



Sample Candidate Summary - CEO

Candidate: [Name, address, contact info]	
Current Status:	Vice President & General Manager for [Company].
Education:	MBA in Business & Finance [University] BS in [Major] [University] Six Sigma Lean Manufacturing Certified Private Pilots' License
WORK HISTORY	
<p>Upon graduating from [University A] with a Bachelor's degree in [Degree] in 19XX, [Candidate] participated in [Company]'s Management Rotation Program. [Candidate] was eventually hired as a Vendor Quality Assurance Engineer and Production Control Specialist with [Company]. During this time, [Candidate] earned his MBA from [University B].</p> <p>In 19XX, [Candidate] was recruited by the General Manager at [Company] (a former boss at [Company]) to join the company as a Materials Manager and was eventually promoted to Manufacturing Engineering Manager.</p> <p>In 19XX, [Candidate] was asked by the President at [Company] (also a former boss at [Company]) to be their youngest Product General Manager ever. [Company] is a subsidiary of [Parent Company], a \$XXB conglomerate with XXX companies. The division that [Candidate] worked for designed and manufactured electro-mechanical devices for the aerospace industry. Their products include bellows and actuators for radar and flight control systems for military and commercial aviation. The majority of their business was defense-related and customers included: [various companies]. As the Product General Manager, [Candidate]'s responsibility was to expand the product line into new aerospace markets and diversify it into the semiconductor and medical markets. This was accomplished through introducing new technology, intellectual property and production processes into the organization to grow the business from \$XM to \$YM in 5 years.</p> <p>In 19XX, [Candidate] was recruited to [Company] as their Vice President of Operations and was promoted to President & CEO. [Company] is a privately-held company run by a family trust. [Candidate]'s mission in this role was to expand the intellectual property of their engineered products into multiple industries including aerospace, medical and semi conductor. As the President & CEO, [Candidate] developed and implemented a strategic plan to establish joint ventures and acquisitions. In addition, [Candidate] restructured and streamlined the operations, resulting in lower costs and higher margins. Also at this time, [Candidate]'s team developed intellectual property in [proprietary] technology that was patented and then expanded the product into the medical industry. In this role, [Candidate] led the acquisition and integration of two companies. In 20XX, [Company], a competitor, acquired [Company] because of its IP technology. At that time, the company's sales were at \$XM. After the acquisition, [Candidate] left [Company] and was approached by an Executive that he had worked with in the past to take a one year assignment starting up an LED Division for [Company].</p> <p>Upon completing his one year assignment with [Company], [Candidate] joined [Company] as their Vice President and General Manager. In this role, [Candidate] re-positioned the product line, integrated business software to improve on-time delivery and production scheduling, and expanded the operation into China. The changes that [Candidate]</p>	

implemented resulted in an increase in sales from \$XM to \$YM. Because of this increased profitability, [Company] was acquired by a \$XB private equity group.

[Candidate] chose not to stay with the new private equity group that took over [Company] and chose to work for a private equity firm to grow their [Company] corporation. As the President of [Company], [Candidate] grew the organization organically and through acquisitions from \$XM to \$YM over 2 years. [Candidate] expanded their markets from medical into aerospace and industrial. In 2007, [Candidate] consolidated all operations to [Location] and [Candidate] elected not to relocate to [Location].

In 20XX, [Candidate] joined [Company] as their Vice President and General Manager. [Company] designs and manufactures sensors for aircraft, spacecraft, vehicles and power plants. Customers include aircraft OEMs, tier 1 companies and airlines, including: [various companies]. When [Candidate] joined the company in 20XX, they had very poor on time delivery and product reliability performance. Over the past three years, [Candidate] has improved the on time delivery from X% to Y%, decreased past dues to almost 0, consolidated multiple facilities and improved the production processes.

PERFORMANCE OBJECTIVE ASSESSMENT

<p>1. Organizational Development</p>	<ul style="list-style-type: none"> • From his training at [Company], [Candidate] has implemented a robust organizational development program at most of his companies leading to improvements in the operational and financial performance. This includes: <ul style="list-style-type: none"> – Communicating weekly with staff to review sales, finance, operations and quality. – Visiting all international plants monthly. – Holding extensive 360s and performance reviews with all employees and management teams.
<p>2. Customer Relationships & Sales Process</p>	<ul style="list-style-type: none"> • [Candidate] has an excellent reputation within the Aerospace industry. • In his current role as the Vice President and General Manager at [Company] (200X-present), [Candidate] has grown the business by X%. Also in this role, [Candidate]: <ul style="list-style-type: none"> – Introduced a new custom-design engineered product that offers solutions to customer concerns with weight and quality. – Maintains close, strong relationships with the following customers: [customers omitted]
<p>3. Increase Profitability</p>	<ul style="list-style-type: none"> • As the Vice President and General Manager at [Company] (20XX-Present): <ul style="list-style-type: none"> – [Candidate] overhauled the Program Management organization that was lacking accountability and cross-departmental integration. This overhaul was needed because they have XXX+ customers, X product lines and ship XXXX parts monthly. [Candidate] introduced a phase gate process with management sign off and hired a new Director of Engineering to oversee the new process. He also implemented a scheduling system that was integrated into the phase gate process. This drove stronger accountability and responsibility within the program management group. – [Candidate] implemented the following changes to the factory: <ul style="list-style-type: none"> ▪ Created a lean factory and organized it into work cells by process. ▪ Led Kaizen events to reorganize the entire factory in 3 days. ▪ Implemented the use of Kanbans throughout the company, from store room to factory. ▪ Implemented 5s in the factory and shipping/receiving

4. Improve Quality Processes	<ul style="list-style-type: none"> • Very proactive in leading quality certification processes, and has been hands-on in ensuring that documentation is operationalized, not filed on a shelf.
5. Budgeting and Financial Performance	<ul style="list-style-type: none"> • [Candidate] has a strong financial background from his time at [Company]. • In his past roles at [Company], [Candidate]'s right-hand person has been his Controller. • In his roles at [Companies], [Candidate] was required to do extensive financial reporting on a monthly, quarterly and yearly basis. This includes: <ul style="list-style-type: none"> - 5 year review - Yearly operating review - Report quarterly on: scrap, rework, efficiencies, headcount reviews, ITAR, revenue, gross margin, book to bill ratio and an extended 18 month forecast.
6. Investor & Board Communication and Exit Strategy	<ul style="list-style-type: none"> • [Candidate] has been instrumental in building [Company] and [Company] to a level that attracted acquisition. He has a keen understanding of investor interests, and the specifics that will lead to a sound exit. • [Candidate] worked directly with the Private Equity Groups while at [Companies]. As the President of [Company], [Candidate]: <ul style="list-style-type: none"> - Acquired a \$XXM company with multiple locations. - Added new manufacturing facilities in China. - Added new Sales, Marketing and Engineering offices worldwide. • As the Vice President Operations at [Company], [Candidate] led several acquisitions to prepare for acquisition by [Company].
PERFORMANCE OBJECTIVES RESPONSE WRITTEN BY [CANDIDATE NAME]	
1. Organizational Development	<p>My past practice has been to first diagnose or discover the most important priorities to address in the organization, and from that, create a change management plan, and then guide the organization through the necessary change.</p> <p>This plan includes assessing the existing workforce and organization, staffing with the best qualified individuals, working to foster a true team environment, communicating a clear vision and strategy for the company so all are moving in the same direction, and fostering a culture of accountability using key standard business metrics. It is my belief and career experience that what gets measured gets watched and thus drives improvements.</p>
2. Customer Relationships & Sales Process	<p>I have over XX years of Aerospace industry experience and have direct relationships from the Executive level on down and within all the major players including [Company]'s main customers [example of customers omitted]. Customer relationships are the key to success in this industry and I have always fostered improving and growing them in order to bring success to the businesses I have managed.</p> <p>I have created or modified the Sales/Marketing groups throughout my career in order to maximize performance. At [Company] I have added both direct and representative resources to increase revenues almost \$XXM in 3 years. In previous positions I have led teams in providing the leadership necessary to develop the Sales strategy and structure in order to exceed the sales/revenue growth goals of the organization. I would complete a 60 day assessment and formalize a plan and adjust the resources as necessary to support achieving the goals outlined at [New Company].</p>
3. Increase Profitability	<p>My experience and reputation has been not only to grow a business' top line but bottom line as well. I have done this throughout my career and would employ a similar approach at [Company] with an emphasis in the Quoting, Procurement, Operations and Job Costing areas in order to understand the true costs of what we produce. I would look to other industry</p>

	opportunities that can demand a premium price for machined products such as Medical and Oil & Gas.
4. Improve Quality Processes	I have led organizations in obtaining & maintaining ISO9001, AS 9100, ISO 13485, ISO 14001 & TS 16949. I am a Six Sigma trained Black Belt and believe in driving efficiencies throughout the operation using a variety of Lean tools. I would look towards a simple PC based software package that could get [New Company] into a paperless system for the entire manufacturing process including job costing.
5. Budgeting and Financial Performance	I have always maintained a close relationship with my CFO or Controller. I have many years of experience in driving improved financial performance and career reputation is in profitable sustained growth in multiple companies and industries. [Company] \$XXM to \$XXXM in 5 years with record EBITDA. [Company] from \$XXM to \$XXXM in 5 years through the development of IP into a new product line and revenue stream resulting in the sale of the company to a major medical customer. [Company] took a startup to over \$XXM in annual revenue and profitability in less than 12 months. [Company] – from \$XXM to \$XXM and sold the entire group (six companies) to a private equity firm. [Company] \$XXM to \$XXXM and consistently exceeding bottom line expectations.
6. Investor & Board Communication and Exit Strategy	I currently report to the corporate board on a monthly basis and have done similar communications for the last 15 years of my career. My initial training was with [Company] which was heavily focused on metric based management and I have taken this throughout my entire career. I fully understand the investors exit strategy and the plan I am formulating is to deliver upon that. I have undertaken similar activities at previous companies and have always delivered greater than expected results. My previous experience and relationships in the Aerospace Industry position me to deliver the required results.

PERSONAL INFORMATION	
Compensation	Base salary of \$XXXXK with a bonus plan of up to XX%. The bonus is based on: X% business unit performance, Y% corporation performance. In 20XX, [Candidate] earned X%, and is slated to earn Y% in 20XX. [Candidate] is also provided with a car allowance of \$X per month. [Candidate] earned XK shares of stock with a three year vesting schedule. The stock program was stopped in 20XX. [Company] is consolidating all operations to [Country], which would require him to relocate there to remain with the company. [Candidate] would like to work in a turnaround situation and greatly improve the performance of a company.