



DOES MY RESUME STINK?

Here is our FinanceLadder "Stink" re-write, as written by Louise Fletcher of www.blueskyresumes.com

Susan's background was impressive and her resume makeover is a perfect example of the importance of resume design. The information contained in her resume was very strong, but the page layout meant her message got lost. She'd also used a lot of the space on her resume to describe responsibilities. But anyone reading her resume will know what a CFO is supposed to do - what he or she wants to know is what you will do: in other words, what specific impact will you make in my company.

I spoke to Susan for about 90 minutes in order to really understand her background and to get a sense for what she wanted to communicate with her resume. The main elements of Susan's resume rewrite were:

Using a positioning statement. A strong headline positions you clearly so that the reader doesn't have to go through the detail of your resume to see where you might fit into his or her organization. Susan is a CFO, but she also has strong ops and logistics experience: our headline tells the reader that immediately.

Emphasizing achievements over responsibilities: I spent time talking with Susan and uncovered powerful information that had not been included on her original resume, or which had been summarized in a very top-line way. I also began every bullet point with an action (for example, "Led", "Reengineered", "Established", "Saved" and "Spearheaded" are all good strong beginnings that give an overall sense of action, impact and energy.)

Highlighting key selling points: One of Susan's selling points is that she has strong Wall Street relationships and has earned the trust of analysts, investors and bankers. I highlighted that information so that it's one of the first things you see by bulleting and bolding the information.

Minimizing liabilities: Susan's main liability was that she had spent a long time with one employer, which may make some employers feel she hadn't had enough different experiences. It's never wise to try and hide such information, but you can minimize it so that the eye is drawn to the information you want to highlight. (Think of this as a spotlight on a stage - shine the spotlight on the information that sells you, and not on the things that might cause someone to doubt your candidacy.)

Simplifying language and explanations: Susan's original description of her employer, for example, was four lines long and very convoluted to someone not familiar with her company. Remember that your resume only has to get you in the door. It doesn't have to tell everything about you.... you can do that during the interview process. Think of your resume as a



brochure whose job is to provide a quick overview and pique the interest of the 'buyer'.

Designing for clarity: Too many strong resumes are hurt by poor design. This is an aspect that many busy executives overlook, but it's critical to your message. First, a strong design (with lots of white space and consistent formatting) helps the reader find key information easily. They have to look at hundreds of resumes and easily overlook that golden nugget if it's not clearly highlighted. Second, your design should reinforce your message. If you are a senior executive, your resume should reflect that positioning with a classic design. Just as you would wear your very best suit to an interview, you **MUST** dress your resume for success! This "before" and "after" highlights the impact of good design. Glance at the "before" and ask yourself what is your general impression of salary level, seniority and accomplishments. Now do the same for the "after." See the difference? Design matters!



Susan J. Daniels

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Summary

Financial & management executive with 25 years of value added activities, exceptional contributions to management teams, and the delivery of outstanding services.

Successful leadership in the following broad-based competencies:

- Strategic and Financial Planning
- Financial Reporting
- Consensus/Team Building
- Staff Management and Development
- Asset Value Maximization
- Centralized Services and Support
- Analytics and Problem Resolution
- Client Satisfaction

Significant achievements include:

- Successful and credible working relationship with financial community (raised over \$5 billion in last 5 years)
- Proven record of developing and implementing financial and operational controls that safeguard assets, improve P&L scenario and competitively position firm
- Continuous improvement activity resulting in substantial savings and improvements in organizational effectiveness throughout the organization
- Public and private Board of Directors experience

Experience

June 1978 to 2003: Westchester Gas & Power Corp. - Employed in various positions of increasing responsibility with major focus in the natural gas transmission subsidiaries and in Joint Venture affiliates responsible for managing and operating the company's interstate pipeline system and related entities in the gathering, processing and energy businesses. Have held simultaneous positions with multiple entities.

Sr. Vice President, Chief Financial Officer and Treasurer - August 1998-December 2003

- Managed over \$7 billion in assets and nearly \$2 billion in annual revenues (Westchester Gas & Power and subsidiaries, Transatlantic Pipeline Company, Fairfield Gas Company, and Generation Partners).
- Major responsibility areas included –
 - Financial and strategic planning
 - Risk management
 - Accounting and reporting
 - Treasury and finance
 - Information systems
 - Logistics and supply support
 - Administration
- Significant accomplishments include –
 - Led the team that placed \$500+ million in equity, nearly \$2.8 billion in bank facilities and nearly \$2.7 billion in private placements and 144A financings, including structured finance arrangements.



- Led successful reengineering projects related to accounting and finance, including new system implementations; customer services, control and production systems; and gas measurement areas all resulting in the significant reduction of costs and improvement of controls.
- Merged the support staff of 4 companies into a centralized services organization saving about \$2.5 MM (or 35%) per year.

Sr. Vice President, Chief Financial Officer and Treasurer - July 1990-December 2003

- Financially led company and its 2 subsidiaries from a business with under \$200 MM in assets and revenues less than \$100 MM to an entity that had over \$2.5 billion in assets and nearly \$700 million in annual revenues.
- Major responsibility areas included –
 - Financial and strategic planning
 - Risk management
 - Financial accounting and reporting
 - Gas accounting
 - Treasury and finance
 - Information systems
 - Contract management
 - Administration
- Chaired reengineering projects related to accounting and finance; market services, control and production systems; and measurement areas resulting in significant cost reductions and control improvements.
- Prepared testimony and appeared before the Federal Energy Regulatory commission.

Vice President Finance, Planning and Administration - July 1986-June 1993

- Major activities centered around coordinating, centralizing and improving all strategic and financial planning, financial, systems and administrative functions to the needs of the individual business entities.
- Primarily responsible for successful project development through regulatory approval, initial off-balance sheet project financing and construction of a new interstate pipeline inside Texas. Included original staff and systems setup and establishing all procedures through actual operation.

Various Positions - June 1978 to June 1986

Responsible for budgeting, planning, acquisition and divestiture analysis, operations analysis and administration/facilities services related functions for a company involved in pipelines, gas distribution, hydrocarbons processing, exploration and production and real estate.

Other

Military – Naval Supply Corps Officer/Finance

Education

MBA Finance - University of North Carolina
BS Mechanical Engineering – New York University



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SENIOR FINANCIAL AND MANAGEMENT EXECUTIVE

Exceptional Leadership Experience includes Operations, Distribution and Logistics

Versatile management professional with extensive experience in driving revenue growth and bottom-line improvements through sound financial management and strategic business planning. Proven track record of capturing multi-million dollar savings through process redesign and implementation of stringent controls. Public and Private Board of Director Experience. Holds MBA in Finance. Demonstrated strengths include:

- Strategic and Financial Planning
- Capital Raising and Financing
- Staff Management and Development
- Financial Reporting and Performance Metrics
- SEC/Regulatory Compliance
- Asset Value Maximization
- Centralized Services and Support
- Investor Relations
- Financial and Operational Controls
- Complex Contract Structuring

— Known for Ability to Build, Train, Lead and Inspire High Performance Teams —

CAREER HIGHLIGHTS

- **Earned exceptional reputation on Wall Street** for integrity and ability to deliver. Raised over \$5 billion in the last five years.
- **Developed and implemented financial and operational controls** to safeguard assets, improve P&L scenario, ensure regulatory compliance and improve competitive positioning.
- **Reduced costs and improved operational efficiency** by designing and leading major continuous improvement, reengineering and corporate restructuring efforts.

PROFESSIONAL EXPERIENCE

WESTCHESTER GAS & POWER CORP. 1978 – 2003

Held progressive management positions with focus in the natural gas transmission subsidiaries and in joint venture affiliates responsible for managing and operating company's interstate pipeline system.

Senior Vice President, Chief Financial Officer and Treasurer, 1998 – 2003

Managed over \$7 billion in assets and nearly \$2 billion in annual revenues for Westchester Gas & Power Corp and three subsidiaries. Provided strategic and tactical leadership to 345 employees, with 13 direct reports. Led financial and business planning, risk management, accounting, financial reporting, treasury, IS, logistics/supply support, and administration.

*Significant accomplishments include:*Led the team that placed \$500+ million in equity, nearly \$2.8 billion in bank facilities and almost \$2.7 billion in private placements and 144A financings, including structured finance arrangements.

Reengineered all accounting and finance processes; led \$40 million SAP implementation and restructured finance organization, cutting staff by 20% while raising performance standards.

- Established audit procedures and automated systems to significantly reduce costs and improve controls, including adding \$5 million to the bottom-line by accurately measuring gas and reducing leaks.
- Saved \$15 million and improved efficiency by merging the HR, finance and operations staff of four companies into one centralized services organization. Cut finance costs by 35% or \$2.5 million.



WESTCHESTER GAS & POWER CORP. (Continued)

Senior Vice President, Chief Financial Officer and Treasurer, 1990 - 2003

Provided financial leadership to Power Corp. and two subsidiaries during period of rapid and sustained growth. Controlled assets of \$2.5 billion with annual revenues of more than \$700 million. Managed team of 65 with accountability for financial and strategic planning, risk management, financial accounting and reporting, gas accounting, treasury and finance, IS, contract management and administration.

Significant accomplishments include:

- Key member of executive team which grew the business from revenues of less than \$100 million to \$700 million, and increased assets from under \$200 million to \$2.5 billion.
- Created procedures, controls and contracts to qualify customers, thus creating the conditions necessary to obtain financing.
- Raised more than \$2 billion through a combination of 144A financings, private placements and equity.
- Chaired reengineering projects related to accounting and finance; market services; control and production systems; and measurement areas. Delivered significant cost reductions and control improvements.
- Prepared testimony and appeared before the Federal Energy Regulatory commission on eight separate occasions.

Vice President, Finance, Planning and Administration, 1986 – 1993

Coordinated, centralized and improved all strategic and financial planning, financial, systems and administrative functions to meet the needs of the individual business entities.

Significant accomplishments include:

- Held primary accountability for the development of a new interstate pipeline in Texas.
- Managed all aspects of the project, from regulatory approval, initial project financing, staffing, systems set-up and construction.

Earlier Career:

Held various positions with responsibility for budgeting, planning, acquisition and divestiture analysis, operations analysis and administration/facilities services-related functions for a company involved in pipelines, gas distribution, hydrocarbons processing, exploration and production, and real estate.

MILITARY EXPERIENCE

Naval Supply Corps Officer

Responsibilities included materials management and transportation, including warehouse of up to 2 million items with annual inventory turns of 7-8. Other assignments and accountabilities included retail sales and food service operations, logistics, finance, and accounting

EDUCATION

MBA Finance - University of North Carolina

BS Mechanical Engineering – New York University