Tips for Building an Experienced Senior Leader Resume

Mary McHale Career Advisor

Berkeley SCHOOL OF INFORMATION



Agenda



2 Build Your Brand



Compelling Content



Your Career Advising Team





Laurie Haskell-Woerner MIDS Senior Career Advisor

Rebecca Andersen Senior Director of Student and Alumni Career Development



Amanda Cheung MIDS Career Advisor



Mary McHale MICS Career Advisor



Eva Mollett - MIMS Assistant Director, Career Services

Resumes 101

Understanding Perspectives and Process

Resume writing is both art and science.

The job of a resume is to get you an *interview* It does NOT get you a job!

A resume is one part of today's Job Search Strategy.

Career Collateral Social Footprint Network Value Proposition

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Name Martin Davids		
Date of Birth 22.04.5980		
Nationality British		
Languages English		
KEY QUALITIES		
Design Manager al Primax media. 2658-NOW Worked as an art director at gcp modia in los anguines as the lead director in arts and production a from 2000 til 2005. Senior Design Manager Hue brands. 2015-20 Natian met solschuler lacus, net finglits sem Curabhur a inschur obis. Sed convalia hendwrit laboris. Supportives potenti. Natia instautur Mils in maufis aliguet.		
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Name	Martin Davids
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CONTACT	
234.57, VV	idale Road, NY
+164,205 (344
www.ham	usonjames@gmal.co
www.hprit	

PROFILE

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Design Manager at Primax media. 2018-NOW Worked as an art director at gcp media in los angelese as the lead director in arts and production a from 2009 UII 2005.

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EDUCATION

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"Employers filter/rank candidates" **90%** based on skills, credentials and years of experience"

Harvard Business School



"Qualified applicants are rejected **75%** by ATS programs because the resumes can't be read"

Forbes

Career Tip



Understand the Recruiting Process

Career Tip

Can your resume get past the three hiring gates?



First Gate



Second Gate



HR Screener

Final Gate



Hiring Manager

How long, on average, will recruiters spend reading your resume?



As little as 6 seconds!*

*The Ladders eye tracking study

In 6 seconds, recruiters see.... ✓ Name

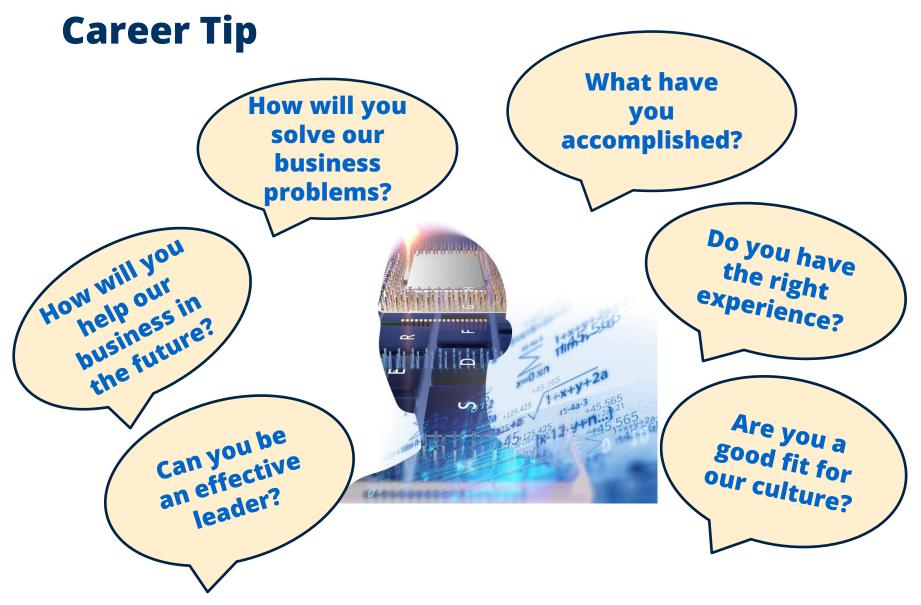
Summary / Key Skills
 (Relevant keywords)

Job titles/company names

Job start/end dates



Source: The Ladders – *Keeping an Eye on Recruiter Behavior*



Understand the mind of the employer

Your Resume Should Not Be...

- All inclusive of your entire career (a "CV")
- A simple chronology of your jobs
- A list of all of your job responsibilities
- Cut and paste list of past job descriptions
- Your LinkedIn Profile

and typo's

• Filled with mistakes, misspellings



Leadership Resumes Should be

- Targeted
- Accomplishment-driven
- Show Don't tell
- Supports your "brand"
- Concise (Executive Summary)
- Clarity trumps creativity
- Recruiters 2.3x likely to prefer a 2 page resume*

Make it Interesting!

*Settling the Debate: One or Two Page Resumes



Build Your Brand



Who do you want to hire?

Ineeda Job

me@gmail.com 1234 Elm Street Anytown, Anywhere 55555 555-555-5555

Visionary leader with twenty plus years of innovating with technology and bringing security, compliance and IT solutions from concept to reality for organizations. Seeking a position in which my leadership, security first, innovation, technical, collaborative, assessment, communication, and presentation skills enhance the success of the organization.

HISTORY OF WORK

March 2020 – November 2021

Business Development Specialist (Cyber Security, Managed IT), ACME Networking

- o Created new business partnerships for managed IT services
- o Created new business partnerships for managed cyber security services
- o Led weekly cyber security and technology trainings for the sales staff
- o Drove HIPAA gap analysis procedure for multiple organizations
- Implemented solutions for companies ranging from 4 1,000 employees
- o Developed a cyber security stack along with CISOs, and cyber security engineers
- July 2019 March 2020

Enterprise Architect (contract), Consulting Company

- o Technical lead for "Signa Smart Subscription", new product for GE Healthcare
- Architecture design for 3rd party MR Apps to deploy on GE hardware at customer sites.
- Coordinated with the 3rd parties to successfully utilize the architecture
- o Technical Security lead responsible for all FDA, HIPAA, and gating documentation
- o Responsible for all technical documents for all gates from concept to product release
- March 2018 July 2019

Enterprise Architect (contract), Regional Bank,

- o Designed the commercial lending software migration and upgrade solution
- Created and implemented automation process for migration between environments (Dev. Stage, User Acceptance Testing, Production
- o Created and implemented automated process for migration of data and configurations from current to new environment
- o Lead a team of 6 for the project completion that included Quality Assurance, IT Security, Line of Business personal, DBAs, and Business Analysists
- March 2008 March 2018

Chief Solutions Architect\IT Manager, ACME,

- o Presales demonstrations of value-add technology to business leaders
- o Post sales management of customer expectations to technology services
- o Deployment of advanced cyber security solutions for customer data
- o Project technology lead for rework of customer facing product (1.0 to 2.0)
- o Customer presentations and configurations for Business to Business communication
- o Hadoop/Cloudera/Casandra cluster designer, implementation, and deployment o ITIL V3 Foundation Certification
- Implementation and presentation of e-business technology and solutions o Manager\Architect of cloud services (internal and external) o Project manager and design architect endpoint evolution (BYOD, Mobility) o Authentication Implementation

TECH. EXEC.

phone number | email | LinkedIn URL-edited, website, github, etc.

If you decide to use this section, keep it short and relevant! A few sentences to grab their attention and highlight why you are a great candidate. Make sure it reflects your brand and is interesting to the reader (which means, you may have to update it depending on the job you are applying for).

AREAS OF EXPERTISE

Cybersecurity | Risk Mitigation | Threat Intelligence | Vulnerability Management | Agile / SAFe Methodologies | SaaS Cloud Computing | IT Strategy | Enterprise Architecture | Software Development Lifecycle | Software Engineering Governance, Compliance and Risk | Leadership | Cross-Functional Teams

PROFESSIONAL EXPERIENCE

Company or Organization, City, State

TITLE

- List your jobs from most recent to least recent.
- If you've been at one job for a long time or have a LOT of experience there (i.e., a lot of bullets), you can break up . the bullets by subheadings such as "leadership & innovation", "technical skills", "projects", etc.
- · Start your descriptions with action verbs! Use implied first tense. Pay attention to verb tense- use present tense for your current job, and past tense for previous jobs.

Company or Organization, City, State

TITLE

- · The most important thing you should do when writing your descriptions is to showcase your strengths, skills, and accomplishments. Do NOT just write what you did (i.e., what you were responsible for, what tasks you completed). Always include some element of why you did it, or how you did it, or who you did it with (i.e., how you collaborated or communicated), or what impact you made.
- · Make sure descriptions are action oriented and talk mostly about what you did, not what the product was or what the project accomplished. Spoon-feed the reader; spell out why it is relevant.

Company or Organization, City, State

TITLE

Month Year - Month Year

Month Year - Month Year

Month Year – Month Year

· A good article to read to gain information about what to put in the description can be found here: http://ti.me/1iEKMdM

TECHNICAL SKILLS AND TOOLS

Languages: list your programming languages

Software and Tools: list the software applications you have experience with Operating Systems: list the operating systems you have worked in

CERTIFICATIONS

Certified Information Systems Security Professional (CISSP), (ISC)2	Date
Certified Ethical Hacker (CEH), EC-Council	Date
Security+, CompTIA	

EDUCATION

Anticipated 2025

University of California, Berkeley - Master of Information and Cybersecurity RELEVANT COURSEWORK: If you list relevant courses, be sure the titles make sense to the reader! Don't list a course they wouldn't know! No need to include course numbers.

University of Wisconsin, Madison - Bachelor of Computer Science

Best and Worst Resume Fonts for ATS

Calibri Cambria Corbel Helvetica Garamond Tahoma Verdana Trebuchet MS

Career Tip

- Avoid uncommon, specialty or 'designer' fonts-less
- Save file as a docx or txt file
- Recommend 10-12 pt for text
- 14-16 pt for headings
- Industry font



*Monster.com

Is Your Resume Lost in Space? ATS Do's and Don'ts

DON'T

DO



Why not?

Interfere with ATS system's ability to get information from your resumé, causing the ATS to simply reject you.

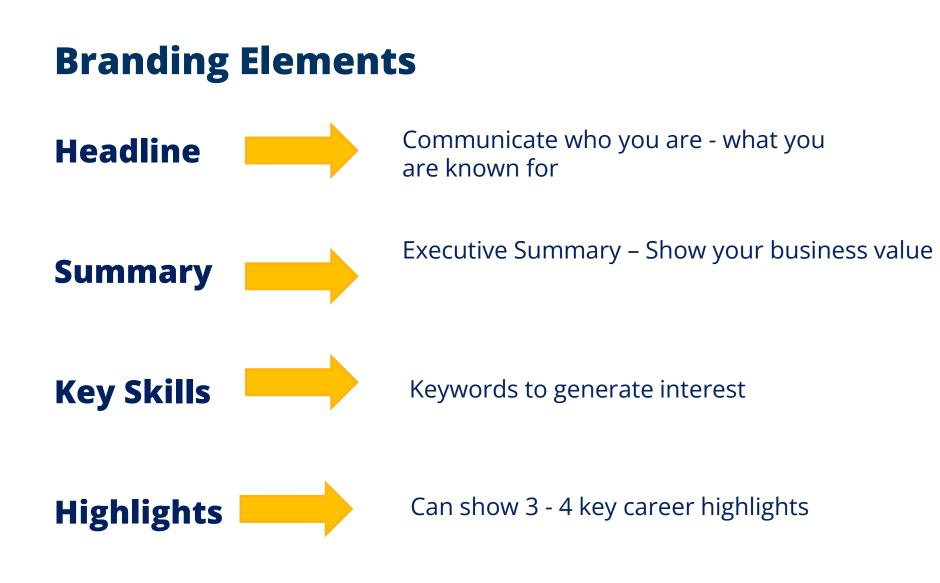
May use formatting tricks that are invisible to the eye, but are very real to the ATS.

Customise Keywords save as .docx or txt Print and Proofread Upload Use ATS Checker

Why?

Human eyes only see resumes not rejected by the ATS

It matters!



Design Tip! Top third of resume is most valuable. Use formatting to guide the eye but not distract. Use **Bolding**, SMALL CAPS and color appropriately

Create a Compelling Story

Dream Job	ME
Qualifications	
Requirements	
Love to Have	

Accomplished **Senior Tech Executive** building enterprise cyber risk management programs and advancing cybersecurity capability maturity through large investment programs. Proven track record maturing cyber security operations from incident response and crisis management to application security and secure DevSecOps pipelines.

CAREER HIGHLIGHTS

- Led \$2B program to build and staff security operations centers, deploy facility device network segmentation, security agent technologies, intelligence sharing programs, monitoring and user behavioral analytics programs, email security technologies, data tokenization and encryption.
- Delivered robust vendor risk management, protected privacy through differential privacy protections, and implemented investment risk prioritization frameworks.

CYBERSECURITY TRANSFORMATION EXECUTIVE SKILLS

Cybersecurity Strategy Delivery | Cybersecurity Maturity and Program Effectiveness Transformation | Rapid Cyber and Technology Risk Reduction | Board of Directors Accountable On-Time, Under Budget Investment Program Delivery Sec/DevOps Software Pipeline Development | Technology Controls Implementation NIST, CSF, ISO 9000

Show you are a great fit for the job!

Compelling Content



Prove and Prioritize Your Value

What would my manager, faculty or mentor say are the three things I do that **add the most value**?

Why do my colleagues and classmates **come to me**?



What are 1-3 of my **most significant accomplishments** from the past 90 days, six months and one year? What stands out?

ROI Personal Strengths

- What do you create?
- What do you improve?
- What problems do you solve?



- What risks or costs do you minimize?
- How do you increase efficiency?
- What is your subject matter expertise?
- How do you strengthen culture? Productivity?
- How does my Masters degree add to my value?

TECH. EXEC

phone number | email | LinkedIn URL-edited, website, github, etc.

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CERTIFICATIONS

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University of Wisconsin, Madison – Bachelor of Computer Science

Month Year – Month Year rengths.

Section Options:

- Key Skills or Core
 Competencies
- Reflect key words
- Make it easy to see qualifications
- Tailor for the job

Sections for:

- Technology Skills
- Certifications
- Awards, Honors or Competitions, Publications etc

Date

Date

BEST CANDIDATE

COMPETENCY | COMPETENCY | COMPETENCY | COMPETENCY

555-555-5555| email | LinkedIn URL-edited, website, github, etc.

SUMMARY

If you decide to use this section, keep it short and relevant! A few sentences to grab their attention and highlight why you are a great candidate. Make sure it reflects your brand and is interesting to the reader (which means, you may have to update it depending on the job you are applying for).

TECHNICAL SKILLS

Languages: list your programming languages

Applications and Tools: list the security, business, enterprise software you have experience with

Operating Systems: list the operating systems you have worked in-could also add cloud platforms if relevant

PROFESSIONAL EXPERIENCE

Company or Organization, City, State

TITLE

Month Year - Month Year

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Company or Organization, City, State

TITLE

Month Year - Month Year

Anticipated 20XX

YEAR

A good article to read to gain information about what to put in the description can be found here: http://ti.me/1iEKMdM

CERTIFICATIONS

CISSP, (ISC) ²	Date
Certified Information Systems Security Professional (CISSP), (ISC)2	Date
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Security+, CompTIA	

EDUCATION

UC Berkeley, School of Information, Berkeley, CA MASTER OF INFORMATION AND CYBERSECURITY RELEVANT COURSEWORK: If you list relevant courses, be sure the titles make sense to the reader! Don't list

a course they wouldn't know!

University of ?????, Location

BACHELOR OF

Order of Content

- Flexible
- Reflects amount of experience
- Decide which sections will open doors for you
- Education typically on top for new grads- moves to bottom with experience
- Leadership

Content Frameworks



Situation

Context / Background "I was in X job..." "My role was..."

Task

S

R

- Specific problem or challenge "I was tasked to do X"

Action

Identify the steps you took to solve the problem and/or add value

Result

- What is the outcome or accomplishments from your actions?
- "Because I took this action, X happened ... "
- Quantify when appropriate

XYZ Framework

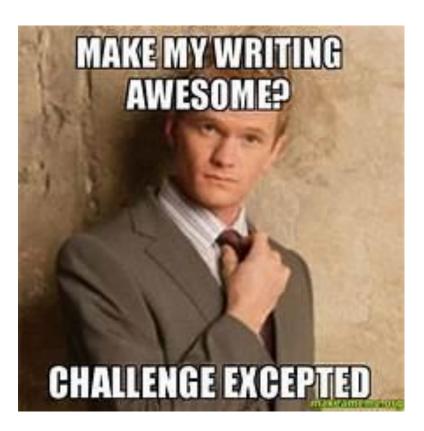
Accomplished X by doing Y resulting in Z

Showcase your Accomplishments



- Clearly and concise highlight your strengths, skills, and accomplishments.
- Be strategic- what to include and how to show it
- Avoid jargon, buzzwords and clichés

What Business Problem Did You Solve?



Review each bullet and ask, does this answer the question...**so what?**

So, because you did XYZ, what was the outcome, result, or impact on the business?

Story Telling for Audience Appeal



- Provide detail on information on the number of applications, systems, engineers, programs, users, locations, budget size, or revenues.
- Who does your work impact? Where ? Locations? Regional, national or global users/customer base?
- Who did you work with? How many on the team or number of teams?
 On premise or distributed or global? Engineers? Data Scientists? Product Managers?

IMPORTANT! Show Measurable Results

- Tie to business metrics
- Have concrete qualitative metrics (scope/scale)
- Use dollar signs, numbers (\$2.5M, 58%, 500+)
- Show percentage (increase, reduced)
- Frequency of process, events



Leverage Leadership Language



- Show vision and direction Build and Drive Strategy, Roadmap
- > **Demonstrate leadership** who or what did you lead?
 - Directed team to execute? Cross functional? Distributed? Cross organization? Global?
- Use Strong Action Verbs Spearheaded, Oversaw, Campaigned, Engagement, Mobilized Commitment, Recommended, Presented, Led, Directed, Achieved, Awarded, Recognized, Promoted, Drove,

Sample Bullets

- Guided over \$400M and 2800+ project initiatives on time and on budget for 115 enterprise applications by leading a team of 40 Project Managers (PM) and 110 developers worldwide.
- Architected a cloud-first IT strategy that eliminated on-prem infrastructure, reduced physical attack footprint, and connected all cloud services seamlessly with Google Workspace SSO and Zero Trust solutions; saved \$1M+ in resource costs.
- Delivered innovative technology solutions to enable business goals and reduced department administrative operational expenses by \$5M+ by authoring an IT governance strategy and framework.
- Managed 15-member cross-functional team to develop a mobile-wallet prototype compatible with Android and iOS using Agile methodology to link voice recognition and biometrics software.
- Managed cybersecurity risk by benchmarking against security frameworks including ISO 27000, NIST, and CIS critical controls baseline.
- Achieved 30% project turn delivery and increased customer satisfaction by implementing an internal Salesforce CRM solution to track and manage 5000+ internal customers and business partners.

What is Relevant?

- Generally- last 10-15 years experience most valued- except if an older experience is *relevant*
- Demonstrate career path and work history by truncating older roles

PRIOR EMPLOYMENT

SONY MUSIC, MARKETING MANAGER THE GILLETTE COMPANY, ASSISTANT BRAND MANAGER XEROX COMPUTERS, PLANNING AND PRICE ANALYST

Prior Work History

Startup, Inc., San Mateo, CA (EMPLOYEE #14/150+) Semiconductor Manufacturing Company, Inc., San Jose, CA Circuit Company., San Jose, CA September 2005 – April 2007 December 2003 – September 2005 January 2001 – November 2003

Effective Use of AI in Resume Building

• Ideas- Skip writer's block and use as muse

"What are 3 ways I can make this resume more effective for Applicant Tracking systems?"

• Examples

"Act as a professional resume writer and draft 3 examples of resume bullets that use the STAR framework based off this content...."

• Feedback

"Review my resume and give me 5 specific pieces of feedback to make it stronger for recruiters?"

- Thread feedback-"now compare my resume to the Job description-what is missing?"

Best Practices for Using AI as a Tool

• Use Prompts Effectively- By role or task e.g. act as if I was a

software engineer or as a professional resume writer

- **EDIT** output– review for **truth**, **accuracy**, and demonstration of desired skills and outputs. STAR and XYZ Check?
- Make it ATS friendly Use Google Docs or Microsoft Word and review/edit formatting
- **Confidentiality** Check-NDA?

Risks when Using Al

- **Generic and vague and overused** Al-generated content can be bland, fluffy, repetitive, lacks specifics and impersonal- AI is pulling content where most available-for resumes, most likely job descriptions which are generic and lack measurable results or outcomes
- Hallucinations or Inaccuracies Resumes are legal documents when part of your employment record-verify your facts.
- Loss of authenticity or Tone -make sure your voice and personality are clear
- Lack of personalization and concrete measurable results-makes writing appear artificial and disingenuous-
- **Veracity test-** creates questions of veracity in the eyes of the recruiter or hiring manager
- Getting caught -'use white text, keyword spamming and exaggeration of skip



• Privacy and Confidentiality

- Don't share personal data
- Don't share confidential data from an employer

• Hallucinations

May try to predict content or pull from content that is not true for you-be sure to review for accuracy

Generic Content

Al is pulling content where most available-for resumes, most likely job descriptions which are generic and lack measurable results

Using Jobscan for ATS Check



- Read job description carefully
- Identify and use the same keywords
- Tailor experience and language to the job description requirements.
- Maximize searchability- use long-form and acronym version of keywords (e.g., product manager and PM)
- Do not use tables or columns, can cause parsing errors-
- Do not use headers or footers for critical information may be lost in parsing
- Use standard resume section headings (e.g., Professional Experience)
- Look to improve score by editing appropriately.

Request your own Jobscan Premium account on the I School Careers Page <u>https://www.ischool.berkeley.edu/careers/students/jobscan</u>

Finally, Show Attention to Detail



- Spell check
- Grammarly
- Consistent Tense
- Punctuation
- Print and Proofread

SVP TECH STARTUPS

555-555-5555 | SVP@svp.com | linkedin.com/in/SVP

Accomplished technology leader experienced in building enterprise environments from the ground up and owning large-scale operations. Provides expertise in architecture, information security, process, and policy to ensure successful technology implementations. Valued for fostering efficient teams and implementing scalable organizations for profitability and growth.

SIGNATURE SKILLS AND COMPETENCIES

SaaS IT Operations Data Center & Cloud Platforms Cybersecurity Leadership DevOps / Code Ops / CI/CD Site-Reliability Engineering Secure Software Development Building Managed Services Scalable Enterprise Architecture AdTech / MVPD Experience

PROFESSIONAL EXPERIENCE

Great Company, San Jose, CA

VICE PRESIDENT - GLOBAL TECHNICAL OPERATIONS

September 2014 - Present

Led the global operations of a 24x7 ad decisioning platform driving 1.4B+ monthly ad impressions and annual ad revenue of over \$175M. Designed and implemented platform's cloud architecture for high availability and led DevOps modernization efforts to migrate monolithic services into orchestrated containerized environments for service scalability. Built global team to provide managed services and support for multinational enterprise customers.

Leadership and Business Development

- Launched dynamic advertising backends for major multichannel video programming distributors (MVPDs) based in the United States, Canada, and Europe. Delivered on multi-year projects that enabled linear TV addressable advertising for Virgin Media UK and Ireland, expanding into Liberty Global properties in Belgium and Netherlands.
- Established Technical Operations organization consisting of DevOps, Technical Support Services, and Infrastructure Operations to manage over 50+ customer environments, covering over 2000+ application instances.
- Collaborated with Product, Data Science and Engineering departments to build resiliency into Cadent applications, delivering +99.95% uptime SLAs for SaaS and managed services.

Technology and Innovation

- Managed data center colocation operations in US and EU. Transitioned from bare metal to virtualized environments, and subsequently into a hybrid cloud deployment increasing backend resiliency and ability to maintain service SLA's.
- Architected AWS and Google Cloud for auto-scale runtime environments and data center disaster recovery, reducing DR costs by 50% while maintaining Return-To-Operation (RTO) times within SLA's.
- Spearheaded containerization and componentization of monolithic applications. Guided design and implementation
 with engineering teams to increase the scalability of application services and reduced time required for application
 deployments and maintenance.
- Transitioned applications from branch-based to trunk-based development to facilitate more frequent application
 releases. Fostered adoption of microservices for newer applications which allowed DevOps to leverage CI/CD
 mechanisms for more consistent product deployment.
- Deployed big data processing in data centers and cloud. Transitioned Cloudera Spark clusters to leverage high
 performing hardware based S3 arrays instead of HDFS for increased stability.

Notable Projects and Accomplishments

- Developed container external configuration mechanism for applications that leveraged CI/CD automation and AES-256 encryption to reduce redundant container image management and reduced imaged storage costs by 90%.
- Facilitated IT operations due diligence work as part of Cross MediaWorks acquisition of BlackArrow, Inc. which
 included infrastructure and software audits, documentation, and escrows to ensure a smooth organizational
 transition.
- Reduced application logging costs by converting XML into JSON leveraging custom preprocessing programs deployed in AWS Lambda.

Show Don't Tell

Creative Resumes

- Creative styles may help showcase your talents, add visual interest
- Less is more graphics shouldn't overshadow content
- Experiment w/ fonts, colors, and layouts before adding graphics
- Be careful of using comparison graphs to display skill levelsall relative
- Get a **second opinion**, don't get personally attached to the design
- Make sure it is easy to read and comprehend too many visual elements can overwhelm the reader
- Online portfolio or website may be a better place to demonstrate creativity

Challenge of Creative Resumes

M A D I S O N G E O R G E



WEB DESIGNER

EXPERTISE

USER INTERFACE LAYOUT DESIGN INFO ARCHITECTURE CONTENT MANAGEMENT

FRONT END DESIGN



B PROFILE

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🖻 EXPERIENCE

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POSITION TITLE HERE COMPANY NAME HERE

JAN 2010 - PRESENT Integer efficitur des odio in gravida ullamcorper fermentum suspendisse condimentum dolor nisi a ullamcorper id sagittis elementum. Phasellus vitae gravida tortor, at consectetur lorem.

- Phasellus id urna nisi. Nam nec tellus bibendum, placerat elit id, commodo lorem vitae gravida tortor a ulfamcorper id sagittis
- Sed sit amet fells sollicitudin metus placerat fermentum vitae id nullam porttitor fells efficitur des adio suspendisse condimentum dolor.

POSITION TITLE HERE COMPANY NAME HERE

JAN 2009 - DEC 2010 integer efficitur des odio in gravida ullamcorper fermentum suspendisse condimentum dolor nisi a ullamcorper id sagittis elementum. Phasellus vitae gravida tortor, at consectetur lorem.

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SALES MANAGER

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TECHNICAL SKILLS



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PROFESSIONAL EXPERIENCE

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Questions and Answers



