



Is Your Resume “Executive-Grade”?

If Not, Why Not?

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Is Your Resume “Executive-Grade”?

Introduction: 5 Types of Non-Executive-Grade Resumes



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IS YOUR RESUME “EXECUTIVE-GRADE”?

- All-Purpose Resumes
- Backward-Looking Resumes
- Opus Resumes
- Lifetime Resumes
- Me-Too Resumes



ALL-PURPOSE RESUMES

- General: Broad in scope; unfocused
- Keeping your options open
- Resumes with a purpose vs. all-purpose resumes
- All things to all people
- Employers' hot buttons



ALL-PURPOSE RESUMES

Opening section sample:

CAREER SUMMARY

More than 10 years of experience in managing cross-functional teams. Strong problem-solving and leadership skills. Track record of improving business results in a fast-paced environment.



ALL-PURPOSE RESUMES

Somewhat better:

SENIOR OPERATIONS MANAGER

Builder and leader of geographically dispersed, cross-functional teams that consistently bring critical projects in ahead of schedule and within budget, in spite of a “down” economy and strong competitive pressure.



ALL-PURPOSE RESUMES

Stronger approach (different field):

SALES MANAGEMENT

Action-oriented sales leadership; multiple promotions for planning and executing strategic initiatives that overcome growth challenges, increase sales wins, and enable companies to meet or exceed revenue and profit goals. Builder of high-performance teams that deliver solutions under difficult business and market conditions. Skilled at establishing solid, trust-based relationships with key customer decision-makers.

Extensive knowledge and experience related to diverse industries, including IT, Healthcare, Retail, Distribution, State and Local Government.

Core Skills and Expertise

- Client-First Focus
- Sales Excellence
- Technical Resource Management
- Competitive Positioning
- Sales Management
- High-Level Account Management
- Collaborative Teaming
- Design-for-X Experience
- Channel Sales Relationships



BACKWARD-LOOKING RESUMES

- Employment history (career obituary)
- Value-added message missing?
- Not ready to move up?



BACKWARD-LOOKING RESUMES

Opening section sample:

SUMMARY

Twenty-plus-year financial and operational management career including financial auditing....A highly motivated, independent professional with experience in many industries, including five years in.... [Note: This was an 11-line, intensely detailed paragraph!]



BACKWARD-LOOKING RESUMES

Partial example of the experience section:

Senior Project Management Analyst

- Serve as Lead for contractor.
- Provide program management and financial management support in areas of budgeting, funding,.....support to the Program Manager of the _____ and _____ programs overseeing \$22M annual and \$3-\$4M/mission respectively.



BACKWARD-LOOKING RESUMES

This is approximately how it looked after revamping:

Provide program management and financial management support to Program Manager in multiple areas, including budgeting, funding, cost estimating, scheduling and analysis, for two programs involving \$22 million and \$3-\$4 million per mission, respectively. Build, track and maintain internal operating budgets for up to 8 missions annually with up to 3 funding sources per mission.

Challenged to overcome Program Managers' lack of background in analysis and metrics creation/usage for _____ Agency mission management. Major actions included developing detailed budget for \$20+ million annual effort. Created Senior Project Management Analyst role for two critical programs at _____ Facility.

Key Actions and Results:

- Created, executed and managed budgets utilizing within 1% of budgeted amounts per year.
- Reduced contract funding balance or amount unused by 25%.
- Increased program sponsor confidence by achieving greater reliability of data, which resulted in more timely annual funding with better match to requested amounts.



OPUS RESUMES

- Mammoth-scale



- Exhaustive (and exhausting) wealth of detail
- Employer turn-off



LIFETIME RESUMES

- Early US TV show,
“This Is Your Life”



- Your resume is NOT your life
- Fine as a personal memory refresher only



ME-TOO RESUMES

- Twins can be adorable and attention-getting



- But not for an executive-grade resume



ME-TOO RESUMES

- Commonplace or overused keyword phrases
- Applicant Tracking System (ATS)
- In lists but not in context
- Hey, it worked for my sister/friend/colleague....!



ME-TOO RESUMES

Sample VP/Director resume (partial):

DIRECTOR OF OPERATIONS

■ Career Summary

Over twelve years impressive success in the high-tech sector, running company-wide operational functions and leading large scale projects, from inception to successful completion, while making/executing sound strategic decisions.

- Passionately striving towards constant improvement - Excellent leadership, organization, and people management abilities.

AREAS OF IMPACT

Business Development | Change Management | Strategic Planning & Leadership
Profit Growth | Product Development | Executive Management
Finance & Budgeting | Operations Management

Objective – Utilize strong successful managerial experience in corporate operations. Establish quality, safety and financial operational standards to produce positive impact on overall performance of the organization.

PROFESSIONAL HISTORY

Senior VP – Director of Operations

ABC Group USA Inc. Anaheim, CA 2002 – Present

NOTABLE ACHIEVEMENTS

- Sets challenging cross-functional goals that support the organizational goals and strategies.
- Integrated functional strategies, utilizing business expertise to reach financial and operational objectives.
- Researched and developed new strategies to achieve company goals and objectives – Deployed resources to reach financial forecast and business objectives.
- Developed plans for managing/retaining talent inside organization and for improving leadership strength.
- Developed operational functions essential for increasing firm's productivity such as product promotion and placement – Evaluated and established standards and guideline that were to be followed by all production departments.
- Monitored company policies and developed new operational procedures for firm in order to increase efficiency.



ME-TOO RESUMES

Managerial Contributions:

- Managed and supervised firm operations on a daily basis including sales, purchases, supply chains, manufacturing, resourcing, and distribution.
- Directed areas with multiple functions together with division directors and department managers.
- Assisted executive manager in planning and executing the annual budget.
- Coordinated with human resources team in forming and training a cross functional department.

(Below is the link to the original resume above, in case you're interested.)

<http://www.job-interview-site.com/director-of-operations-resume-sample-vp-operations-resume-template.html>.

So what's wrong with this approach?

- Job-description verbiage
- Missing value-added/ROI





It won't get you to the top of the success ladder!
You need an executive-grade resume to give you a
strong boost in the right direction: **UP.**



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YOU WOULDN'T DO THIS... WOULD YOU?

- Inflate your qualifications
- Invent qualifications you don't have
- Build on quicksand
- Everybody does(not) do it



APPLICANT TRACKING SYSTEMS AND YOUR EXECUTIVE-GRADE RESUME

- Most resumes will face an Applicant Tracking System (ATS)—will yours?
- Take appropriate precautions in preparing your resume for possible ATS screening
- A few suggestions to keep in mind



TAILORING YOUR RESUME

- Sometimes tailoring needs to be done
- What to do and when
- What NOT to do and why



AVOIDING BAD RESUME TYPES ISN'T ENOUGH

- Knowing what they look like can help you avoid those mistakes...BUT
- Just trying to avoid mistakes won't get you an executive-grade resume



7 TIPS FOR RAISING YOUR RESUME TO EXECUTIVE-GRADE STATUS

1. Choose a direction before you start your resume transformation. Know its purpose.
2. Do your homework at the outset—research specifics and use them to assess your chances.
3. Ask yourself tough questions or have someone else ask them.
4. Collect good information about your present and past performance.



7 TIPS FOR RAISING YOUR RESUME TO EXECUTIVE-GRADE STATUS

5. Use specifics, not vague generalities. What makes you a truly desirable candidate? If you lead teams, how do they perform?
6. An executive-grade resume resembles real estate in one sense—not location-location-location but value-value-value.
7. Apply the same high standards for your resume as for the product or service your organization provides to customers.



7 TIPS FOR RAISING YOUR RESUME TO EXECUTIVE-GRADE STATUS

Bonus Tip: Understand that uploading your new resume to job boards is a passive job search method and ***not*** a strong boost for a successful job search. You need to ***work*** at getting the word out; your resume can't do it all for you, no matter how good it is.

