



Your Personal Marketing Plan: Resumes

Yale Office of Career Strategy

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2. The purpose of a resume is to communicate your past accomplishments and experiences **FALSE!**
3. I have a CV so I don't need a resume

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2. The purpose of a resume is to communicate your past accomplishments and experiences **FALSE!**
3. I have a CV so I don't need a resume **FALSE!**
4. But the industry job I'm applying to said it was ok to send in my CV, so I don't need a resume

True or False?

1. The goal of the resume is to get a job. **FALSE!**
2. The purpose of a resume is to communicate your past accomplishments and experiences **FALSE!**
3. I have a CV so I don't need a resume **FALSE!**
4. But the industry job I'm applying to said it was ok to send in my CV, so I don't need a resume **FALSE!**

CV vs Resume: What is the Difference?

What is a CV?

A detailed description of all your academic accomplishments. It is a comprehensive academic work history.

Used for faculty positions

No constraints on length

Full list of publications are included

Content is more important than style

Usually does not need significant modifications for different job postings

CV vs Resume: What is the Difference?

What is a CV?	What is a Resume?
A detailed description of all your academic accomplishments. It is a comprehensive academic work history.	A strategic, targeted, and concise overview of the most relevant skills and experiences that relate to a particular job or role
Used for faculty positions	Used for non-academic positions
No constraints on length	1-3 pages maximum
Full list of publications are included	Publications are rarely included
Content is more important than style	Layout is very important
Usually does not need significant modifications for different job postings	Should be customized for a specific job or function

Resume Fun Facts

- **76%** of HR recruiters spend less than 5 minutes deciding whether or not a candidate will proceed to the next step
- **87%** of HR recruiters thought it was important or very important for a resume to be tailored to the position
- Considered to be mistakes by recruiters:
 - grammatical and spelling errors: **99%**
 - Resume too long (e.g. more than 2 pages): **47%**
 - Objective not listed at top of resume: **11%**
- **89%** of HR recruiters found resume mistakes “sometimes” or “always”

Source: [SHRM Survey Findings: Résumés, Cover Letters, Interviews, 2014](#) (411 HR professionals surveyed)

Your Personal Marketing Plan

The foundation of your job search is a **professional narrative** that clearly and convincingly describes your:

- **VALUE:** What skills and experience do you offer a potential employer?
- **MOTIVATION:** What draws you to this this industry/career/employer?

Your goal is to present a consistent story through your primary marketing tools: Resume, Cover Letter, Interviews

Determining your Value to Employers

1. Know your audience

- Review job postings
- attend employer information sessions
- do informational interviews (Yale Career Network)

2. Know yourself: Inventory your own strengths, relevant skills and experience

What are Relevant Skills?

Employers value:

- Skills specific to a certain job or function
- Soft Skills (Transferable)

Skills Demanded by Employers

Attributes employers seek on a candidate's resume

Attribute	% of respondents
Leadership	80.1%
Ability to work in a team	78.9%
Communication skills (written)	70.2%
Problem-solving skills	70.2%
Communication skills (verbal)	68.9%
Strong work ethic	68.9%
Initiative	65.8%
Analytical/quantitative skills	62.7%
Flexibility/adaptability	60.9%
Technical skills	59.6%
Interpersonal skills (relates well to others)	58.4%
Computer skills	55.3%
Detail-oriented	52.8%
Organizational ability	48.4%
Friendly/outgoing personality	35.4%
Strategic planning skills	26.7%
Creativity	23.6%
Tactfulness	20.5%
Entrepreneurial skills/risk-taker	18.6%

Source: NACE, 2016

Skills Demanded by Employers

Employers rate the importance of candidate skills/qualities

Skill/Quality	Weighted average rating*
Ability to verbally communicate with persons inside and outside the organization	4.63
Ability to work in a team structure	4.62
Ability to make decisions and solve problems	4.49
Ability to plan, organize and prioritize work	4.41
Ability to obtain and process information	4.34
Ability to analyze quantitative data	4.21
Technical knowledge related to the job	3.99
Proficiency with computer software programs	3.86
Ability to create and/or edit written reports	3.60
Ability to sell or influence others	3.55

**5-point scale, where 1=Not at all important; 2=Not very important; 3=Somewhat important; 4=Very important; and 5=Extremely important*

Source: NACE, 2016

What Skills do PhDs have?

1. Research
2. Technical knowledge

What else????

What Skills do PhDs have?

1. Research
2. Technical knowledge

PLUS Transferable Skills such as :

1. **Critical thinking** (Apply reason and logic to problem solving, evaluate trends, make sound judgments)
2. **Oral and written communication** (Write grants, give presentations, teach classes, participate in meetings or group discussions)
3. **Teamwork and Leadership** (Mentor undergraduates, oversee meetings, collaborate on projects with faculty and peers)
4. **Project management** (Identify goals, develop timelines, coordinate resources, prioritize tasks)
5. **Information management** (Collect, organize and analyze large amounts of data; conduct surveys)

Marketing Your Skills: CV, Resume or Something In-Between?

Faculty position in your field

Industry Scientist (Biotech, Pharma)

Science Writer

Science Policy

Health Care Consulting

Management Consulting

Non-profit work

CV emphasizing PhD
accomplishments/technical
skills

Resume focused on
relevant transferable skills

The ideal format and content will depend on the job!

Resume For Non-Academic Research Position

Academic CV	Industry Resume
Initial screening by PI or department search committee	Initial screening by HR or Applicant Tracking Software (keyword searches)
Grants and awards more important	Skill and techniques more important
Complete list of publications and presentations	Selected list of publications and presentations
References included	References not included
Focus is on academic achievement	Focus is on academic achievement. BUT experiences highlighting teamwork, project management, and communications also relevant

Activity: Be the Recruiter

- 3-4 minutes to review job description
 - Highlight key requirements
- 2-3 minutes to review resumes

Inventory Your Skills

1. List ALL potentially relevant experiences: dissertation research, lab work, teaching, leadership activities, volunteer experience, internships. **Unpaid experiences count!**
2. For each experience, write down ALL tasks, responsibilities and any measurable results or accomplishments
3. Identify experiences which best market 4-5 key skills demanded by a role/employer
4. Describe each RELEVANT experience in a results-oriented way, emphasizing accomplishments and transferable skills
5. Organize experiences under skills-focused headings

Re-Marketing Your Teaching Experience

BEFORE; CV entry on a teaching experience:

Yale University, New Haven CT

- Head Teaching Fellow, Bio 101a: Genes and Development Fall, 2016
- Teaching Fellow, Bio 102a: Principles of Cell Biology Fall, 2015

Issues?

- Emphasizes topic, not skills
- Assumes that the reader knows what you know

Tasks & Skills – Teaching Experience

Tasks

- Prepared syllabus
- Ordered books
- Created and graded problem sets and exams
- Prepared and delivered lectures and discussions
- Developed multimedia resources
- Evaluated student progress and met with students one-on-one
- Supervised independent research projects
- Organized 2 field trips

Transferable Skills

- Organization and planning
- Project management
- Communications, especially translating complex concepts to new learners in interesting ways
- Mentoring and leadership

Re-Marketing your Teaching Experience

AFTER: Emphasizes actions and accomplishments

Yale University, New Haven, CT

Teaching Fellow, Bio 102a: Principles of Cell Biology

Fall, 2015

- Collaborated with faculty to design curriculum, created and graded course materials, led two weekly discussion groups for class of 25 students. and supervised independent research projects.
- Translated complex ideas using a variety of multimedia sources, including a course-specific website, videos, and audio samples
- Received excellent student evaluation scores that surpassed course benchmarks for quality.

- **Be specific**
- **don't assume what the reader knows**
- **focus on relevant skills**
- **Use STRONG ACTION VERBS**

Re-Marketing your Research Experience

BEFORE: Research Description

Yale University

Graduate Researcher

New Haven CT

2014-present

- Examine how immune responses in tumors are shaped by the type of tumor-initiating genetic lesion. Utilize mouse models for liver tumorigenesis driven by distinct oncogenes (MYC, ACT, Ras and MET) to characterize immune responses at various stages of tumorigenesis.

Re-Marketing your Research Experience

HYBRID: Description for an industry or biotech research position:

- What question you are trying to answer? Why would a layperson be interested?
- How are you trying to answer it and with what methods? Refer to technical skills in job description (other technical skills can go into a separate “Skills” section)
- What are your innovations and accomplishments, and how might they be applied? Show results

Don't forget:

- Relevant collaborators, especially for pre-published work
- Other responsibilities (e.g. managing equipment or lab, supervising other researchers, coordinating cross-lab communications)

Re-Marketing your Research Experience

AFTER: Research description for non-research position:

Yale University

Graduate Researcher

New Haven CT

2014-present

- Collaborated with team of 3 to examine immune responses in tumors with the aim of devising a more effective, personalized immunotherapy towards cancer
- Managed and mentored two undergraduate researchers
- Designed and improved lab protocol, and held monthly training sessions
- Published research articles as first author in two peer-reviewed journals, and presented research at national conference with over 300 attendees

Re-Marketing your Extracurricular Experience

BEFORE:

Yale University

McDougal Student Life Fellow

New Haven CT

2015-2016

- Ran graduate student events related to arts and culture.

Re-Marketing your Extracurricular Experience

AFTER:

Yale University

MacDougal Student Life Fellow

New Haven, CT

2015-2016

- Designed and organized new monthly arts workshop series attended by 50-150 students each month
- Collaborated with Yale organizations to schedule artists
- Procured facilities and supplies, oversaw team of 5 student workers, developed and executed marketing plan, and managed budget of \$3000.

Headings – Make Them Do Work For You!

Use specific headings to create a highly structured, organized resume. Instead of generic headings like “Work Experience” or “Related Experience,” try:

- Research Experience
- Policy and Advocacy Experience
- Leadership and Project Management
- Communications and Writing Experience
- Research Experience in Genomics and Data Analysis
- Experience in Software Development and Coding

List in order of importance!

Resume Section: Education

Yale University
PhD, History

New Haven, CT
May 2016

- Prize Teaching Fellowship (awarded to 10 graduate students annually)
- Relevant coursework (Yale School of Management): Introduction to Accounting, Financial Modeling

NOTE:

- List degrees in reverse chronological order
- Dissertation title (maybe - only if relevant)
- Relevant coursework (if not in your discipline or if expressly requested in job description)
- Honors and awards – placed under the appropriate degree

Resume Sections: What about a Summary?

Must be brief, specific, tailored to the job description. Assertions should be backed up by evidence in the resume.

- *“Proven leader in initiating and executing functional protein expression laboratory research. Strong track record of getting projects completed on time, on budget, and meeting deliverables and milestones. Effectively help fellow scientists put their ideas and findings into persuasive and engaging presentations for conferences and industry presentations.”*
- *“Expert education consultant with 10+ years of research and practice-based experience in community development and university administration. Strong public speaking, teaching, and facilitating skills for diverse student, professional, and general audiences.”*

Resume Sections: Skills

Areas of Expertise

- Families with Young Children
- Early Care and Education
- Survey, Observational, Interview, and Direct Assessment Research Methods
- Program Evaluation
- Database Management and Statistical Analysis
- Developmental Psychology

Laboratory Skills

- Isolation of RNA and analysis by transcriptional profiling and Northern blot
- Chromatin immunoprecipitation and analysis on microarrays and by quantitative PCR
- Fluorescence microscopy
- Statistical analysis of microarray data
- Mammalian cell culture

Languages

French and Spanish (Professional Proficiency), Russian (Intermediate), Serbian (Basic)

Computer Skills

Stata, R, CPro, ArcGIS, Scientific Workplace, LaTeX, Advanced Excel, Adobe Creative Suite

Resume Section: Publications and Presentations

Instead of listing all publications and presentations, consider the following if relevant:

- *“Published four articles on human rights in peer-reviewed journals; presented research to international experts at six conferences”*
- *“Contributed to research on new approaches for treating neurological diseases; published results in three peer-reviewed journals (The Lancet, NEJM, and AJM)”*
- Add *“Selected Publications”* section (max 3 publications)

Resume Format

- There is no single “best” format: tailor to the reader
- Organize within descriptive categories which you can customize
- Put most important categories first
- Don’t get too creative! Remember the ATS
 - Simple format, standard font (no “fun” fonts)
 - Clear, easy to read
 - lots of white space - avoid large blocks of text
 - 1-3 pages MAX (1-2 is best)

**Your most relevant qualities should stand out -
30 second test!**

Resume Mistakes

- Adding all your experience (not just relevant experience)
- Forgetting to include keywords from job description- Mind the ATS!
- Using pronouns, jargon, acronyms
- Use bland or passive verbs(“responsible for”, “assisted”) rather than strong action verbs
- Including personal information - picture, birthdate, citizenship, gender
- Using a non-professional email address (splashypants@gmail.com)
- Following a rigid template instead of customizing to highlight your strengths
- Submitting your resume as a Word file – **ALWAYS USE PDF**
- Using the wrong tenses
- Forgetting to **proofread, proofread, proofread – not just spell-check!**

CV vs. Resume

Jane Doe

Full Name Jane Smith Doe

Nationality American, European Union (Hungarian)

Address Yale University Department of Chemistry
260 Whitney Ave, JWG 225
New Haven, CT 06511

Email jane.doe@yale.edu

Web page <http://hep.yale.edu/jane-doe>

Education

2011 Ph. D. (Chemistry)
UC Santa Barbara, Santa Barbara, CA
Thesis title: *Chemical Composition of Zeolites*
Advisor: Prof. John Doe

2003-2006 B. S. (Chemistry), *summa cum laude*
UC Santa Barbara, College of Creative Studies, Santa Barbara, CA

2002-2003 Smith College/Amherst College, North Hampton/Amherst, MA

Awards and grants

2008-2010 California Space Grant Consortium Fellowship

2006-2007 White Mountain Research Station Grant

2006 UC Santa Barbara, Department of Chemistry: Research Honors

2001 Fermi Lab Undergraduate Student Research Program

2002-2005 Smith College *Full* International Student Scholarship

2002 Material Research Lab (UCSB) Undergraduate Student Research Program

2002 Service to the College Award-Vice President of the Associated Students

2002 President's Honor Roll-Academic Achievement Award

Research interests

- time-domain astrochemistry
- extraterrestrial chemistry
- chemistry of meteorites

Research Positions

2012-present Postdoctoral Associate
Yale University Department of Chemistry, New Haven, CT

- take part in the planning, managing, follow-up and operations of the Yale Astro-Chemical Survey; PI for 'Blue Elements' as part of the *Public ESO Spectroscopic Survey of Transient Objects* (PESSTO)

JANE DOE

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1234 Yale Ave, PMB 123
Home Town, CT 06123

EDUCATION

Yale University New Haven, CT
Postdoctoral Associate in Chemistry – Research and Experimentation 2012-2015
Yale School of Management 2014
Relevant coursework covered *Financial Institutions/Markets, Probability Modeling, Competitive Strategy, Behavioral Economics*

University of California Santa Barbara (#6 chemistry program in US) Santa Barbara, CA
Ph.D., Chemistry – Designed, built and commissioned a chemical observatory 2011
Relevant coursework: *Multivariable Calculus, Logic, Differential Equations & Fourier Series, Linear Algebra & Differential Equations, Methods of Theoretical Chemistry, Quantum Mechanics*

B.S., Chemistry, Summa Cum Laude – Academic Honor Award (top 5-10%) 2006

ANALYTICS AND LEADERSHIP EXPERIENCE

Yale University, Department of Chemistry New Haven, CT
Associate Research Scientist/Postdoctoral Associate 2012-2015

- Lead an international team of 10 scientists studying chemical composition of stellar explosions through reduction and analysis of large datasets
- Principal Investigator/Leading Author on 4 winning research proposals (100% success rate)

Raytheon Company, Raytheon Vision Systems Santa Barbara, CA
Senior Systems Engineer II 2007-2012

- Led a team of 13 engineers developing the First Generation Raytheon Night Vision detectors: \$30M in total program earnings realized and a reachable market size of \$2B
- Tracked product requirements/deliverables and program milestones

University of California Santa Barbara, Chemistry Department Santa Barbara, CA
Graduate Student Researcher 2005-2011

- Led a cross-institutional team of 9 people, including 2 senior engineers from Raytheon and FLIR, and 7 undergraduates) for the inception, technical development and launch of a system of telescopes to study the chemical composition of stellar explosions
- Reduced and analyzed astronomical spectra, manipulated large volumes of data

BUSINESS EXPERIENCE

Yale University New Haven, CT
Manager, Yale Graduate Student Consulting Club (YGCC) 2014

- Design/write educational tools for case interview preparation

Medical Devices, Inc. New Haven, CT
Pro Bono Consultant 2014

- Evaluated the technical and financial viability in the launch of a new product
- Developed launch strategy, fund-raising presentation and pitched the new product to life science VCs

Columbia University Case Competition for Tesla Motors New York, NY
Finalist Team 2014

- Proposed a business plan for the implementation of Hyperloop in the eastern seaboard

OTHER

- Computer/Coding:** through workshops – Python, Matlab, Fortran
- Memberships:** MENSA, YGCC, Yale Entrepreneurs & Investors, MIT Enterprise Forum
- Interests:** ski, tennis, wine making, portrait photography

Summary and Lessons Learned

- Accept that resumes are a different genre, with a different purpose and style than CVs
- Show the employer what you can do for them – matching your skills with their needs
- Treat your experience and research results as evidence of your transferable skills
- Following guidelines for action verbs, headings, and concision will make your skills easily legible to busy readers

THE BOTTOM LINE:

A CV is a well-organized catalog of your past work; a resume explains what you actually did to achieve these results and what you are capable of doing in the future

Improving Your Resume

Your resume highlights:

- **Technical and transferable skills** relevant to employer
- Your **demonstrated interest** in this career/industry/role through your choice of activities

Explore ways both on and off campus to build these skills and develop experience that demonstrates interest!

Building your Skills

- Teach a class
- Learn new technology tools. Check out these campus organizations which offer classes, workshops and other resources
 - [Digital Humanities Lab](#)
 - [Yale Center for Science and Social Science Information \(CSSSI\)](#)
 - [Yale Digital Media Center for the Arts](#)
 - [Center for Engineering Innovation and Design](#)
- Mentor students
- Manage your lab's supplies and equipment
- Take a leadership role in a [student organization](#)

Unpaid work is still relevant work!

Building your Skills (continued)

- Become a [McDougal Fellow](#) in one of 5 offices
- Seek out an [internship or part-time opportunity](#) either on or off campus
- Perform volunteer work
- Hone your writing skills by writing for campus organizations
- Work on a business project through the [Yale Graduate Consulting Club](#) [Yale Entrepreneurial Institute](#), Office of Cooperative Research
- Improve your Excel skills, learn Python or master basic accounting by taking an online course. Check out the offerings on [Coursera](#) or [Lynda.com](#) (free to Yale students)

Engage with OCS!

The Office of Career Strategy supports students of the Graduate School of Arts & Sciences and postdoctoral scholars engaged in the *exploration of non-academic careers*.

18 total staff members

14 career advisors

5 McDougal Career Fellows

- skill-building workshops
- one-on-one advising
- employer and alumni events
- Alumni networking database (Yale Career Network)
- jobs database for Yale students



[Hyun Ja Shin](#)
Director,
Graduate and
Postdoctoral Career
Services



[Brian Frenette](#)
Senior Associate
Director, Graduate and
Postdoctoral Career
Services

Check Out Our New Website!



Welcome GSAS Students & Postdoctoral Scholars!

The Office of Career Strategy supports Yale graduate students in the Graduate School of Arts and Sciences and postdoctoral scholars exploring **non-academic careers**. Our office has a [staff of 18](#) who work together to help Yale College and GSAS students, Yale postdoctoral scholars, and alumni achieve their career goals. We can assist with every stage of the process so that you have the tools to define your career plan and take control of it.

News & Announcements

[Career Labs for GSAS students and postdocs- now every Wednesday!](#)

GSAS & POSTDOCS

- [Opportunities](#)
- [Building Connections](#)
- [Career Toolkit](#)
- [Resources for Faculty](#)
- [Resources for International Students](#)
- [Resource Library](#)

QUICK LINKS

- [Meet the OCS team](#)
- [Make an appointment](#)
- [Walk-in hours](#)
- [Upcoming events](#)
- [This week's newsletter](#)
- [Yale Career Link jobs board](#)
- [Yale Career Network](#) alumni database

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