

CV Writing

Feb 2025

LONDON
SCHOOL of
HYGIENE
& TROPICAL
MEDICINE



Meet the team – we are here to help



**Fiona Telford – Careers
Consultant** Mondays
& Tuesdays



**Josh Phillips –
Careers Consultant**
Wednesdays,
Thursdays & Fridays

Contact us on careers@lshtm.ac.uk

By the end of this session you will learn

- Purpose of your CV
- How long a recruiter takes to read your CV
- Where a recruiter looks on the CV
- What makes a good CV
- What makes a bad CV
- The best structure for your CV
- What to write on your CV
- How to write high impact sentences
- How to put it all together for a top performing CV

ALISON BRIGHT

25 Green Street, EC3R 4PG, London, UK
Tel: 44 72365278953; email: a.bright02@gmail.com

EDUCATION

London School of Hygiene and Tropical Medicine, MSc Nutrition for Global Health	2017-2018
Modules included: Basic Epidemiology, Statistics for Epidemiology and Public Health, Fundamental Public Health Nutrition, Nutrition in Emergencies <i>Dissertation: quantitative study evaluating the effectiveness of nutritional intervention in three feeding centres in Yemen</i>	
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ADDITIONAL INFORMATION

Languages: English (Native), French (Fluent spoken/intermediate written) Spanish (Conversational)

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INTERESTS

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REFERENCES ON REQUEST

What is the purpose of a CV

- To get you through to the next stage of the recruitment process
- Give recruiters what they want...

How long does a recruiter take to read your CV?

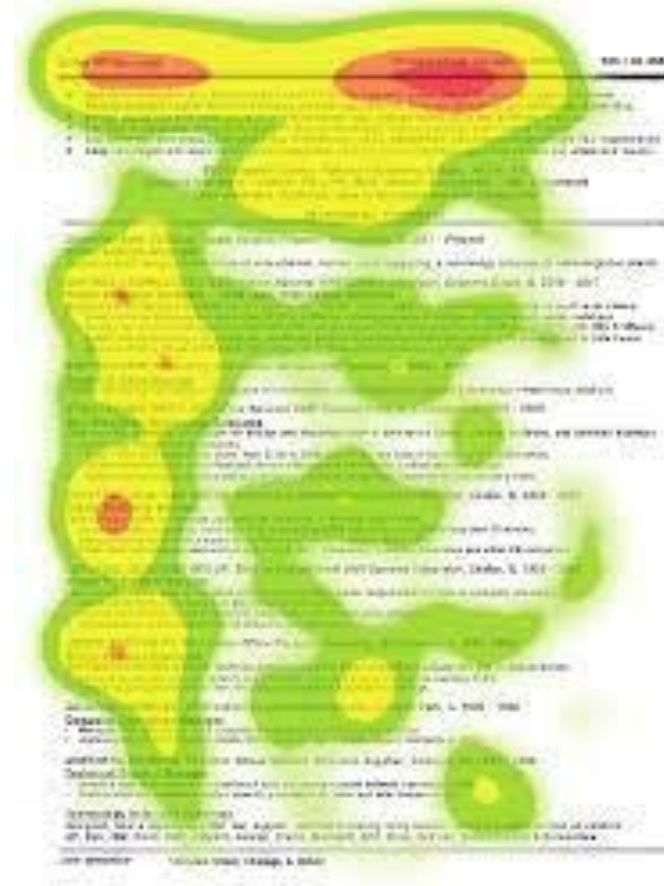


7 Seconds

Source: careers.hollywoodbowlgroup.co.uk 2022

Where do recruiters look on the page

Recruiters scan the left side of the CV evenly, picking out titles and reading supplementary information as necessary.



What makes a good CV

- Clear, **simple layouts** with clearly marked section and title headers - recruiters spend more time focusing on job titles than on any other element.
- Layouts that take advantage of **F-pattern** and **E-pattern** reading tendencies e.g. bold job titles supported by bulleted lists of accomplishments.
- An overview or **mission statement** at the top of the first page of the CV.
- **Clear fonts.**

"Good" Example

Recruiters did not spend significant amounts of time on any one element. Rather, they scanned the left side of the resume and reading supplementary information as necessary.

BRIAN POWERS METRO MMC/NU
 bpow@metro.com | linkedin.com/in/brian-powers-director-ops • 201-607-0645

DIRECTOR OF OPERATIONS / FACILITY PROGRAM MANAGER

A hands-on operational and program manager, leader with a 20+ year proven track record in Telecommunications and Utilities industry. Proven and adaptable high impact contributor at planning and delivery of multiple complex, large-scale telecommunication programs and utility infrastructure projects. Adaptable at turning around poor performing teams and processes. Consistently demonstrates quality, productivity, and profitability while surpassing demanding corporate and client expectations. Areas of expertise include:

- Delivering complex projects within tight time & budget constraints
- Building profitable strategic alliances with clients & business partners
- Recruiting, training, mentoring, motivating & retaining top cross-functional talent
- Streamlining business processes & optimizing systems to drive increased efficiency and profitability

Key Achievements & Accomplishments

Project Manager, Consistent, 2017 – Present
 Role: Telecommunications (T&E) – present

Project Delivery Manager: Provide management expertise for equipment upgrade projects in the Contractor and End-User's Regions. Major projects include: National 4G LTE Rollout, 4G LTE Flash, 2G & 3G network growth and various equipment upgrades in projects.

Global Leader, Group, 2016-2017 – Present
 Council Member: Provide expertise and mentor to a variety of projects in Contractor and Utilities. Provided process and procedure changes for construction deployment for a 1-1.5 program including analysis of reported obstacles and required mitigation plans.

Chief of Construction, a global leader, 2015-2017, Roles: Leader

MRU Info Manager, 2015-2017. Directed delivery of MRU program, testing MRU, four projects. Managed program, schedule, budget and compliance, ensuring on-time and on-budget completion. Saved technology client's such as Google. Managed project budgets up to \$4M and 200+ direct/indirect staff to 2.

- Dramatically improved permit processes & approval results. Upgraded data collection with a new electronic system linked to design software. Improved the application approval rates from 25% to 35% to avoid costly project delays.
- Standardized program management, boosting quality & productivity. Developed RCM and Best Practices. Guaranteed a customer-centric experience. Down a 140% gain in permit quality, timeliness and approval metrics. Reduced costs by 25%, generating significant savings for company and client.

Project Manager, 2015-2017. Directed a variety of EPCM infrastructure and construction efforts. 146 & Shell Oil Co projects valued at up to \$100M for a variety of commercial/retail clients, including 4 & 8. Managed budgets to \$5M and staff to 50.

- Revitalized an EPCM project. A \$100M Shell Oil Co. infrastructure EPCM project was behind schedule. Assembled a war room to re-align processes, define and track milestones. Increase visibility and strengthen accountability. Improved performance against plan from 35% to 100%.
- Cured compliance issues ahead of schedule. Assembled and directed a multidisciplinary team. Developed a fast-track corrective project plan. Resolved 100% of the deficiencies in half the projected schedule. Exceeded client and contractual expectations and a new POC penalties.

Market Leader, Construction, 2014-2017. Planned to lead success: organizational training and performance improvements for Chevron, a major client/relationship client. Managed teams to 18 and budgets to \$9M.

- Turned around a commercial regional account. Identified and pulling the project back on track from critical and unmet the client's project requirements. Reorganized the project plan, setting aggressive milestones and strengthening accountability. Developed sales, vendors, management and staff. Reorganized budget of schedule to deliver project on time.

Michael J. Calanzarita, CPA
 4100 Woodside Ave., Woodside, CA 94064
 mcalanzarita@visafinancial.com

Chief Financial Officer, VISA of Finance

Established CFO with a proven record of building workable, forward-looking, and sustainable, cross-functional partnerships to create better results. A strategic, strategic leader with broad-based business experience responsible for multi-million dollar budgets. Hands-on, works with excellent interpersonal and cross-functional skills dealing with all levels within the organization and externally. Demonstrated history of delivering results:

- Corporate Administration
- Strategic Financial Planning & Analysis
- Risk Oversight & Management
- Budgeting, Forecasting & Modeling
- Process Re-engineering
- Information & Optimization
- Budget Reduction
- Talent Selection, Development & Retention
- Mergers & Acquisitions
- Ethics & Compliance

Professional Experience

ES&S, Inc., Baltimore, MD (2009 - Present)
 Chief Financial Officer

Responsible for managing all financial, accounting, legal, risk management, compliance, tax, treasury and strategic planning activities. The financial team and identify profitable services provided, with annual revenues of \$25 million.

- Led successful sale of company to New York-based private equity firm; key point of contact for all financial, tax, legal, and human resources/employee diligence
- Reduced net corporate debt, reducing \$2 million in annual interest savings
- Streamlined corporate structure yielding \$1 million in annual tax savings
- Generated free-cash flow, contributing 30% of annual and overall growth during a volatile market
- Led consolidation of multiple operations into single Baltimore headquarters, including reconfiguring entire financial and legal functions in this new location; consolidated legal and audit savings of \$2 million
- Over 200+ new product/placement plans, including go-to-market strategies and new product launches
- Developed & implemented organizational compensation plans
- New client acquisition: Increased total second legal customer 120% of revenues, increasing corporate profitability and providing new line of revenue from 100+ new clients with same customer with 200+ new financial services
- Built world-class Finance organization while establishing company's Finance, accounting, reporting, compliance and risk management functions
- Developed sophisticated earnings models which provide high-level view into future forecasts
- Created comprehensive reporting process for board of directors and shareholders; conducted all board and director meeting activities

Visa Inc., Foster City, CA (2007 - July 2009)
 Vice President of Finance

Directed all Finance operations for Visa Inc. corporate functions including Executive, Finance, Risk, Legal, Strategy and Human Resources, with total annual expense budget of \$700 million. Directed staff of 100, responsible for all Visa International management reporting, global auditing and forecasting processes.

- Finance lead for Visa Inc. merger and IPO
- Negotiated Technology and Trademark agreements between Visa Inc. and Visa Europe
- Created and financial planning process reducing quarterly forecast preparation by 33%

What makes a bad CV

- **Cluttered look and feel**, characterized by long sentences, multiple columns, and very little white space.
- **Poor layout** that did not draw the eye down the page i.e. little use of section/job headers to catch the eye.
- Evidence of **keyword stuffing**—while this strategy can help for automated resume screening, a successful resume will ultimately have to be read by a real person. Keywords should be presented in context.

"Bad" Example



CHRIS J. ANDERSON

127 Tuller Street, Summit, NJ, 07981 | Tel: 973-750-6028 | anderson199520@gmail.com

SENIOR MARKETING & ADVERTISING EXECUTIVE

Proven success in developing, leading and managing high-level marketing plans for mid-billion dollar brands in year-over-year markets with strong competition. Extensive experience in digital technology. Over 21 years of experience across all levels of marketing, advertising, sales and product management with deep knowledge in sales, management and strategy. Track record for delivering on primary business objectives in a high growth, high-stakes, high-pressure, market share and revenue/profit growth. An innovative marketing strategist that has worked in multiple business industries with creative thinking and proven managerial skills.

Core Competencies & Strengths:

- Executive Market Analysis & Research
- Competitive Analysis & SWOT Planning
- Product/Customer Research & Insights Gathering
- Brand Strategy & Brand Management
- Product Launch & Life Cycle Management
- Executed a TV, Radio, Print, Digital, OOH, Local
- Digital Advertising & Marketing, Display, Video, Search, Mobile, Social, Performance, CRM, Data Analytics
- Direct Marketing, Direct Mail, AD/D, D-THV, CRM
- CRM and CRM System Development & Management
- Strategic Client Relationship Management
- Agency Identification & Management

PROFESSIONAL EXPERIENCE

Verizon | Director of PDS/OTT Marketing (Washington, NJ) | Dec 2014 – Present

Selected to lead strategic marketing efforts for Verizon's new PDS (internet & TV) subscriber growth within Verizon's urban focused OTT (OTT) marketing plan which accounts for 80% of the PDS opportunity. Specifically, lead a team of 20 employees in a range of advertising agencies to develop strategic plans for acquiring, retaining and driving product sales, customer loyalty and upsell with heavy emphasis on direct marketing, hyper-local engagement and cross-channel management. Accountable for a \$15 million marketing budget and the management of \$1 billion in annual revenue within the Wireless business division.

- Directed both on-air and on-page hyper-local advertising, executed with local agencies
- Executed a \$15 million advertising budget for PDS marketing across all major media channels
- Successfully delivered on all key objectives for PDS marketing, including a 20% increase in PDS revenue

Verizon | Director of Northeast Marketing (Basking Ridge, NJ & New York, NY) | Oct 2012 – Sept 2014

Led all consumer and small business marketing efforts across multiple product lines for Verizon's wireless business in the Northeast Region including TV, DSL & DirectTV with accountability for growing revenue for a \$7.5 billion division of the business. Open to responsibility included strategic planning, business plan development, multi-media marketing efforts and innovative local engagement and experiential marketing.

- Launched 105 Quantum Internet across Verizon's Northeast region delivering 20% customer base penetration in 1st year
- Led product-specific marketing initiatives to improve customer engagement and loyalty
- Managed \$10 million budget in strategic marketing investments to deliver a 12% ROI (PDS) for Verizon DirectTV, New York Launch Project
- Consistently achieved 90% monthly revenue growth exceeding targets for the Northeast region of the business

Strong concentration on relatively few areas—likely a coping strategy on the part of the recruiter to deal with the sheer volume of information being presented.

Beth Anne Field

1615 14th Street, San Francisco, CA 94103 | Tel: 415 774 1234 | beth@bethannefield.com

Global Marketing – Solutions Management Executive Director | Interscan Pharmaceuticals & Daring New Market Category Division

Thought Leader in the Enterprise Software Space with Experience in Strategic Marketing, Product Management, Technology Innovation, Sales Enablement & Driving Growth in Industry-Leading Firms

Experienced marketing executive with record of success building and developing teams to execute innovative, strategic, integrated marketing campaigns in global competitive markets, across multiple regions and product lines. Proven track record in driving revenue and developing strategic business models. Extensive experience in driving growth across all levels of marketing, sales and product management. Track record for delivering on primary business objectives in a high growth, high-pressure, market share and revenue/profit growth. An innovative marketing strategist that has worked in multiple business industries with creative thinking and proven managerial skills.

2014 SAP Customer Excellence Award for work with United Nations, ESPN, Public Logic, and Lend Lease
2014 SAP Global Partner "Systems and Methods for Accessing Applications via User Intent Modeling"
Recognized by The Wall Street Journal, Marketing That Matters Award

Strong track record in Global Marketing @ CTO level. Strategic focus on Marketing Operations, Sales Enablement, Branding & Advertising, Product Management, Technology Innovation, Sales Enablement & Driving Growth in Industry-Leading Firms

Professional Experience

Chief Marketing Officer | Interscan Pharmaceuticals, Inc. | San Francisco, CA | 2013 – Present
Responsible for all marketing activities for Interscan Pharmaceuticals, Inc. across all product lines, sales enablement, brand management and strategic planning. Analyze and execute complex sales and marketing strategies and programs. Develop and implement strategic marketing initiatives across all product lines and markets. Drive revenue growth through innovative marketing and sales strategies. Manage a team of 20 marketing professionals.

Chief Marketing Officer | Interscan Pharmaceuticals, Inc. | San Francisco, CA | 2011 – 2013
Led the marketing team for Interscan Pharmaceuticals, Inc. across all product lines, sales enablement, brand management and strategic planning. Analyze and execute complex sales and marketing strategies and programs. Develop and implement strategic marketing initiatives across all product lines and markets. Drive revenue growth through innovative marketing and sales strategies. Manage a team of 20 marketing professionals.

- Launched new core product line for Interscan Pharmaceuticals, Inc.
- Led global sales enablement program, which grew qualified leads from 20 to 1,000 qualified leads per month.
- Drove brand awareness and sales through innovative marketing and sales strategies.

Chief Marketing Officer & Chief Product Officer | Amgen, Inc. | San Francisco, CA | 2009 – 2011
Responsible for all marketing activities for Amgen, Inc. across all product lines, sales enablement, brand management and strategic planning. Analyze and execute complex sales and marketing strategies and programs. Develop and implement strategic marketing initiatives across all product lines and markets. Drive revenue growth through innovative marketing and sales strategies. Manage a team of 20 marketing professionals.

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Vice President, Innovation Marketing | SAP (acquired BusinessObjects) | Palo Alto, CA | 2007 – 2009
Responsible for all marketing activities for SAP (acquired BusinessObjects) across all product lines, sales enablement, brand management and strategic planning. Analyze and execute complex sales and marketing strategies and programs. Develop and implement strategic marketing initiatives across all product lines and markets. Drive revenue growth through innovative marketing and sales strategies. Manage a team of 20 marketing professionals.

What is the best structure

- **Name & Contact Details**
- **Mission statement** (2-3 lines, who you are, what you're looking for)
- **Education & Qualifications**
- **Employment** (Job title, Organisation, Location, Dates, Skills gained, Evidence, Quantification, Achievements)
- **Additional skills** (e.g. IT, Software, Languages)
- **2 pages** (max)
- **3 pages** acceptable for Academic CVs

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ADDITIONAL INFORMATION

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REFERENCES ON REQUEST

How do you know what to write on your CV



- Take the job description / person specification...

What we're looking for:

- minimum predicted 2.1 degree in any discipline. Those from numerate disciplines are especially encouraged to apply
- research and analysis skills
- project management skills
- organisational skills to meet deadlines and work under pressure
- presentation and influencing skills
- leadership and teamwork skills

How do you know what to write on your CV



- Reverse engineer the information from the 'person spec' and map it directly onto your CV

Person Specification section of JD

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Your CV

Education

University College London – MSc Management 2017-present

1-year masters course that covers the key areas of accounting; finance; organisational behaviour; decision and risk analysis as well as business strategy.

Kings College London – BA Geography 2014-2017 **Achieved Grade 2.1**

My degree dealt with the impact of human beings on the environment especially in relation to consumer behaviour and how it can be influenced. **Relevant final year options:** the effect of IT on post industrial economies; quantitative research techniques and project management units. Relevant skills gained:

- research and analysis: compiled a questionnaire and analysed around 200 'in-person' and telephone interview responses. Utilised complex statistical techniques (SPSS) to analyse data as well as creating excel-based pivot tables and graphs. Incorporated supporting results into a 40-page dissertation report on issues relating to immigration.

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Use the Harvard University Competency Dictionary to identify and showcase your relevant skills.

PERFORMANCE MANAGEMENT PROCESS

Ability to Influence

Uses appropriate interpersonal styles and techniques to gain acceptance of ideas or plans. Effectively explores alternatives to reach outcomes that gain the support and acceptance of others.

Key Actions

- **Opens discussions effectively** – Describes expectations, goals, or requests in a way that provides clarity and excites interest.
- **Develops others' and own ideas** – Presents own ideas; seeks and develops suggestions of others.
- **Builds support for preferred alternatives** – Builds value of preferred alternatives by relating them to others' needs; responds to differing views by emphasizing value; articulates problems with undesirable alternatives.
- **Facilitates agreement** – Uses appropriate influence strategies (such as demonstrating benefits or giving rewards) to gain genuine agreement; persists by using different approaches as needed to gain commitment.



Skill: Evidence + Quantification



Project management: designed and delivered an impact strategy work package for €4m innovation grant with the European Commission

Putting it all together looks something like this...

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REFERENCES ON REQUEST

- CareerSet to check your CV [here](#)
- CVs section on LSHTM Moodle [here](#)
 - Example CVs
 - Information sheets
 - Tip videos
 - These workshop slides & recording
- CV Video (UCL Careers): [8 Steps to a Spectacular CV](#)
- Skills dictionary from Harvard [here](#)
- Prospects.ac.uk (CV examples and Cover Letter advice)

Forthcoming events

See the Careers Moodle page '[Forthcoming workshops and events](#)' for full information.

We value your feedback

Please complete the feedback form – the link is in the chat box! <https://forms.office.com/Pages/ResponsePage.aspx?id=oaKtcild7U6xIPh0V3cUnib6FT5JU2IKm1h1jmhk5TFUQ1NBQ1gyMkZNTedINjBKM0tJQjQ3MINTSy4u>

Thank you for your time!

And now let's move to your questions.....

