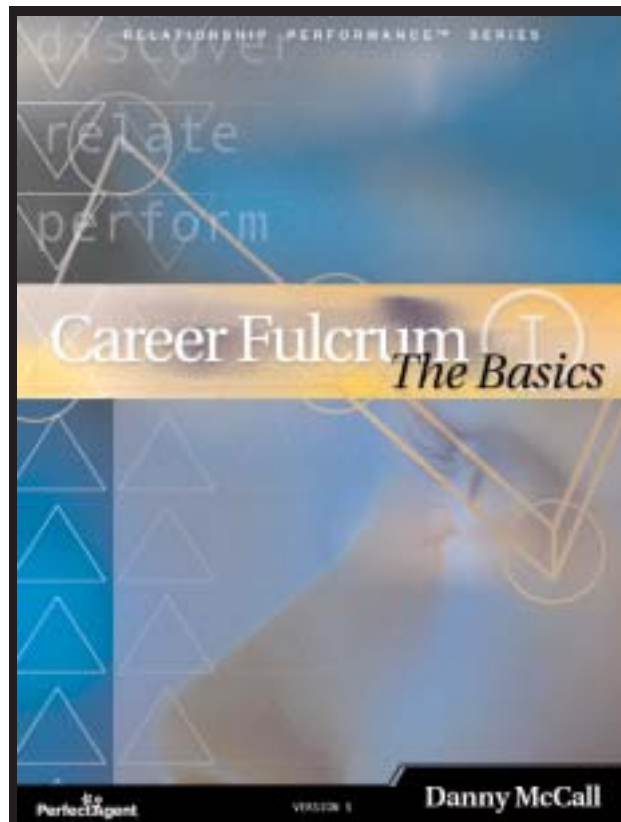


Appendix A

The Problem with Resumés and CV's



This is an excerpt from *Career Fulcrum Volume I: The Basics*.
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Appendix A

My problem with resumes and CVs?

They frequently fail both people and organizations in the modern workplace.



BRAIN FOOD

If you think I'm a bit extreme and radical in my tirade about the resume learn what leaders, human capital consultancies, and even staffing companies are beginning to express in their growing opposition to the resume. A presently popular book on this subject is, ***Don't Send A Resume*** by Jeffrey J. Fox. By the way, in this book you'll find quite a few universally workable tips on how to market yourself in a more effective manner. Coupling this book with what you have learned in *Career Fulcrum* should avail all the tools and methods for you to become awesome in creating choices and options and immersing yourself in a plethora of opportunities.

"Beckers Law: It is much harder to find a job than to keep one."
—Jules Becker

At times when you either are or seek to be a candidate for a role, you may be tempted to provide a resume or CV-style information. At other times, an organization may require, even demand one in order to even consider you as a role candidate. Whenever this occurs I encourage you to "just say no" to resumes, ...if at all possible. (If you need scrap paper or desire paper for starting fires, then by all means feel free to use resumes for that purpose.) At those times when you seek to share information that will allow the organization as well as yourself to have informed choice and relationship predictability, the resume is simply

inadequate. So, unless it puts you in jeopardy of not being considered, I ask that you try other information sharing approaches. (See Appendix B)

Unlike a contextual and motivating Personal Value Proposition based on the Organizational Triangle Framework and that is designed to achieve mutual objectives, conventional resumes are not based on any construct or framework that relates directly to the dynamic nature of roles and their environments. They do not set the stage for Relationship Performance. In fact, resumes often are based simply on worn-out templates, formats, rituals and processes that often have nothing at all to do with what either you or the organization seek or need. (Please see the all too true poem, ***Writing A Résumé***, at the end of this appendix.) In fact, the disdain and contempt I express is for obsolete and ineffective templates, formats and conventions currently used, the result of which is conventionally called a "resume" or "CV". Distributing such a limited resume or CV differs completely from logically, authentically and

persuasively articulating your value to an organization, whether on paper, in oral dialogue or in a digital medium (such as a SeeMe™ within your Personal Discovery Center). Furthermore, when a conventional resume is received by an organization it often either falls onto a huge “pile” or is fed to applicant review and tracking software and hardware systems that are not intended to discern your true value and potential to the organization, not are they even capable of doing so.

There are many reasons for not relying on the obsolete resume to “audition” for you or be your “agent” when you are seeking a role within an organization. From the perspective of the organization’s interest in investing in you, the conventional resume is a far less than optimal method of representing yourself or making the best first impression. Just because the conventional resume has been historically established and is still widespread does not mean it still works effectively today. Ironically, history (inertia, tradition and legacy) may be the only reason people and organizations still use them, even though almost everyone realizes that resumes are not only inadequate, they can also be dangerous. Many of you may already know this even better than I, or you wouldn’t still be reading this book! Here are a few reasons for rethinking your use of resumes:

A traditional resume is rarely prepared in direct context and with thoughtful targeting of the role that an organization has available. Resumes are generally authored without any meaningful understanding, consideration and context of the role and its environment. Critical information is usually missing that relates to the symbiotic relationship the parties must successfully construct with each other. Instead, the resume normally provides a generic, static, “canned” presentation of only a person’s experience, present skills and education. Lately “buzz words” and numerous “keywords” are liberally sprinkled throughout the resume with the strategic intent of getting the attention of the organization’s resume-scanning software or Internet search engines. Resumes, in general, do not supply the appropriate informational content for either party to exercise informed choice, make prudent decisions and create a predictable relationship.

At best a resume simply offers a foggy view through your metaphorical “rearview mirror” (where you’ve been) but rarely gives clear insight as to what you’ve learned from your travels, where you presently are in your career life, your proposed value in the role, or where you want to go and grow. Because resumes so often are anemic glimpses of a person’s past, resumes can be very dangerous for both parties. They tend to have a bias to the “formal” and the “hard” aspects of your history, whereas your potential for the organization more often resides in the “informal” and the “soft” aspects of you presently. Resumes can be a breeding ground for generating assumptions, prejudice, and the generalization and stereotyping of you. So for either party to actually use them for forming early relationship decisions is analogous to driving a car in a forward direction while using only that view from the rearview mirror. You

might say that resumes are clearly inadequate for forming relationships or for qualification for the interviews, dialogue, testing and investigations that often follow. For the vast majority of people the resume is the basis of the decision of whether or not there will be any dialogue to follow. As a result, incredible opportunities are lost for the respective parties never get a chance to envision the potential they offer each other. (Indeed, as often conducted, interviews themselves can be dangerous and often fail to provide meaningful, predictive information about the relationship's potential.) In the absence of pertinent and relevant knowledge, a vacuum forms, sucking both parties into using bias, trivia, and whim in absolutely vital decisions.

More often than not many of today's resumes describe, almost unintentionally but perfectly, what people do *not* want to do again, what they have grown beyond or what they now prefer to leave behind. Many people use the resume to precisely describe what they have done and what they have accomplished but, in reality, they are describing exactly what they really do not want to do anymore. How could the person reviewing one of these resumes know otherwise when the information that you are most aggressively sharing says nothing about what you aspire to or are prepared to do now?

“If you want to innovate,
to change an enterprise or a society,
it takes people willing to do
what is not expected.”
—Jean Riboud

Rarely do resumes offer insights into what people most enjoy, how they think, what truly motivates them and how they work most effectively. Seldom do resumes describe when and where people have been most capable and most productive. Additionally, when you build a resume the process hardly ever gives you insight or leads you to discover what you should seek for your future. Rather, it seeks to impress the reader by describing your proudest accomplishments, which can be distinctly different from revealing those accomplishments that you most enjoyed and in which you were most successful. In fact, all too frequently the contemporary resume is simply the result of following, lemming-like, a resume “wizard” in a software application or cutting and pasting fields on a job board. The resume may even be created by a resume service working to a worn “formula” clinically removed from the consequences awaiting in the future. Thus, little fresh or creative thought is applied to making the resume the most powerful personal marketing brochure, perfectly adapted and compelling to the specific audience for which it is intended. Even more importantly for many, the resume perpetuates the quiet desperation of many, for it provokes no new thinking. Few resumes (or the processes that create and define them) are the result of relevant introspection, personal

provocation and self-discovery that enable people to best define how they could be successful for the organization and simultaneously be fulfilled themselves—of course this is imperative information for both parties.

Another crucial flaw is that almost all resumes lack negative space, that is, they do not tell what the person prefers **not** to do, how they prefer **not** to work, tasks that frustrate, bore, or cause stress, and environments they prefer **not** to be in. Often, a large part of the most pertinent information (the negative space) necessary for defining both personal fulfillment and organizational success is missing.

Resumes are generally static, abbreviated and minimal, whether they are on paper or in digital form. Resumes are often “canned” and often out of date, whereas today’s technological environment enables you to create a personal career Web site (such as the Personal Discovery Center™) that can be limitless in depth of information, attractive “look and feel,” multimedia, flexibility, adaptability, and other features designed to dazzle organizations. Resumes lack the power and flexibility that the nonlinear, digital information medium provides. **In fact, a conventional, printed or posted resume is to candidate information what a mechanical typewriter is to word processing.** Both the resume and the typewriter lack the digital communication advantages of publishing and consuming information that can translate into substantial benefits for you and the organization!

“My father gave these hints on speech making:
 ‘Be sincere...
 Be brief...
 Be seated.”
 —James Roosevelt

Resumes usually do nothing to set the stage for Relationship Performance. They do not generate attention to the needs of the organization and focus oneself to knowing and responding to that expectation of service. They generate no method or medium to create and sustain the desired symbiotic relationship. Indeed, resumes can contribute to both parties quickly forgetting what is most important to both of them. This can be fatal to both personal fulfillment and organizational success.

It is unreasonable for you to expect an organization to provide to you meaningful and substantive information about a role, enabling you to make the best and predictable decisions about your future, if you are not willing to do the same for them. You can initiate and lead the organization to an exchange of better information that serves the interests of both parties

by simply applying the various principles and frameworks of *Career Fulcrum*, then presenting to the organization the most effective “Personal Value Proposition”.

Over the years, I have worked with many people who used resumes for seeking opportunities. After a short but provoking dialogue with each person, there have **always** been significant revelations for each of us, revelations that are often in direct conflict with their resume that I had in my hand. In dialogue together we can always far exceed the resume in the discovery of highly relevant information for both individuals and organizations. In fact, I formalized my experiences into a process I call the “resume game” from which came some of the early learnings about the frameworks now shared in *Career Fulcrum*.

By the way, have you ever noticed how vendors, salespeople, purchasing agents or buyers, college admissions directors, coaches, casting directors, people going on a first date, or even financial loan officers would not dare base their decisions on a resume–model of information? Rather, each one uses a variety of processes and documents to gather relevant, contextual and meaningful information! You can readily appreciate why organizations would be ill advised to rely on inferior “first impression” information for judging the merit of a relationship, especially since they are often in mission-critical need of great people for great relationships. In fact, their very future may depend on the accuracy, relevance and depth of the information they get from you and you from them.

“...working is a lot easier than living.”
—Jane Gardam

Many, if not most, hiring leaders and managers hate resumes but continue to use them in the absence of a better alternative—they’re considered “better than nothing”. Even worse, many leaders and managers turn the strategic task of recruiting and hiring over to other departments who then reduce the critical relationship-building responsibility to a “tactical, administrative task”. Voila! Resumes are absolutely perfect for administration! Automated resume scanning software and “applicant tracking” tools can be a pinnacle of efficiency and efficiency is seen as a good thing for harvesting data out of context. However, efficiency without effectiveness is meaningless. By the time the relationship goes sour there have usually been months or years of wasted money and resources, and the fundamental causation of administrative and recruiting mistakes is not even considered. So the resume survives even though it’s an incredibly poor source of information, its guilt unknown.

Organizations often allow themselves to be beaten into numb, tortured submission by the tsunamis of solicited and unsolicited candidate resumes pouring in from want ads, recruiters, job boards and such. The absence of understanding and of meaningful methods and frame-

works to deal with a problem always inhibits solutions and, ironically, the workload can even cause organizations to actively resist change even when it's for the best. Overwhelmed, capacity stretched environments that are unaware of a better way are often not the most fertile ground for paradigm-shifting innovations and solutions—even when they are in dire need of the solutions.

Don't misunderstand me—the problem is horrible in **both** directions. While resumes are an incredibly impoverished way for an organization to make a decision, people often have even less meaningful information provided to them about roles (via want ads, job postings, job descriptions, headhunter's pitches and so forth). Rarely does an individual have or seek the information that is needed and required in order to make good personal decisions about the role.

“Intuition becomes increasingly valuable
in the new information society
precisely because
there is so much data.”

—John Naisbett

However, you now have a powerful alternative to the classical and outdated resume construct and you also have a deep understanding of what you need to look for in the role information to predict and achieve your fulfillment. From *Career Fulcrum Volumes I, II & III*, you have new understandings, new frameworks and, potentially, a new medium for dialog and communication for practicing Relationship Performance™. You and your organization now have new literary competence methods and a comprehensive set of new paradigms. I encourage you to quickly abandon the resume and leave it in your wake along with such obsolete devices as mechanical typewriters, slide rules and the wooden butter churn, or when you are forced to use it, at least augment it with higher quality information. I urge you to provide the organization with what they need to fully appreciate the merit in investing in you...presented in a compelling manner, in their terms, and from their perspective. I energetically advise you to seek and get the information you need from organizations for informed choices and relationship predictability. Then both of you should use that information to the best advantage of all constituents.

“The secret of business
is to know something that
nobody else knows.”

—Aristotle Onassis

WRITING A RÉSUMÉ

What needs to be done?
Fill out the application
and enclose the résumé.

Regardless of the length of life,
a résumé is best kept short.

Concise, well-chosen facts are de rigueur.
Landscapes are replaced by addresses,
shaky memories give way to unshakable dates.

Of all your loves, mention only the marriage;
of all your children, only those who were born.

Who knows you matters more than whom you know.

Trips only if taken abroad.
Memberships in what but without why.
Honors, but not how they were earned.

Write as if you'd never talked to yourself
and always kept yourself at arm's length.

Pass over in silence your dogs, cats, birds,
dusty keepsakes, friends, and dreams.

Price, not worth,
and title, not what's inside.
His shoe size, not where he's off to,
that one you pass off as yourself.
In addition, a photograph with one ear showing.
What matters is its shape, not what it hears.
What is there to hear, anyway?
The clatter of paper shredders.

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C A R E E R F U L C R U M

In the midst of these uncharted times, PerfectAgent believes that you have unprecedented options and opportunities that can bring you fulfillment and satisfaction in your work and life. It all comes down to your knowing what, where, when, and how to get the inside track, and take full advantage of the opportunities that lie before you.

PerfectAgent puts at your fingertips the tools, resources, experts and services you need to help you manage your career and your life. Imagine having a lifelong personal career partner—actually a whole team of personal agents—to guide you and help you achieve your goals and desires. That's PerfectAgent.

