# KGI Resume Handbook

## Prepared by KGI Career Services

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## **RESUME WRITING TECHNIQUES**

The requirements and recommendations listed in this handbook are an accumulation of the comments, suggestions, and observable behaviors of recruiters over several years. While there are occasions where a different style of resume may be preferable for some candidates, we know that the strict guidelines detailed in this handbook lead to a higher success rate for the majority of candidates.

#### How a Recruiter Thinks:

When you're writing your resume, it's a good idea to keep in mind the objective of the person reading it. *The role of the recruiter is to screen candidates down to a reasonable number of the most qualified to interview.* 

Recruiters are always busy. Ads can pull hundreds of responses for one position, all of which may need to be screened by the end of the next day. Here is a sampling of some of the resumes recruiters receive:

- Resumes were received that were 8 pages long with tiny margins
- Hand-lettered with Old English calligraphy
- Printed on bright purple paper
- Bound in simulated leather
- Replies from "bottom-line oriented, shirt-sleeves go-getters"
- Candidates who want "a challenging position in a progressive company that will allow me to utilize my skills and experience, grow in my career and (oh, yes!) contribute to the goals of the company"

## YOU'LL SAVE A LOT OF GRIEF BY UNDERSTANDING THE BASIC PRINCIPLES OF HOW HIRING MANAGERS/RECRUITERS PROCESS A RESUME...ESPECIALLY IN THE CURRENT JOB MARKET.

The harsh reality is that no matter how much time and effort you put into writing your resume, it will not get a thorough reading the first time. Initially, it will be scanned for approximately 10 - 20 seconds. On the basis of that cursory review, it will be determined whether your resume should be discarded or whether it merits more thoughtful reading.

The first resumes to be screened out usually fall into one of two categories:

- Those that try the reader's patience because information is hard to find
- Those that tax the reader's "gut-feel" by being too long or hard to read or having obvious errors

A recruiter is judged by the quality of the candidates he brings into the organization for further consideration. It is not the recruiter's job to be charitable or to read between the lines. Her role is to be suspicious, cynical and conservative to determine if a candidate's credentials are accurate and reflective of the true skill level of the individual.

#### Recruiters have been lied to in every conceivable way:

One candidate claimed to be "a marketing representative for a major multinational transportation goods and services company." In reality, he sold snow tires at the Harrisburg, PA Goodyear Tire Outlet.

If you make it to the second screening, the recruiter will get out the fine-toothed comb and check everything thoroughly.

- Does your sequence of employment, advancement and accomplishments make sense?
- Did you make too many changes?
- On the plus side, did you consistently seek responsibility and new challenges?
- Did you stay for the right amount of time in each position?

#### Remember, the recruiter is out to reduce that stack of 258 resumes to 5.

#### **Recruiter versus Hiring Manager:**

The goal of the hiring manager is to hire the most qualified candidate who will fit into their organization as she is likely to be held accountable for the candidate's performance on the job. Depending upon the structure of the organization, the hiring manager may only see resumes after they are screened by the recruiter. When the hiring manager reads your resume, she is looking to see if you've got the skills to be successful in the job she currently has available based upon your past experience and training.

#### WITHIN THE FIRST FEW SECONDS, A HIRING MANAGER WANTS TO KNOW 5 THINGS:

- 1. *Your current level*. Level is generally measured in terms of years of previous experience, job titles or degrees.. The more professional your previous experience, the number of promotions you received within a company, the amount and type of resources you had authority over (i.e., the more the company trusted you), the more valuable you are with a new degree.
- 2. *The roles and functions you can perform*. What were your responsibilities and accomplishments?
- 3. *Settings you have performed them in*. If they are similar to the company you are interested in, the recruiter is likely to believe you can repeat your previous triumphs at their company. Your past settings also say a lot about the kind of places in which you want to work.
- 4. *Past experience*. What have you done?
- 5. *Current expertise*. What do you know?

## THE BASICS: FORMATTING YOUR RESUME

Don't underestimate the value of an attractive, well-constructed resume on high-quality paper. Your resume provides the first impression most potential employers will have of you. It is your marketing piece – treat it that way.

For the official KGI resume, you must use the following guidelines when formatting your resume:

- 1. Resumes must be kept to one page.
- 2. Margins should be at least .5 inch and no more than 1.0 inch all the way around the page. Margins should be the same on all sides.
- 3. Font size for the body of your resume should be between 10 and 12 point. Larger or smaller font can be used for highlighting.
- 4. Font choices should be either Times New Roman or Arial. Bolding, small caps, italics and other formatting options can be used sparingly for highlighting.
- 5. Bullets should be either solid circles or solid squares. Bullets should not be used anywhere except in the experience section.
- 6. Do not use any tables, templates, page borders, or boxes on your resume.
- 7. You may use a horizontal line between major sections.
- 8. Be consistent in formatting dates, titles, addresses, and punctuation.
- 9. Left justify your resume do not use full justification.

Resume sections should be in the following order:

- Contact Information
- Positioning Statement
- Education
- Experience
- Other sections including skills, activities, projects or other specialized sections

## THE ELEMENTS OF STYLE

The impression you make in the body of the resume depends on both at what you claim and how you claim it. Like a diving or gymnastics judge, points are "deducted" for anything that jars the observers/reader's sensibilities, either in content or presentation. You can blow it through a single, humongous gaffe (misspelling your name at the top of page two, or claiming "Ten years of management experience"... when you have only worked seven years), or through the cumulative effect of several small negatives ... this piece of writing would be qualify as a "humongous gaffe":

"Progressive experience in contribution to success of aggressively initiated cutting-edge marketing initiatives through numerous constituent interactions and innovative research-oriented planning interfaces."

Whew! More syllables do not create greater credibility. This is pompous, verbose, turgid, self-important and grandiose. (For the record, it's "progressively responsible," not progressive (experience), which was a political party based in Wisconsin in the early 1900s.)

Some stylistic guidelines:

- Let your accomplishments speak for themselves.
- Recruiters "deduct points" for wimpy verbs: aided, participated in, involved with, joined, helped bring about. These do not tell anyone what you did, merely that you were there.
- Start thinking and writing in past-tense transitive verbs. Everyone likes past-tense verbs because they refer to events that happened and are therefore verifiable. Knowing this keeps you honest.

Identified opportunities...wrote report...negotiated contracts...managed sales force, conducted primary research, partnered with community leaders...led massive workforce reengineering...won gold medal.

• Use numbers whenever possible because they're objectively measurable and inherently credible because they can be checked. Very large numbers make a lasting impression ... even if the reader forgets what they refer to.

DO NOT put anything on your resume that you do not want to discuss

## **CONTACT INFORMATION**

**Name**: Your name should be at the top of your resume. Use a larger font and / or other formatting options to highlight your name. Locate your name at the left or center of the page.

Please make sure you use the name on your resume that you want people to call you. If you have chosen to use a nickname and go by that name at KGI (rather than, or in addition to, your birth name), use that name on your resume. The last thing you want to have to do is to correct your interviewer the first time you meet after he/she calls you by the name on the resume. Make sure that the name you use is consistent throughout KGI - i.e. the faculty will refer to you by that name, etc.

#### **ANTOINETTE P. GIAVANNI**

agiavanni@kgi.edu

**E-mail:** Use your KGI e-mail account. This proves to recruiters that you really are getting your degree at KGI. Your KGI e-mail account name remains yours after you graduate. Using your KGI e-mail also builds brand recognition for the school.

**Phone Numbers:** Pick the phone number that you are most likely to receive messages from and use only that number on your resume. **If you choose to list your cell phone, keep in mind every time you answer it that it could be a potential employer so be professional**. Make sure your voice mail message is a reflection of your professionalism.

#### JIA-YUH "JOHN" WANG

(909) 607-0887

123 Harvard, Claremont, CA 91711 (909) 607-3434

jwang@kgi.edu

**Address:** Because recruiters have gotten away from mailing anything to candidates, your address is no longer needed on your resume as long as you're a current student. If you are enrolled at KGI, logically you must live in the local area. However, you can include it if you wish.

**Personal URLS:** Do not include your personal URL unless you're seeking a position that requires you to publish webpages <u>and</u> your personal URL is up-to-date and professional.

## **POSITIONING STATEMENT**

Your positioning statement is a 3-4 line targeted profile that sums up your past experience, your transferable skills and your career goals. What the recruiter is looking for most is a clear-cut sense of career direction and momentum.

Two years experience in cell culture research within a first-class academic R&D department. Documented record of success in microscopy methodology, viability results analysis, and safety techniques. *Seeking a process development position in the pharmaceuticals industry*.

Recruiters are more interested in what you have to offer than what you want. A positioning statement is effective in reinforcing desired job and company attributes or in deflecting concerns (such as having always worked in non-profit or with small companies). Target your positioning statement to the receiving audience. Use the terminology common to the industry or functional area that you are targeting.

Biopharmaceutical professional with a strong scientific background and 8 years experience in drug discovery and development. A proven initiator and strategic thinker with effective relationship management, project management, and interpersonal skills. *Seeking a summer internship in Business Development in the pharmaceutical industry.* 

Everything in your positioning statement must be supported by specific information in your resume. It tells the reader what to look for when reading your resume. It should not be pushy or overblown and should have an objective ring to it.

Your positioning statement will be most effective if you are clear about your target. If you are still deciding which career path to take, you can be more general for the resume posted to the database by leaving off the industry and using broader functional areas such as "Operations" or "Marketing" However, for resume drops you must target the positioning statement to the position that you are applying for.

## **EDUCATION**

While you are still in school, you will be leveraging your degree in your job search so the education section is most appropriately placed above your experience section. If you use lines to separate your sections, you do not need to label the education section. Your KGI degree should be the first degree that you list followed by any other degrees that you hold in reverse rank order. Use the same format for all degrees in this section.

**Your degrees:** You may list your degree or abbreviate it (no periods). If you write out your KGI degree, you must write out your Bachelor's degree the same way.

Include your concentration (if applicable) as soon as you've decided what it is. Your concentration area focus should be in alignment with your positioning statement. Also include the date (year only) for all of your degrees. You do not need to say "Anticipated" or "Expected" as, if the date in the future, it is assumed to be anticipated.

Master of Business and Science (MBS), Emphasis in COMPUTATIONAL BIOLOGY Keck Graduate Institute of Applied Life Sciences Academic Fellowship Award	2007
Bachelor of Science, CHEMISTRY	2004
University of Wisconsin, Madison, WI Dean's Honor List; GPA: 3.92	
Treasurer: Alpha Kappa Alpha Fraternity	

**School Name:** You are receiving your degree from the **Keck Graduate Institute of Applied Life Sciences**. List your degree before the schools unless you are looking to leverage the school name such as applying for a position through your undergraduate institution's alumni association or an alumni of your other alma mater.

**GPA**: Many recruiters suggest that you highlight your graduate GPA if you are in the top half of your class. The same is true for your undergraduate GPA. However, if you have a high undergraduate GPA and a modest graduate GPA, stay away from GPA altogether and reflect your success in other ways like *cum laude, magna cum laude* or *Dean's List*. Convert your GPA to a 4.0 scale.

**Leadership Activities:** On-campus involvement and leadership skills are two of the most sought after qualities by corporate America. Highlight your key leadership roles as a student at **both** the graduate and undergraduate levels within the educational section of your resume by including 2-3 leadership roles that you held as a student.

**Scholarships/Awards:** Include significant scholarships or awards on your resume. It is important that the reader understands the significance of the honor so if you need to, you can make the award names more generic or add a description to make it clearer.

## **EXPERIENCE:** FORMATTING

This is the most important section of your resume and the section that requires the most thought. Determining the content of your experience section will be covered in detail later in this handbook. This section will just cover the formatting of your experience section.

**Titles:** Unless you've worked at a high-profile company and you wish to leverage that company name, the first thing you should list for each position is your working title. If your title is not an industry standard for the position you are seeking, you may want to come up with a more descriptive one. The other instance when you won't list the title first is if you held more than one title for a company, particularly if they show increasing responsibility, you'll list each one with the accomplishments for each title specified.

**Company Names:** List the full company name and location. If the location for all of your companies are in an area that you no longer want to work then you can leave off the locations. For example, if you've only worked in California, and you're looking to move to New York, then you might want to leave off the location of each job.

**Company Descriptions:** Using no more than 2 lines, describe the company or division that you worked for so that the reader can put your accomplishments into context. Give an idea of the scope, the products and the size of the company.

#### **OPERATIONS MANAGER**

ABCD COMPANY, LOS ANGELES CA 1995-1997

*Recruited by this \$1 billion firm as a key member of the management team for one of Korea's leading automobile manufacturing companies.* 

- Orchestrated an aggressive operations reengineering initiative and delivered a 20% improvement in
  production output, 11% reduction in material costs, and 30% improvement in key account retention
- Formulated plans to restructure operations resulting in 20% increased profitability in 6 months
- Increased the new client pool by 20% and gross margin by 5%
- Developed reports for forecasting and budgeting that identified cost reduction opportunity of over \$500K

**Dates:** Dates should be on the right either next to the title or right justified using the right justified tab or page formatting. Only use the years at each company or position. Do not bold dates. If you've worked in multiple positions at the same company, you want to list both the dates you've been with the organization and the dates in each position.

<b>W.W. GRAINGER, INC.</b> Nashville, <sup>7</sup> A \$3.5B leader in the distribution of in			-2007
<ul><li>East Coast Account Manage</li><li>Created 30 sales and server</li></ul>	<b>r</b> (1996-1997) ice centers on the e	Baltimore, MD	2
	narket, realized post	Lawrence, KS itive ROI in under 5 months g revenues from \$80K to over \$400K per m	onth
in an 8-week period	into mature marke r value added servi	t, resulting in increased sales from zero to s ces following new competitor in	\$500K

## EXPERIENCE: CONTENT

# You want this section to communicate to the reader how you impacted past employers and how you will succeed in future positions. The key factor here is quantification and qualification of accomplishments.

The tendency is for resumes to highlight responsibilities or tasks. Your resume should not be not a list of comprehensive job descriptions for positions you've had in the past. Instead, it should highlight those accomplishments that make it possible for the recruiter to clearly picture you as a successful employee in the position that they are recruiting for. This means that you need to rethink about what you did before in terms of how it will help you in the position you are now seeking.

#### Examples of how NOT to impress a recruiter:

- Wrote marketing plan
- Responsible for analyzing and monitoring brands current advertising campaigns
- Suggested new premium policies for current subscribers to enhance customer satisfaction and increase customer loyalty
- Prepared annual budget projections (totaling \$500K) and performed all fiscal administration
- Managed staff of eight

The act of doing something does not in and of itself reflect an accomplishment. "Managed a staff of eight" does not say anything about being an effective leader. There are managers who manage staff of 8, 18, and 80 ... very poorly. Let the reader know **why** your accomplishment mattered, **what** you achieved and **how** you achieved it. Furthermore, always prioritize your accomplishments. The most important accomplishment should go first and the least important should be listed last. The order can be adjusted or edited based upon the position requirements.

Career changers and those with limited work experience may have a difficult time translating their previous experience into relevant accomplishments. If this is the case for you, consider other activities that might prove to a recruiter that you are capable of doing the job. For example, if you're an engineer who's been the treasurer of your homeowner's association and you're interested in transitioning into finance, you may want to include that experience. While you're in school is also the time to build your resume through internship and project experiences.

#### **Examples of Accomplishments:**

- Developed a marketing strategy for an Internet-based education program for healthcare professionals, resulting in over \$50 million sponsorship by major pharmaceutical companies
- Achieved 105% of annual sales objective of \$5.2 million 1996 by launching 4 new products involving disease training, market development, product promotion, and market analysis
- Provided expertise in strategic planning, formulated long-term goals and recommendations for projects over \$100 million in budget
- Raised employee performance standard for three of eight direct reports
- Exceeded reach and frequency targets by 5% and 15% respectively through customization of clients' \$32M media spend

Read the description of the position for which you are applying and customize the resume to make sure that 10 phrases specific to the position (descriptive adjectives, industry terms, key words) are used throughout vour resume and cover letter.

Do not feel obliged to have six accomplishments per job. One or two truly significant accomplishments can be much more meaningful than five or six weak accomplishments. The number of accomplishments should correlate with the time you spent on the job and the relevance of the job to your current search. List more accomplishments represented by your most recent position rather than the first job you held.

## THINGS TO CONSIDER

#### Job Analysis Exercise:

In order to construct a resume draft, start each accomplishment with an action word. Action words draw the reader's attention to your career accomplishment statements and this is the **key** to success.

Job Title: Human Resources/Recruiting Manager ~ Organization: Kraft ~ Dates: 1999 - 2003

Responsibilities	Skills Used	Accomplishments
Hiring & Training	<ul> <li>Interpreted Hiring criteria</li> <li>Interviewed candidates</li> <li>Administered/Interpreted tests to applicants</li> <li>Attended MBA Consortiums to encourage diversity hiring</li> <li>Taught in groups and 1 on 1</li> </ul>	<ul> <li>Decreased required "in training" time by 29%</li> <li>Reduced turnover by 31% as a result of better screening</li> <li>Recognized by Kraft as the top recruiter for diversity recruiting for 1998</li> </ul>

## Additional Information

Since you are a student, this is an acceptable time to add an *Additional Information* section to your resume. This section can highlight relevant and interesting pieces of information that may not fit comfortably within one of the other sections of your resume. Interesting and even funny (with discretion) pieces of information are encouraged because it brings out character in your individual screening. Here are some favorites:

Fluent in business Japanese, proficient in French and Spanish Scratch Golfer Wrote speeches and letters for then-Secretary of State George Schultz regarding American foreign policy while a State Department intern Youth athletic coach for basketball, baseball, and golf Professional Photographer Director, Newport Beach Junior Chamber of Commerce 1998-Present Lived/traveled extensively in Europe, Middle East and Asia Eagle Scout Cadet-in-Charge, West Point National Ski Patrol Team Board Member, Habitat for Humanity 1997-present

### **OTHER ISSUES**

#### Citizenship

While citizenship is not a critical issue for all candidates, it is for those who have international backgrounds or profiles. Any individual, whose name or experiences cast any question about citizenship, should make sure their citizenship is clearly and easily identified. The best way to do that is to state "XYZ Citizen" directly under your name, centered at the bottom, or you can add a *Citizenship* section to your resume.

	John Li Chen	
	U.S. Citizen	
jchen@kgi.edu		949-765-1111

#### References

You do not need to say "References Available Upon Request" or offer them as part of your resume presentation. If you are asked by references by a prospective employer, you'll want to provide them in a separate sheet with the references name, title, company and current contact information. If it's not obvious, you'll also want to specify your relationship (i.e. Former Supervisor).

## APPENDIX A: THE TOP TEN HOTTEST TRANSFERABLE SKILLS

#### **BUDGET MANAGEMENT:**

Find a budget and manage it, no matter how small – take responsibility for it. Manage how the funds are dispensed, keep control of the budget, and learn what fiscal control is all about. If you have had "full P&L responsibility", make sure to include a clear reference to it.

#### SUPERVISING:

Take responsibility for the work of others in a situation in which accountability is required. Have direct contact with the work of others, expose yourself to the difficulty of giving orders, delegating tasks, understanding the other person's viewpoint. This is where listening becomes a real feat of skills.

#### **PUBLIC RELATIONS:**

Accept a role in which you must meet or relate to the public. Greet visitors, answer phone complaints, give talks to community groups, sell ads to business people, or explain programs to prospective clients.

#### **COPING WITH DEADLINE PRESSURE:**

Search for opportunities to demonstrate that you can produce good work when it is required by external deadlines. Prove to yourself and anyone else that you can function on someone else's schedule—even when that time is notably hurried. Think of those times you brought a project in under the wire, and use that experience as an example.

#### **NEGOTIATING/ARBITRATING:**

Discover and cultivate the fine art of dealing openly and effectively with people in ambiguous situations. Learn how to bring warring factions together, resolve differences between groups or individuals, and make demands on behalf of one constituency to those in positions of power.

#### ORGANIZING/COORDINATING/MANAGING:

Take charge of any event that is within your grasp. It doesn't matter what you organize: a fundraiser, a parade, as long as you have a key role in bringing together people, managing resources, and planning events. If nothing else, the headaches of organizing events or managing projects teach you how to delegate tasks to others.

#### **PUBLIC SPEAKING:**

Take a leadership role in an organization so that you are forced to talk publicly, prepare remarks, get across ideas, and even motivate people without feeling terribly self-conscious. Good public speaking is little more than the art of animated conversation, but it must be practiced so you can discover your own personal style. If you can communicate effectively with executive management, sales & marketing and technical/engineering staff you must make this very marketable strength clear on your resume.

#### **INTERVIEWING:**

Learn how to acquire information from other people by questioning them directly. Start by interviewing fellow students, friends, and other people easily available. It does not matter what you ask them, but imagine you are a reporter who needs information for a story. Discover the fine art of helping a person feel comfortable in your presence, even though you are asking difficult or touchy questions.

#### WRITING:

Go public with your writing skills, or even the lack of them. There is nothing quite so energizing as seeing your own words in print. Write letters to the editors of every publication you read -newspapers, journals, magazines. Create a newsletter for an organization to which you belong.

#### **TEACHING/INSTRUCTING:**

Refine your ability to explain things to other people. Since most teaching takes place not in the classroom but in ordinary exchanges between people, become familiar and comfortable with passing information and understanding to others. Any position of leadership or responsibility gives you many opportunities to teach ideas and methods to others.

APPENDIX B: ACTION WORDS				
Accelerated	Completed	Established	Interviewed	Proved
Accomplished	Composed	Estimated	Introduced	Provided
Accounted for	Computed	Evaluated	Investigated	Purchased
Achieved	Conceived	Examined	Joined	Qualified
Acquired	Concluded	Exceeded	Labored	Ran
Actively	Conditioned	Excelled	Launched	Rated
Adapted	Conducted	Executed	Lectured	Realized
Added	Conferred	Exercised	Led	Received
Adjusted	Constructed	Expanded	Liaison	Recognized
Administered	Continued	Expedited	Licensed	Recommended
Advised	Contracted	Explained	Located	Reduced
Aided	Controlled	Explored	Looked	Related
Analyzed	Convinced	Familiarized	Maintained	Renovated
Anticipated	Coordinated	Filed	Managed	Reorganized
Applied	Corrected	Financed	Mapped Out	Reported
Appointed	Counseled	Forecast	Marketed	Rescued
Appraised	Counted	Foresaw	Maximized	Researched
Approved	Crafted	Formulated	Met	Resulted in
Arbitrated	Created	Forwarded	Modified	Returned
Argued	Critiqued	Fostered	Monitored	Revamped
Arranged	Dealt	Founded	Motivated	Revealed
Assessed	Debated	Gained	Moved	Reviewed
Assisted	Decided	Gathered	Named	Revised
Assumed	Defined	Gave	Negotiated	Saved
Assured	Delegated	Generated	Netted	Served
Attended	Delivered	Grated	Observed	Showed
Authored	Demonstrated	Greeted	Opened	Shipped
Authorized	Designed	Grossed	Operated	Solicited
Awarded	Determined	Guided	Ordered	Sought
Began	Developed	Handled	Organized	Specified
Bolstered	Devised	Hastened	Paid	Straightened
Boosted	Diminished	Heightened	Participated	Studied
Bought	Directed	Helped	Perceived	Supported
Budgeted	Discovered	Highlighted	Persuaded	Surmounted
Built	Distributed	Hiked	Pioneered	Synchronized
Calculated	Drafted	Hunted	Planned	Tightened
Catalogued	Dramatized	Identified	Played	Uncovered
Caught	Dropped	Implemented	Prepared	Sheevered
Caused	Earned	Improved	Presided	
Chaired	Edited	Included	Prevailed	
Changed	Educated	Incorporated	Processed	
Checked	Effected	Increased	Produced	
Chose	Elected	Indicated	Proficient at	
Classified	Employed	Influenced	Profited	
Cleared Up	Encouraged	Initiated	Programmed	
Closed	Enjoyed	Innovated	Prohibited	
Combined	Enlarged	Inspected	Projected	
Communicated	Enlisted	Instructed	Promoted	
Compared	Ensured	Insured	Proofed	
Compiled	Entered	Interpreted	Proposed	
Complica				
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## **75 POWER WORDS**

The following 75 words are some of the most visible and most powerful in the english language. Learn to use them in reference to yourself and your abilities. Incorporating these words into your vocabulary, your job search, presentations and all business communications will make your job search and self-marketing efforts much more effective.

Ability	Dependable	Potential
Accelerate	Energetic	Precise
Accurate	Enthusiastic	Pride
Active	Establish	Produce
Affect	Evaluate	Professional
Aggressive	Excel	Proficiency
Analyze	Excellence	Provide
Attitude	Expand	Recommend
Capable	Expedite	Reliable
Careful	Facilitate	Responsible
Common sense	Focus	Results
Conceive	Generate	Simplify
Conduct	Guide	Skill
Conscientious	Implement	Solve
Control	Improve	Streamline
Develop	Incisive	Strengthen
Diplomatic	Initiate	Success
Direct	Innovate	Systematic
Discipline	Lead	Tactful
Drive	Listen	Thorough
Dynamic	Monitor	Train
Effective	Motivate	Trim
Efficiency	Participate	Urgency
Eliminate	Perform	Vital
Confidence	Persuade	Win