

EMERGING LEADERS PROGRAM

Resume Guide & Examples

A practical guide to preparing the resume submitted with your ELP application.

What is the resume for?

Your resume gives the ELP review team a clear snapshot of your experience, responsibilities, accomplishments, education, and leadership involvement. It should complement your biography and essay rather than repeat them.

RECOMMENDED LENGTH AND STYLE

- **One to two pages is appropriate for most applicants.** A second page is completely fine when your experience warrants it.
- **Use reverse chronological order.** List your current or most recent role first.
- **Keep the design clean and easy to scan.** Simple formatting is more important than graphic design.
- **Use consistent dates, headings, fonts, and spacing.** Submit a clean PDF or Word document.

CORE SECTIONS

1. Name and contact information

Name, email, phone number, and LinkedIn URL if you use it professionally. A full street address is not necessary.

2. Professional experience

Include title, organization, dates, and concise bullets showing scope, leadership, and impact.

3. Education and credentials

List degrees and relevant certifications, licenses, or specialized training.

4. Leadership and community involvement (optional)

Boards, committees, professional associations, mentoring, and civic involvement can add useful context.

THE STRONGEST BULLETS SHOW IMPACT, NOT JUST DUTIES

A simple bullet formula

Action + scope/context + result or impact. Quantify when the number is meaningful, but do not force metrics into every bullet.

A FEW THINGS YOU DO NOT NEED

- A photo, date of birth, marital status, or other personal information.
- References or the phrase “references available upon request.”
- A long objective statement explaining that you want to grow as a leader.
- **Every job you have ever held.** Earlier experience can be shortened or omitted when it is no longer relevant.

The examples that follow are fictional composites created to demonstrate strong resume practices, not required templates.

TURNING RESPONSIBILITIES INTO STRONGER BULLETS

Strong resumes do more than list what a job requires. They show what you were responsible for, how you contributed, and what changed because of your work.

Operations / project leadership	Before: Responsible for coordinating projects across departments.
Stronger	Coordinated a cross-functional process redesign spanning four departments, clarifying ownership and reducing handoff delays during implementation.

People leadership	Before: Managed staff and handled performance issues.
Stronger	Led and coached a team of eight, setting clear expectations, providing regular feedback, and strengthening accountability during a period of organizational change.

Technical / analytical work	Before: Created reports and analyzed data for leadership.
Stronger	Built recurring performance dashboards that translated complex operational data into decision-ready insights for senior leaders and partner teams.

Early-career leadership	Before: Helped with a committee and meetings.
Stronger	Stepped into a committee coordination role serving senior stakeholders, preparing agendas, facilitating follow-through, and becoming a trusted point of contact across teams.

QUICK EDITING CHECKLIST

- Begin each bullet with a strong verb: led, coordinated, developed, improved, launched, advised, built, facilitated, streamlined, analyzed, partnered, mentored.
- Use present tense for your current role and past tense for previous roles.
- Prioritize leadership, collaboration, problem-solving, change, and measurable impact over routine task lists.
- Remove unexplained acronyms, internal jargon, and details an outside reader cannot understand.
- Do one final consistency check for dates, punctuation, capitalization, and spacing.

EXAMPLE A | MID-CAREER OPERATIONS LEADER

This example shows a clean one-page resume for an applicant with growing leadership responsibility.

Jordan Lee

Boston, MA | jordan.lee@email.com | 617-555-0142 | linkedin.com/in/jordanlee

PROFESSIONAL EXPERIENCE

Operations Manager | HarborPoint Health | Boston, MA | 2023-Present

- Lead day-to-day operations for a multi-site service team of 12, balancing staffing, service quality, workflow improvement, and cross-functional priorities.
- Co-led a scheduling redesign with clinical and administrative partners that clarified handoffs and reduced recurring service delays.
- Coach supervisors through performance, communication, and change-management challenges while building greater ownership at the team level.
- Created monthly operating reviews that translate service, staffing, and customer data into priorities for senior leadership.

Senior Program Coordinator | HarborPoint Health | Boston, MA | 2020-2023

- Coordinated cross-department initiatives involving operations, finance, technology, and community partners.
- Developed project trackers and communication routines that improved visibility into deadlines, decisions, and stakeholder responsibilities.
- Mentored two new coordinators and created onboarding materials used across the department.

Program Assistant | Citywide Community Services | Boston, MA | 2017-2020

- Supported community programs, partner communications, event logistics, and program reporting for a citywide nonprofit team.

EDUCATION

B.A., Sociology, University of Massachusetts Boston

LEADERSHIP AND COMMUNITY INVOLVEMENT

Volunteer Mentor, Boston Youth Career Network | 2022-Present

Member, Healthcare Operations Professionals Association

EXAMPLE B | EXPERIENCED FUNCTIONAL LEADER

This example shows how an experienced applicant can use two pages if needed while still keeping the content focused and selective.

Morgan Alvarez

Cambridge, MA | morgan.alvarez@email.com | 857-555-0168 | [linkedin.com/in/morganalvarez](https://www.linkedin.com/in/morganalvarez)

PROFESSIONAL SUMMARY

Strategic human resources and organizational effectiveness leader with 15+ years of experience partnering with executives, leading workforce initiatives, and developing managers through periods of growth and change.

PROFESSIONAL EXPERIENCE

Director, Human Resources Business Partnerships | Meridian Energy | Cambridge, MA | 2021-Present

- Advise executive leaders across technology and corporate functions on organizational design, workforce planning, leadership development, and employee relations.
- Lead HR strategy for approximately 600 employees and a team of five HR professionals supporting a complex, multi-function portfolio.
- Partnered with senior leadership on a multi-year operating model redesign, coordinating workforce planning, role clarity, communication, and transition support.
- Built a manager development series focused on feedback, decision-making, change leadership, and team accountability.
- Mentor emerging HR leaders and create stretch opportunities that strengthen succession readiness across the function.

Senior HR Business Partner | Meridian Energy | Cambridge, MA | 2016-2021

- Partnered with business leaders on talent strategy, performance management, workforce planning, and organizational change.
- Led people-side planning for multiple business integrations, including manager communication, employee transition support, and post-change team effectiveness.
- Developed workforce dashboards that improved visibility into turnover, hiring, internal mobility, and succession risks.

HR Manager / HR Generalist | Northline Systems | Waltham, MA | 2010-2016

- Progressed through increasingly responsible roles supporting employee relations, talent acquisition, compensation, and manager coaching.
- Helped formalize core HR processes during a period of rapid organizational growth.

EDUCATION AND CREDENTIALS

M.S., Organizational Leadership, Northeastern University

B.S., Psychology, Bridgewater State University

SHRM-SCP | Prosci Change Management Certification

LEADERSHIP AND SERVICE

Board Member, Greater Boston Workforce Collaborative

Volunteer Career Mentor, Women in Leadership Network