Tips for Building an Experienced and Senior Leader Resume

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Berkeley SCHOOL OF INFORMATIO



Agenda

- 1 Resumes 101
- Build Your Brand
- 3 Compelling Content



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

Ualue Proposition

90%

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

Harvard Business School

75%

"Qualified applicants are rejected 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?

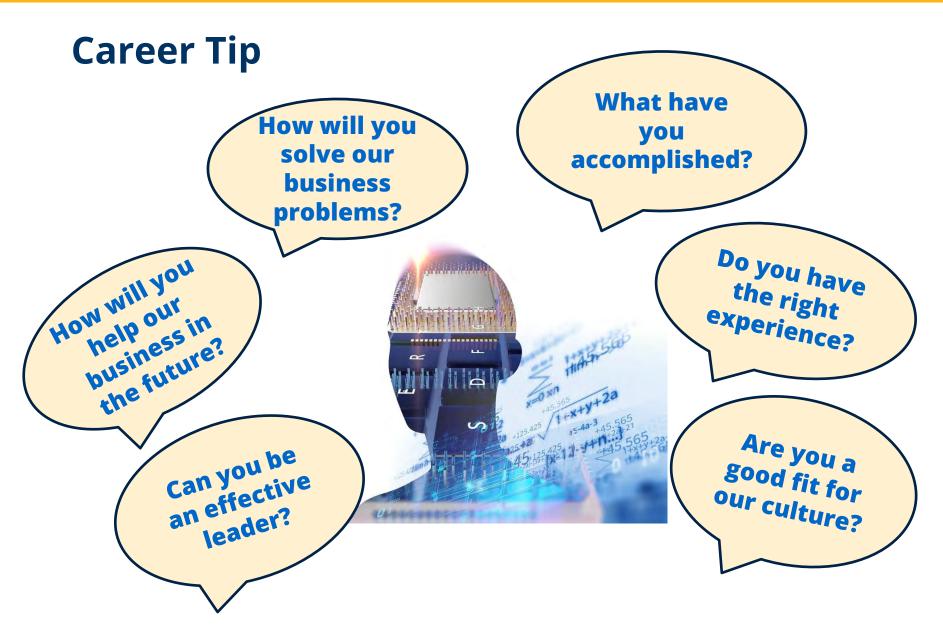


As little as 6 seconds!*

*The Ladders eye tracking study

In 6 seconds, recruiters see....

- ✓ Name
- ✓ Summary / Key Skills (Relevant keywords)
- ✓ Job titles/company names
- Job start/end dates
- ✓ Education



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
- Filled with mistakes, misspellings, and typo's



Leadership Resumes Should be

- Targeted
- Supports your "brand"
- Accomplishment-driven
- Show Don't tell



Clarity trumps creativity



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
- 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
- o 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
- o 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
- 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

TECHNOLOGY LEADER

techleader@me.com | 555-555-1234 | linkedin.com/in/techleader

GLOBAL INFORMATION TECHNOLOGY EXECUTIVE

Digital Transformation | Cloud Computing | Data Analytics | Cybersecurity | IT Strategy

Forward-thinking CIO and senior technology strategist. Leads global teams to navigate ever-changing business needs while improving operational efficiency, security, resilience, and shareholder value. Proven record steering and delivering digital transformations and innovative technical solutions for government, non-profits, and Fortune 100 organizations.

CAREER HIGHLIGHTS

- Led successful migration to Google's browser-based architecture from OS-centric environment, saving \$1M+ and improving security posture in record time with 50% less of expected investment.
- Managed M&A technical integrations for \$75B+ of Fox National Geographic and Disney Fox acquisitions.
 Led Day-One planning activities securing transition of enterorise systems.
- Spearheaded \$70M project portfolio delivering 600+mission critical initiatives in seven distinct programs supporting systems that generated \$10B in revenues annually.

AREAS OF EXPERTISE

Leadership | Vendor Management | Contract Negotiation | IT Governance | Change Management Business Process Improvement | Enterprise Architecture | Project Management | IT Operations Information Security | Compliance | Budget Management | Risk Management | Innovation Stakeholder Management | Business Continuity | Disaster Recovery | Emerging Technologies

W ORK EXPERIENCE

United States Department of Technology, United States Congress

2022 - Present

CHIEF INFORMATION OFFICER (CIO) | CHIEF DIGITAL OFFICER (CDO)

Designed, built, and implemented the information technology, infrastructure, data, and cybersecurity capabilities for government entity overseeing efforts of federal agencies, nations, states, cities, and towns organizing 200,000+ programs in commemoration of 250 years of American independence. Reported to Commission and Foundation's President/CEO.

- Spearheaded a three-stage cybersecurity program roadmap and co-authored internal IT policies
 resulting in zero successful attacks, and significantly reduced organization's risk of data breaches.
- 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. This approach saved the organization \$1M+ in resource costs.
- Designed and oversaw implementation of a digital platform to enable community leaders across USA to provide technology solutions and digital access for yearlong commemoration programs. Roadmap inspired 15+ top tech companies to address the technical challenge complexities.
- Turned around low adoption rates of Salesforce Non-Profit software pack by addressing solutions workflow. Resulting in streamlining fundraising cycles and donation operations, improved data accuracy, and reduction in manual processes.

Major Technology Company

2015 - 2020

VP OF IT STRATEGY AND TRANSFORMATION - TECHNOLOGY SYSTEMS

Directed a \$100M cross functional matrixed group of 150+ developers, analysts and PMs as hands-on leader and key executive team member. Accelerated technology projects time to market, and overall department efficiencies by leading benchmarking and implementation best practices. Reported to CIO and EVP.

- Orchestrated \$800M M&A by successfully integrating 250 new systems, and 3,000 new servers from National Geographic to Fox's global state of the art network.
- Guided over \$400M and 2800+ project initiatives on time and on budget for 115 enterprise applications by expertly leading a team of 40 Project Managers (PM) and 110 developers worldwide.
- Delivered innovative technology solutions to enable business goals and reduced department administrative operational expenses\$5M+ by authoring an IT governance strategy and framework.

Best Resume Fonts for ATS

Calibri
Cambria
Georgia
Helvetica
Arial
Times New Roman
Garamond
Palatino
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

Is Your Resume Lost in Space?

ATS Do's and Don'ts

DON'T DO

Graphics
Tables
Columns
Pictures
Charts
Resume Templates

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

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

It matters!

Branding Elements

Headline

Communicate who you are - what you are known for

Summary



Executive Summary - Let your experience speak for itself.

Key Skills



Show Your professional value

Highlights



Can show 3-4 key career highlights

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

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?



CHRIS S. CYBER

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

Agile / SAFe Methodologies SaaS | Cloud Computing IT Strategy

Enterprise Architecture Software Development Lifecycle Software Engineering

Governance, Compliance and Risk Leadership Team Development

PROFESSIONAL EXPERIENCE

Company or Organization, City, State

Month Year - Month Year

- 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

Month Year - Month Year

- . 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

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 security software 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

University of California Rarkelov - Master of Information and Cybersacurity

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 Wisconsin, Madison - Bachelor of Computer Science

2010

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.

CHRIS-S.-CYBER¶

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-agreat-candidate. Make-sure-it-reflects-your-brand-and-is-interesting-to-the-reader-(which-means,-you-may-have-to-update-itdepending-on-the-job-you-are-applying-for). ¶

AREAS-OF-EXPERTISE¶Section Break (Continuous).....

Section Break (Continuous)

Agile-/-SAFe-Methodologies-|-SaaS-|-Cloud-Computing-|-IT-Strategy-|Enterprise-Architecture-|-Software-Development-Lifecycle (SDLC) - | Software Engineering - | Governance - Compliance and Risk - | Leadership Team - Development - | Risk -Mitigation | Third Party Vulnerability | Incident Response | Penetration Testing |

PROFESSIONAL-EXPERIENCE¶Section Break (Continuous)......

Company-or-Organization, ·City, ·State¶

Month-Year-Month-Year¶

- 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-canbreak-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-presenttense-for-your-current-job,-and-past-tense-for-previous-jobs.-¶

Company-or-Organization, -City, -State¶

TITLE

Month-Year-Month-Year ¶

- +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-productwas or what the project accomplished. Spoon-feed the reader; spell out why it is relevant. ¶

Company-or-Organization, City, State¶

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-security-software-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 ¶

University-of-California,-Berkeley---Master-of-Information-and-Cybersecurity-

Anticipated-2025←

RELEVANT-COURSEWORK; 9f-you-list-relevant-courses, be-sure-the-titles-make-sense-to-the-reader!-Don't-list-a-coursethev-wouldn't-know!-- 1

University-of-Wisconsin, - Madison -- Bachelor of Computer Science

2010¶

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



S

Situation

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

Task

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

A

Action

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

R

Result

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

XYZ Model

Accomplished X by doing Y resulting in Z

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

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?

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's 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

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?
- Caution Generic, bland, fluffy, repetitive, lacks specifics and impersonal

Use as a tool or starting point

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 https://www.ischool.berkeley.edu/careers/students/jobscan

Finally, Show Attention to Detail



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

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 levels-all 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

MADISON GEORGE



WEB DESIGNER

EXPERTISE



USER INTERFACE

LAYOUT DESIGN

INFO ARCHITECTURE

CONTENT MANAGEMENT

FRONT END DESIGN

TECH SKILLS



DRUPAL

WORDFRESS

HTML/CMS

MAC OSX

2 PROFILE

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EXPERIENCE

POSITION TITLE HERE COMPANY NAME HERE

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EDUCATION

MASTER OF DIBITAL ARTS NEW YORK UNIVERSITY

SEP 2012 - JUNE 2014 Integer efficitur adia gravida des nisi ullamcorp fermentum suspendisse in blandit ac nisi vel dignissim id segritis.

BACKELOR OF ARTS NEW YORK UNIVERSITY

SEP 2008 - JUNE 2012 integer efficitir celle gravida des nisi ultarmomp fermentum suspendase in blandit ac nist vei dignissim id sagitire



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315.855.1234 LINKEDIN.COM/VOURNAME

HELENA MURAKAMI

SALES MANAGER

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EDUCATION

20

ENTER YOUR DEGREE/MAJOR New York University 2004 - 2008

ENTER YOUR DEGREE/MAJOR NEW YORK University 2004 - 2008

PROFESSIONAL SKILLS

PROJECT DESIGN / PRODUCT PLACEMENT / CONTENT MANAGEMENT / LAYOUT DESIGN / PUBLIC RELATIONS / PHOTOGRAPHY / ENTER YOUR SKILL / ENTER YOUR SKILL / ENTER YOUR SKILLS

TECHNICAL SKILLS

PHOTOSHOP	1
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PROFESSIONAL EXPERIENCE

ENTER JOB POSITION HERE Campany / Location / 2010 - Present

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But don't do this!



YOU do the work... so the reader doesn't have to!

- ✓ Show what is unique about YOU!
- ✓ Be careful with industry jargon and acronyms
- ✓ Be concise and targeted
- ✓ Use the employer's words (read job postings)
- ✓ Save resume, Tech.Leader.Resume.2023
- ✓ Remember you may only get 6 seconds!

Worthwhile Investment



- LinkedIn Content
- **✓** Interview Preparation
- Know your market value
- ✓ Confidence!

Future resumes are much easier!

Resources

Career Advising:

https://www.ischool.berkeley.edu/careers/students/advising

Resume Review:

https://www.ischool.berkeley.edu/careers/students/resumereview

Resume Resources & Templates:

https://www.ischool.berkeley.edu/careers/students/guides#resumes

Contact:

marymchale@berkeley.edu

Questions and Answers



