



**ENELOW–KURSMARK**  
**EXECUTIVE RESUME TOOLKIT**

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**Definitive Guide to Strategizing, Writing, Formatting,  
and Designing Resumes for Senior Management  
and Executive Opportunities**

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**Gallery of Executive Resumes**

**Group 2: Human Resources, Administration,  
and Legal Executive Resumes**

**O**ur satisfaction in writing resumes for our executive clients comes from the uniqueness of each person and each project. It is exciting to uncover an executive’s brand and communicate it overtly on paper! It is a thrill to transform a bland, ho-hum resume into a sizzling marketing document with value and benefits that practically jump off the page! Yet, within all of that excitement and creativity, we appreciate having just a bit of structure to guide our development and presentation of career material. We don’t have to reinvent the wheel every time; we can simply give it a different, entirely personal spin.

Thus, as you review the resumes in this Gallery, you will notice similarities in structure and organization. In fact, the resume formats illustrate the strategies we recommend as best-in-class for executives, as described in Section 1 of the Executive Resume Toolkit. Yet each document is unique—the language, content, structure, and emphasis were all carefully chosen to best showcase the specific information from that particular executive’s life and career.

As you read each resume, we think you’ll understand why we chose the format, language, organization, and presentation that we did; but for some insights into our thought process, first review the notes that appear on the following seven pages.

Most importantly, use the examples in the Gallery to inspire and assist you in crafting your own perfect, and perfectly unique, resume.

## GROUP 2: HUMAN RESOURCES, ADMINISTRATION, AND LEGAL EXECUTIVE RESUMES

- 1. Cecil L. Larsen** **3**

Transitioning from a military to a corporate career can be a challenge. This resume clearly paints a picture of a well-qualified corporate HR executive, *not* an ex-military officer, with the use of a corporate resume format, highlights of testimonials, and language that is familiar to the business marketplace.
- 2. Sally C. Gordon** **5**

Using a traditional resume style with a headline format, powerful summary, and comprehensive job descriptions, this resume communicates a message of talent and excellence with detailed accomplishments supported by strong academic qualifications.
- 3. Patricia E. Woods** **8**

Four powerful one-liners are used to call attention to the most significant achievements of Patricia's career. Notice how a long list of bullet points is broken up by second-level indenting.
- 4. Luis Altamonte** **10**

Functional subheadings call attention to specific areas of contribution. Because the prior positions involved a good deal of lower-level administrative work, very little space is given to them, even though they represented a significant period of time.
- 5. Gail Williamson** **12**

To facilitate a transition into a corporate legal counsel position, this resume highlights the diversity of industry experience, presented in bold print in the summary, and the all-important courts in which the candidate is eligible to practice.
- 6. Richard Walker** **14**

Our recommended "reweighting" strategy was used to enable Richard to position himself for a role as an attorney and tax advisor to high-net-worth individuals and family trusts. Although they appear prominent and significant, the wealth management activities actually make up less than a third of his current law practice.

# CECIL L. LARSEN, SPHR

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## **HUMAN RESOURCE MANAGER / EMPLOYEE RELATIONS MANAGER**

**Thirteen-year career building and leading top-performing Human Resource and Employee Relations organizations** for complex, multi-site organizations worldwide. Recognized for innovation in creating programs and solutions that are responsive to diverse operating needs and achieve business objectives. Consistent success in driving collaborative business relationships. Outstanding interpersonal, communication, and negotiation skills.

**Provided HR and ER leadership for skilled, professional, supervisory, and management personnel** working within diverse functions, operations, and organizations (administration, finance, accounting, legal, transportation, maintenance, supply chain, information technology, engineering, facilities, food service, aircraft operations, security).

**Portfolio of professional skills and qualifications includes:**

- Organizational Needs Assessment & Development
- Performance Measurement & Improvement
- Management Coaching & Consulting
- Team Building & Leadership
- Equal Opportunity & Diversity Initiatives
- Union/Trade Negotiations & Dispute Resolution
- Training & Development
- Organizational Design
- Change Management
- Process & Efficiency Improvement
- Staffing & Manpower Planning
- Innovation & Creative Leadership

*“powerhouse leader” ... “superb mentor” ... “wise counselor” ... “consummate leader, mentor, and teacher” ... “world-class professional” ... “trusted advisor” ... “amazing rapport” ... “community leader”*

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## **PROFESSIONAL EXPERIENCE:**

### **UNITED STATES MARINE CORPS**

1979 to 2007

*Distinguished Human Resources and Employee Relations management career highlighted by consistent promotion through a series of increasingly responsible positions. Honored with more than 20 awards and commendations for outstanding leadership, management, HR, and ER performance, including both Marine Corps and Joint Service Commendation Medals.*

#### **Regional Human Resource Manager (Employee Relations), Marine HQ Command – 2003 to 2007**

Spearheaded HR and ER programs and policy oversight for 110,000 civilian and military personnel at 17 field locations worldwide. Senior Advisor to top management to meet the needs of specific operating organizations while achieving compliance with all USMC policies. Trained and led a team of 65. Controlled a \$1.2 million annual operating budget. Built 2006's **“Best Major Command Military Equal Opportunity Program.”**

- Resolved critical personnel shortage and drove staffing levels from 67% to 87% within two months.
- Built/presented financial justification for \$1.2 million in funding to support/upgrade ER operations worldwide.
- Revitalized Alternative Dispute Resolution (ADR) program, upgraded staff competencies, introduced new staff training programs, and increased ADR utilization by 25%.
- Redesigned statistical reporting procedures, identified and eliminated errors, and achieved 98% accuracy.
- Guided a series of technology programs (new web-based employee complaints processing system, upgrade to existing HRIS technology, best-practices website for internal resource and information sharing).
- Orchestrated staffing and start-up of ER operations in Lebanon within an extremely difficult environment.
- Provided senior-level guidance in developing ER training and career field education plans and standards.
- Edited and strengthened the Secretary of the USMC Diversity Policy impacting 200,000+ personnel.

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**Regional Human Resource Manager (Employee Relations), USMC Asia HQ – 2000 to 2003**

Led professional team of 30 Employee Relations Managers and Specialists at seven field locations, supporting 80,000 personnel at 150 units throughout Asia. Orchestrated a complete reorganization and revitalization of the ER organization, significantly upgraded competencies, expanded training capabilities, and introduced improved operating, reporting, and management capabilities. Controlled a \$500,000 annual operating budget.

- Recognized as **“Outstanding Headquarters Military EO Program Manager of the Year”** in 2002.
- Successfully negotiated with union leaders to allow bargaining unit employees to participate in organizational assessments and provide senior managers with an accurate insight into their unit’s full HR climate.
- Facilitated seamless transition of HR and ER management functions from one organization to another.
- Demonstrated outstanding knowledge of civil rights, precedent decisions, EO policies, communication strategies, leadership, diversity, and human relations concepts to guide senior management at all levels.

**Employee Relations Manager, Dyess Marine Corps Base, NJ – 1997 to 2000**

Managed ER programs for 6000 military and civilian personnel. Worked in cooperation with multiple agencies and organizations to identify and resolve HR issues, create new programs, and eliminate discrimination barriers. Coordinated an entire portfolio of ER functions impacting personnel in more than 50 different professions and occupations (both skilled and unskilled). Extensive involvement in ER staff training and development.

- Developed leadership curriculum for senior managers and wrote materials to increase knowledge of EEO laws, policies, and procedures. Instructed 300+ senior personnel in preparation for leadership assignments.
- Revitalized entire ER function, expanded employee outreach, and increased office visits 50%. Recognized as one of the best programs in the organization.
- Spearheaded numerous new initiatives, including new workforce dynamics web page, best-in-class quality assurance program, new classroom space, new HR resource library, and employee newsletter.

**Employee Relations Specialist, Dover Marine Corps Base, DE – 1994 to 1997**

Managed ER programs for 4000 military and civilian personnel. Diverse scope of responsibility included instructional program design; training/development; new staff orientation; employee communications; benefits and compensation information; ADR, discrimination, and harassment complaint processing; and ER audits.

- Designed and led training for more than 1400 personnel in a diversity of human relations issues, including complete development of massive EO awareness training program. Created training database that saved 160 man-hours annually while significantly improving access to information.
- Led OD interventions using competency models, climate surveys, and team-building programs. Streamlined shift operations and reduced overtime assignments and operating costs while improving employee morale.

*Previous experience in Transportation/Vehicle Operations. Promoted through several supervisory and management positions with responsibility for training and direct supervision of teams of military and civilian personnel. Controlled assets valued in excess of \$60 million. Completed US and international assignments.*

**EDUCATION:**

**M.S., Human Resource Management**, Rochester State University, 1999

**B.S., Business Administration**, Dover College, 1997

**A.A.S., Social Services**, Community College of the Marine Corps, 1999

**Senior Professional in Human Resources (SPHR), 2006 / Professional in Human Resources (PHR), 2001**

**Graduate** of 1000+ hours of continuing professional training and development programs. Highlights include:

- Currently pursuing Six Sigma Black Belt Certification, 2007
- Equal Employment Opportunity Counselor Course, 2005
- Diversity Train-the-Trainer Course, 2004
- Senior-Level Leadership & Management Training (NCO Academy), 1998

**SALLY C. GORDON**  
**gordonsallyc@gmail.com**

22 Walker Boulevard, Trenton, New Jersey 02980  
(609) 555-4002

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**STRATEGIC HUMAN RESOURCES & ORGANIZATIONAL DEVELOPMENT EXECUTIVE**

Dynamic management career providing visionary, strategic, and collaborative HR leadership at the highest corporate levels. Pioneered innovative HR policies, plans, strategies, actions, and solutions to drive profitable growth and positive change, strengthen operations, enhance productivity, improve financial results, and provide a clear, decisive path for long-term organizational growth. Expert in executive/officer development, recruitment, team building, and coaching. Key advisor to top-level executives.

Characterized as a consummate and innovative business leader with outstanding planning, motivational, team building, negotiating, mentoring, and communication skills. Creative thinker, problem solver, and strategic decision maker. Flexible in responding to constantly changing organizational, financial, customer, and market demands. Active proponent of collaborative leadership and participative management. Fluent in French and German. Extensive travel throughout France, Belgium, and Germany.

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**PROFESSIONAL EXPERIENCE:**

**BIOHAZARDS CONTROL INTERNATIONAL, INC.**

Recruited to BioHazards (entrepreneurial biotech R&D company creating new products for the treatment of cancer and neurological and degenerative diseases) and given full autonomy for creating HR/organizational infrastructure to support aggressive 15%+ annual growth targets. Concurrently recruited and developed leadership talent to position company for acquisition in 2006/2007.

**VICE PRESIDENT OF HUMAN RESOURCES** (2001 to Present)

Senior HR Executive orchestrating all strategic HR and global organizational growth initiatives for this \$50+ million corporation (275+ employees worldwide). Full leadership accountability for creating and executing programs, systems, and processes to strengthen organizational effectiveness, productivity, employee morale, and profitability. Direct all areas of HR including compensation and benefits, performance management, recruitment, non-union labor relations, and diversity/EEO.

***Achievements:***

- Created and successfully introduced new corporate culture to transition company from traditional chains of command to cross-functional teams, an initiative instrumental in achieving 15% annual growth objectives.
- Designed and implemented formal management development and succession planning process, expanding leadership bench strength required to continue achieving aggressive operating and financial objectives.
- Developed new performance management process that increased employee accountability and improved overall performance in operating units worldwide.
- Initiated organizational assessment program and team-building process that strengthened corporate culture and employee commitment while reducing attrition 50%.
- Created new corporate compensation and benefits programs that favorably positioned company to recruit/retain quality technical and leadership talent.

## **CHRYSLER INTEGRATED LOGISTICS, INC. (DIVISION OF CHRYSLER MOTORS, INC.)**

Recruited to CIL (integrated logistics and transportation services corporation servicing Fortune 500 companies worldwide) to provide strategic leadership in developing a formal HR infrastructure to support 35%+ annual growth. Created world-class HR, labor relations, and organizational development function (including TQM initiatives).

### **DIRECTOR OF HUMAN RESOURCES** (1991 to 2001)

Senior HR Executive for the \$500+ million Eastern Area (4000+ employees) and Senior Advisor to CIL and Chrysler Executive Teams regarding strategic growth and organizational development. Full leadership responsibility for identifying, developing, and executing business strategies, systems, and processes to improve organizational effectiveness, productivity, quality, and profitability through optimization of human resources. Directed all generalist affairs—labor relations, contract negotiations, compensation, benefits, management development, succession planning, organizational development, recruitment, and diversity/EEO.

#### ***Achievements:***

- Won the 1998 CIL President's Award for outstanding leadership contributions.
- Introduced formal management development and succession planning process to increase leadership bench strength and support growth to \$2 billion in revenues. Personally recruited top-level executives and officers for "right" management mix.
- Created and implemented unique culture-change strategy to transition from traditional to cross-functional organization and achieve aggressive operating and financial results.
- Led decertification of three Teamster Locals at Coca-Cola, Montgomery Ward, and Fresh Start Bakeries/McDonald's sites. Managed win-win labor negotiations.
- Designed and implemented an integrated management development trainee process and a TQM Continuous Improvement Process that positively impacted leadership and organizational effectiveness to creatively manage growth.
- Directed HR and labor strategic development and organizational start-up of several diverse operating units and retained non-union status in a highly unionized industry (Target, Mervyn's, General Motors, Thrifty Drug, Swire/Coca-Cola, General Electric, Big O Tires).

## **AMOCO COMPANY, U.S.A.**

Promoted through increasingly responsible positions to one of the top HR executives in the company. Created several of the strongest, most productive, and most profitable operations in the company through strategic approach to organizational development and leadership.

Selected as Amoco's senior HR manager during the creation, negotiation, and management of a unique, multi-tiered compensation and benefits strategy developed in cooperation with three other Fortune 100 corporations for the largest construction project in the U.S. (Mississippi Pipeline). Corporate HR spokesperson to media, government and regulatory agencies, and general public.

### **HUMAN RESOURCES MANAGER** (1980 to 1991)

Led the entire HR and labor relations function for \$800+ million Eastern Division (800+ employees). Directed all international and independent labor contract negotiations and grievance/arbitration proceedings, compensation and benefits, organizational development, TQM, management development, recruitment, diversity/EEO, and occupational safety operations. Hired, mentored, coached, and led 18-member HR team. Managed \$1.5 million budget.

Championed development and introduction of new systems, strategies, and programs to support corporate vision and achieve organizational effectiveness, productivity, and profitability goals. Maintained active role in the strategic planning and leadership of divisional HR functions and all core business operations (production, refining, marketing, technology).

***Achievements:***

- Directed HR, labor relations, and strategic planning activities for \$600 million acquisition.
- Designed and implemented innovative Production Technician Work and Pay System, resulting in 15% annual increase in worker productivity.
- Introduced TQM and Continuous Improvement Program, resulting in substantial process improvements. Implemented change strategies including organizational diagnosis and design, process consultation, team building, and cross-functional work teams.
- Negotiated international and independent union contracts and created proactive non-union labor relations strategies with consistently positive results.
- Developed construction labor relations strike contingency plan for \$2.5 billion capital budget project. Successfully deployed plan in international union jurisdictional disputes, labor subcontracting, and other top-level negotiations.
- Implemented/directed management development and succession planning systems, HR career development system, and numerous industry productivity benchmarking studies.

**PREVIOUS AMOCO POSITIONS:**

**EMPLOYEE RELATIONS MANAGER – DEUTSCH REFINERY**

**EMPLOYEE RELATIONS SPECIALIST**

Senior HR Executive leading design, start-up, and management of complete HR organization for new refinery with 500+ Amoco employees and 300 contractors (non-union environment unique to Amoco and the industry). Designed unique Refinery Technician System and achieved 16% annual increase in plant/employee productivity (ranked as Amoco's #1 production refinery). Created industry model for technician productivity and flexibility. Directed HR and labor relations with essentially no grievances or discrimination charges. Earlier positions at HQ compensation and benefits and refining and production division operations.

**EDUCATION:**

**MASTER'S DEGREE – INTERNATIONAL MANAGEMENT (Highest Distinction)**

**BACHELOR'S DEGREE – FRENCH/INTERNATIONAL RELATIONS (Magna Cum Laude)**

NORTHEASTERN UNIVERSITY, Boston, Massachusetts

**Graduate of more than 500 Hours of Executive Development and Management Training** on topics including Leadership, Human Resources, Labor Relations, Positive Negotiations, Compensation and Benefits, TQM, Organizational Development, and Internal Consulting. Highlights:

- Executive Development Program – Boston University
- Labor Relations Development Program – Boston University
- High-Potential Executive Development Program – Amoco Corporation
- Principle-Centered Leadership Training – Covey Leadership Center
- Organizational Consulting – Northeastern University

**PROFESSIONAL & COMMUNITY AFFILIATIONS:**

Director, Northeastern University MESA Advisory Board  
Director, Dover County Business and Labor Council  
Director, Trenton Area Urban League  
Leader, New York and New Jersey Industrial Relations Councils

# Patricia E. Woods

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## Senior Executive: Human Resources & Administration

### Key member of executive teams driving change and delivering shareholder value

Strategic HR executive with proven ability to impact business results. Expert at developing people and process strategies to support business objectives; extremely effective in challenging situations such as business restructuring, mergers and acquisitions, public offerings and spin-offs, rapid growth, and significant organizational change.

Recognized for ability to create order from chaos—to identify simple solutions to complex business problems and build enterprise-wide support for critical priorities and strategic objectives. Possess deep HR background and additional experience in process management, operations, marketing, and auditing.

### Notable Achievements

- For \$1.2B company, developed HR programs to align workforce of 22,000 and exceed EBITDA goals.
- Designed strategic staffing model that resulted in 50% turnover reduction in a \$600M enterprise.
- Built dynamic training organization recently named in “Top 100” by *Training* magazine.
- Led union-avoidance programs that led to union-free workplace and estimated savings of \$15M annually.

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## Experience and Accomplishments

HOMESTYLE HOSPITALITY, INC., Kansas City, MO, 2002–2007

### Senior VP, Human Resources

Top HR officer and member of senior executive team that delivered performance turnaround, increased stock value, strengthened operations, and positioned the company for profitable sale (acquired by Wyatt Associates for \$3.4B in January 2007).

Set strategic direction for HR and participated in business planning for the corporation, a \$600M revenue organization with 9200 employees and market capitalization approaching \$3B. Repositioned HR as business partner with strong operational focus, driving key initiatives that impacted business performance both immediately and long-term.

- Simplified HR strategy to bedrock fundamentals: talent, training, tools, treatment, with all programs and initiatives aligned with these 4 cornerstones.
- Identified cultural barriers inhibiting effectiveness at all levels and led shift from top-down tactical management to strategic and empowered leadership.
- Designed and executed strategies and programs to improve the recruitment, selection, and retention of talent enterprise-wide.
  - Put in place the company’s first meaningful system to identify traits of top performers and replicate those throughout the company.
  - Introduced assessment-based staffing model that reduced risks in the hiring process and cut turnover in half.
  - Implemented state-of-the-art eLearning system that resulted in Homestyle being named to “Top 100” by *Training* magazine.
- Worked closely with CEO and Board to design a succession plan; provided executive coaching to entire leadership team, building support and ensuring smooth transition to new reporting structure.
- Managed HR dimensions for acquisition/integration of a \$150M lodging company.
- Advocated for progressive HR programs that were negotiated into purchase agreement and ensured stability and retention of key staff during transition to new ownership.

## Patricia E. Woods

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### INDEPENDENT CONSULTANT, 1996–2002

Developed strategies and solutions for diverse clients from entrepreneurial ventures to major corporations.

- Devised and implemented turnaround strategy for small luxury goods manufacturer.
- For \$1.2B hospitality company, created process to effectively deploy operational strategy, centered on communicating core messages and gaining organization-wide buy-in for critical priorities.
- Partner and advisor in enterprise that developed themed retail concepts in the Northwest.

### HOSPITALITY INTERNATIONAL, Seattle, WA, 1983–1996

#### **Senior VP, HR & Quality Programs, Home Cookin’ (1990–1996)**

Executive team member for newly combined \$1.2B entity with 1000+ branded restaurant and retail merchandise outlets. Directed HR strategies for the corporation (22,000 management, union, and non-union associates) and led a team of 100+ HR professionals in 100+ locations. Also led Market Research/TQM Department focused on process improvement and customer satisfaction.

- Transitioned corporation from top-down to empowered management, driving strategic recruiting/staffing initiatives that supported new entrepreneurial culture.
- Company consistently exceeded EBITDA goals by 10%–15% annually.

#### **VP, Human Resources, Travel Division (1985–1990)**

Tapped as top HR executive for HI’s newest growth business. Developed HR strategies that supported accelerated growth from \$50M to \$500M.

- Guided successful integration of major acquisitions and rapid organic growth.
- Championed progressive workforce strategies that led to union-free workplace—and produced savings estimated at \$15M annually.

#### **Director, Employee Benefits Planning, Corporate Operations (1983–1985)**

Implemented competitive, cost-effective benefit programs for workforce exceeding 200,000.

### EARLY CAREER

#### **Director, Benefits Planning & Development, Northwest Industrial, Inc.**

Managed \$100M in union/non-union expenditures covering 10,000 domestic and international employees and multiple bargaining units.

#### **Corporate Internal Auditor, Northwest Industrial and AMOCO**

Performed financial and operational audits of manufacturing and refining facilities in the U.S. and Canada.

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## Education and Professional Affiliation

BA, Accounting and Business Administration: University of Washington, Seattle, WA

Member: Society for Human Resource Management

## ADMINISTRATIVE MANAGER

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### IBM CHANNEL PARTNER MANAGER

Results-focused manager of customer and partner relationships, complex programs, and financial/ administrative controls to drive revenue growth, profit enhancement, and customer satisfaction. Fifteen-year history of adding value.

- ☑ Track record of initiative, follow-through, and total accountability in managing IBM Premier-Level Partnership for maximum value to company and customers.
- ☑ Strong background in finance and administration, with measurable contributions to business efficiency and profitability.
- ☑ Team attitude and true commitment to organizational effectiveness and customer-focused service.

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## PROFESSIONAL EXPERIENCE

COM-TECH SOLUTIONS, Cincinnati, OH 1992–Present  
IBM Premier-Level Business Partner, a provider of high-value IBM solutions to diverse clients in the SMB sector. \$25M company.

### CHANNEL MANAGER, 2002–Present

Key contributor to Com-Tech maintaining IBM Premier-Level partnership for 15 years. Selected to assume new, dedicated position to manage the relationship, track attainment programs, ensure conformance with stringent requirements, and deliver maximum benefits to Com-Tech and our customers.

**Revenue Contribution:** Initiated proactive program to track service contracts and initiate sales calls to drive new and renewal business.

- ☑ Grew service-contract revenue from negligible \$25K in 2002 to \$950K in 2006.
- ☑ Delivered approximately \$95K yearly in profit dollars to Com-Tech.
- ☑ Cemented status with customers as true partner in their success.
- ☑ Reduced A/R over 90 days by 40% and maintained at exceptionally low levels.

**IBM Relationship Enhancement:** Developed excellent relationships with IBM representatives, earning their appreciation for learning all of their programs, closely managing compliance, and serving as a conduit to users.

- ☑ Regularly requested by IBM to review documentation for program guidelines, to identify errors and inconsistencies that can be corrected before distribution to channel partners.

**Processes & Controls:** Put in place organizational controls to stay on top of numerous existing and new programs related to sales activity, specific hardware and software, new applications, equipment leases, staff educational attainment, and other criteria used to track Partner performance.

- ☑ Freed up valuable revenue-producing time of sales representatives and consultants.
- ☑ Consistently achieved attainment levels, program bonuses, and other tangible and intangible benefits of remaining a Premier Partner.

**Sales Support:** Serve as a key customer contact and central source for invoice and contract details before, during, and after the sale of hardware, software, and services. Periodically initiate outbound calls to maintain customer contact.

- ☑ Freed up sales team to concentrate on new business development.
- ☑ Resolved customer issues before they became problems.

**Revenue Enhancement:** Researched tax laws and other regulations and applied findings to benefit the business.

- ☑ Identified tax exemptions that delivered \$18K to the bottom line over 5 years.

COM-TECH SOLUTIONS, continued

## **VP ADMINISTRATION, 1995–2002 / OFFICE MANAGER, 1992–1995**

Created an exceptionally strong financial/business/administrative foundation that fostered business growth. Held full accountability for financial management (A/R, A/P, general ledger, liaison with CPA), contracts (license agreements, consulting agreements, liaison with attorney), and all the company's administrative functions, including IBM Premier Partner compliance.

Regularly reviewed expenditures and sought cost-cutting opportunities. Coordinated marketing and advertising. Managed administrative staff.

**Financial & Operational Controls:** Established smooth processes and tight controls that delivered immediate and long-term benefits.

- ☑ Maintained favorable credit terms (#1 credit rating) and net-30 payment schedule for 15 years.
- ☑ Earned rapid jump in credit line with IBM, from \$200K to \$1M.
- ☑ Independently resolved all financial and credit issues directly with customers, eliminating time-consuming involvement of partners.

## **TECHNICAL SALES ASSISTANT, 1985–1987**

## **EDUCATION**

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BA, English

College of Mount St. Joseph, Cincinnati, OH

# GAIL WILLIAMSON, ESQ.

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## CORPORATE LEGAL COUNSEL

**Legal Strategist / Litigator / Mediator / Corporate Advisor**

**Corporate Law / Employment Law / Contract Law / Product Liability / Insurance Law / Risk Management**

- 16-year career as Attorney / In-House Legal Counsel. Exceptional analytical, strategic and communication skills.
- First-chaired 40+ jury trials (liability exposures up to \$500,000), 200+ arbitrations, and 40+ multi-party mediations.
- Took over 1000 depositions throughout career. Positively relentless in discovery proceedings.
- Winning record in the courtroom and in ADR proceedings based on strong capabilities in preparing expert witnesses for court testimony and creating powerful graphic displays and exhibits.

**Industry Experience: Insurance, Financial Services, Health Care, Telecommunications, Hospitality, Consumer Products, Industrial Manufacturing, Retail, Construction, Real Estate, Professional Services**

**Member of Texas Bar and Federal District Court**

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## PROFESSIONAL EXPERIENCE

### LAW OFFICES OF GAIL WILLIAMSON, P.C.

Dallas, Texas, 2003 to Present

#### Managing Attorney

Resigned from 6-year tenure as corporate counsel with Excelsior Insurance in Seattle to relocate to the Dallas metro area. Built new practice from start-up into an established law firm with clients in the insurance, retail, and professional services industries. Specialize in corporate law, contract law, litigation management, insurance law, and real estate transactions. Expert at determining legal strategy and positioning for favorable resolution of complex legal claims and actions.

### EXCELSIOR INSURANCE COMPANY

Seattle, Washington, 1997 to 2003

*(Subsidiary of Diamond Financial, Inc., a global Fortune 500 company)*

**Trial Attorney** (2002 to 2003)

**Attorney** (1999 to 2000)

**Associate Trial Attorney** (2000 to 2002)

**Staff Attorney** (1997 to 1998)

Fast-track promotion through increasingly responsible corporate counsel positions with 5th-largest personal lines insurance company in the US. Personally managed over \$10 million in liability exposure brought against the company and its insureds, with an average of 70–80 active cases at one time. Utilized a combination of trial litigation, mediation, and arbitration to successfully and expediently resolve cases. Expertise in commercial, property and casualty law. Held significant autonomy and legal decision-making responsibility.

***Key contributor to Seattle's recognition as the company's "Best Legal Office in 2002" (out of 32 offices nationwide) based on productivity, risk management, and liability control.***

- Successfully resolved more than 500 cases throughout tenure. *(Only 2 verdicts, out of all cases tried to jury, beat last offer made by my client to opposing party.)*
- Advised clients and outside counsel on insurance law, compliance, risk, and financial implications of litigation decisions. Directed all aspects of discovery and prepared expert witnesses for testimony (accountants, geologists, architects, fire experts, medical doctors). Analyzed complex documentation.
- Assumed increasing management responsibilities with each promotion. Mentored new attorneys and guided through first trials; met with staff and management to address internal technology advances.
- Selected by peer attorneys as arbitrator for civil lawsuits involving breach of contract, failure to pay, personal injury, property damage, and trespass. Rendered binding legal decisions in 10+ cases.

**SMITH, FREED, HEALD, AND CHOCK, P.C.**

Seattle, Washington, 1995 to 1997

**Attorney**

Recruited to regional law firm specializing in commercial and P&C insurance litigation. Defended insured and self-insured companies and individuals in State and Federal Courts. Primary expertise in product liability, employer liability, commercial fire, trespass, and personal injury claims. Substantial experience in accident reconstruction and in the review/analysis of sophisticated financial documentation critical in determining economic damage claims. Key legal advisor to top corporate executives of multi-state companies.

- Advanced rapidly from claims recovery cases to second chair to first chair on several jury trials, arbitrations, and mediations. Personally managed up to \$2 million in liability exposure per case.
- Demonstrated unique talents in preparing expert witnesses to testify on economic damage issues, product quality and performance, fault analysis, and medical procedures and diagnoses.

**DANIEL ARNAULT, ATTORNEY AT LAW**

Seattle, Washington, 1991 to 1994

**Attorney**

Selected from a competitive group of candidates to clerk with one of the nation's most prominent employment law attorneys. Accepted full-time attorney position following graduation and developed unique expertise in employment law and litigation. Drafted and negotiated complex employment contracts for both collective bargaining agreements and salaried employees. Experience in copyright and trademark law.

- Wrote several briefs for the Washington Appellate Court and both the Washington and Alaska Supreme Courts.
  - Oversaw discovery and litigation management of 600+-party class-action lawsuit, including taking, preparing, and filing all depositions. Case was favorably settled, with \$2.3 million paid to the parties.
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**EDUCATION**

**UNIVERSITY OF TEXAS SCHOOL OF LAW**, Dallas, Texas

**Juris Doctor** – May 1992

- Honors in Legal Research & Writing
- Managing Editor, *International Legal Perspectives* Law Journal
- Summer Semester Abroad, European Economic Community Law

**RICE UNIVERSITY**, Houston, Texas

**Bachelor of Arts in Political Science; Minor in Economics** – May 1985

- Cum Laude Graduate
- Vice President, Roscoe Law Academy
- Congressional Intern, The Honorable Lee R. Silverman (Washington, DC)

**NATIONAL INSTITUTE FOR TRIAL LAW**, Dallas, Texas

**Certificate in Trial Advocacy** – 1998

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**PROFESSIONAL PROFILE**

Author, "Proof of Loss," *Washington Association of Defense Counsel Magazine* (2005)

Member, Texas Bar Association

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# RICHARD WALKER

334-505-1630

6319 Valley Drive, Montgomery, AL 36000

rwalker@aol.com

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## SENIOR ATTORNEY / BUSINESS & TAX ADVISOR

### Tax & Estate Planning Attorney • CPA • Personal Financial Specialist (AICPA)

Skilled strategist and legal tactician with 20+ years of professional practice experience in business and taxation law, estate planning/wealth management, finance, accounting, and practice management. Seasoned practitioner and quick study, known for devising rapid and sound strategies and solutions that promote client interests across a wide range of business, financial, and legal arenas. *Martindale-Hubbell* highest possible peer rating for ability and integrity.

#### Expertise includes:

- Multidisciplinary Tax and Financial Project Leadership
- Estate & Wealth Management Planning & Execution
- Business Succession & Related Financial Planning
- Corporate Strategy & Structure
- M&A Strategic Advisory / Buy-Sell Agreements
- Investment Opportunities & Implications
- Equipment Finance & Leasing
- Tax Strategy / IRS Negotiations
- Balance Sheet Analysis
- Risk Profile / Improvement

## PROFESSIONAL EXPERIENCE

**SMITH, COHEN, STRAUSS**, Montgomery, AL  
*90-attorney law firm—largest in Alabama*

1983–Present

### **Partner / Member of Taxation and Business Practice Groups**

Represent and consult with Fortune 500 firms, closely held companies, and entrepreneurial ventures, providing strategic and tactical counsel to meet client needs in the areas of business law, financial, estate and tax planning, and related strategy. Lead every stage of multifaceted, multidisciplinary engagements, from planning, staffing, and budgeting through execution, billing, and collection.

Perform extensive business/financial as well as legal analysis, working collaboratively with CPA firms, investment advisors, clients' in-house finance and operations teams, family business offices, and other attorneys. Frequently called upon for consultation on matters relating to interpretation of business law, tax or financial transactions, deal negotiation, and financial statement disclosure issues.

#### Selected Achievements: Estate & Financial Planning—Wealth Management

- Delivered the pitch and won the business to provide financial and estate planning services to a prominent high-net-worth extended family. Led complex project to create and implement a coordinated estate and financial plan that addressed second- and third-generation issues, business succession, wealth transfer, and the diverse priorities of multiple families. Retained *all* clients for continuing projects on an annual basis.
- Coordinated engagement for transfer of closely held company stock (gifts in trust) involving diverse family members/shareholders and split generations. Result: Implemented highly effective GRAT transfers and sales to grantor trusts. Engaged the financial advisor and valuation firm (privilege purposes); collaborated with separate corporate counsel and in-house finance team regarding significant business issues (revision of corporate regulations and stock buy/sell agreement); developed estate-planning structure and documentation.
- During the course of estate-plan work-up meeting with client, identified material trust accounting miscalculation; worked with family business office accountants to restate client's accumulated income interest, resulting in vastly improved estate-planning options.

Selected Achievements: Business Law, Strategy & Structure

- Stepped in to business-liquidation scenario and averted potential loss for the client by helping identify a strategic buyer who assumed corporate debt and provided meaningful upside to the selling family via deferred-payment notes. Business continues operations with many employees intact.
- Played key role to establish the way for a national Trust to expand its business function to other large trust organizations. Coordinated strategy and complex business structure; created action plan that was approved by Trustees and is currently going forward in coordination with a national CPA firm.
- Led European country due-diligence review of potential acquisition for Fortune 500 client.
- Originated and coordinated a complex arbitration initiative that resulted in a multimillion-dollar financial recovery for a geographically diverse client group. Led financial analysis and coordination of litigation team in successful argument for share of equity proceeds of a partial-liquidation transaction.

Selected Achievements: Tax Law & Investment Advisory

- As counsel to national transportation firm, teamed with client finance staff, accountants, and broker to negotiate, structure, and document complex tax indemnity agreements for multimillion-dollar equipment financing and leveraged leasing transactions.
- Executed a spin-off transaction on behalf of a major regional equipment-leasing firm threatened by divisive family issues. Aggressively negotiated to earn favorable IRS ruling that enabled division to go forward and resulted in two thriving businesses and an ongoing client relationship.

**PRICE WATERHOUSE**, Montgomery, AL  
**Supervisor, Tax Practice Staff**

1978–1982

**SOUTHERN INDUSTRIES, INC.**, Montgomery, AL  
**Financial Analyst / Corporate Law Department Staff**

1973–1978

## PROFESSIONAL PROFILE

Education

- Juris Doctor, 1977: The University of Oklahoma College of Law, Norman, OK
- B.S. Business Administration, 1971: University of Texas, Austin, TX

Accreditations & Professional Memberships

- Law License / Admission to Bar of State of Alabama, 1977
- Certified Public Accountant, Alabama, 1982; member of AICPA
- Personal Finance Specialist Credential, AICPA
- Successful completion of NASD Series 65 (Investment Advisor) Examination
- Member of American, Alabama, and Montgomery Bar Associations
- Martindale-Hubbell lawyer peer review rating “A-V,” highest individual rating available (very high/preeminent ability/very high ethical rating)

Professional and Community Activities

- Committee Chair for Montgomery Bar Association; Chair, Alabama Taxation Institute
- Frequent speaker at business / financial seminars and functions
- Past Trustee, Alabama Bar Foundation
- Former Board of Governors, University of Texas Alumni Board