

## Resumes

A journey of a thousand miles must begin with a single step.  
—Lao-Tzu

**WARNING!** A resume is merely a facilitation tool; it is a first step, not an end in itself. Some job seekers believe that preparing a good resume is the most important part of a job search, but even the most stellar resume does not ensure a job. In truth, the interview is the most important part of the search process, so if you intend to read only one chapter in this book, do not select this one. Nonetheless, during your job search, employers will frequently ask you for your resume. Resume submission is a natural step in the process. If you do not submit a resume, you cannot proceed to the next step: the interview. Therefore, your job search must begin (but not end) with preparation of a resume.

Most people think of resumes as the sole representation of one's career and achievements. I believe, rather, that a resume is merely one part of three elements that form the job search trilogy. The two other elements are the cover letter and the reference list, which are discussed in detail in chapters 2 and 3.

Think about preparing a resume in the same way you would think about sitting for the CPA exam, which one passes by scoring 75 percent. No particular credit is awarded for achieving a higher score. In fact, the score does not even appear on the certificate. Any score above 75 percent could be considered wasted effort. Similarly, lots of people waste effort trying to put together the perfect resume. Candidates seek advice from numerous sources and make many of the changes they suggest. A lot of the advice is often contradictory. One can go overboard in seeking critique of the document. Do not lose sight of the fact that the resume is a tool that helps you progress from point A to point B. Remember that the most important part of the job search process is the interview, not the resume. Improve your resume to a grade of 75, and put the extra time into securing an interview.

## **CURRICULUM VITAE VERSUS RESUME**

While most practicing physicians use a curriculum vitae (CV) to present themselves, it is appropriate for physician executives (and all healthcare executives) to present themselves with a resume. A CV lists only accomplishments, titles, and so forth, while a resume provides detail about your career, especially your responsibilities.

## **THE THREE TYPES OF RESUMES**

There are three types of resumes: chronological, functional, and narrative. Because the chronological resume is by far the most commonly used format, it is the primary focus of this chapter. At the end of the chapter, I also provide examples of functional and narrative resumes and discuss their appropriate uses.

## Chronological Resumes

A chronological resume is arranged in reverse chronological order. Using Exhibit 1.1 as an example, let's examine the seven items in the chronological resume in the order they normally appear:

1. Full name; home address; home, cell, and business phone numbers; and e-mail address
2. Education
3. Experience, responsibilities, and accomplishments
4. Professional affiliations
5. Personal information (optional)
6. Outside interests
7. References

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### Exhibit 1.1 Example of a Chronological Resume

#### **RICHARD J. OVERACHIEVER, FACHE**

1598 Madison Drive  
Lakeside, FL 38138

Cell: (305) 555-1234

Residence: (305) 555-0000

E-mail: richard\_overachiever@gmail.com

LinkedIn: linkedin.com/in/richard\_overachiever

#### **EDUCATION**

1987 MHA—Hospital Administration, The George Washington University,  
Washington, DC

1983 BS—Business Administration, Clemson University, Clemson, SC  
(cum laude)

#### **EXPERIENCE**

6/96 **METHODIST HEALTH MANAGEMENT, INC.**, Ocala, FL  
to (A nonprofit multihospital system with revenues of \$2 billion and 20  
pres. facilities in six states with 3,500 licensed beds)

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Regional Vice President of Operations (1/00 to present)

**Responsibilities:** Management of 11 hospitals in three states with a licensed complement of 1,700 beds. Serve on the boards of directors of four facilities; report to the system chief operating officer. Direct reports include all hospital administrators, the regional director of marketing, and the regional chief finance officer. Net revenue \$1 billion.

**Accomplishments:**

- Converted six hospitals from county ownership to Methodist Health Management ownership in 12 months
- Established a purchasing program for the entire system, which resulted in \$20 million in first-year savings
- Developed system-wide insurance programs for self-funding health insurance and life insurance
- Reduced accounts receivable in all hospitals; implemented improved credit and collection policies and improved cash flow projections, resulting in \$100 million cash flow improvements in 12 months
- Developed the management engineering function at the corporate level in preparation for staffing reductions
- Processed six successful CONs and added four CT scanners and two digital subtraction angiography units at all hospitals

**NORTHSIDE MEMORIAL HOSPITAL**, Northside, VA  
(A 365-bed hospital)

Executive Director (6/96 to 1/00)

**Responsibilities:** Administrative management of the facility; supervised six vice presidents and reported to the regional vice president of operations of the Northern Division.

**Accomplishments:**

- Developed first financial, personnel, and capital equipment budgets
- Improved financial results from operating loss in FY 1995 to four years of successive improvements in operating margin; margin exceeded 5.5 percent in FY 1999
- Processed five successful CONs: prepared CONs, including coordination of the financial feasibility of a \$137 million replacement

facility; worked with architects on the development of program plan and block drawings

- Developed and participated in a physician recruitment program that added 53 physicians to a medical staff of 190
- Added a data communications system, which decreased costs by 6 percent

9/92 **ST. ANTHONY'S HOSPITAL**, Beaumont, LA  
to (A 350-bed Catholic hospital, member of the Daughters of Charity of  
6/96 St. Joseph and the Weeping Mother)

Chief Operating Officer

**Responsibilities:** Administrative management of 18 departments and 600 FTEs; reported to the chief executive officer; managed the day-to-day operations of the hospital and maintained physician relationships.

**Accomplishments:**

- Established the Department of Management Engineering, which reported cost savings of \$600,000 in its first year
- Led planning and construction of a \$5.2 million expansion of the Department of Nuclear Medicine
- Participated in successful campaign against the Teamsters Union effort to organize employees in service and maintenance
- Led planning, construction, and purchasing of one of the first full-body CT scanners installed in the state

6/88 **MEDICAL CENTER OF FORT WORTH**, Fort Worth, TX  
to (A 350-bed for-profit facility managed by Hospital Facilities Manage-  
9/92 ment, with planning and expansion resulting in 500 beds)

Associate Administrator (6/90 to 9/92)

**Responsibilities:** Administrative management of 12 departments with 300 FTEs as well as the utilization review function and mal-practice litigation; reported to the chief operations officer.

**Accomplishments:**

- Reorganized outpatient services, which included launching a new billing system
- Wrote the utilization review plan and disaster plan

- Developed MBO project with the department of housekeeping
- Developed program for computerization of all purchasing functions
- Participated in the development of a long-range plan and the development of a \$27 million expansion

Assistant Administrator (6/88 to 7/90)

**Responsibilities:** Management of ancillary services and chairman of several committees.

1987– **MEMORIAL HOSPITAL**, Washington, DC

1988 (A 500-bed public hospital)

Administrative Resident

### **PROFESSIONAL AFFILIATIONS**

American College of Healthcare Executives, Fellow since 1999; Regent for Florida, 2004

American Hospital Association

Florida Hospital Association, Chairman (1998 to 1999)

### **PERSONAL**

Married, two children, ages 16 and 20

### **COMMUNITY INVOLVEMENT**

United Way, 1990 to present; Chairman, 1999

Rotary International, 1988 to present; President, 1998

### **OUTSIDE INTERESTS**

Tennis, golf, and snow skiing

### **REFERENCES**

Available upon request

### ***Name, Address, Phone Numbers, and E-mail Address***

Obviously, your name and address are essential items to include in your resume. I have actually received resumes that omitted this fundamental information—perhaps in an attempt to create suspense or possibly because the candidates assumed that the cover letter provided those details. Do not exercise such poor judgment; tell potential employers your name. Begin each new page with your name in case the pages become separated during review or copying.

Unlike the other items that follow, you do not need to introduce your name and address with a heading; rather, simply use the highlighting technique we discuss later in the chapter. In our sample, the candidate has used boldface, underlining, and capital letters to emphasize each section.

If you have a nickname by which you are better known, you may wish to place it in parentheses after your given name. Also, if you have a doctoral degree, professional certification, or a distinguished fellowship, by all means place the appropriate initials (e.g., CPA, PhD, FACHE) after your name. However, if you have an MBA or BS, save that information for the education section of your resume.

Always place your home address on the resume, unless you are working out of your office in an outplacement situation—a rare occurrence. Generally, you do not want information related to your job search arriving at your office. However, because most contacts with candidates are made over the telephone at their place of business during normal working hours, people must be able to reach you during business hours. If you are concerned about the confidentiality of your search in your office, be sure to list a cell number. If you disclose your office number, include the phrase “to be used with discretion” in parentheses immediately below or to the right of this phone number. In addition, include your residential phone number. Be sure your voice mail messages are professional. Personal, recorded messages that include your name generally are better received than a robotic voice replaying solely

the phone number. Also be sure callers are able to leave voice mail (e.g., your mailbox is not full). The job search process is difficult enough; you cannot risk being unavailable to someone who is trying to reach you.

E-mail addresses are expected as well. I like to see them on resumes because they connote some facility on the part of the candidate with computers and technology. Free e-mail accounts are available from Google ([www.gmail.com](http://www.gmail.com)), Yahoo ([mail.yahoo.com](http://mail.yahoo.com)), and Hotmail ([www.hotmail.com](http://www.hotmail.com)). Be careful not to use an e-mail address that is “cutesy” ([hireme@yahoo.com](mailto:hireme@yahoo.com)), unprofessional, or especially long or difficult to type. I recommend using some combination of your first name or initial and your last name. For example, the candidate in Exhibit 1.1 could choose [richard\\_overnachiever@gmail.com](mailto:richard_overnachiever@gmail.com), [overnachiever@yahoo.com](mailto:overnachiever@yahoo.com), or [overnachiever@hotmail.com](mailto:overnachiever@hotmail.com).

### ***Job Objectives and Executive Summaries***

Your resume should **not** include a job objective, which is usually either so broad that it is meaningless or so narrow that it keeps you out of the running for a position you might like to explore. Look at these four job objectives commonly included in resumes. What do they tell us?

- A meaningful position in healthcare administration that allows me to exhibit my skills in strategic planning and marketing
- A position as chief nursing officer in a hospital
- A growth position in a managed care company
- An executive position in a healthcare environment

Leave the job objective off your resume; rather, include it in the cover letter you draft to accompany your resume. In the cover letter, which I discuss in the following chapter, you can tailor your stock resume to the job for which you are applying. If you follow my advice and announce your objective in your cover letter,



inclusion of an objective in your resume is redundant. Space is at a premium in a first-rate resume.

Executive summaries are of the same ilk in my way of thinking. They tend to be filled with fluff and words that purport to grab the attention of the reader. I think they are a bad idea, not because they are especially sinister but because they are meaningless and take up space.

### ***Education***

The next item on the resume, in most cases, is education. I recommend putting education first because healthcare is oriented around education and degrees are important in this industry. Additionally, a person's educational institutions open up networking opportunities, as reviewers may have a connection with your school and, as a result, may give your resume an extra look. Someone in senior-level management might place the education section at the end of the resume because, in his or her case, experience is the most important part of the resume or because education information might indicate his or her age. In addition, those lacking a master's degree or even an undergraduate degree might want to "bury" these disclosures in the back sections of the resume.

Because a chronological resume chronicles your life in reverse order, begin with the highest degree you have earned. Do not indicate the dates you attended school, only the year in which you received your degree. If you have not completed your degree, however, show the dates you attended and perhaps how far along you are. If you have no intention of completing your degree, you can write something such as "studies in economics." If you have earned your CPA or passed the bar exam, note this fact in the educational section of your resume. Fellowships, such as those sponsored by the American College of Healthcare Executives (FACHE) or the Healthcare Financial Management Association (FHFMA), are usually indicated by

placing the appropriate acronym after your name and describing the fellowship in the “other” section of your resume. If you graduated with honors, include this information in the description of the degree. If you earned an MHA and completed a residency, note the location of the residency in the work experience section of the resume. Omit your grade point average, as it is distracting and unnecessary; however, include distinctions such as “with honors” and “cum laude.”

### ***Experience***

We have reached the most important section of the resume: experience. Here you describe the jobs you have held. Give this section a lot of thought and pay close attention to content and comprehension—that is, how easy your resume is to review and understand. For any position, as many as a couple of hundred resumes may be reviewed; therefore, the employer spends only a small amount of time reviewing each resume. It is imperative that your resume be concise, easy to read, and easy to understand. Information needs to “jump off the page” so the reviewer can quickly decide whether you meet the qualifications necessary for the job.

Many candidates make two errors in this section, the first of which is failing to describe specific responsibilities and accomplishments. Responsibilities and accomplishments are both important, so you should include them in your description of each job. Responsibilities tell the reader about the scope and breadth of the job. Examples of responsibilities you want to note include the number of full-time employees (FTEs) you supervised, the number of departments that reported to you, the total amount of the budget you directed, and the names of committees on which you served. Accomplishments, on the other hand, describe what you did on the job to make a difference. Try to offer accomplishments more meaningful than “manning” or “staffing,” “coordinating,”

and “orchestrating.” One concrete way to do so is to quantify your accomplishments.

### Tyler’s Tip

It is often difficult to remember exact information regarding an accomplishment if you are updating your resume years after you achieved it. Therefore, whenever you complete an accomplishment, make a note to yourself about the specifics and keep it in your personal career file. Record such information as the size and dates of the project, the dollars involved, and your role.

The second most common mistake is failure to clearly format employment history with a single organization. Indicate the dates of continuous employment with one organization on the left side, and note the dates corresponding to each position immediately after each job title. If you refer to Exhibit 1.1, you see that Richard J. Overachiever has been with Methodist Health Management since 1996, during which time he has held two different jobs. Listing the dates of different positions within one organization separately on the left-hand side of the resume confuses the reader. Exhibit 1.2 shows you this mistake: If Richard places both sets of dates on the left side, he appears to have had two different employers within this one period when in fact he moved up in the same organization.

To save space and the reviewer’s time, abbreviate the responsibilities and accomplishments of earlier positions. The further you go back in time, the more important it is to condense your responsibilities and accomplishments. The general rule is to heavily condense the descriptions of jobs you held more than ten years ago. People do not place as much emphasis on those responsibilities and accomplishments as they do on your current ones. Focus on the exceptional projects and tasks you handled successfully.

**Exhibit 1.2 Example of a Chronological Resume in Which Dates Are Used Incorrectly**

**RICHARD J. OVERACHIEVER, FACHE**

1598 Madison Drive  
Lakeside, FL 38138

Cell: (305) 555-1234  
Residence: (305) 555-0000  
E-mail: richard\_overachiever@gmail.com  
LinkedIn: linkedin.com/in/richard\_overachiever

**EDUCATION**

1987 MHA—Hospital Administration, The George Washington University, Washington, DC  
1983 BS—Business Administration, Clemson University, Clemson, SC (cum laude)

**EXPERIENCE**

6/96 **METHODIST HEALTH MANAGEMENT, INC.**, Ocala, FL  
to (A nonprofit multihospital system with revenues of \$2 billion and 20  
pres. facilities in six states with 3,500 licensed beds)

1/00 to present Regional Vice President of Operations

**Responsibilities:** Management of 11 hospitals in three states with a licensed complement of 1,700 beds. Serve on the board of directors of four facilities; report to the system chief operating officer. Direct reports include all hospital administrators, the regional director of marketing, and the regional chief finance officer. Net revenue \$1 billion.

**Accomplishments:**

- Converted six hospitals from county ownership to Methodist Health Management ownership in 12 months
- Established a purchasing program for the entire system, which resulted in \$20 million in first-year savings
- Developed system-wide insurance programs for self-funding health insurance and life insurance
- Reduced accounts receivable in all hospitals; implemented improved present credit and collection policies and improved cash flow projections, resulting in \$100 million cash flow improvements in 12 months

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- Developed the management engineering function at the corporate level in preparation for staffing reductions
- Processed six successful CONs and added four CT scanners and two digital subtraction angiography units at all hospitals

6/96 **NORTHSIDE MEMORIAL HOSPITAL**, Northside, VA  
to (A 365-bed hospital)  
pres. Executive Director

**Responsibilities:** Administrative management of the facility; supervised six vice presidents and reported to the regional vice president of operations of the northern division.

**Accomplishments:**

- Developed first financial, personnel, and capital equipment budgets
- Improved financial results from operating loss in FY 1995 to four years of successive improvements in operating margin; margin exceeded 5.5 percent in FY 1999
- Processed five successful CONs: prepared CONs, including coordination of the financial feasibility for a \$137 million replacement facility; worked with architects on the development of program plan and block drawings
- Developed and participated in a physician recruitment program that added 53 physicians to a medical staff of 190
- Added a data communications system, which decreased costs by 6 percent

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**Note:** Because the dates are in the left margin, the resume makes the reader think that Richard had two different employers. When listing positions held within a single organization, even in separate locations, indicate the dates for each position immediately after the **job title**—that is, do not list dates to the left of a location name if it is part of a single (parent) organization. List the start and end dates of all employment within a single (parent) organization on the left, as shown correctly in Exhibit 1.1.

The most important time to highlight is the last five years. The second most important is the next five years. After ten years, abbreviate each job to illuminate only the highlights. Here are some examples of abbreviation:

- Established a purchasing program that saved \$50 million in the first three years
- Reduced accounts receivable from 95 to 75 days
- Processed successful Certificates of Need (CONs) for \$5 million in equipment
- Reduced FTEs from 5.4 to 4.5 per adjusted occupied bed

By being specific, you will help the reviewer better understand your impact on the organization.

### ***Professional Affiliations***

The next section, professional affiliations, rounds out your description of yourself. Professional affiliations demonstrate your active involvement in the healthcare profession. Do not, however, overload this section; an abundance of professional affiliations may cause a reviewer to conclude that you spend more time attending meetings and dealing with outside entities than you spend on your work. The goal of this section is to show that you are active professionally without causing the reviewer to question your credibility or your priorities.

First, list national organizations in which you are a fellow or have held a leadership position. Then list any local community or civic organizations in which you participate, particularly if you are a hospital CEO. Be sure to indicate the leadership positions you have held.

### ***Personal Information***

Your resume can contain some personal information if it is brief. In the sample resume of the hypothetical Richard J. Overachiever, the candidate includes only minimal personal information, such

as his marital status and the ages of his two children. An employer cannot legally discriminate against an individual on the basis of age, race, sex, color, national origin, or marital status. However, if you are married, you might want to mention it if you believe it will help convey a sense of stability. If you have children, indicate the number but not their names, as they are unnecessary clutter. Once I received a resume that not only gave the name and age of the applicant's child but also little Johnny's most recent accomplishment: potty training. That resume is a prize exhibit in my informal "Ripley's Believe It or Not of Resumes," a collection of poor examples I have gathered over the years. Don't let your resume become part of my collection!

### ***Outside Interests***

As a complement to your education, work experience, and professional affiliations, the next section, outside interests, gives the reviewer additional information about your personality. I recommend listing active sports as outside interests. Healthcare professionals commonly golf, fish, or play tennis recreationally; by listing these hobbies you provide a way to break the ice during your interview. Also, active hobbies such as sports will be viewed more favorably than passive hobbies, such as reading or watching films. Be careful if your outside interests might be considered outside the norm; you can't predict how a reviewer will react to them. For example, say a candidate indicates that he or she is a lepidopterist. How would a reviewer react to this information? I would predict that most people would not know what a *lepidopterist* is and, when told that it refers to butterfly collecting, would look askance at the candidate. Therefore, refrain from listing offbeat outside interests. Also omit membership in organizations with primarily religious or political agendas, as the reviewer may have negative perceptions of certain groups. There is one exception: When applying to a religion-sponsored institution, indication of religious affiliation may enhance your resume. Catholic institutions like to hire Catholics, and Baptists

like to hire Baptists. In such cases, your membership in that particular church would be viewed partially.

### **References**

The final section, references, requires little space on your resume. Line up your references in advance. By simply stating on your resume “References available upon request,” you indicate that you are prepared to provide them. Your list of references should be supplied *only* after the potential employer asks for it, so do not submit the reference list with your resume but have it ready and current. Chapter 3 provides instructions on choosing references, composing the reference list, and checking your references.

Why, if you must expend all the time and trouble to establish a strong reference list, do I discourage you from submitting the reference list with your resume? First, being a reference can be a time-consuming inconvenience. You don’t want potential employers to call your references unless you have a strong and serious interest in the job. You need your references to be enthusiastic, and if they receive numerous phone calls, you may exhaust them before you really need them. Second, if you have supplied names on your resume, some employers will ignore protocol and call your references before contacting you. The procedure I explained enables you to exercise both control and courtesy.

The resume and the reference list should be printed on good-quality paper. Ideally, you should print your cover letter, resume, and reference list on the same kind of paper, using the same font. Use white paper only.

### **Candidate Websites**

In the past few years, I have seen executive-level candidates establish personal home pages. I received a letter from one such executive. Rather than sending a resume, he asked that I visit his home page. Intrigued, I accessed it and found it rather well constructed. It also had some unique twists that would not be



acceptable under normal protocols. For example, his website included his photograph. Including a photo with a resume would be ill-advised, but posted on a website it was acceptable because different standards apply. In fact, if your personal website doesn't contain pictures and graphics, it will be considered dull and unimaginative.

The website format also enables you to include more information. Included on the aforementioned site was a case study of a company the executive turned around as well as a section I particularly liked, called "Frequently Asked Questions." I personally phoned him to discuss his background and then followed up a year later to see how effective his website had been. He did not get his current job because of his website, but he felt that it had been beneficial, and he had received many positive comments from prospective employers about it. I think that, in the future, this practice may become common among job seekers.

## ***Multimedia CVs and Resumes***

### ***VisualCV***

While you might be familiar with the Internet-based resume format available through LinkedIn (see Chapter 3), I recommend a different site called VisualCV ([www.visualcv.com](http://www.visualcv.com)), which enables users to create a multimedia, Internet-based resume. Signup is quick and easy, and the website will lead you through the steps involved in creating a VisualCV.

If you already have a LinkedIn account, you can easily import your job and education information into VisualCV. If not, the site makes inputting this information simple. An instructive video also provides more information about enhancing and customizing your VisualCV with charts, documents, or links showcasing your work.

Additionally, in VisualCV you can include images, logos, and video and audio files to document multiple elements of your professional qualifications. For example, you could post video or

audio clips from a television or radio interview, cover images from a publication, or links to articles by you or about your work. Also featured is a comprehensive gallery of sample VisualCVs from executive-level professionals to give you more ideas. VisualCV also offers a job search function that filters job opportunities according to the industries you have specified, and you can search by employer or keyword. VisualCV job listings are relatively new and do not, as of yet, include wide representation from healthcare executive searches. However, the site's resume function is an easy way to create an engaging and eye-catching resume and establish a positive Internet presence.

### ***Video Resumes***

The video resume is a recent trend that is exactly what its name connotes: a short video—no more than three to five minutes—detailing your qualifications. Because the candidate appears in the video, prospective employers can learn more about a candidate than they might from a paper resume. For example, a candidate can demonstrate his or her business acumen and ability to speak knowledgably and professionally.

Additionally, a good video resume communicates a candidate's character and personality, which helps an employer determine whether a candidate might be a good fit for the position. Video resumes can assume different formats: Candidates can speak freely about themselves, provide answers to mock interview questions, or address employers. A well-executed video resume can demonstrate a candidate's creativity and ingenuity, two highly valued skills. Those who use video resumes film themselves, enlist colleagues to help, or hire a professional videographer. A professional can also help edit the video, and candidates should take care to ensure that their video resumes appear professional, with good picture and sound quality.

Many websites host video resumes for job candidates. Some are open access, while others offer password-protected services. Hosting

sites include RecruitTV ([www.recruitv.com](http://www.recruitv.com)), CareerTV ([www.careertv.com](http://www.careertv.com)), Interview Studio ([www.interviewstudio.com](http://www.interviewstudio.com)), and VideoView (<http://videoview.nuttergroup.com>). While some candidates upload video resumes to YouTube ([www.youtube.com](http://www.youtube.com)), I do not recommend using that site for a video resume because YouTube's video quality can be low and the site is not professionally oriented. Additionally, I have to warn you that a video resume might reveal information such as race or disability to potential employers. Although these and other categories are protected by the Equal Employment Opportunity Act and employers are prohibited from including these factors in employment decisions, there is no way to guarantee that a potential employer will focus exclusively on a candidate's qualifications when presented with a video resume.

## **Functional and Narrative Resumes**

Although the chronological resume is the most useful and common form, I will briefly describe the other two kinds of resumes: functional and narrative resumes.

The functional resume groups your different duties, responsibilities, and accomplishments without regard to their historical or chronological perspective. Exhibit 1.3 is an example of a functional resume. People changing industries might decide to use this format to show how their responsibilities and accomplishments relate to the job in question. Despite what professional resume preparers may tell you, functional resumes are used infrequently. Less than 1 percent of resumes received at Tyler & Company are functional resumes. When a candidate with whom we want to work submits a functional resume, we return it and request a chronological one. Professional recruiters generally think that candidates submit functional resumes when they are trying to hide something, such as a significant break in employment.

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## Exhibit 1.3 Example of a Functional Resume

### **RICHARD J. OVERACHIEVER, FACHE**

1598 Madison Drive  
Lakeside, FL 38138

Cell: (305) 555-1234  
Residence: (305) 555-0000  
E-mail: richard\_overachiever@gmail.com  
LinkedIn: linkedin.com/in/richard\_overachiever

### **SKILLS**

#### **Financial**

- Reduced accounts receivable in all hospitals; implemented improved credit and collection policies and improved cash flow projections, resulting in \$100 million cash flow improvements in 12 months
- Developed first financial, personnel, and capital equipment budgets
- Processed 11 successful CONs
- Established a management engineering department that reported cost savings of \$600,000 in its first year

#### **Managerial**

- Converted six hospitals from county ownership to Methodist Health Management ownership in 12 months
- Reorganized outpatient services, which included launching a new billing system

#### **Negotiating**

- Participated in successful campaign against the Teamsters Union effort to organize employees in service and maintenance
- Developed and participated in physician recruitment program that added 53 physicians to a medical staff of 190

### **EMPLOYMENT**

**Methodist Health Management, Inc.**, Ocala, FL, 1996 to present (including five years at one of its member institutions, Northside Memorial Hospital, Northside, Virginia)

**St. Anthony's Hospital**, Beaumont, LA, 1992 to 1996

**Medical Center of Fort Worth**, Fort Worth, TX, 1988 to 1992

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**EDUCATION**

1987 MHA—Hospital Administration, The George Washington University, Washington, DC

1983 BS—Business Administration, Clemson University, Clemson, SC (cum laude)

**PROFESSIONAL AFFILIATIONS**

American College of Healthcare Executives, Fellow since 1999; Regent for Florida, 2004

American Hospital Association

Florida Hospital Association, Chairman (1998 to 1999)

**PERSONAL**

Married, two children, ages 16 and 20

Community Involvement

United Way, 1990 to present; Chairman, 1999

Rotary International, 1988 to present; President, 1998

**OUTSIDE INTERESTS**

Tennis, golf, and snow skiing

**REFERENCES**

Available upon request

The other kind of resume is the narrative resume, shown in Exhibit 1.4. A narrative resume reads like a letter. Usually, the candidate will highlight the different experiences that pertain to the position for which he or she wants to be considered. As with functional resumes, we ask job seekers to replace a narrative resume with a chronological one. A narrative resume is sometimes used when you are the only candidate for a job and you don't have a chronological resume to submit.

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**Exhibit 1.4 Example of a Narrative Resume****RICHARD J. OVERACHIEVER, FACHE**

1598 Madison Drive

Cell: (305) 555-1234

Lakeside, FL 38138

Residence: (305) 555-0000

E-mail: richard\_overachiever@gmail.com

LinkedIn: linkedin.com/in/richard\_overachiever

I am currently the regional vice president of operations of Methodist Health Management, Inc., in Ocala, FL. This nonprofit multihospital system has annual revenues of \$2 billion, and I am directly responsible for the management of its 11 member hospitals, which are located in Virginia, Florida, and Georgia and have a licensed complement of 1,700 beds. My accomplishments during my tenure are extensive: We converted six hospitals from county ownership to Methodist Health Management ownership over a 12-month period; established a purchasing program for the entire system that resulted in \$20 million in first-year savings; implemented insurance programs for the entire system in the interest of uniformity; and conducted several CONs, which led to substantial expansion of our facilities.

Prior to moving to Florida, I served as the executive director of one of Methodist Health Management's hospitals, Northside Hospital in Northside, VA. As a result of my efforts, we regained our two-year accreditation soon after my arrival. In addition, I developed Northside's first financial, personnel,

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and capital equipment budgets, as well as improved the hospital's financial performance from an operating loss in the mid-1990s to four years of successive improvements. As executive director, I developed a physician recruitment program that added many physicians to our medical staff.

I entered the healthcare administration field after completing my Master of Health Administration at The George Washington University in our nation's capital. My alma mater is Clemson University in South Carolina. Through my membership in the American College of Healthcare Executives, the American Hospital Association, and the Florida Hospital Association, I actively participate in the ongoing issues in our profession. My interests outside of my work include playing tennis and golf, and snow skiing when I can take the time to head north.

In summary, I am a highly motivated and experienced professional who can contribute significantly to your healthcare organization.

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## **WARNINGS AND REMINDERS REGARDING RESUME WRITING**

The evolution of the personal computer has influenced the development of resume quality. Whereas a candidate once had a resume printed in the hundreds at a print shop, the candidate now prints them only as needed on the home inkjet or laser printer. It is now much easier to maintain a resume and review it often. The personal computer also has made it a lot easier to be creative on a resume by including graphics and unique type fonts. *Avoid the inclination to be creative on your resume.*

Do not use gimmicks or attention grabbers to make your resume stand out. The only attention such misguided attempts receive is negative attention. Our in-house Ripley's Believe It or Not of Resumes includes resumes printed on pink paper, pre-crumpled (i.e., don't throw this one away without reading it) resumes, and

resumes with dollar bills attached (indicating a willingness to invest in a search). My firm has received elaborate brochures and resumes accompanied by hospital promotional material half an inch thick.

None of these gimmicks benefits the candidate because what matters is the information we need to assess whether the client's job and the candidate's background are a good match. *Do not* resort to gimmicks to gain attention. *Do* strive to make your resume the most professional one that the reviewer will see. Highlight the important information, quantify it, and let the process take its course.

You have prepared an accurate and informative resume and are ready to forward it to the reviewer. What next? Proofread your resume. Ask two people whose intelligence you respect to proofread it for you. Check the spelling of any words about which you are uncertain. Often, someone who receives a resume containing a misspelled word will circle the word and circulate the resume throughout the office for the enjoyment of all. When Marilyn Quayle sent out 5,000 Christmas cards in 1989 with the misspelled word "beakon," the vice president's wife received national negative publicity, and of course I don't need to mention what her husband's creative spelling of "potato" did for him. Don't let the same thing happen to you.

## **Resume Submission**

Electronic submission of resumes is becoming a standard and acceptable part of the job search. In fact, it has become the preferred way of sending your resume to a prospective employer or recruiter. This method has a number of advantages. First, it is quick. There is no need for the so-called "snail mail" of the US Postal Service. Second, it can be forwarded quickly to the correct person through the employer's internal e-mail system. Third, the information can be entered into a database quickly and easily. As an example, in 1997 our firm changed its entire software system to more efficiently



handle the thousands of resumes we receive annually. Our new system can scan and apply optical character recognition processes to conventional paper resumes, but this task takes time. Resumes submitted electronically, on the other hand, can be entered into the database with little or no modification. Hence, we prefer electronic submission of resumes. It saves us time and money.

### Tyler's Tips

We once recommended ivory and beige paper for resumes, but copying and scanning has forced us to modify our preference to white. Our preferred font is 11-point Times New Roman, but Garamond, Arial, and Calibri also are acceptable.

Almost all resumes are transmitted through the Internet, and most candidates use Microsoft Word to develop them. Microsoft Word has become the standard word processing program for resume preparation because of its compatibility with so many other programs. Unfortunately, different versions of Word and individual settings may corrupt the format of a resume when it is opened on a computer different from the one on which it was created. For example, bullet points often become question marks. Be sure to send your resume to several friends with different types of computers (Macs and PCs) and different versions of Microsoft Word and ask them how your resume looks on their end.

Attach the resume to your e-mail in Portable Document Format (.pdf) as well as in Word format (.doc). By including two formats, you increase the likelihood that your resume will open with its formatting intact. To create a PDF file of a Microsoft Word document on a Mac, open the print menu, click "PDF," and choose "Save as PDF." To create a PDF file of a Microsoft Word document on a PC, open the print menu, click on the "Name" box, and select "Adobe Acrobat Pro." Note that you can create a PDF file on a PC only if the Adobe Acrobat Professional software is installed on your computer. Alternatively, there are many free

(continued)

## Tyler's Tips

and easy-to-use resources on the Internet that will convert Microsoft Word files into PDF files. Some examples include [www.doc2pdf.net](http://www.doc2pdf.net), [www.pdfonline.com/convert-pdf](http://www.pdfonline.com/convert-pdf), and [www.freepdfconvert.com](http://www.freepdfconvert.com).

Many of the job-matching Internet operations (e.g., Futurestep) do not require users to import a resume. During the registration process, you construct a computer resume by answering questions about your career and job experiences.

While writing about resume preparation, I would be remiss not to direct you to our own website, [www.tylerandco.com](http://www.tylerandco.com), where we have posted numerous articles on resume preparation, including sample cover letters and reference lists. The most popular feature on our site is a list of the searches we are currently conducting.



## RESUME CHECKLIST

- Use the chronological format.
- Do not include a job objective or executive summary.
- Avoid gimmicks.
- Do not exceed three pages, unless you are a very senior executive.
- Proofread twice.
- Print the resume on high-quality white paper.
- Do not submit a photocopy of your resume. Take the time to send an original.

## FREQUENTLY ASKED QUESTIONS ABOUT WRITING A RESUME

**Question:** I am concerned about the confidentiality of my job search. A friend of mine is willing to act as an intermediary on my behalf. Is this a good ploy?

**Answer:** Absolutely not. Prospective employers do not want to deal with intermediaries when contacting candidates, unless the third party is a bona fide employment specialist. Using a buddy as your front person makes you seem incompetent or secretive.

**Question:** I am interested in three different types of positions and wonder if I should prepare a different resume for each type of job. What is your opinion?

**Answer:** Not a good idea. You ought to be able to use one resume for every type of job because you can use your cover letter to highlight the experience and training that relates to each position in question.

**Question:** But what if I am asked to bring a copy of my resume with me to the interview?

**Answer:** That's fine—you can still attach a cover letter to the resume describing your suitability for the job.

**Question:** I have separated from my employer but have 12 months of severance pay. What is the best way to show this on my resume?

**Answer:** After a while—say, two months—it would be misleading and even improper to show that you are still employed, so you should indicate your termination date. Due to current volatility in healthcare, unemployment is not uncommon. The stigma it bears is lesser than in years past. Nonetheless, be prepared to explain the circumstances of your termination in a positive way during the interview. Listing severance information on your resume is not necessary.

**Question:** I am so concerned about keeping my search confidential that I don't want to include the name of my current employer on my resume. What should I do?

**Answer:** If you work for an employer well-known and highly regarded in your field, you will be missing one of the major advantages of having worked there. In any case, it would be unusual to omit the name of your current employer, so I recommend listing it.

**Question:** I rejoined a former employer after a two-year absence. How do I explain this on my resume?

**Answer:** You can handle this situation in one of two ways: (1) treat it as separate employment or (2) indicate the gap with an asterisk and refer the reader to the section of the resume where the earlier employment is described.

**Question:** At one point in my career, I worked for an organization for only two months. Must I include that position on my resume?

**Answer:** Here the issue is disclosure. By not including this position, you risk damage to your integrity in the event that the reviewer or potential employer finds out about the position—but placing it in the section on employment would give it too much prominence, so include it briefly and matter-of-factly. One way to include the information without giving it equal importance to your other positions is to mark it with an asterisk near the end of your resume. Of course, if you are a recent graduate, include all the relevant summer jobs you have held.

**Question:** I have heard that placing my photograph on my resume is a good way to get attention. Does this inclusion add any value?

**Answer:** Absolutely not. A photograph on a resume is unusual in the healthcare field; we are not in the entertainment or modeling business. As with other gimmicks, a photograph will make you stand out, but not in a professional way.

## ONLINE JOB LISTINGS

While it's a good idea to have a cover letter template (Chapter 2) and references (Chapter 3) before starting a job search, you can start the hunt with solely a resume. You just learned how to properly assemble one, so now let's talk about where to look for jobs online. Networking (Chapter 4) also should play a big part in your job search strategy.

## Tyler's Tips

Use action verbs in your writing. Verbs convey what you have done, what you are doing, and what you can do, and people want to hire you for those reasons—because you get things done. For examples of action verbs, see Appendix 1.1. At the same time, cut out extra words by using verbs instead of nominalizations. For example, writing “implemented” instead of “conducted the implementation of” streamlines your resume. Also avoid using the verbs “utilize” and “facilitate” because they do not specify concrete action. For a personalized critique of your resume, I recommend the resume review/critique service sponsored by the ACHE Healthcare Executive Career Resource Center (HECRC). For information about the service, contact HECRC at (312) 424-9446 or visit [www.ache.org/CARSVCS/CarResum.cfm](http://www.ache.org/CARSVCS/CarResum.cfm). The cost of this service is \$175 for ACHE affiliates and \$215 for nonaffiliates.

Another resource I recommend is Westbrook Resume Services. Stacy Westbrook follows the precepts in this book to craft resumes that will stand out in a crowd. Her prices are reasonable (vary according to resume length), and she works on the resume until you and she are satisfied. She will type the resume and make all updates for you, and she will keep the resume on file and e-mail it to you as needed. Visit [www.westbrookresumes.com](http://www.westbrookresumes.com) for more information.

Some job search sites require you to submit your resume using their template or fields; others ask you to send information in a preferred format (e.g., .doc versus .pdf); and some leave it up to you (by providing you with the e-mail address of the hiring party). Whatever the format, be sure to review your work before you submit it.

The job postings on the Internet have become an alternative to classified job ads. One of our clients started posting job openings on its home page and stopped advertising in the local paper.

The newspaper's classified ads representative pressured our client's human resources department to return to the paper with the ads. The HR director held firm. Now the paper makes a big deal about its own home page and that an employment advertisement is placed both in the paper and on the paper's home page. What an interesting turn of events.

Here are some sites to search for openings:

- **The organization's website.** Some multisite organizations (e.g., hospitals, health systems) have Web pages or an online career center where all openings are listed.
- **An association's website.** Most associations, especially personal member associations, have pages accessible to members only.
- **The "Book of Lists" provided by the local business journal.** This reference will come in handy when seeking healthcare organizations in a particular city, especially if you are willing to relocate. Armed with names, you can search online for positions in those organizations.
- **LinkedIn groups.** Some associations have created groups in LinkedIn. Trade groups also exist. Some groups have job boards that may be worth investigating.
- **Online job sites.** Try some of the following:
  - [www.6figure.com](http://www.6figure.com)
  - [www.allhealthcarejobs.com](http://www.allhealthcarejobs.com)
  - [www.careerbuilder.com](http://www.careerbuilder.com)
  - [www.careerjournal.com](http://www.careerjournal.com)
  - [www.hemac.com](http://www.hemac.com)
  - [www.healthcareers.com](http://www.healthcareers.com)
  - [www.monster.com](http://www.monster.com)
  - [www.nsinursingsolutions.com](http://www.nsinursingsolutions.com) (While NSI Nursing Solutions specializes in filling nursing vacancies, it features a Lifeline series with job listings for open CEO/COO, CNO, CHRO/VPHR, and CFO positions.)
  - [www.theladders.com](http://www.theladders.com)

- **Online job postings of executive recruiters.** I can't resist informing you of [www.tylerandco.com](http://www.tylerandco.com). Most of our openings at Tyler & Company are listed with a brief description and the name of whom to contact. For a complete listing of executive search firms, see Appendix 6.1.

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### Appendix 1.1 Examples of Action Verbs

accelerated	demonstrated	innovated
adapted	designed	instructed
addressed	developed	invented
analyzed	devised	investigated
arranged	diagrammed	managed
assembled	directed	marketed
attracted	documented	maximized
authored	edited	minimized
budgeted	eliminated	motivated
built	enhanced	negotiated
chaired	enlarged	obtained
charted	established	operated
collected	exceeded	optimized
compiled	executed	organized
completed	expanded	originated
conceived	expedited	overhauled
concluded	facilitated	persuaded
constructed	formulated	planned
contracted	handled	presented
contributed	illuminated	procured
controlled	illustrated	proposed
coordinated	implemented	provided
corrected	improved	recruited
created	increased	reduced
decreased	initiated	refined

(continued)

renewed	revitalized	summarized
reorganized	shut down	supervised
replaced	simplified	systematized
reported	sold	terminated
researched	solved	took charge
restructured	started	took over
reviewed	strengthened	trained
revised	stimulated	transacted

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