

INSIDER'S GUIDE — TO — RESUMES — AND — LINKEDIN

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WRITTEN BY
CHUCK DOHERTY

INTRODUCTION

My name is Chuck Doherty, owner of Doherty Search Partners established in 2008. I have over 20 years of experience recruiting professionals and leaders for small and Fortune 500 businesses. I also enjoy consulting with entrepreneurial teams to improve performance and recruit leaders for equity backed companies.

I review over 200 LinkedIn profiles and/or resumes a day for my clients. Over this time, I've helped over 2,000 professionals improve their careers with an average starting salary of over \$120,000 and completed over 50 searches for executives with starting salaries over \$250,000. I've seen people get great opportunities when the economy is expanding and when the economy is in a recession.

Something I've learned, whether it's the CEO or the first year analyst at an investment bank, writing an effective LinkedIn profile and resume causes extreme anxiety. Many resume writers are trained for a time long ago when each resume was read deeply by a gatekeeper to decide if you were worthy to gain entry to a company to grow with for life. My hope is that by using this guide you will find your value in the career marketplace.

Lets' review for a moment ten career truths of the modern career marketplace:

1. Your resume will be scanned for seconds at first and then reviewed for two to five minutes before you come in for an interview. You must make those seconds count.
2. Companies are looking for people that manage their own careers, know the value they bring and can outline a 90/180/360-day vision of achievements prior to an offer from the next employer.
3. If you lack the experience required for a position, your promise to perform must outweigh your potential to succeed.
4. The greatest fear of hiring managers is hiring someone that will eventually get them fired.
5. The best career advice: "Take the next best opportunity offered."
6. Journal your Career achievements once a month to prepare future resumes and share in future interviews.
7. Resumes and LinkedIn profiles may get you an introduction but rarely get you the job.
8. Real-world achievements are more valuable than academic pedigree.
9. Your boss loves you, top performance protects you, you work for a big established company and you are getting calls from recruiters, are all illusions giving you a false sense of job security.
10. If you're consulting then you're unemployed; the opposite is often true when over half of the career opportunities are not permanent.

If you'd like more insight on these career truths visit: dohertysearchpartners.com

In today's modern career marketplace, every professional must have a LinkedIn profile to network and a resume to submit for an open career opportunity. The purpose of the LinkedIn profile is to showcase your career brand that makes an authentic emotional connection to who you are and what you do. The purpose of a resume is to illustrate the value you bring to your employer and the potential interview agenda to discuss a new position.

This guide is organized in five chapters

Chapter 1: Career Concepts and Inventory

Chapter 2: Mastering Resume and LinkedIn Writing

Chapter 3: Resume Tips and Sample

Chapter 4: How to Win at LinkedIn and Social Media

Chapter 5: We Can Help

Appendix 1: Inventory Illustration

Appendix 2: Common Verbs for Resume & LinkedIn Writing

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Disclaimer: This is a hands-on guide to assist you in organizing the information needed to update your resume and LinkedIn profile to stay relevant in the career marketplace or be considered for a position. This guide is not meant to be a comprehensive guide to manage your career or navigate the job search process or a guarantee that you'll land a job of your desires.

CHAPTER 1

CAREER CONCEPTS & INVENTORY

This chapter will outline some common concepts and an inventory to guide you in preparing and writing your resume and your LinkedIn profile. The concepts associated with **Authentic, Work Ethic, Education, Training, Skills, Job Duties, Experience, Competency, Achievements and Failure** often evoke emotional responses. The word failure for example may have deep meaning in terms of personal relationships, however, in the context of your career may simply be a fact that a project didn't work. So, to bring some clarity to the context of your career I've defined each concept giving some insight into a common misconception and its career value.

Authentic:

I'm not sure where it started but some people got the idea that they must lie to get their next job. The truth is you really need to be authentic. Authentic means that you're able to truthfully present your personality as well as your experiences and achievements in a way that promotes a positive emotional connection that gives people comfort in what you can contribute. If you pretend to be somebody you are not it will tarnish your career brand.

Work Ethic:

This concept is often confused with loyalty, authority or effort. The work ethic we're looking for is your orientation toward work that begins in childhood and evolves over time. The concept focuses on how well your work integrates with your life's passion and direction. Think about the question: "Do you live to work, or do you work to live?" The live to work would imply you see your work as a vehicle for personal growth. The work to live would imply your work provides the means for personal growth in other parts of your life. In my life, some jobs were a means to get to something new and others like this one is my bliss. What is your orientation toward work and how does that affect your attitude?

Education:

The role of education for professionals is twofold to understand more complex problems and develop a system to assimilate information. The rigor of receiving systematic instruction by performing assignments and tests is a foundation for any profession. Education should not be confused with the experience necessary to perform in a career. An example of this came early in my career while working in a hospital, I observed a surgery and was asked to write my observations. My observation was that the actual surgery resembled a mechanic working on my car. My mentor at the time laughed and said to me "Do you know why those guys study and apprentice for all those years? It's to have a clue of what to do if something goes wrong." It was a reminder of the value of education.

Training:

In the old days training was almost impossible to get unless the company was willing to pay for it. Training is practicing a technical skill or behavior with the outcome of performing as a **novice**. Today, professionals seeking analyst positions at investment banks are ahead of their competition if they've worked through the modeling exercises on **wallstreetprep.com**. The website gives them the basic level of skills required to perform in the job and preparation for interviews. This training combined with education is a new industry standard for most companies. If you want to try new things in your career it has never been easier to gain more training.

Skill:

Skill is developed over time by integrating training into your day to day activities. Today, all professionals are expected to be able to use MS Office software. If you're a financial modeler, you're expected to have advanced MS Excel abilities. The financial modeling novice will take hours to complete a financial model without mistakes. To claim to have financial modeling skills you must be able to complete the same model in minutes with zero mistakes.

Job Duties:

One of the mistakes that I see on most resumes and LinkedIn profiles is a laundry list of job duties in the experience section. Your job duties are a formal account of your responsibilities on a day to day basis. Often our clients assume what your day to day responsibilities are based on your title and function. Simply listing your job duties does not give the reader the context needed to discern your competency.

Experience:

Your experience is more than just your education, training, skills, and job duties. Your experience is the application of all those things over time while developing new competencies and achievements. Every time you start a new job, you're on a steep learning curve that becomes flatter over time. The curve gets less steep as you become more comfortable and able to perform in your new role. We all get better at our roles over time while we are acquiring skills and gaining competencies.

Competency:

Competency is the quality of the experience we gain over time. You've become competent at something when it becomes an ingrained habit and transferable to another career opportunity. To use sports as an example, to become a competent major league baseball player you spend time progressing through more difficult levels of the minor league baseball system of teams. The player is gaining baseball experience at every level, however they will be considered a competent major league player after playing at the highest level (Majors) for a few years with average performance. In our careers sometimes it makes sense to change to a larger or smaller company to gain a new level of competency.

Achievements:

Achievements are a combination of experience and competency that have resulted in a positive outcome. Each achievement has three parts: the challenge, the action taken and the quantifiable result. All achievements should be in the context of a team and include the numerical measure achieved. An example statement may be: Collaborated with stakeholders to lead a project to automate data entry that resulted in 10% lower labor costs and an 80% increase in accuracy.

Failure:

Failure is an attempted achievement that resulted in a negative quantifiable result. Paradoxically nobody wants to hire someone that thinks they are perfect or worse yet, blames others. We are all human and we all fail. It's your ability to accept failure, make changes and respond positively that will lead to future success. We don't add failure stories to our resumes or LinkedIn profiles however having a few ready for an interview demonstrates our ability to grow.

Now with this understanding of these concepts lets do an exercise to help you take an inventory of your career.

Step 1: Take out a piece of paper, turn the paper to landscape and make nine columns.

Title the columns as follows:

- a. Job and Dates:** Title and Month/Year Start and End dates
- b. Job Duties:** List 3 day to day duties of the job
- c. Education:** Education required for the position
- d. Training:** The technical training was needed for the job
- e. Skill:** What you are now skilled at by the time you finished
- f. Experience:** How you applied your Education, Training and Skills
- g. Competency:** What you would consider to be a competency that you have now?
- h. Achievements:** Successful projects or performance
- i. Failure:** What did not go well?

Step 2: Fill out each column from top to bottom, NOT left to right and start with your first job ever. I started as a paperboy when I was 10 years old.

Step 3: Reflect on each position and ask yourself what your work ethic was for each position.

Step 4: Ask yourself in which position did you feel most Authentic to who you are? Write down any aha's.

Step 5: Sleep on what you've learned and give yourself credit for your journey.

Please look in the first Appendix for an illustration of the inventory.

CHAPTER 2

MASTERING RESUME & LINKEDIN WRITING

Company Context Statement

The company context statement gives the reader the understanding of what the company does, its size (revenues and employees). Any Merger/Acquisition information.

This statement always needs to be included since many recruiters will not have the desire to either Google the company or refresh their memory. This is true of a large household name company or a privately held company.

Example of large company: General Electric:

NYSE: GE. Biopharma business unit generating \$3 billion in revenue by manufacturing special resins and equipment to mass produce biopharmaceuticals. Business sold to Danaher (Fortune 500) in the 1st Quarter of 2020.

If you only list GE, you'll frustrate the reader by not knowing the context of your experience.

Example of Privately Held Company: Orleans International:

Orleans International is a privately held family business that imports, exports and trades meat products. Orleans ranks as top importer of beef to the US with revenues in excess of \$550 million.

The reader now has a great idea of what the company does and its scope in the market.

Experience Context Statement

The experience context statement gives the reader the understanding of your role in one or two sentences. It's ineffective to start the sentence with "responsible for" and then list your job duties on your resume.

Imagine you're looking for a bus boy for your restaurant and you've spent 30 minutes reviewing 100 resumes that listed the duties of a bus boy. Could you determine who to bring into for an interview? Now if the 101st busboy resume said: "Harmonize with wait staff, kitchen and dish washers to balance table turn pressure with customer satisfaction." Now that's a bus boy with management potential!

Here's a starter list of verbs that you may try to start this statement:
Accomplish, Acquire, Achieve, Act As, Complete, Create, Execute, Finish, Forge, Gather, Merge, Made, Navigate, Negotiate, Operate, Partner, Perform, Prepare, Produce, Secure, and Undertake.

In the appendix you'll find an additional list of verbs to help you in writing these statements.

Achievement Bullet Statement

In older versions of resumes, we used to call these accomplishments.

Achievement statements are the stories that can quickly convey your experience and competencies. Each bullet should be a one sentence summary with three parts: the challenge, the action taken and the result. The result must be specific with numbers, percentages and other quantifiable details.

All achievements are in the context of a team however they must be differentiated by whether you were the leader or player on the team.

Leadership Examples:

Led reengineering projects for corporate data entry resulting in \$5 million in cost savings.

Chaired United Way committee resulting in raising over \$3 million in donations.

Team Player Examples:

Joined the team analyzing cost of coffee suppliers and negotiated a 5% concession from the current vendor.

Collaborated with the sales team by creating presentation materials resulting in \$3 million in new revenues.

In the appendix you'll find a list of verbs to help you in writing these statements.

Professional Summary

Professional Summaries are rarely read on a resume, however, if you're going to put a professional summary on your resume, please have at least 10 years of experience beyond graduation from college. If you're at an entry level or early in your career they just look like you're exaggerating your potential.

The best professional summaries are a checklist of transferable competencies that summarize achievement statements bulleted in the experience section of your resume. Looking at each one of your achievement statements ask yourself the following:

Is there a universal description of what you achieved?

For example:

Achievement Bullet: Led turnaround team of troubled \$30 million manufacturer resulting in positive cash flow within 13 weeks by restructuring current debt and pairing back operations to align with revenue.

Professional Summary: Turnaround and Restructuring

In the appendix you'll find a list of verbs to help you in writing these statements.

CHAPTER 3

RESUME TIPS & SAMPLE

Your resume will be scanned for seconds at first and then reviewed for two to five minutes before you come in for an interview. You must make those seconds count. Also, your resume should match your authentic achievements to the job you're applying for. It's ok to have multiple resumes! The days of the deep read by a gatekeeper to decide if you were worthy to gain entry into a company for life are long gone.

Note on creative styled resumes. They are great appearing however difficult for applicant tracking systems to parse. We recommend only emailing one directly to a hiring manager for networking purposes however never enter into a career portal for a job.

While looking at the sample resume on the next page here are some tips:

1. Put the dates you graduated. There is a fallacy out there that age discrimination runs rampant and this will tip someone off on how old you are. The reality is hiring managers see this as insecurity.
2. On technical and professional competencies list authentic competencies as they relate to the opportunity you're applying for. The reader is looking to check things off and adding too many becomes superfluous.
3. Experience: 75% of your resume achievements should be from the last five years.
4. Company context statements really help the reader don't leave it out.
5. Experience statements should never be a list of duties that you're "responsible for".
6. Achievement statements: After your inventory, if you wrote many, only add in the ones that help you match the role you desire and would be good stories in an interview.
7. Achievement statements beyond your last 5 years should be added to support experience required for the position you're applying.
8. Notice that we just listed titles and dates for GE experience on the sample resume. It was a long time ago and if the interviewer cares to explore they may.
9. Notice also that we minded the gap in her work history. Sally spent 2 years pursuing her MBA. This helped the tired reader know that she was not fired from KPMG and out of work for 2 years.
10. KPMG traditional path and most people reading the resume will assume they know what she did.

Now, write a resume that will be scanned to invite you in for an interview and read once before the interview. Remember the person hiring is really asking two questions:

1. Can you do the job?
2. Will you be effective working with the rest of the team?

Resumes are typically limited to the first question, the interview answers the second.

Sally Smith CPA MBA

Anywhere, UT 00000 | Mobile: (222) 222-2222 | Email: sallysmith@.com

EDUCATION

University of Michigan, Ann Arbor, MI
The Ross School of Business | M.B.A. June, 2000

University of Utah, Salt Lake City, UT
David Eccles School of Business | B.B.A Major: Accounting. June, 1994

Technical Competencies: Financial Modeling, FP&A, Auditing, GAAP, and SOX.

Professional Competencies: Program Management, Project Management, Leadership and Management

PROFESSIONAL EXPERIENCE

ABC Company

October 2013 – Present

Controller

October 2016 – Present

ABC is a \$560 million privately held holding company that is vertically integrated in production of medical devices. (Company Context Statement)

Guiding a team of three professional accountants to partner with sub-entity regional controllers to refine accounting systems and internal controls for accurate monthly, quarterly and yearly consolidated financials. (Experience Context Statement)

- Facilitating weekly meetings with staff to mentor and identify areas for cost savings resulting in \$4 million in incremental profit for fiscal year 2019. (Achievement Statement)
- Led accounting standardization for three recent acquisitions implementing process, system and organizational changes resulting in 40% improvement in cash flow. (Achievement Statement)
- Oversaw data analysis team that identified \$20 million in revenue leakage. (Achievement Statement)

Director of Financial Planning and Analysis

October 2013 – September 2016

- Formed the initial team and designed standardized FP&A modeling for entities and evaluation tool for acquisitions. (Experience Statement)
- Collaborated with operational leaders and implemented a common ERP system (SAP) across entities reduced overhead by 15% and positioned the company to integrate new acquisitions. (Achievement)

General Electric Healthcare

Director Supplier Management & Negotiations
Troubled Supplier Manager
Financial Manager Medical Devices
Financial Manager Development Program

July 2000 – September 2013

(August 2010–September 2013)

(August 2007–July 2010)

(August 2002–July 2007)

(July 2000–July 2002)

University of Michigan Completing MBA

September 1998 – June 2000

KPMG

Manager
Senior Auditor
Auditor

July 1994 – August 1998

(July 1996–August 1998)

(August 1995–July 1996)

(July 1994– July 1995)

CHAPTER 4

HOW TO WIN AT LINKEDIN & SOCIAL MEDIA

Social media is a double edged sword. Your LinkedIn profile can go a long way to attract interest from companies looking for you to join their teams and Twitter can go a long way for them to never call you back. Be careful, there is no “delete” or “I’m sorry” button out there.

With that said, LinkedIn is the place to be Authentic. Authentic means that you’re able to truthfully present your personality, your experiences and achievements in a way that promotes a positive emotional connection and that gives people comfort in what you can contribute.

There is a lot of advice out there on LinkedIn but be careful. For example, I've found one nugget that "a closed mouth is 50% more effective in your photo". I can't help but think of my friends with great smiles that are more welcoming.

In talking with many recruiters and hiring managers here are some solid tips:

1. If you're open to new opportunities be sure to have your phone number and e-mail contact information available to your first level connections on LinkedIn.
2. Photo & Background: Take the time to pick out a photo you like with a professional background. Also, the photo should resemble the person who is showing up for the meeting, not the overly photoshopped you, save that for other platforms. Authentic you is better than Hollywood you.
3. Your Introductory Title: Pick a LinkedIn suggested title when you can. On the LinkedIn Recruiter side of the software if we are looking for a Director of Audit. We're going to put "director" in the job title search field and "audit" as a keyword field and hit search. We're not going to find someone who is "Passionate About Auditing" title.
4. Your summary should be your "elevator pitch" in 2000 characters. Use "I" not your third person name, nobody is that cool. Write this statement as if you're talking to a hiring manager and they say, "Tell me about yourself. Are you going to share what's on your resume or are you going to share what it's like to work with you?"
5. Your Experience: Start with your resume adding in your job titles, company context statements, experience statements and accomplishments for each position.
6. Search Engine Optimization: The summary and experience section of your LinkedIn profile should incorporate keywords relevant to the industry. So, read job descriptions in your industry and take note of specific qualifications. Be sure to authentically add those words to these sections.
7. Finally, get some good folks to click on your featured skills and endorsements for skills. Also, be prepared to write 5-10 great references online for past co-workers.

Notes:

1. Consistency matters although your resume may be brief for scanning, I want to see the same jobs, titles and basic information on LinkedIn.
2. Don't worry about your boss trolling you on LinkedIn and see you updated your profile. It never comes up. If you are at all worried add your company context and experience statements. Avoid adding in your accomplishment statements in the experience section initially.

CHAPTER 5

I started in this business after doing an inventory very similar to one in Chapter 2 while working in corporate America early in my career. Each of these experiences gave me positive energy giving me that work to live feeling. I hope that this guide gives you the energy to choose to keep growing and find positive energy in your work.

We offer this guide in good will and these opportunities to those whom we are competent to help. In addition to good will, our clients are looking for people who are managing their own careers. We make strategic introductions for you to our clients who are prepared to grow and mutually commit.

To give further assistance to your career, we offer the following services:

- 1. Free Inventory, Resume & LinkedIn Review:** It's free, however limited to industry professionals with experience in areas we feel competent in advising. Please visit our website to review the industries we serve and schedule 15 minutes to review your LinkedIn profile, resume, current achievements and confidential searches we're conducting.
- 2. Preparing to Grow Webinar:** The best time to conduct a career growth search is when your employed and performing highly. Using your inventory we'll walk through creating your LinkedIn profile to network and attract growth opportunities.
- 3. Choosing to Grow Webinar:** We will walk you through an industry specific process to create the career opportunity for yourself or your team. This process requires developing detailed plans resulting in a mutual commitment with your current employer or making a new commitment to one of our clients.

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[illegible]

APPENDIX 2 : COMMON VERBS FOR RESUME AND LINKEDIN WRITING

RESUME WORDS

Team Player

1. Acknowledged
2. Assimilated
3. Blended
4. Coalesced
5. Collaborated
6. Contributed
7. Diversified
8. Embraced
9. Encouraged
10. Energized
11. Gathered
12. Harmonized
13. Ignited
14. Joined
15. Melded
16. Merged
17. Participated
18. Partnered
19. United
20. Volunteer

Leadership

1. Authorized
2. Chaired
3. Cultivated
4. Delegated
5. Directed
6. Enabled
7. Executed
8. Facilitated
9. Fostered
10. Guided
11. Headed
12. Hosted
13. Inspired
14. Mentored
15. Mobilized
16. Operated
17. Orchestrated
18. Oversaw
19. Spearheaded
20. Trained

Responsible For

1. Accomplished
2. Acquired
3. Achieved
4. Acted As
5. Completed
6. Created
7. Executed
8. Finished
9. Forged
10. Made
11. Navigated
12. Negotiated
13. Operated
14. Partnered
15. Performed
16. Prepared
17. Produced
18. Secured
19. Succeeded In
20. Undertook

Communication

1. Advocated
2. Authored
3. Clarified
4. Composed
5. Consulted
6. Conveyed
7. Convinced
8. Corresponded
9. Defined
10. Explained
11. Fielded
12. Illustrated
13. Influenced
14. Informed
15. Mediated
16. Moderated
17. Negotiated
18. Promoted
19. Persuaded
20. Publicized

Achiever

1. Accelerated
2. Accomplished
3. Advanced
4. Amplified
5. Boosted
6. Completed
7. Created
8. Delivered
9. Enacted
10. Enhanced
11. Expanded
12. Expedited
13. Generated
14. Improved
15. Lifted
16. Managed
17. Maximized
18. Outpaced
19. Produced
20. Stimulated

Worked On

1. Arranged
2. Compiled
3. Composed
4. Constructed
5. Created
6. Developed
7. Engaged In
8. Fashioned
9. Forged
10. Formulated
11. Made
12. Made Progress On
13. Operated
14. Organized
15. Perfected
16. Prepared
17. Pursued
18. Put Together
19. Set Up
20. Undertook

Improved

1. Boosted
2. Converted
3. Customized
4. Grew
5. Integrated
6. Lifted
7. Merged
8. Overhauled
9. Raised
10. Redesigned
11. Refined
12. Remodeled
13. Reorganized
14. Restructured
15. Revamped
16. Saved
17. Slashed
18. Streamlined
19. Strengthened
20. Updated

Researched

1. Analyzed
2. Assessed
3. Audited
4. Calculated
5. Checked
6. Discovered
7. Examined
8. Explored
9. Identified
10. Inspected
11. Investigated
12. Mapped
13. Measured
14. Probed
15. Proved
16. Quantified
17. Studied
18. Surveyed
19. Tested
20. Tracked

Creativity (Problem Solving)

1. Altered
2. Built
3. Corrected
4. Crafted
5. Designed
6. Determined
7. Devised
8. Drafted
9. Enhanced
10. Established
11. Fashioned
12. Fixed
13. Initiated
14. Invented
15. Overhauled
16. Patched
17. Piloted
18. Pioneered
19. Rebuilt
20. Resolved

Managing

1. Aligned
2. Cultivated
3. Directed
4. Enabled
5. Facilitated
6. Fostered
7. Guided
8. Hired
9. Inspired
10. Mentored
11. Mobilized
12. Motivated
13. Recruited
14. Regulated
15. Shaped
16. Supervised
17. Taught
18. Trained
19. Unified
20. United

Assist

1. Abet
2. Aid
3. Advance
4. Boost
5. Help
6. Counsel
7. Coach
8. Cooperate
9. Collaborate
10. Dispatch
11. Expedite
12. Endorse
13. Facilitate
14. Maintain
15. Promote
16. Reinforce
17. Support

Utilize

1. Apply
2. Adopt
3. Deploy
4. Employ
5. Exert
6. Handle
7. Mobilize
8. Operate
9. Promote
10. Put to Use
11. Restore
12. Revive
13. Specialize in

ACHIEVEMENTS

Don't Use

- Self-Starter
Insightful
Intelligent
Astute
Meticulous
Thoughtful
Cutting Edge
Ingenious
Unique
Skilled
Competent
Devoted
Genuine
Dedicated
Determined
Sincere
Knowledgeable
Persistent
Disciplined
Honest

Use

- Initiated...
Noticed...
Solved...
Sighted...
Caught...
Cared for...
Devised
Invented...
Commended for...
Achieved...
Constructed...
Worked to...
Rated by customers as...
Formed...
Discovered...
Received kudos for...
Trained...
Accomplished...
Forged
Trusted with...

Overused

- In Charge Of
Excellent
Go Getter
Hard Worker
Strategic Thinker
Outside the Box
Responsible For
Expert
Innovative
Specialized In
Creative
Synergized
Go To
Results-driven
Team Player
Detail Oriented
Focused
Ninja
Super
Great

Replaced With

- Directed
Improved
Accomplished
Achieved
Designed
Created
Managed
Delivered
U
Handled
Created
Collaborated with
Trusted by
Raised
Participated in
Spotted
Refined
Installed
Slashed
Increased