



Yale SCHOOL OF MANAGEMENT

RESUME WRITING GUIDE for WORKING PROFESSIONALS

*A CDO guide to writing a high impact resume
that best showcases your experience,
education and career objectives*

Introduction

As a working professional, your resume is likely not always top of mind. But as your career progresses, it's as important as ever. Beyond needing a resume when you make a thoughtful career transition, apply for a new role within your organization, or find yourself unexpectedly in the job market, you may need it for conferences, networking events, or speaking engagements.

Consider and approach your resume as a marketing tool you'll use to promote your candidacy throughout your career. Your resume shouldn't present an exhaustive listing of all of your experience and everything there is to know about you. As experienced talent, you'll want to be strategic and intentional in curating resume content presenting a document tailored to your current career objectives.

The *Yale SOM Resume Writing Guide for Working Professionals* was developed for Yale SOM Alumni and Executive MBA cohorts to help you construct a powerful document that concisely highlights your education, experiences, and skills. This guide provides you with the following information:

- The Yale SOM resume format guidelines
- Resume writing tips for each section
- Framework for developing strong accomplishment statements
- Resume checklist
- Functional profiles

We invite you to reach out to us as questions surface or if you'd like to schedule a call with a Career Coach to discuss your resume or broader career strategy.

Career Development Office

Yale School of Management

(203) 432-5900

som.cdo@yale.edu

The Yale SOM Resume Format

The Yale SOM resume format was developed based on feedback from employers. Most top business schools have a very standard, similar template. Recruiters request this format for the sake of consistency, which makes it easy to find candidate information in just a few quick seconds. As experienced professionals, we suggest you start with the Yale SOM template, which offers opportunity for flexibility based on your unique circumstances and job search goals.

Basic guidelines for using the Yale SOM Resume Format:

- Type font should be Times New Roman with 10 or 11 point type size
- Margins should be no less than 0.5” on each side
- Leave periods off at the end of bullets
- Personal information should NOT be included (i.e., photo, age, marital status, dependents)
- In addition to a primary resume, you may also want to create different versions of your resume that are tailored to specific industries, functions, employers, or opportunities

The following page features a snapshot of what the resume format looks like in the template. To access the template for editing purposes please log onto the Yale SOM portal. ([link](#))

EXPERIENCED PROFESSIONAL

Tel: (xxx) xxx-xxxx | Email: firstname.lastname@aya.yale.edu
[linkedin.com/in/experiencedprofessional](https://www.linkedin.com/in/experiencedprofessional) | New Haven, Connecticut

SUMMARY

Often, seasoned professionals seek to leverage their previous skills uniquely in a new role or industry. A summary statement is an effective way to create context for the reader briefly highlighting the intersection of prior experience and success with future goals and desired impact.

RELEVANT EXPERIENCE

CURRENT EMPLOYER, INC.
Job Title

- Bullet 1
- Bullet 2
- Bullet 3

New York, NY
XXXX – XXXX

PRIOR EMPLOYER
Job Title

- Bullet 1
- Bullet 2
- Bullet 3

San Francisco, CA
XXXX – XXXX

Job Title

- Bullet 1
- Bullet 2
- Bullet 3

XXXX – XXXX

PRIOR EMPLOYER
Job Title

- Bullet 1
- Bullet 2
- Bullet 3

Washington, DC
XXXX – XXXX

Job Title

- Bullet 1
- Bullet 2
- Bullet 3

XXXX – XXXX

EDUCATION

YALE SCHOOL OF MANAGEMENT
Master of Business Administration (MBA)

- Bullet 1
- Bullet 2
- Bullet 3

New Haven, CT
2018

EXPERIENCED PROFESSIONAL

Tel: (xxx) xxx-xxxx | Email: firstname.lastname@aya.yale.edu

EDUCATION, CONTINUED

UNDERGRADUATE UNIVERSITY

Boston, MA

Bachelor of Arts (BA), Abcdefgh

xxxx

- Bullet 1
- Bullet 2

ADDITIONAL INFORMATION

- Bullet 1 (Volunteer, Technical Skills, Language skills)
- Bullet 2 (Volunteer, Technical Skills, Language skills)
- Bullet 3 (Specific interests for talking points, connections)

Content and Tips for Writing a High Impact Resume

Clear, concise formatting allows your content to shine. It should hook the reader into taking a deeper dive into your candidacy. Below are some guidelines for drafting your resume content.

Contact Information

Purpose

- Personal information goes at the top of the resume and is a simple identifier. This section should include your full name and contact information, including your email address
- If your resume is more than one page, include your name and email address in a header in case hard copy pages become separated

Tips

- Please ensure you have an appropriate and professional voicemail message on your cell phone, including an 'out of office' message during school holidays and vacations
- The need to include your full street address has shifted. Generally, city, state, and zip for a domestic job search will suffice

Example

DANIELLE BULLDOG III

New Haven, CT 06520 | Tel. (203) 555-5555 | Email: danielle.bulldog@yale.edu

Summary

Purpose

- The summary is a tool for experienced professionals to synthesize experience, achievements and accomplishments that are directly relevant to the job target
- It should "headline" your resume with specific, salient content that helps a recruiter quickly capture the essence of your candidacy

Tips

- This section should be limited to a few bullets/sentences for quick and easy comprehension
- Content should be customized for each target role with aligned or transferable experience and accomplishments
- Avoid including content that is not directly relevant, especially if it highlights skills or knowledge you are not looking to leverage in a career transition
- Consider including content that will differentiate you from other candidates, moving beyond just "table stakes" for the role to which you're applying

Example

Dynamic Account Executive recognized for driving growth and exceeding revenue targets across multiple lines of business. Demonstrated skill in strategically securing global accounts within highly competitive verticals and fortifying existing client engagement through strength in cross-sales. Selected as a featured speaker for regional and national industry conferences and events.

Education

Placement

- If you are a current EMBA student or recent graduate, placing your Education section just after your summary may be most effective
- If you are a graduate with more than five years of post-graduate degree experience, consider placing your Education section after your Experience section (see example)

Tips

- Present your graduate and undergraduate institutions in reverse chronological order with the most recently attended school first
- If your GPA is greater than 3.5, list it in this section
- List any Latin honors (i.e., *cum laude*) or scholarships from previous degrees
- Include Yale SOM academic distinctions, leadership roles, extracurricular activities, and related coursework. If you graduated more than five years ago, be selective and include only the most relevant content
- Keep undergraduate content to a minimum, highlighting only the most relevant content, such as major and key leadership roles

Examples

- GMAT: 780 (99th percentile); Forté Scholar and Teach For America Scholarship recipient
- Distinction (top 10%) in six courses, including Investor, Sourcing & Managing Funds, and Economics
- Elected to Student Government as Cohort Representative
- Co-Coordinator for Education Leadership Conference

Professional Experience

Purpose

- The heart of your resume is the presentation of your professional experience. When developing this section, your goal is to highlight the skills/achievements most relevant and directly transferable to the position you're seeking. Describe your major activities (transactions and projects), but place the *greatest emphasis* on accomplishments you can legitimately claim as your own
- Resume reviewers seek out information that can serve as a topic of conversation or likely interview question. Each position listed in your resume should have at least one bullet that clearly points to and serves as a "short cut" to the most salient aspect of that experience

Placement

- If you graduated from Yale SOM over five years ago, consider placing your Experience section directly after your Summary

Tips

- Use strong action verbs to begin each bullet
- Include the city and state/country of work experience, don't assume (i.e., Paris, France vs. Paris, Texas)
- If you've worked remotely include (Remote) after the location in which the organization is based
- Draw the connections between past experiences and the occupational skills required in the target role. Be as explicit as possible regarding how your past achievements relate to the position of interest
- Ensure each bullet point reflects an accomplishment (vs. a responsibility)
- Use the "SAR" (Situation – Action – Result) framework to write the accomplishment statements. This includes describing the Situation (S), the Action taken (A) which might include the analysis of the opportunity, the planning and preparation, and the resources involved, and the Results (R) obtained. Be sure to state if you

- presented your results to clients or senior management, and what next steps
- Quantify impact as often as possible (e.g., % sales growth). If possible, try to relate the size and/of scope of accomplishment (e.g., “first,” “affecting 3 of 5 firm clients,” “increasing audience 200%”, etc.). Focus on your individual impact and please be careful not to exaggerate or misrepresent your background. In situations where the responsibility and activities had little quantitative benefit, you should make the effort to “qualify” results. For example, “Championed a quarterly learning seminar that increased collaboration between sales, marketing, and finance” or “Developed a proposal to refocus traditional media spend on a social media strategy, recommendation was supported and acted upon by senior leadership”
- Expand upon accomplishments wherever possible:
 - Improved quality, productivity, operations
 - Increased sales, profits
 - Reduced costs, staff time
 - Planned/designed a program/training process to improve, reduce or change a key factor
 - Decreased turnover, failures, breakdown, shrinkage, overtime, etc.

Examples (Accomplishment Statements):

- Renegotiated select client contracts, optimizing profitability and boosting annual revenue from retained engagements by >\$1M
- Designed global product marketing strategy for new channel app reaching >100M users through real time data analysis to identify key audience targets and determine market prioritization
- Initiated advanced assembly procedures to increase production 10% by reducing turn-around time from five to four days. Presented report on procedural improvements to senior management, informing next round of strategic planning
- Modeled worldwide flow of trade and capital to predict multi-year exchange and interest rate movements
- Led sales team of 12 professionals in doubling market share of company’s largest product segment from 15% to 30%, despite negative economic indicators in sector
- Developed dynamic model for determining salary and benefits plan impact on firm financials; adopted as company-wide standard
- Studied 30 bids and contracts from outside service providers, totaling more than \$30M annually, and presented recommendations to COO, resulting in five new preferred provider relationships
- Analyzed statistical reports to pinpoint cost overruns, saving \$500K annually in raw material sourcing
- Created new loan procedure that resulted in \$200K savings and 50% improved processing turnaround time
- Led a 10 member cross-functional task force charged with improving operations work flow, resulting in overall savings of \$3M annually

Additional Information

Purpose

- The additional information section makes a strong statement about you as an individual. Content here sketches your personality beyond the work environment, showcasing unique skills, intellectual curiosity, community engagement—and can be pivotal in making a connection to the reader or interviewer

Tips

- Use this space to highlight additional information such as (but not limited to) membership in professional organizations, licenses/certifications, language skills, volunteer activities, special projects and independent studies when those exceed the scope of basic coursework, non-traditional computer skills that may be job relevant, and any additional personal interests or achievements (e.g., long-distance running, exhibition of artwork, etc.).
- Avoid politically or religiously sensitive topics
- Include relevant work authorization (if appropriate)

- If listing interests use specifics to make more interesting and conversation provoking. Most MBAs, for example, like travel. It adds more color to say “travel (visited 49 US states and 30 countries)” or “adventure and budget travel” or “travel to world’s top 50 tourist attractions”
- Consider using humor to add personality or humility. For example, listing activities you enjoy but might not necessarily excel at (“truly terrible golfer” or “challenged home chef”)

Examples

- StartingBloc Fellow, Boston 2022 Institute for Social Innovation
- Class Agent, Williams College Alumni Fund
- Languages: French (conversational)
- Enthusiastic hiker (Adirondack Park, Zion, Bryce, Acadia, Banff, Jasper and Yosemite National Parks; 17 of the 48 peaks over 4,000 feet in the White Mountains of New Hampshire)
- Interests include crossword puzzles, travel, running and ultimate Frisbee
- Co-developed NEED Young Professionals’ Organization, founded to advocate for ending poverty in Fort Worth, TX
- Avid reader; passionate basketball, football and movie fan; sufficient but eager cook
- Mentor, Student Sponsor Partners NY – high school student mentee achieved goal of college acceptance
- Interests: News media, golf, my hometown of Cleveland, exploring the art museum of every city I visit
- Language Skills: Proficiency in Brazilian Portuguese (advanced) and Mandarin Chinese (beginner)
- Software Skills: Advanced Excel Modeling, Programming, ArcGIS, Stata, Microsoft Access
- Certifications: CFA Levels 1 and 2; FINRA Series 7;
- Interests: Practitioner and teacher of Vinyasa Yoga, lover of deep strategy board games, avid traveler

Yale SOM Resume Checklist

Please use the following checklist as a tool when drafting your resume. Depending on the amount of post-MBA experience you have, we may recommend sections be placed in a different order—please see Content and Tips for Writing a High Impact Resume. We understand that each of you have different backgrounds and career aspirations so if you have any questions while writing your resume, please e-mail us at som.cdo@yale.edu.

1. Formatting

Although the resume content is the most important part of your resume, having a clean, well-formatted resume will make it easier for employers to find the critical information they need to know about you.

<input type="checkbox"/>	Resume is one to two pages
<input type="checkbox"/>	Formatting consistent throughout entire resume (e.g. headings, font sizes, bold)
<input type="checkbox"/>	Font and size = Times New Roman 11 point font (10 point minimum)
<input type="checkbox"/>	Margins no less than 0.5” on each side
<input type="checkbox"/>	Heading all in SMALL CAPS
<input type="checkbox"/>	Dates Prior work experience - use years only (20XX – 20XX) Internship – list as “Summer 20XX”
<input type="checkbox"/>	Bullet points correct (•) and do not use periods at the end of each bullet/statement
<input type="checkbox"/>	Proofread – grammar punctuation, spelling correct

2. Contact Details

This section includes your name and contact information where an employer is able to contact you.

<input type="checkbox"/>	Name at the top of the page, bold, all capitalized in the correct format [FIRSTNAME LASTNAME] or [FIRSTNAME (PREFERREDNAME) LASTNAME]
<input type="checkbox"/>	Mailing address – address where you receive your mail (in case a company sends you information)
<input type="checkbox"/>	Telephone – number you can be contacted or can easily access messages; country/area code in parentheses
<input type="checkbox"/>	E-mail
<input type="checkbox"/>	LinkedIn Profile Link (optional)
<input type="checkbox"/>	Do not include photo

3. Education

This section allows employers to gain insight into your post high school academic performance.

<input type="checkbox"/>	Education list in reverse chronological order, with Yale SOM (or most recent degree) listed first
<input type="checkbox"/>	School name in BOLD CAPITAL letters
<input type="checkbox"/>	School location includes City and State (or Country if not in US)
<input type="checkbox"/>	Date for all schools is graduation year only (20XX) <i>For current Yale SOM EMBA students, please state expected graduation year</i>
<input type="checkbox"/>	Graduate and undergraduate degrees listed with majors
<input type="checkbox"/>	Yale SOM degree = Master of Business Administration (MBA) or Master of Advanced Management (MAM);
<input type="checkbox"/>	Academic achievement reflected (<i>current EMBA students and recent graduates</i>) Yale SOM – if GMAT > 720 (95th percentile) or if any academic distinctions (top 10% of class) Undergraduate – include Latin honors or if GPA > 3.5/4.0
<input type="checkbox"/>	Education related activities included in bullet points (e.g. academic awards, scholarships, leadership positions, exchange program, teaching assistant roles, club activity)

4. Work Experience

This section is the heart of your resume and where many employers focus. Make sure to leverage this section to communicate knowledge and skills that are relevant to the position for which you're interested. Place more emphasis on most recent experiences as opposed to earlier positions.

<input type="checkbox"/>	Company name in BOLD CAPITAL letters
<input type="checkbox"/>	If company not widely known, business is described in one sentence, in italics under company name
<input type="checkbox"/>	All accomplishment statements start with a powerful action verb (see appendix for list of action verbs)
<input type="checkbox"/>	Statements are concise, relevant and results-oriented rather than a list of tasks and responsibilities
<input type="checkbox"/>	Accomplishments statements are quantified wherever possible <ul style="list-style-type: none">- Currency included when stating monetary value- If indicating numbers: K= thousands, M = millions, B = billions (e.g. 1,000,000 = 1M)- Note: there are several ways to denote amounts (i.e., millions can be M or MM). No matter what you choose, it is important that you be consistent throughout the resume
<input type="checkbox"/>	Verbs all past tense if job is completed; current jobs can have present and past tense actions
<input type="checkbox"/>	Jargon and abbreviations eliminated
<input type="checkbox"/>	Key words and phrases relative to target work area included

5. Additional Information

This last section provides you with the opportunity to highlight additional information you would like employers to know about you outside of work and school and infuse your personality into your resume.

<input type="checkbox"/>	Professional qualifications & memberships included (e.g. CFA, CPA, licenses, accreditations, affiliations)
<input type="checkbox"/>	Language skills included (proficient and fluent, do not include basic)
<input type="checkbox"/>	Volunteer work included
<input type="checkbox"/>	Interests included (e.g. hobbies, sports, unique interests)

6. Other

Additional information to keep in mind when crafting your resume.

<input type="checkbox"/>	Be honest – many employers conduct background checks and ask for references after extending offers, make sure all statements are true
<input type="checkbox"/>	Proofread • Proofread • Proofread
<input type="checkbox"/>	Have the CDO, Career Coaches, friends and/or family proofread your resume
<input type="checkbox"/>	Save resume in multiple formats for easy application submission; make it easy for the recipient to find your resume once it's detached from an e-mail by saving the file with a meaningful name such as your first and last names. Adding the company name may also help you manage multiple versions of your resume. <ul style="list-style-type: none">- Word- PDF- Text for digital submission
<input type="checkbox"/>	Make sure your resume and any online profiles (e.g. LinkedIn) are consistent and don't include any contradictory statements. Proofing to make sure years of employment match is particularly important.

APPENDIX

LIST OF RESUME ACTION VERBS

LIST OF RESUME ACTION VERBS

Achievement

Accelerated
Accomplished
Achieved
Activated
Amplified
Attained
Broadened
Circumvented
Conserved
Effectuated
Elected
Executed
Expanded
Expedited
Generated
Identified
Improved
Increased
Insured
Manufactured
Marketed
Mastered
Mobilized
Obtained
Orchestrated
Overhauled
Produced
Reduced
Reorganized
Reproduced
Resolved
Restructured
Revitalized
Simplified
Solicited
Streamlined
Succeeded
Upgraded

Administrative

Adopted
Amended
Arranged
Charted
Collected
Consulted
Contributed
Coordinated
Deducted
Dispensed
Displayed
Distributed
Documented
Established
Executed
Hired
Hosted
Installed
Maintained
Measured
Nominated
Observed
Offered
Ordered
Outlined
Partnered
Performed
Prepared
Processed
Provided
Purchased
Recorded
Rendered
Served
Serviced
Sourced
Supported

Communication

Addressed
Advertised
Arbitrated
Articulated
Assembled
Bridged
Briefed
Charted
Circulated
Cited
Communicated
Conducted
Contacted
Conveyed
Convinced
Corresponded
Critiqued
Debated
Delivered
Demonstrated
Edited
Harmonized
Informed
Interviewed
Lectured
Mediated
Negotiated
Persuaded
Presented
Promoted
Proposed
Publicized
Reported
Represented
Responded
Suggested
Translated
Wrote

Creative

Adapted
Authored
Blended
Changed
Commissioned
Conceived
Conceptualized
Constructed
Created
Cultivated
Customized
Designed
Developed
Devised
Directed
Drafted
Envisioned
Established
Formulated
Founded
Illustrated
Influenced
Initiated
Introduced
Invented
Launched
Modeled
Originated
Revamped
Revised
Shaped
Staged
Updated
Visualized

Financial

Accounted
Adjusted
Allocated
Analyzed
Appraised
Assessed
Audited
Balanced
Budgeted
Built
(models)
Calculated
Capitalized
Charted
Classified
Compared
Compiled
Computed
Consolidated
Constructed
Controlled
Created
Disbursed
Diverted
Estimated
Evaluated
Exchanged
Figured
Financed
Forecasted
Formulated
Modeled
Projected
Reconciled
Researched
Tabulated
Valued

Teach

Accommodated
Advised
Awarded
Certified
Clarified
Coached
Collaborated
Consulted
Counseled
Educated
Exhibited
Explained
Facilitated
Fostered
Guided
Helped
Instructed
Mentored
Modeled
Navigated
Participated
Taught
Trained
Tutored

Manage

Acquired
Administered
Advanced
Approved
Assigned
Authorized
Chaired
Challenged
Closed
Contracted
Controlled
Decided
Delegated
Designated
Directed
Enlisted
Handled
Initiated
Instilled
Instituted
Issued
Managed
Motivated
Presided
Recruited
Retained
Reviewed

Organize

Allocated
Anticipated
Appraised
Arranged
Catalogued
Categorized
Classified
Collected
Consolidated
Convened
Edited
Eliminated
Employed
Finalized
Gathered
Grouped
Incorporated
Linked
Mapped
Monitored
Organized
Planned
Regulated
Scheduled

Research

Assessed
Compared
Critiqued
Defined
Derived
Detected
Determined
Disclosed
Discovered
Dissected
Evaluated
Examined
Explored
Inspected
Interpreted
Investigated
Located
Measured
Predicted
Proposed
Qualified
Rated
Recommended
Researched
Reviewed
Searched
Studied

Technical

Adapted
Adjusted
Applied
Built
Computed
Constructed
Converted
Designed
Diagnosed
Diagrammed
Engineered
Experimented
Fabricated
Innovated
Integrated
Maintained
Modified
Programmed
Proved
Purchased
Repaired
Resolved
Restored
Solved
Specified
Systematized
Tested

APPENDIX FUNCTIONAL PROFILES

BUSINESS DEVELOPMENT

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
<i>Corporate Development Manager</i> <ul style="list-style-type: none">• Lead the development of strategic and financial models including the assessment of market conditions, competitive pressures, business challenges, and return on assets• Lead the development, preparation and presentation of analysis results to senior management• Identify and recommend viable solutions to streamline capital planning processes• Identify sources of data and influence data procurement to support performance measurement, comparative metrics and dashboards, as well as strategic and capital planning and analysis• Consult with business units to keep measures aligned with strategic initiatives and when possible with industry standards and/or benchmarks	<i>Research and Analysis</i> <ul style="list-style-type: none">• Research, gather and organize capital and financial data• Analyze, model, and forecast information for capital business case development• Quantitative and statistical analysis and evaluation <i>Communication</i> <ul style="list-style-type: none">• Strong verbal and written communication• Persuasion and influence• Executive presence• Relate financial information to the broader business <i>Leadership</i> <ul style="list-style-type: none">• Facilitate senior management discussion• Develop consistent methodology for strategic planning across business units• Foster team collaboration and facilitate conflict resolution• Cultivate and maintain effective partnerships/relationships <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Experience in budgeting and long range planning• Thorough understanding of financial statement construction and analysis• Experience in consulting, project management and staff management• Strong knowledge and understanding of accounting principles
<i>Strategic Planner</i> <ul style="list-style-type: none">• Identify potential growth opportunities• Develop and manage project and implementation work plans for pursuing new opportunities• Perform analysis in support of business development efforts including financial modeling and primary market research• Develop terms and terms sheets; develop negotiation strategy; lead and/or participate in the negotiations• Manage contract development and due diligence processes associated with new alliances• Secure buy-in and necessary approvals and manage related communications• Streamline organizational structures and operation processes• Lead strategic planning and implement best practices	<i>Research and Analysis</i> <ul style="list-style-type: none">• Source, gather and organize information• Financial and market analysis• Evaluate and assess business opportunity <i>Communication</i> <ul style="list-style-type: none">• Presentation, formal and informal• Negotiation/closing deals• Strong verbal and written communication• Create and draft proposals• Build and maintain client relationships• Sell an idea to get buy-in from critical players <i>Management and Leadership</i> <ul style="list-style-type: none">• Develop vision and strategy• Project management• Recognize and incentivize team member talent• Coach and develop team capabilities• Facilitate conflict resolution• Quick and independent thinker• Entrepreneurial initiative <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Marketing experience

CONSULTING

Core Skills: Research & Analysis, Problem Solving / Strategic Thinking, Communication, Leadership

Potential Role	Value Profile
Management Consultant Internal Consultant Specialty Consultant <ul style="list-style-type: none"> Define scope, recommend approach, and manage execution of major strategic planning projects for clients Codify frameworks and methodologies for approaching major strategic issues, leveraging both existing corporate intellectual capital as well as developing innovative concepts Apply various quantitative methods to analyze and interpret information from multiple data sources Developing business models, financial models, and other analytical models to provide projections and forecasts Critically review results, seeking opportunities to optimize business performance and provide actionable recommendations to clients Target potential clients and expand current accounts by evaluating business needs Collaborate with clients and other stakeholders to develop a solution, to drive to consensus, or to gain alignment 	Research & Analysis <ul style="list-style-type: none"> Perform competitive analysis Conduct extensive process and data analysis Analyze client issues, findings and proposals Research issues and synthesize findings Strong detail-orientation Problem Solving / Strategic Thinking <ul style="list-style-type: none"> Frame solutions to client problems; develop hypothesis Develop analysis plan to further explore the business problem and verify the hypothesis Enhance processes to add significant value to client Recommend corrective or improvement actions Manage project implementation Think creatively, independently/innovatively Communication <ul style="list-style-type: none"> Strong writing skills for writing client reports Strong verbal skills to present and communicate ideas effectively both informally and formally Listen actively and ask critical/probing questions Recommend valuable insights to clients Manage client relationships, often with middle and senior management Leadership <ul style="list-style-type: none"> Work with project and cross-functional teams Lead an engagement team Initiate new ideas Self-manage and operate independently Ability to operate in ambiguous environments Respected by colleagues as a leader; to lead when not in charge Knowledge & Experience <ul style="list-style-type: none"> Strong academic performance Significant project management and client management experience

CORPORATE SOCIAL RESPONSIBILITY

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
<i>Corporate Philanthropy Manager</i> <ul style="list-style-type: none"> • Benchmark models for corporate volunteerism programs • Develop expanded opportunities for employee community engagement • Develop mechanisms to improve communications to global employee population • Identify and discuss the outcomes of existing models of change • Examine private, bilateral and multilateral funding for targeted programs, partnering with other functions to strengthen donor relationships • Analyze community needs, and make recommendations to modify corporate strategy in response to those needs 	<i>Research and Analysis</i> <ul style="list-style-type: none"> • Conduct research on emerging opportunities • Create business models including value of social investment and ROI • Analyze data and correlate to key social values and consumer group norms <i>Communication</i> <ul style="list-style-type: none"> • Strong verbal and written skills • Presentation • Establish and maintain key relationships – ability to interact with a broad range of colleagues from the non-profit and for-profit sectors <i>Leadership</i> <ul style="list-style-type: none"> • Lead strategic planning • Envision philanthropic mission • Create business plans and action items • Collaborate with business units • Direct multi-functional team efforts • Program development and project management • Negotiation <i>Knowledge & Experience</i> <ul style="list-style-type: none"> • Strong interest in corporate social responsibility and volunteerism • Previous non-profit, foundation, micro-finance or international development experience
<i>Corporate Sustainability Director</i> <ul style="list-style-type: none"> • Develop and maintain knowledge of industry, public sector trends and issues important to the development and management of action plans • Develop and disseminate relevant data that support industry issues • Manage and develop program initiatives and projects around sustainability • Identify opportunities for partnerships and collaboration that could leverage corporate dollars and accelerate achievement of sustainability action plan goals • Engage key stakeholders to facilitate the development, implementation and evaluation of sustainability and issues management action plans • Gather and review relevant data on sustainability initiatives and communicate information to stakeholders • Manage communications to highlight sustainability action plan progress, focusing on programs addressing key sustainability issues • Respond to requests for information relating to corporate position in sustainability 	<i>Research & Analysis</i> <ul style="list-style-type: none"> • Analysis and problem solving • Conceptual thinking • Synthesize information, make recommendations • Ability to manage large amounts of information and extract key issues <i>Communicate</i> <ul style="list-style-type: none"> • Verbal and written communication skills • Presentation • Ability to convey complex information to support executive decisions <i>Leadership</i> <ul style="list-style-type: none"> • Plan and organize resources around strategic goals • Initiate action plans • Project management • Manage budgets • Ability to think strategically, operate tactically <i>Knowledge & Experience</i> <ul style="list-style-type: none"> • Strong interest in sustainability and its application to business • Experience in marketing communications, public relations or corporate marketing • Knowledge of economics and an ability to assess financial implications of marketing decisions • Experience with conservation or environmental issues management

ENTREPRENEURSHIP

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
Entrepreneur <ul style="list-style-type: none">• Create, sustain, and when necessary, dissolve a business entity• Organize resources and factors of production around new and innovative products or services• Efficiently and effectively direct resources to produce new and additional value• Direct all business activities and use of all business resources toward accomplishment of goal	<i>Research & Analysis</i> <ul style="list-style-type: none">• Calculate risk/benefit potential of new product or service• Research and understand market demographics and consumer needs• Convert market and product potential into resource terms• Synthesize, summarize and interpret research results <i>Communication</i> <ul style="list-style-type: none">• Articulate passion to reveal vision• Translate vision for diverse audiences, including financial partners, employees, suppliers, and distributors• Convey critical information to stakeholders <i>Leadership</i> <ul style="list-style-type: none">• Envision innovative process, product or service• Opportunist, with ability to recognize unmet or emerging market need• Initiate business processes• Organize available resources in new and more valuable ways• Focus energy on outcome and results• Build effective, energized and focused teams• Organize production and delivery resources• Use and manage the factors of production (land, labor, capital, intelligence and knowledge, and creativity)• Sustain a business entity• Passion for envisioned outcome to efficiently and effectively exercise innovative capability <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Strong beliefs about a market opportunity• Passionate expertise with strong insight into product or service area• Social entrepreneurs' principal objectives include the creation of a social and/or environmental benefit• Willing to accept calculated personal, professional or financial risk to pursue opportunity• Comfort with ambiguity• Marketing, business development, operations and/or technology experience a plus

**FINANCE: INVESTMENT BANKING, INVESTMENT MANAGEMENT,
PRIVATE EQUITY, VENTURE CAPITAL**
Core Skills: Financial, Research & Analysis, Communication, Leadership, Project Management

Potential Role	Value Profile
Credit Rating Analyst <ul style="list-style-type: none"> Monitor a portfolio of municipal securities Produce analytical summaries of company credit data 	Research & Analysis <ul style="list-style-type: none"> Gather and analyze company financial statements, industry, regulatory, and economic information Cash flow, financial analysis, and business analysis Communication <ul style="list-style-type: none"> Write rating reports Present information; respond to questions from managers and clients Make presentations to rating committee and senior management
Investment Banking Corporate Finance <ul style="list-style-type: none"> Collect and assess financial and analytical data Work with a team on various analytical and statistical projects using graphs, tables, spreadsheets, and statistical ratios Recommend long or short views on suitable equity positions Prepare written ratings reports Analyze new credit requests and make credit recommendations Perform analysis of bank-wide financials on a profitability measurement, plan and general ledger basis Perform analysis of income statements, balance sheets, and net interest margins Translate operating plans and forecasts into financial plans and projections to insure that the organization achieves its financial targets, recommending appropriate corrective action as needed Provide timely explanations of variances between actual results and forecasts/budgets, and direct management attention to corrective action where necessary Evaluate proposals around pricing, marketing and distribution of products as they are brought to market 	Financial <ul style="list-style-type: none"> Value and model companies using WACC, DCF, Free CashFlow, Sensitivity and Projection analysis Analyze financial statements quantitatively and qualitatively Analyze firm positioning relative to financial markets Understand relative valuation and how individual companies interact in the broad market Research and Analysis <ul style="list-style-type: none"> Assess and forecast future consequences from strategic financial decisions of the firm Measure program performance against the goals of the firm Research and evaluate corporate client, industry, and type of security appropriate for financing Analyze financing and investment choices open to the firm Communication <ul style="list-style-type: none"> Present financing recommendations both formally and informally Communicate ideas effectively both formally and informally Sell your ideas; listen, align, propose, modify, and close Leadership <ul style="list-style-type: none"> Initiate new project ideas Innovate to add value to solutions Work on project teams and cross-functional teams Work efficiently under pressure and manage multiple deadlines Pay close attention to detail Possess energy/stamina Knowledge & Experience <ul style="list-style-type: none"> Previous banking or mergers & acquisitions experience is a plus

Potential Role	Value Profile
<p>General Finance</p> <ul style="list-style-type: none"> • Translate operating plans and forecasts into financial plans and projections to insure the organization achieves its financial targets 	<p>Financial</p> <ul style="list-style-type: none"> • Value and model projects using WACC, DCF, Free Cash Flow, Sensitivity and Projection analysis • Manage credit risk of firm • Analyze financial statements quantitatively and qualitatively <p>Research & Analysis</p> <ul style="list-style-type: none"> • Analyze financing and investment choices open to the firm • Assess and forecast future consequences from strategic financial decisions • Measure subsequent program performance against goals • Review monthly, quarterly and yearly operating results • Analyze past performance of projects to recommend changes/improvements <p>Project Management</p> <ul style="list-style-type: none"> • Initiate new project ideas and be innovative • Pay close attention to detail in project work • Work on project teams and cross-functional teams • Present and communicate ideas effectively both informally and formally • Interact and influence at all levels, from line staff through senior management • Results focused <p>Knowledge & Experience</p> <ul style="list-style-type: none"> • Strong accounting background, merger & acquisition experience and/or credit training are a plus • Understand managerial accounting and the impact it has upon firm positioning
<p>Private Banking Private Client Services Private Wealth Management</p> <ul style="list-style-type: none"> • Identify and develop new business opportunities • Provide investment advice and portfolio management to high net worth individuals • Present capabilities and strategies to clients and prospects • Coordinate client and team meetings • Coordinate execution of solutions with key financial product groups • Manage and administer the assets of major institutional investors such as pension funds, endowments, financial institutions, corporations and governments • Develop and manage relationships with high net worth individuals and family groups, advising them on ways to build and protect their financial assets • Complete projects and presentations on various products, market strategies, key transactions and research analysis for various business units • Work closely with professionals throughout the organization, including senior private client services management, group heads, investment bankers, research analysts, product specialists and fellow associates 	<p>Communication</p> <ul style="list-style-type: none"> • Understand key client needs and advise clients in investment decisions • Create, build and manage long-term relationships • Exercise verbal and written communication skills to convey information, facilitate client meetings, and meet client investment goals • Establish and maintain personal and professional integrity with clients and firm <p>Sales Management & Leadership</p> <ul style="list-style-type: none"> • Target prospective clients and develop marketing strategies to bring in new assets • Design creative wealth management approaches and sales focused initiatives • Facilitate and direct team resources to achieve investment goals • Ability to calculate and take measured risk • Maintain high energy, drive to achieve, and entrepreneurial spirit • Work well in a meritocracy, and exercise good professional judgment <p>Knowledge & Experience</p> <ul style="list-style-type: none"> • Strong financial market knowledge

Potential Role	Value Profile
<i>Real Estate Finance</i> <ul style="list-style-type: none"> • Create financial models and complete analysis of real estate transactions • Review and evaluate leases and other real estate documents • Prepare and execute real estate negotiations • Collect pertinent data and complete market analysis • Perform assessment, measurement and analysis functions using simulation models to measure current and planned exposures of net income and capital to risk • Prepare monthly reports, Balance Sheet and Income Statement forecasts, projections regarding interest rate spreads, ratios, GAAP analyses, and rate shock analyses • Reconcile forecasts of net income and the market value of portfolio equity with operating results, reporting variances, reasons and corrective action recommended • Perform cost benefit and break even analyses of products, services, programs and assets presently in place and/or proposed 	<i>Research & Analysis</i> <ul style="list-style-type: none"> • Analyze valuation and financial information • Quantify and qualify valuation and financing data through calculation of NPV, IRR, ROI, ROE, LTV • Create financial models to support financing proposal • Project and forecast future financial performance <i>Communication</i> <ul style="list-style-type: none"> • Strong interpersonal skills • Relationship building and client management • Excellent verbal and written communication skills • Presentation and influencing skills <i>Leadership</i> <ul style="list-style-type: none"> • Coordinate multiple projects and competing priorities • Facilitate team work among all transaction partners • Manage and direct team resources <i>Knowledge & Experience</i> <ul style="list-style-type: none"> • Successful experience using comprehensive risk simulation models in a financial institution or classroom simulation of similar complexity • Experience in performing cost analysis of financial products and services • Exposure to Atlas, Dyna or project management software is a plus

Risk Management

- Identify, assess, monitor and control the risks inherent in transactions
- Conduct underwriting, portfolio analysis & management, deal structuring, statistical modeling and risk calculation through mastery of various risk processes and tools
- Evaluate new trade and deal structures
- Establish proper risk controls and limits on business activity
- Assess pricing and valuation models
- Develop risk measurement and analysis methodologies
- Build stress testing and event risk analysis tools
- Develop integrated risk reports for senior management
- Prepare counterparty credit reviews and portfolio reviews
- Analyze potential credit risk exposure for various derivative transactions

Research & Analysis

- Seek pertinent data, challenge assumptions and consistently execute
- Evaluate data and information to build RM models and assess risk potential
- Identify, assess, monitor and control transaction risk potential
- Create accurate statistical models
- Master use of risk management processes and tools to measure, manage and control risk

Leadership

- Innovative and conceptual thinking
- Set and achieve key financial management goals
- Make disciplined decisions
- Exceptional written and oral communication skills
- Build strong relationships with functional teams
- Enthusiasm to further develop leadership potential
- Flexibility and adaptability to change

Potential Role	Value Profile
Securities Analyst Equity Research – Buy Side <ul style="list-style-type: none"> • Conduct original research developing equity investment ideas • Develop financial models for stock selection • Work with senior management to obtain company and industry information • Work with active Equity Portfolio Managers to test the latest thinking on stock selection, asset allocation, industry forecasting, risk management and optimization • Conduct financial analyses and valuations of companies, analyze corporate strategies, and develop insights into the capital market's perspective of a company and recommend long and short views 	Research <ul style="list-style-type: none"> • Research and evaluate companies • Research market and industry trends • Synthesize and interpret data Analytical: Quantitative and Qualitative <ul style="list-style-type: none"> • Formulate levels of risk • Company analysis • Evaluate financial standing of investments and financial statements • Analyze investments based on qualitative information, such as the company's philosophy, staff, etc. Communication <ul style="list-style-type: none"> • Strong writing skills • Organize and communicate decisions • Build relationships and maintain contact with investment banks and corporate representatives Leadership <ul style="list-style-type: none"> • Manage investment exposures within a controlled risk framework • Formulate buy/sell ideas and recommendations, and participate in decision making • Organize work flow and tasks • Pay close attention to detail • Maintain integrity and exercise good judgment Knowledge & Experience <ul style="list-style-type: none"> • Accounting background • Knowledge and passion for the market and investing

Securities Analyst
Equity Research – Sell Side

- Conduct original research developing and enhancing stock selection models
- Work with active Equity Portfolio Managers to test the latest thinking on stock selection, asset allocation, industry forecasting, risk management and optimization
- Conduct financial analyses and valuations of companies, analyze corporate strategies, and develop insights into the capital market's perspective of a company
- Work with client service teams to identify and evaluate critical financial and strategy issues
- Create and maintain financial models
- Write company and industry reports and notes on companies for distribution to the institutional and retail clients
- Market recommendations to institutional clients
- Work with senior management to obtain company and industry information.
- Develop models for stock selection, sector allocation, performance attribution and portfolio risk analysis
- Perform fundamental and valuation analysis and recommend long and short views

Research & Analysis

- Analyze individual company data, industry trends, and macro-economic factors
- Interview company representatives to gather qualitative research data
- Create financial models using Excel and other technology tools
- Synthesize and interpret data
- Calculate and quantify equity valuation
- Forecast earnings and stock prices
- Pay close attention to details

Communication

- Write research reports and updates on companies and industries
- Present and research ideas and sell recommendations to institutional clients both directly and through sales force
- Prepare written material for morning calls
- Comfortable formulating and giving an opinion
- Adept at building working relationships with clients and sales force

Leadership

- Ability to establish integrity and exercise good judgment

Knowledge & Experience

- Accounting background very helpful
- Involved in personal investing or mock portfolio
- Passion for the market

Potential Role	Value Profile
<p><i>Trader</i></p> <ul style="list-style-type: none"> • Execute trades and track orders • React effectively in a constantly changing environment, operating as a market maker, while buying and selling for the firm's portfolio • Gather and assess information from economic reports, market fluctuations and political situations and use that information to analyze the impact on the markets • Develop quantitative models for equities or fixed income trading • Execute statistical arbitrage • Construct market neutral portfolios 	<p><i>Financial</i></p> <ul style="list-style-type: none"> • Assess/initiate risk positions for various markets • Understand various products on a macro and microlevel <p><i>Leadership</i></p> <ul style="list-style-type: none"> • Ability to manage people effectively • Act as liaison to facilitate transactions among multiple parties • Analyze and improve information flow among traders on desk • Work efficiently and effectively under pressure • Handle and prioritize multiple tasks competing for time • Conduct business with decisiveness and sound judgment • Express and nurture passion for the markets • Take measured and calculated risks <p><i>Knowledge & Experience</i></p> <ul style="list-style-type: none"> • Understand how financial markets operate from a broad perspective and relative to marketplace

GENERAL MANAGEMENT

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
Manager <ul style="list-style-type: none">• Develop strategy and concepts, implement projects, work in cross-functional and international teams• Conduct competitive/industry analysis• Identify business opportunities, leverage creativity and entrepreneurial freedom• Provide project leadership in matrix teams• Conduct market studies, research competitive intelligence reports and analyze results• Develop and recommend strategies for various businesses under the corporate umbrella	<i>Research & Analysis</i> <ul style="list-style-type: none">• Analyze business, budget and financial data• Quantitative and qualitative analysis skills• Identify, quantify and solve key business problems <i>Communication</i> <ul style="list-style-type: none">• Strong verbal and written skills• Articulate vision clearly• Adjust communication to needs of different audiences• Listen and respond to diverse perspectives <i>Leadership</i> <ul style="list-style-type: none">• Establish compelling vision, and convert vision to action• Manage projects, capital and financial resources, and people• Coach, nurture and challenge team potential• Results oriented with proven ability to execute a project or strategy• Initiate necessary actions to correct issues or achieve goals• Build partnerships and alliances to achieve business goals and objectives• Resolve conflicts and understand key stakeholder needs• Demonstrated entrepreneurial ability in a business initiative or large project• Willingness to accept responsibility• Geographic flexibility; extensive travel may be required as projects may be located throughout the world• High level of flexibility; comfortable with constant and rapid change• Ability to work comfortably in international settings <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Foreign language skills a plus

HUMAN RESOURCES

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
<i>Strategy and Operations Consultant</i> <ul style="list-style-type: none">• Participate in large, complex client engagements that identify, design, and implement creative business and technology solutions for large companies• Provide service excellence by identifying key client business issues, determine client needs by supplementing standard assessment techniques and tools with innovative approaches, evaluate and validate analysis and develop recommendations for the client in the context of the overall engagement• Implement and oversee the quality of deliverables and effectively manage day-to-day relationships to ensure exceptional performance• Participate in the development and presentation of proposals for business development activities• Lead small engagements or components of large, complex engagements	<i>Research and Analysis</i> <ul style="list-style-type: none">• Analytical skills• Strong quantitative skills• Innovation and creativity• Develop customized solutions <i>Communication</i> <ul style="list-style-type: none">• Listen and ask probing questions• Strong verbal and written skills• Presentation• Convey complex information in a clear manner• Influence and negotiate• Interpersonal relationship management skills <i>Leadership</i> <ul style="list-style-type: none">• Build and maintain effective client relationship• Initiate action• Manage client engagements, project budget and timelines• Lead project team• Solve problems to deliver satisfaction• Goal setting with results orientation• Ability to adapt to rapid change• Ability to maintain professional presence and charisma• Express and deliver passion for role

MARKETING

Core Skills: Research & Analysis, Communication, Problem Solving, Leadership, Strategy

Potential Role	Value Profile
Marketing Manager <ul style="list-style-type: none"> • Build deep and profitable customer relationships through analysis, including segmentation, customer profiling and customer life-cycle management • Perform advanced analysis to improve effectiveness of off-line and on-line marketing programs • Provide support as well as strategic direction for developing and enhancing sales promotions • Stimulate incremental sales, reduce costs and increase profitability • Develop and implement a marketing and communication strategy utilizing multiple communications platforms • Identify, evaluate and analyze new product opportunities and new product concepts • Lead project teams in the development and commercialization of potential new product opportunities 	<i>Research & Analysis</i> <ul style="list-style-type: none"> • Analyze marketing plans and programs • Forecast revenues and develop budgets • Analyze Profit & Loss (P&L) statements <i>Communication</i> <ul style="list-style-type: none"> • Present marketing plans to senior management • Communicate with individuals across the organization • Negotiate contracts with vendors, advertisers, etc. • Build consensus • Resolve conflict <i>Leadership</i> <ul style="list-style-type: none"> • Organize and manage resources • Execute trade and consumer promotions • Manage and/or monitor budget • Lead cross-functional teams • Find new solutions to problems • Pay close attention to details • Show enthusiasm and initiative • Comfortable making a decision with incomplete information
Brand Manager, Consumer Packaged Goods <ul style="list-style-type: none"> • Oversee and manage brand equity, including positioning, advertising, consumer promotion and pricing • Set strategic direction through development of the annual marketing plan, including on-going business reviews of product formulation, product specifications, production processes and schedules, product availability and quality standards • Manage brand financials including profit and loss, budget development and variance reconciliation • Identify, sell, and execute incremental business opportunities • Identify and manage innovation pipeline 	<i>Research & Analysis</i> <ul style="list-style-type: none"> • Analyze marketing data and consumer trends • Perform competitive analysis • Forecast revenues and develop budgets • Analyze business issues and opportunities • Own the brand; manage profit and loss <i>Communication</i> <ul style="list-style-type: none"> • Develop clarity of purpose for your brand • Present product programs to senior management • Communicate with individuals across the organization • Negotiate contracts with vendors, advertisers, etc. • Focus work to produce results • Achieve corporate goals through brand management <i>Leadership</i> <ul style="list-style-type: none"> • Lead cross-functional teams • Organize and manage multiple tasks/assignments to meet deadlines • Coordinate product launches and product improvements • Execute trade and consumer promotions • Initiate new creative ideas • Comfortable making a decision with incomplete information

Potential Role	Value Profile
<p><i>Market Research Manager</i></p> <ul style="list-style-type: none"> • Design and conduct qualitative and quantitative research to better understand consumer targets • Mine for and analyze consumer trends • Design research to support new product launch decisions • Study historic statistics to predict future sales, gather data on competitors, and provide the necessary information for deciding how to promote, distribute, design and price products or services • Devise methods and procedures to assess consumer preferences 	<p><i>Research & Analysis</i></p> <ul style="list-style-type: none"> • Strong analytical skills • Market research methodologies and skills • Synthesize research data • Independently research market data and consumer issues <p><i>Communications</i></p> <ul style="list-style-type: none"> • Present findings in a clear, meaningful way • Write research reports • Convey complex information in models to support recommendations <p><i>Problem Solving</i></p> <ul style="list-style-type: none"> • Innovation • Interpersonal team skills <p><i>Knowledge & Experience</i></p> <ul style="list-style-type: none"> • Quantitative skills are very important to marketing researchers; courses in mathematics, statistics, econometrics, sampling theory, survey design and computer science are extremely helpful.

NON-PROFIT MANAGEMENT

Core Skills: Research & Analysis, Communication, Leadership

Potential Role	Value Profile
Program Manager <ul style="list-style-type: none">• Develop strategy and concepts, implement projects, work in cross-functional and international teams• Conduct industry analysis, identifying trends, technological changes, and financial implications• Conduct market studies, research competitive intelligence reports and analyze results• Identify opportunities, leverage creativity and entrepreneurial freedom• Provide project leadership in matrix teams• Manage relationships with lending institutions, grant-making organizations, investment managers, insurers, auditors and government agencies• Provide high-level financial expertise and leadership, anticipating needs before they become problems• Assess business objectives and resource needs, determine staffing and funding levels, and identify growth areas• Manage systems for ensuring financial integrity, including internal controls and compliance with all governmental and industry standards• Analyze financing and investment choices• Project future consequences from strategic financial decisions• Measure program performance against goals	<i>Research & Analysis</i> <ul style="list-style-type: none">• Source, gather and organize data and market information• Analyze, evaluate and synthesize information• Create financial and economic models to support proposals• Analyze business processes, propose and implement improvements• Quantitative analysis and qualitative reasoning <i>Communication</i> <ul style="list-style-type: none">• Strong writing skills• Ability to communicate effectively with board members, senior management, peers, subordinates, and clients• Strong influencing and presentation skills• Coach and consult in process improvement initiatives <i>Leadership</i> <ul style="list-style-type: none">• Articulate organizational mission• Establish goals and plans to accomplish mission• Manage projects• Train, coach, and develop team members• Facilitate team performance• Ability to convert passion for the mission of the organization into business actions• Willingness to accept responsibility• High level of flexibility and a tolerance for ambiguity• Ability to manage constant change• Self-starter, resourceful, hands-on, risk taker <i>Knowledge & Experience</i> <ul style="list-style-type: none">• Prior experience in a core business function, and ability to leverage through a related role in a different environment• Demonstrated entrepreneurial ability in a business initiative or large project, or experience in an entrepreneurial culture• Foreign language skills a plus, depending on population served by organization

OPERATIONS

Core Skills: Research & Analysis, Problem Solving, Communication, Leadership

Potential Role	Value Profile
Operations Research Analyst <ul style="list-style-type: none"> Formulate mathematical or simulation models of problems, relating constants and variables, restrictions, alternatives, conflicting objectives, and their numerical parameters Analyze information to conceptualize and define operational problems Collaborate to ensure successful implementation of chosen problem solutions. Perform validation and testing of models to ensure adequacy; reformulate models as necessary Define data requirements; gather and validate information, applying judgment and statistical tests Study and analyze information about alternative courses of action in order to determine which plan will offer the best outcomes. Prepare management reports defining and evaluating problems and recommending solutions Break systems into their component parts, assign numerical values to each component, examine the mathematical relationships between them Specify manipulative or computational methods to be applied to models 	Research & Analysis <ul style="list-style-type: none"> Analyze business operations Analyze production and delivery requirements Analyze systems and workflow Reviewing related information Problem Solving <ul style="list-style-type: none"> Develop and evaluate options Implement solutions Critical Thinking Communication <ul style="list-style-type: none"> Active listening; strong verbal communication skills Business writing skills Influencing and presentation skills Convey complex information in simplified terms Collaborate

Operations Manager

- Define and articulate business processes
- Perform analysis on any aspect of the supply chain
- Evaluate vendors and potential supply chain partners
- Research industry best practices
- Communicate goals to cross functional teams
- Develop strategies to cut costs, improve quality, and improve customer satisfaction
- Examine opportunities to streamline production, purchasing, warehousing, distribution, and financial forecasting.
- Ensure that projects are implemented according to agreed upon time and cost metrics

Research & Analysis

- Analyze supply chain and develop improvement opportunities
- Maintain up to date awareness of new methods and technologies to improve productivity
- Evaluate vendor proposals for cost/benefit value
- Make recommendations for capital investments based on productivity or competitive improvement potential

Communication

- Provide clear direction to team members
- Coach, and train team members in new methods or processes
- Write and present operations reports for senior management
- Convey budgetary information, variances and reconciliations clearly

Leadership

- Set quality standards
- Organize operations to flow in a meticulous manner
- Evaluate business processes to optimize resources

- Develop business goals, organize resources for optimum efficiency
- Respond to changing conditions
- Ability to drive implementation of solutions to completion
- Ability to leverage political astuteness and organizational savvy

Knowledge & Experience

- Familiarity with distribution center operations, transportation, supplier operations, operations management, cost-benefit analysis, process improvement, and logistics strategy