

CVs for management jobs

Managers ensure that things happen as and when they should within an organisation. It's a manager's job to see that his or her personnel can carry out their own jobs effectively and efficiently.

It's essential a prospective employer believes that you will be an effective manager. It's important, therefore, to emphasise your past achievements in your CV, as these will be a good indication of your future abilities.

The key qualities employers usually look for in applicants for management jobs are:

- the ability to get results;
- the ability to motivate and manage others;
- competence, reliability and responsibility;
- tenacity and perseverance, along with energy, commitment and enthusiasm;
- the ability to tackle problems effectively.

What will help get these qualities across?

Career profile

Personal qualities often count in management positions. Include these in a Career profile to highlight your special characteristics. Outline your own personal style of management and the experience you've had to develop and exercise these qualities.

Key achievements

Companies want managers who can make a difference to performance – achievements matter. Include a Key achievements section, either with or instead of a Key skills section. Let them know what you're capable of doing.

Career history

Put facts and figures to the claims you have made. Rather than just stating your responsibilities, give details of your performance with past companies and expand on your achievements and results.

Your experience of encountering and solving problems is important as well.

The examples on the following pages show an outline CV including a Key achievements section, and CVs which make use of some or all of the above points. Aldwin Hills' CV also shows the job ad it was written for.

1. **Outline CV.**
2. **Aldwin Hills** – Financial manager.
3. **Linda Vernon** – Catering manager.
4. **Mark Renato** – Operations manager.
5. **Ellen Ashe** – Personnel manager.
6. **Lee Daniels** – Technical manager.

(Your Name in large, bold type)
(Your full address)

(Postcode)

(Telephone number, including area code)

(E-mail address)

Personal profile

(A brief, businesslike description of yourself)

(Personal qualities)

(Experience)

(Management skills and strengths)

Key strengths

(Your skills, experience and personal qualities that most closely match the job requirements)

Key achievements

• (The main things you have achieved)

• (Particularly those appropriate to the job you are applying for)

• _____
• _____

Career history

(Name of company, usually starting with the most recent)

(Dates you worked there)

(Job title)

(Brief description of what you did)

(Brief description of what you achieved in this position)

• _____
• _____
• _____

(Name of company)

(Dates you worked there)

(Job title)

(Brief description of what you did)

(Brief description of what you achieved in this position)

• _____
• _____
• _____

Name (cont.)

(Name of company)

(Dates you worked there)

(Job title)

(Brief description of what you did. Jobs you did some years ago require less detail than your more recent ones)

Education and training

(Professional training)

(Details of any professional training undertaken at work)

• (Qualification or skill achieved)

- _____
- _____
- _____
- _____

(Membership of professional bodies)

(or institutes)

(Name of school, college, or university) (Starting with the highest, most recent OR most relevant qualification)

(Dates you attended)

(The qualification you achieved)

(Name of school, college, or university)

(Dates you attended)

(The qualification you achieved)

(Name of school, college, or university)

(Dates you attended)

(The qualification you achieved)

(Don't go back further than your senior or secondary school)

Personal details

(Date of birth)

(Driving licence)

(Married or single – only if relevant)

(Nationality – only if relevant)

(Interests and activities. Brief details)

(References – usually 'available on request')

Business Development Consultant

Are you someone special?

This is a fantastic opportunity to join one of the leaders in providing management solutions. We are known for bringing a variety of skills and experience to meet challenging client requirements and we need a Business Development Consultant to join our team.

You will be pragmatic with a wealth of experience at senior executive level and a bias towards practical solutions with the ability to relate to the needs of a range of businesses.

You may have run your own successful business, held a training role in a corporate or finance business, or have a proven track record in profit responsibility for a medium/large organisation.

You will have excellent communication and interpersonal skills and an outstanding degree of business acumen.

If this sounds like you, send your CV to _____.

The next page shows how Aldwin Hills made use of the information in this ad to customise his CV so that it clearly demonstrated his suitability for the job.

Aldwin Hills

7 White Hart Villas, Wood Heath
Norfolk NF11 6DM

Tel: 0000 0000000

Career profile:

LAUTRO-trained financial consultant with a wealth of experience dealing with corporate solutions, a proven talent for business planning and forecasting, and a management background gained in both manufacturing and services.

Key strengths:

A wealth of experience at senior executive level: Eight years' experience at senior management level, including marketing, finance and project management with large and medium-sized organisations.

Outstanding degree of business acumen: Currently running own successful management consultancy advising on budgeting, planning and forecasting in order to improve accuracy, timeliness and efficiency with up to 25 per cent performance increases.

Ability to relate to the needs of a range of businesses: Have provided financial advice, marketing management and project management for a range of organisations from a venture capital company to haulage companies and wholesalers.

Key achievements:

- Improving performance of client organisations by 5–25% overall, including:
 - ABC UK Ltd
 - Xpress Haulage
 - Cornwallis Systems Ltd
- Establishing a venture capital company in the UK on behalf of the parent company
- Bringing the project in on budget and generating £4 million of business in the first three months

Career history:

2003–ongoing

Management Consultant

- Analysed and advised on aspects of business finance:
 - Analysing financial data and monitoring financial control
 - Producing budgets, cash-flow forecasts, and profit and loss projections
 - Analysing and processing productivity records
 - Assisting businesses to develop in a realistic and viable way
- Advised companies wanting to raise finance
- Compiled guidelines and yardsticks for companies wishing to monitor their performance and develop further, including:
Market segmentation; Financial controls; Production; Product/service development
- Prepared and presented business plans, including break-even analysis

Aldwin Hills (cont.)

Maynard Investment Corporation (Portland International)
2001–2003

Project Manager

Established UK subsidiary for overseas investment corporation:

- Researched and analysed market
- Created venture capital company and established company's presence in the UK
- Installed and implemented all administrative systems
- Administered all documentation, agreements and financial analyses
- Achieved early break-even by keeping well within budget
- Generated over £4 million of business within three months of UK launch

Preston and Fielding
1999–2001

Financial Adviser

Analysed clients' current situations and future goals. Advised and assisted them to plan and monitor their financial situation. Trained and qualified by LAUTRO.

Hoopers Ltd
1995–1999

Sales and Marketing Executive

Sold, marketed and promoted garden products to single and multiple garden centres and similar outlets.

Willings & Cathar Wholesale Blinds Ltd
1980–1995

Sales Director

Started as general assistant and reached director level with responsibility for group.

Work-related training:

Computer skills:

CLAIT

List Manager – Xerox Corporation course on building and maintaining databases

Microsoft Office:

Word

Excel

Access

PowerPoint

Other:

Business Planning and Good Business Practice

Taxation, Annual Accounts and the HMRC

Advertising and Promotion

Marketing – Planning and Implementation

Direct Marketing

Negotiating Skills

Customer Care

Personal details:

Date of birth: 16 September 1964

Interests: Member of the Wood Heath Photographic Society and the Enterprise Business Club, active in the PDSA and the North Norfolk Performing Arts Committee. Enjoy swimming and walking

Car owner/driver with full, clean UK licence

References available on request

Linda Vernon

33 Shortmead Road, Allerton
Derbyshire DB3 5TF

Tel: 0000 0000000

Personal profile

Confident and creative manager with significant experience in both catering and management gained with major employers in the field, and proven skills in setting and achieving goals through the development and motivation of staff.

Key strengths

Restaurant management experience: two years as assistant manager of La Noisette Restaurant with full responsibility for daily functions.

Drive and motivation: promoted steadily from Catering Assistant to Assistant Manager of a leading restaurant, I have never held a job without improving efficiency or bringing in new business. Personally undertook extensive staff retraining programme at La Noisette to make service something truly memorable.

Key skills and achievements

- Six years' experience in restaurant and catering management
- Improving efficiency of service in two significantly different environments
- Successfully introducing comprehensive staff training programmes
- Establishing systems and procedures for a large-scale catering operation
- Managing a first-class restaurant

Career history

2006 to present

La Noisette Restaurant

Assistant Manager

Responsible for day-to-day running of restaurant and management of 10 restaurant-area and bar staff.

Duties included:

- budgeting
- stock control
- ordering
- bookings
- customer service

Introduced comprehensive staff training schedules, resulting in a greatly improved service to customers and the continued enhancement of La Noisette's first-class reputation.

2003 to 2006

Lambourne Health Trust

Catering Supply Manager

Full responsibility for planning and delivery of catering service to two hospitals, four nursing homes and four residential facilities.

Linda Vernon (cont.)

Duties included:

- full budget planning
- service administration
- management of up to 20 staff

Improvement of service efficiency resulted in reduction of service costs by 12%.

2001 to 2003

Hollander Catering**Assistant Manager**

Responsible for day-to-day organisation of a commercial catering company including both office and staff administration.

Planned and delivered presentations for company which won two major new contracts.

1999 to 2001

Cornfleet Country Club**Food Store and Cellar Manager/Banqueting Assistant**

Responsible for supervision of all stock ordering and deliveries for cellars and food stores, and organisation of table layouts for all function rooms.

1997 to 1999

Various**Waitress/Catering Assistant**

General waitress duties including providing breakfast, lunch and dinner to 550 people daily, and silver service in a five-star country hotel.

Education and training**Professional training**

Restaurant and Catering Training Association

NVQ level 3 Catering**NVQ level 3 Catering Management****NVQ level 4 Business Management**

Dorning College of Technology

Combe, Dorset

1995 to 1997

City & Guilds Catering Certificate

Bordingham Comprehensive

Bordingham, Dorset

1990 to 1995

Total of seven GCSEs, including Maths and English**Personal details**

Date of birth: 12 April 1979

Licence: Full, clean UK driving licence

Hygiene Certificates held

St John's Ambulance First Aid certificate held

Interests: Active member of local environmental group

Member of the Wine Society

References: Available on request

Mark Renato

43 Redding Pit Road, Heath Place
West Sussex SX15 8DD

Tel: 0000 0000000

e-mail: mrenato@bishopgroup.co.uk

Career profile:

An Operations Manager with a total of 15 years' manufacturing experience including seven years at senior management level. An effective communicator and motivator with a track record of achievement in implementing change successfully and efficiently, based on a thorough understanding of engineering processes.

Key strengths:

Solution-focused: devised and implemented development plan for two subsidiary factories, increasing efficiency by 12 per cent, which put them on an equal footing with the rest of the company.

Understanding of employee relations and excellent communication skills: required to negotiate effectively with clients and suppliers, including the MOD and Crown Suppliers, as well as other members of staff. Improved long-standing difficulties in industrial relations at acquired site and restored management leadership with a package of measures including a negotiated Partnership Agreement, which increased productivity by 15 per cent.

Self-motivated: committed to a programme of continued vocational training including negotiating skills, office-appropriate IT skills, and management skills.

Key achievements:

- Increasing financial performance of group by £250k overall
- Reducing duplicated operating costs by £100k per annum
- Managing and co-ordinating activities at three factory sites and ensuring efficient supply of products to customers
- Reorganising and establishing Administrative Support Centre
- Drawing up and implementing change programme in two subsidiary factories, bringing them level with rest of group
- Improving industrial relations, restoring management leadership with help of Partnership Agreement

Career history:

2005 to present

Bishop & Challenger Ltd

Operations Manager

Responsible for factories and staff within the operational area.

- Co-ordinated and managed activities within three factories and an Administrative Centre
- Organised efficient running of sites
- Ensured delivery of products to internal and external customers
- Managed quality control, budget and timetable requirements
- Prepared budgets and allocated capital expenditure

Mark Renato (cont.)

2002 to 2005

Deans Valley Forgeway Ltd

Factory Manager

Responsible for all aspects of factory management.

- Achieved budget production levels
- Administered Health and Safety legislation
- Prepared budgets
- Allocated capital expenditure
- Liaised with customers, notably MOD and Crown Suppliers

Esbarten Engineering Ltd

1998 to 2002

Industrial Engineer

Responsible for engineering services at factory and regional level. Provided production engineering service with particular emphasis on product costing, pre-production engineering and methods assessment and improvement.

1994 to 1998

Peckham & Been Associates Ltd

Design and Development Engineer

Designed and developed prototypes from inception through to production. Promoted from apprentice level in 1991.

Work-related training:

Computer skills:

CLAIT

Computer Smartware II

Microsoft Office:

Word

Excel

Access

Other:

Open University – The Effective Manager

City & Guilds – Certificate in Mechanical Engineering

Supplementary Certificates in:

- Toolroom Practices
- Inspection and Quality Assurance
- Health and Safety Legislation
- Negotiating Skills

Personal details:

Date of birth: 1 October 1979

Interests: Swimming, golf

Member of West Sussex Choral Society

Voluntary trainer with the Southey Youth Association

Car owner/driver with full, clean UK licence

References available on request

Ellen Ashe

91 Stuart Close, Reach
Gloucester GL4 7XS

Tel: home: 0000 000000 mobile: 0000 000000

Career profile

Experienced personnel manager with expertise in both human resources and industrial relations, and with general management skills including administration and project leadership as well as overall staff management.

Key strengths

Knowledge of psychometric testing: qualified in the use of psychometric and profiling tools and have since administered over 250 tests, leading to better staff functioning and a noticeable increase in retention.

Professional attitude: Fellow of the Institute of Personnel and Development; 12 years' experience in HR, promoted three times within the same company; continuing programme of self-development through specialist vocational training.

Executive-level recruitment: organised complete personnel function for Cotswolds Head Office; successfully recruited Financial Director and Assistant Director as well as other key management personnel.

Key achievements

- Developing comprehensive human resource policy, reducing staff turnover and increasing efficiency and productivity
- Negotiating Partnership Agreement between management and unions
- Achieving 85% staff compliance with 24-hour telephone banking service
- Introducing Quality Programme of personnel-led productivity initiatives
- Devising and delivering focused induction training course to 350 employees
- Fellow of the Institute of Personnel and Development
- Qualified in the use of psychometric testing and profiling tools

Career history

2001 to present

Cotswolds Financial Services Group

Employee Relations Manager

Managed overall personnel function for office and general staff

- Undertook:
 - Complete IR function
 - Specialist employment consultancy
 - Project management
 - Social club management
- Developed personnel policies and procedures for financial group
- Improved effectiveness of human resource development strategies
- Managed introduction of performance evaluation system
- Extended skills in all aspects of personnel management
- Developed comprehensive knowledge of employment law, performance management and discipline handling

Ellen Ashe (cont.)

1992 to 2001

**Personnel Manager (Sales Staff)
Personnel Manager (Head Office Staff)**

Organised complete personnel function for Head Office and Southern Region Staff

- Managed personnel function for field-based staff, locally based office and general staff
- Administered records, pay and contractual documents
- Promoted from assistant personnel officer in 1990

1988 to 1992

Personnel Administration Supervisor

Responsible for administration of:

- records
- information
- pay
- contractual documents

1984 to 1988

Personnel Assistant

- Administrative and semi-technical support

1978 to 1984

Various

Clerical Assistant and Officer

- Personnel administration including recruitment, salaries, expenses, cash accounting
- Routine tax returns and administrative duties

Education and training

Work-related training:

- Psychometric testing
- Assessment skills
- Management training courses

Fardean College

1982 to 1984

- A levels: British Government, Economics

Episcopal Secondary School

1972 to 1978

GCSEs:

- Six including Maths, Economics and English

Professional

Fellow of the Institute of Personnel and Development

Personal

Date of birth: 17 October 1961

Health: Non-smoker

Licence: Full, clean UK driving licence

Interests: Table tennis, including running local club

Photography, City & Guilds qualified

Swimming

Music

Voluntary work

Lee Daniels

42 Cartwright Crescent, St George
Bedford BD12 7GM

Tel: Home: 0000 0000000 Work: 0000 0000000

e-mail: ldaniels@easternaero.co.uk

Career profile

A challenging senior management position with a progressive company sought by an experienced Engineering Production Manager with 10 years' management experience, a strong background in aeronautical engineering and a high degree of technical as well as managerial skill.

Key strengths

Change manager with strong leadership skills: successfully administered closure of Eastern Aero-Engines London repair facility and transfer to Dublin with minimum disruption — plant fully operational within two weeks. Devised, negotiated and introduced new working practices to facilitate a steady 7–10 per cent annual growth in a more commercial environment.

Understanding of the aeronautical industry: extensive knowledge and experience gleaned during a career in the industry from project management and systems design through to production management. Member of the team responsible for bringing B77 engine from development into production.

Key skills

- Professional management skills
 - Meeting objectives
 - Identifying problems
 - Promoting solutions
 - Managing change
 - Setting and monitoring policy
 - Motivating and developing staff
- Extensive experience of aero-engine overhaul and repair management
- Knowledge of business systems with contracts experience
- Well-developed and effective communication skills

Career history

2005–present

Eastern Aero-Engines plc

Engine Overhaul Manager

Responsible for developing a sustainable and profitable Sea-horse repair business on engines, components and associated services:

- Achieved planned margins and cash flow
- Developed market opportunities and expanded business
- Negotiated contracts
- Interfaced with customers
- Allocated and managed resources to fulfil target commitments

Also administered closure of East London Repair Facility and transfer to Dublin.

Lee Daniels (cont.)

1998–2005

Repair Control Manager

Responsible for administration during contractual changes from Cost Plus to Fixed Price:

- Introduced new working practices to suit commercial environment
- Supervised contract administration
- Co-ordinated technical control and facility planning
- Maintained customer interface

Engines worked: Sea-horse, SD222 and Blair conversions.

1996–1998

Production Control Manager

Responsible for scheduling and logistic support of engine/module build programmes. Developed mechanical scheduling/monitoring and reporting system.

1992–1996

Inventory Manager

Responsible for order administration and inventory management for new engine projects. Planned and commissioned new Finished Parts Store (£1m project).

1985–1992

Systems Designer

Responsible for SDA system. Trialled SDA packages. Designed order entry systems.

1983–1985

Project Manager

Responsible for bringing B77 engine from development into production.

1980–1983

Section Leader**Qualifications**

MIEE

HND Production Engineering

A levels: Maths, Physics

Work-related training:

Financial Management

Appraisal Techniques

Quality Control

Personal details

Date of birth: 1 June 1961

Licence: Full, clean UK driving licence

Interests: Sailing

Hill-walking

References: Available on request

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