

# Resume Writing and Interviewing Preparation

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Together we'll go far



# Agenda

- Make your resume more effective
- Recognize resume do's & don'ts
- Plan for an interview
- Recognize interview do's and don'ts
- Questions

# Resume writing

# What is a resume?

**A resume is a document that summarizes your skills, experience and accomplishments**

- A good indicator as to how you might perform in a future role
- Your "foot in the door" - usually your first impression with a potential employer
- Contains experience directly relevant to a specific position
  - A "living/breathing" document
  - You may update for each job application
- Conveys what you can do for the company in a concise format
- Your admission ticket to an interview for that great job
- It is your job to document how you qualify and how you are most qualified

# Connecting the dots

- You need to be able to connect the dots for the reader of your resume
- Help them understand you have what it takes to perform the job you have applied to in terms of:
  - Skills
  - Motivation
  - Experience
- Utilize common terminology found in the job posting
- Frame your accomplishments in their terms
- Relate similar activities
- Help them visualize you in the role

# Through the recruiter's eyes

Think about these statistics and then you'll understand why a well-crafted resume is so important:

- The average job requisition may generate **100+ applications**
- The reader may spend **30 – 60 seconds** (that's right, seconds) per resume



# Focus of the resume

- Identify your goal
  - Research the position and determine if you are qualified
  - You must meet 100% of the required qualifications
- Summarize your key qualifications
  - Place your strengths and qualifications for the specific position at the top of your resume
- Emphasize your accomplishments
  - Use bullet points to show quantifiable results of your work
- Use keywords
  - Specific to department, company and/or job family

# Overall resume appearance

- Use professional looking fonts
  - Times New Roman
  - Georgia
  - Verdana
- Save document in PDF or MS Word format
  - Do not copy & paste resume
- Use bullet points and white space for accents
- Proofread your resume for typos and grammatical errors
- Use preferred font size 10/11

# Making your resume more effective

- State most important items relevant to the position up front that are relevant to the position you are applying to
  - Clearly state how you meet the required & desired qualifications
- Make it easy to read by using bullet points (3-6 per position)
- Make it brief (1-2 full pages)
- Use a concise professional summary to say why you are fit
- No first person references (I, my, or me)
- We suggest not using weak phrases such as “responsible for” or “helped support”
  - Use action verbs such as supported, administered etc.
- Use present tense verbs for current role and past tense verbs for previous positions

# Resume before and after

## TAYLOR JONES

www.facebook/taylor.jones.com

123 Main Street  
CLT, NC 28209

123-4567  
baseballismylife@gmail.com

I am an affective communicator with the ability to delegate clearly. I have proven to be a creative thinker that works efficiently in fast-paced environment, while producing quality results. I have managed projects, people, and processes throughout my career. I have worked with Wells Fargo for over 20 years and I feel your opening for a Project Manager 3 would be a good fit for me.

### Work History

Wells Fargo Bank, CLT

October 2000- Present

#### Ops. Manager

- Manage all charge-off and recovery transactions for WHSL
- Manage projects for the group
- Balance general ledger by working with Loan Ops. to produce accurate reporting
- Manage reporting to effectively provide clients with accurate data
- Verify past dues, non-accruals, portfolio reconciliation, & interest income
- Utilize software for creating catalogs & conveying results
- Write documentation for all procedures & reporting

#### Business System Consultant

- Manage and coached Project Mgrs. within the business unit
- Work with managers to strategize and prioritize project opportunities
- Delegate tasks to project participants
- Utilize methodologies to evaluate current processes and procedures,
- Recommend improvements & implement reporting tools to measure improvement

#### Business Training Consultant

- Train new private bankers and coach while they answer customer calls
- Prepare & deliver post call reviews to bankers
- Provide feedback & recommendations to coaching queue manager to aid in determining when a banker is ready to move to their permanent team
- Relate to new bankers by sharing past situations that have occurred

#### Technical Skills

Microsoft Office, Six Sigma, Lean Methodologies, Tathem, Oracle

#### Education

BS, Finance 1989, GPA 2.94  
UNC, Chapel Hill

PMP Certified since 2010

References Available Upon Request



123 Main Street  
Charlotte, NC 28209

## Taylor Jones, PMP

(704) 123-4567  
taylorjones@email.com

### Professional Summary

- 20+ years of comprehensive and well-diversified financial experience
- 7+ years project management experience
- 100% of projects completed on or before deadlines and under budget
- 10+ years of people and process management
- Effective communicator with the ability to delegate clearly
- Creative thinker that works efficiently in fast-paced environment, while producing quality results

### Professional Experience

Wells Fargo Bank, Charlotte, NC

October 2000- Present

*Wholesale Operations Manager*

*June 2010 to Present*

- Validate and subsequently report all charge-off and recovery transactions for Wholesale which consisted of the Business Banking Group and the National Banking Group
- Manage 4-5 ongoing projects for the group that involved strict time management and creative delegation of tasks in order to meet deadlines
- Balance general ledger by working closely with Loan Operations, the business line managers, team leaders, and officers to ensure accurate reporting
- Create reporting in Excel and MS Access using tables, databases, queries, and oracle code to effectively provide clients with accurate data
- Verify past dues, non-accruals, portfolio reconciliation, interest income, legal, and appraisal expenses for all figures
- Extensive Knowledge of ACH, ECS, eDC, and BPSC
- Write documentation for all procedures and reporting and trained others to assist in the reporting

*Business System Consultant*

*January 2007 to May 2010*

- Led and developed a team of 5 Project Managers by coaching, overseeing and influencing in process improvement activities within the Wholesale Operational Business Units
- Proactively worked with the business line managers to strategize and prioritize key project opportunities and then successfully delegate them to project participants
- Exceeded productivity goals by 23% while utilizing Six-Sigma and Lean methodologies, evaluating current processes and procedures, recommending improvements and implementing reporting tools to measure improvement

*Business Training Consultant*

*March 2003 to December 2006*

- Trained 56 new private bankers to be successful through use of coachable opportunities while they answer customer calls
- Prepared and delivered post call reviews to bankers giving them an opportunity to learn from their successes and their challenges as we discuss each call
- Provided feedback and recommendations to coaching queue manager to aid in determining when a banker is ready to move to their permanent team
- Related to new bankers by sharing past situations that have occurred in the hope that it will help them through tough calls and nerves as well as build a relationship that will continue after they move to their team

#### Technical Skills

Six Sigma-Black Belt Certified, Lean Methodologies, Tathem, Oracle, Microsoft Office: Excel, Word, PowerPoint, SharePoint

#### Education

Bachelor of Science, Finance  
University of North Carolina, Chapel Hill, NC

# Resume compared to job posting

## Required Qualifications

5+ years of project management experience

## Desired Qualifications

- Ability to **prioritize work, meet deadlines, achieve goals, and work under pressure** in a dynamic and complex environment
- Ability to **work effectively in a team environment** and across all organizational levels, where flexibility, collaboration, and adaptability are important
- Ability to work effectively in a virtual team environment
- Excellent **verbal, written, and interpersonal communication skills**
- Exposure to Wells Fargo SVP (Store Vision Platform)
- **Intermediate Microsoft Office skills**
- Knowledge and understanding of **project management methodologies, processes, and tools**
- Knowledge and understanding of the **SVT (Store Vision Teller)** system
- Outstanding problem solving and decision making skills
- Strong collaboration and partnering skills
- Strong **organizational, multi-tasking, and prioritizing skills**
- Strong presentation skills

## Other Desired Qualifications

- Experience supporting retail store environment
- Experience with policy requirement and procedure related projects

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**Taylor Jones, PMP**

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# Behavioral based interviewing

# Behavioral interviews

- Based on the theory that past performance is the best predictor of future performance
- Utilizes probing questions that assess key areas of knowledge, skills, experience and education
- Involves answering questions with S.B.O. method:
  - **Situation or task:** explain a specific event or situation (not a generalized description) of what you have faced in the past that relates to the question. Be sure to give enough detail for the interviewer to understand.
  - **Behavior:** Describe the action you took and keep the focus on you
  - **Outcome:** Describe the outcome of your actions. What happened? What was the result of your actions? What did you accomplish? Did you learn from the experience? Include positive results.

# Preparing for a behavioral based interview

Analyze the position for which you are being interviewed

- Determine what skills and competencies are required based on qualifications and job description in the posting
- Evaluate and reflect upon your background
  - Identify your skills and experiences related to the required skills
  - Identify three to five top selling points—attributes
  - What sets you apart from other candidates
- Create brief S.B.O. stories prior to the interview
  - Demonstrating your teamwork abilities, initiative, planning, leadership, commitment, problem-solving skills or other competencies
  - It can be difficult thinking of scenarios on your feet during the interview
- Use different S.B.O. stories for different questions
- Practice your stories, but be careful not to memorize
- Be specific in your stories. Quantify wherever possible. Be honest!

# Anticipating the questions

Qualification listed in the job opening	Competency	How to prepare
5+ years of project management experience	Technical expertise	Prepare stories about successful projects you have managed
1+ year of communications experience	Oral Communication	In every interview guide, the interviewer is asked to rate your communication skills overall <ul style="list-style-type: none"> <li>Avoid use of verbal crutches such as ummm, cliché's, ahhh, like, you know</li> <li>Demonstrate effective listening skills</li> </ul> Practicing speaking out loud will help to avoid these pitfalls
Extensive technical skills	Technical expertise	Think about the most complex thing you have done with technology and be able to relate it in a SBO story
Ability to coordinate completion of multiple tasks and meet aggressive time frames	Planning and organizing	Think about how you can articulate how you plan and organize your work to meet deadlines. How to juggle competing priorities. Think of stories that will show how organized you are.
Proven ability to build relationships and work across multiple lines of business	Teamwork Partnering & Collaborating	Think about a time when you had to accomplish something as a team, clearly define your role on the team or practice this question: Tell me about a time when you helped another team member with work who needed help, but who had not asked for help.
Results driven, flexible, self-starter, detail oriented and organized	Attention to detail Adaptability Planning and organizing Initiative	Practice these questions: <ul style="list-style-type: none"> <li>Tell me about a time you had to maintain your focus in a constantly changing environment.</li> <li>Tell me about a time that you independently implemented a new solution when others were waiting to be directed to do it.</li> </ul>
Strong understanding of project management disciplines and methodologies	Technical skill	Think of a story that will demonstrate your superior knowledge of PM methodologies and how they successfully allowed you to deliver a project on time and under or at budget.

# Evaluation of your answer

## Rating Guidelines for Problem Solving

Less Than Effective	Effective	Highly Effective
<ul style="list-style-type: none"><li>• Fails to identify problems</li><li>• Doesn't seek to analyze and define the problem</li><li>• Stops at obvious answers; is quick to jump to solutions</li><li>• Spends too long in problem analysis</li><li>• Is reactive vs. proactive to problems</li></ul>	<ul style="list-style-type: none"><li>• Gathers information; relying primarily on easily to obtain information</li><li>• Uses appropriate approach/technique to analyze problem</li><li>• Identifies alternatives and provides well grounded recommendations</li><li>• Takes ownership of problems rather than allowing them to persist</li></ul>	<ul style="list-style-type: none"><li>• Gathers info from multitude of sources; addresses root cause and forms solution</li><li>• Distinguishes relevant from irrelevant information easily</li><li>• Evaluates the ramifications and implications of alternatives</li><li>• Identifies solutions to a problem where there is a wide range of discretion</li></ul>

# Tell me about yourself

- 60 second commercial
- Focus on your skills that are applicable to the job that you want to highlight
- Key qualifications
- Time to say what you want about yourself
- Be prepared for this type of question

**Example:** I have worked as a project manager for 10 years, the last 5 years with Wells Fargo. I am currently in Consumer Lending, working on a very large project regarding the Volker Rule, but I have worked on a variety of projects ranging in duration, size, scope and line of business. I feel that my strengths in relationship management allow me to be successful as a project manager. I have experience in all aspects of project such as resource management, budgeting, facilitating meetings and keeping stakeholders apprised of project progress. I am very excited to talk with you about your needs today to see what value I can bring to your organization.

# SBO response example

**Tell me about a time when you effectively handled a customer's complaint.**

**Situation:** In my current role as a business systems consultant, managers often have trouble translating the technical jargon that's used a lot in technology. In fact, last week, a manager was very confused by a new coding method that was implemented by one of the developers. The manager had run the report using the same as he had done but kept coming up with an error.

**Behavior:** I had an idea what the developer had done, but just to be certain I went back to her and asked for the details. After she confirmed what I suspected, I was then able to explain to the manager what had been changed and go over the new process step by step.

**Outcome:** The manager was very pleased that the matter was addressed so quickly and that now he is able to understand the details behind the process.

# Other examples



- **Initiative:** Tell me about a time that you independently implemented a new solution when others were waiting to be directed to do it.
- **Attention to detail:** Tell me about a time you had to maintain your focus in a constantly changing environment.
- **Problem solving:** Tell me about a time when you were resolving what you initially thought was a simple issue, but it turned out to be much more complicated.
- **Teamwork:** Tell me about a time when you helped another team member with work who needed help, but who had not asked for help.
- **Customer service:** Tell me about a time when you effectively handled a customer’s complaint.

# Interview Do's

- **Do your research**
  - Understand the department or business and its products, services, and customers
  - Try to know something about the person who is interviewing you
- **Dress appropriately** for the interview
- **Identify the competencies** of the position and come up with a few (4 or 5) scenarios in preparation for behavioral questions.
- **Practice summarizing** your resume
- **Have a copy** of the requisition in front of you during interview (especially on the phone).
  - For phone interviews, use a land line whenever possible
- **Bring a copy** of your resume to the interview
- Avoid using **acronyms**
- **Practice makes perfect.** Do practice interviewing with a friend to help you organize your thoughts and refine your answers
  - Limit Rambling. Be careful to not sound rehearsed.

# Interview Do's

- **Give specific examples** to make a point & highlight your role
- **Listening** and clarifying are just as important as marketing yourself
- **Be brief** and concise
  - Give enough detail to answer the question
- **Take a moment** during an interview if you need it
  - That's a good question; let me think about that?
- **Ask questions**
  - Your goal is to find out if the job is a good fit for you
  - Ask the most important questions first
- **Prepare a wrap up statement**
  - Weave in relevant information you learned about the position during the interview. Highlight your skills that are important to the position
  - This shows you were listening!
- **Thank the interviewer**
  - Ask for or exchange business cards
  - Inquire about the next steps
- **Follow up** with a thank-you note
  - It shows respect for the interviewer and the time that he or she took to meet with you and reiterates your interest in the position

Thank you!