate, the stronger the expectations. Make sure you are using a recruiter that builds a strong communication system with your candidates.

Jeff King of RQ Focus follows through with each candidate to make sure you know how the he or she feels about your company and opportunity, and helps you prepare an offer for your chosen candidate that is fair and will be accepted. His professional methodologies help ensure that you hire the highest-quality candidate.

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## **How to Write a Resume that Gets Attention**



## **THE PURPOSE OF YOUR RESUME**

Your resume is your first chance to make an impression on a potential employer. Careful thought should be put into this very important document. Your resume not only informs the employer about your background, but also your communication style, writing (and spelling) ability, organizational skills, and ability to briefly and concisely convey information.

It is also important to be truthful on your resume. Your industry is smaller than you might think and you may run into people with whom you have worked at other companies. They might even be someone with whom you worked on a project and knows your contributions, or knows someone that has worked with you in the past. Either way, if you have lied or exaggerated about your level of contribution, you will be found out and your reputation ruined. Also, with the number of companies doing background and education verification checks, it isn't worth the humiliation of being caught in a lie and ruining your reputation for solid, quality work. Be proud of your accomplishments and state them honestly.

## **SETTING UP YOUR RESUME FOR MORE IMPACT**

Now, about the layout of your resume: I'm sure you have been told that your resume should only be 1 or 2 pages. That is only partially true. If you have 5 years or less of experience, yes, it should only be a 1-2-pager. If you have more experience than that, you may short-change yourself by trying to keep it to 2 pages. It is better to give your potential employer (or Recruiter) a good idea of what you have done, and are capable of doing, than to have a short resume. Under no circumstances should you go over 4 pages. Beyond that and you risk having your resume find the bottom of the pile to be read "when they have time".



The key is to make sure EVERYTHING on your resume sells you to a potential employer, and gives them a clear picture of what you are capable of doing for them.

If you are someone who has done a number of publications or presentations, you can simply state on your resume: “Extensive publication and presentations experience. A detailed list is available upon request”, and place it under a heading of “Publications and Presentations”.

Most hiring managers and recruiters focus on your most recent 3-5 years of experience. For positions held within that time period, you should make sure to put your most relevant bullet points to describe what you’ve done. For position beyond the 5 year mark, try to pick the most important 3-5 bullet points to list. This will help keep your resume more concise without filling it with information that is not as relevant to the reader.

Also try to eliminate any date gaps in your resume. If you have taken an extended leave, or have been unemployed for more than 6 months, you may need to list this time gap on your resume. Many employers become suspicious of big time gaps and may wonder what you are hiding. If they are wondering about these gaps, they are not concentrating on your accomplishments. If what they remember about your resume is that it had “curious” time gaps, you may not fare too well against your competition.

I have collected thousands of resumes during my Recruiting career. Some layouts are very difficult to follow and read, and leave the reader confused about what the job candidate has done, or can do. A chronological resume layout is easier to follow as it uses bullet points to highlight accomplishments and responsibilities. This is the format used by a majority of the people in the market, and is very good, but there are options to help you stand out as well.

A key component to any effective resume is having a “Skills Summary” or “Significant Accomplishments” section at the very top of the first page. This is your chance to shine and get your reader’s attention right off the bat. Most people write their resumes like a job description; listing how they spent time during their days. Employers don’t hire people to come in and spend time, they hire them to get things done and accomplish something. That’s what your resume needs to list.

Anything you can list that had a big impact on your group or company should be

listed in your Skills Summary or Significant Accomplishments section. If you streamlined a process, completed a project ahead of schedule, or got a submission in and approved quickly, those are the kind of things a hiring manager wants to know about. You may be uncomfortable bragging about your accomplishments, but if you don't brag a little, the reader of your resume will never know how good you are.

## A SLIGHTLY DIFFERENT RESUME

Using the same chronological layout, you can take it one step further to really give your resume some impact. This extra step is the information we can use as recruiters to really get the attention of the hiring manager, and will set you way ahead of other resumes/job candidates they are considering.

This is a step using the PPR approach. PPR stands for Project, Participation, and Results. The Projects portion is simply facts about significant projects you've worked on. This part should be pretty easy since that is what resumes are made up of anyway. The Participation portion lists significant, measurable results you personally achieved on these projects in your previous positions, and the Results portion specifies what this project achieved for the company, and let's the potential employer know what you think you can do for them if they hire you, based on what you've done in the past. Here's an example of how that might look.

*2007-2010*

**Senior Manager, Regulatory/Clinical Affairs, 123 Surgical, San Jose, CA**

Provide leadership for regulatory policy and strategy through example, guidance, internal communication, follow-up and verification for corporate operations and operations of corporate partners. Formulate global clinical development plans, monitor clinical trials and manage the Clinical Research Department.

*Project*

*My Role*

*Results*

Develop content for regulatory filings, ensuring quality of content, approving minor or routine submissions and meeting predetermined timelines for

all submissions.  
Consistently met all deadlines

*Project*

*My Role*

*Results*

### Manage Clinical Trials

Responsible for all facets of development including discovery, development and clinical trials

CTrial approved by the FDA on the first pass, including 25 sites in the US and 5 in Europe; enrollment completed 9 months ahead of schedule.

By doing this you are answering the basic question of the hiring manager that is at the core of the entire interviewing process: What's in it for me? The potential employer is looking at your resume to decide what's in it for them to bring you on board. The hiring manager is trying to fill a position to solve a problem they have, and they are looking at your background and capabilities to see if you are someone that can help them accomplish the goals they have for their department. That's what's in it for them.

As the process continues, and you learn more about the opportunity, you can determine what's in it for you. Once you get in the door to interview, you can learn a lot more about the company, culture, and people you would be working with. This information can turn a pretty good opportunity into a great one, or let you know it might not be quite right for you. But unless you can get in the door to interview, and eventually get an offer, you will never know what's in it for you.

As Recruiters, it is our job to present you in the best possible light, and to do a first stage screening to make sure you have the background the employer is looking for. That is a service we provide our client companies, and they have come to expect from us. Your resume is still a very key component. We can give our contacts within the company a lot of detailed information about you to entice them to look further at your background, but resumes get passed internally to other members of the interviewing team to see if it's worth bringing you in. Since we are not part of these conversations, your resume needs to stand on its own.

One last note. You should also review your social media accounts to make sure there is nothing on them that a potential employer may see and get a negative impression of you. You can either delete the material that may give a bad impression, or change your settings as to who has access to view your account. Employers are increasingly checking social media pages of job applicants to get a better idea of the individual.

We hope this information and the following sample resume is helpful in giving you the best resume possible to help you advance in your career. If you ever have any questions, please feel free to contact us.