KIRBYPARTNERS

A Proven Step-By-Step Process For Writing a Resume That Works
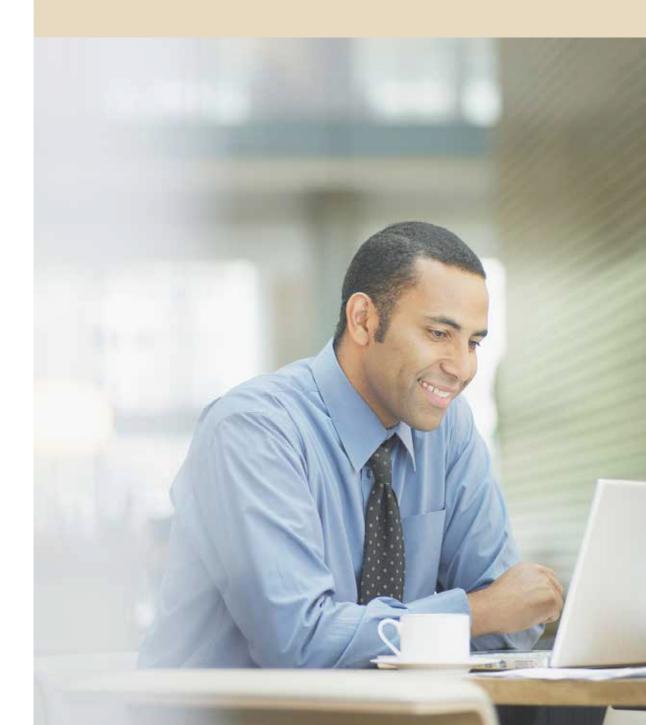
Executive Resume Guide

Contents

Introduction

Your resume is arguably the most important piece of paper you'll ever own. It can open doors for you and influence your earning potential for your entire career.

To succeed in today's competitive job market, your resume must communicate what you've accomplished in a clear, concise, and visually appealing way.

At Kirby Partners, we receive thousands of resumes a year and most are underwhelming at best and fail to deliver on this basic goal. We're committed to changing that!

We'll show you how to:

- Present your background in a way that aligns with employers' needs.
- Clearly communicate how you add value.
- Use the right structure, language, and resume formatting to stand out.

We are confident if you implement the strategies and tactics outlined in this guide, you'll have a resume that gets you interviews.

Resume Strategy

Position your resume as a marketing tool

Think of your resume as an advertisement targeting your future boss. You're selling your value to your future employer and competing against others doing the same.

Before you begin writing, consider:

- What matters most to the hiring manager?
- How can you prove you're not just qualified, but exceptional?

If you're pursuing different types of roles or organizations, one resume likely won't be enough. Tailor multiple versions to spotlight the qualifications that align best with each opportunity.

Navigate the resume screening process

Depending on the source, more than 70% of resumes are filtered out before reaching a human reviewer. Most are screened by applicant tracking systems (ATS), which look for specific keywords, structure, and formatting.

Even when your resume does land in front of a decision-maker, they typically spend just 6 to 8 seconds scanning it before deciding whether to keep reading.

To stay in the running, your resume must do two things well:

- Pass through ATS filters by using job-relevant language and a simple, logical format.
- Capture attention quickly by clearly showing the scale, scope, and impact of your work.

A great resume does both. It highlights value, incorporates the right language, and is easy to scan.

Avoid mistakes that undermine your candidacy

Even seasoned executives can make resume missteps that weaken their chances. Common pitfalls include:

- Excessive length or dense formatting.
- Listing responsibilities instead of achievements. Focus on outcomes and impact rather than tasks.
- Using design elements that confuse ATS platforms. Stick to clean formatting and avoid charts, columns, or graphics that may not translate well.
- Leaving out important context. Always include details like organizational size, budget responsibility, or team scope.
- Overlooking basic errors. Typos, grammar issues, and inconsistent formatting signal a lack of attention to detail.
- Using AI-generated language that sounds stiff and impersonal. Overly formal phrasing and generic descriptions that could apply to anyone can make hiring managers question whether you actually wrote your resume. AI tools can help with keyword research, but take the time to write your resume in your own voice.

Exceptional Resume Content

This section walks you through a six-step process to craft results-driven content that proves your value. You'll learn how to identify the right keywords, add meaningful context, quantify achievements, and write bullet points that show impact.

Step 1: Identify the keywords that matter

If your resume doesn't reflect the right terms, it may be filtered out, even if you're highly qualified. Use these tactics to match your resume to the role:

- Review 3–5 job descriptions for your target roles. Look for repeated terms, required skills, and role-specific language.
- Incorporate this language naturally into your resume. For example, if "digital health innovation" or "provider engagement" appear in multiple postings and reflect your experience, include those phrases.
- Spell out key titles or terms the first time you use them. For instance, write "Chief Information Security Officer (CISO)" before using "CISO" in the rest of your resume.
- Use full phrases instead of acronyms when possible to improve readability and compatibility with ATS software.
- Avoid keyword stuffing or tricks like hiding words in white font. These tactics are outdated and may hurt your credibility. Use relevant keywords in a way that fits naturally within your accomplishments and experience.

Tip

Use this prompt in ChatGPT (or a similar AI tool) to quickly generate high-impact keywords from any executive job description:

"You are a professional resume optimization assistant. Extract the most relevant keywords from the provided executive-level job description for ATS optimization.

Instructions: Organize keywords under these five categories: Target Job Titles, Leadership & Management Competencies, Strategic Focus Areas & Industry-Specific Terms, Tools, and Platforms & Certifications.

Focus on terms that appear multiple times or are emphasized in the job description. Aim for 5–7 keywords per category. Include 1–2 synonyms or variations when useful. Return only the categorized keyword list—no summary or commentary."

Step 2: For each employer, write an overview of the organization and your position

Employers want to determine whether you have experience that's similar in scope and scale to the opportunity for which they're hiring.

Think strategically about the content you provide— your goal is to show the organization that you have the experience needed to add value for them.

For example, if you're applying for a position with a large health system that has a health plan and a previous employer also had a health plan you'll want to include that. (This probably seems obvious, but we see this overlooked enough that it's worth mentioning.)

Depending on the type of position you're applying for you may want to include the following in the overview of the organization.
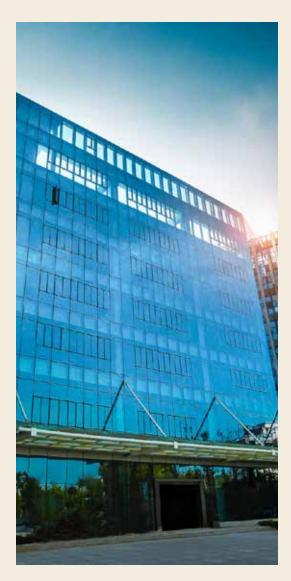
About the organization

- Revenue.
- Key products / services.
- For healthcare organizations: number of beds and facilities.
- Department size.
- Relevant organizational achievements (e.g., HIMSS status or Most Wired).

About your position

- Your reporting relationship.
- Amount of budgetary responsibility.
- Number of direct reports.

Example

Advocacy Health is a $5B, eight-hospital health system with 100 sites throughout Florida and Georgia. The system achieved HIMSS level 6 and has 2,500 beds. Report to the CEO and manage 20 direct reports with a total team size of 400.

Step 3: Brainstorm and quantify your achievements

Hiring managers want proof that you can deliver results, not just a list of your responsibilities.

Ask yourself:

- Did I help the organization make or save money?

- Did I reduce risk or improve safety?

- Did I improve satisfaction for employees, patients, or stakeholders?

- Did I accelerate implementation, reduce delays, or boost quality?

Here are some prompts you can use to help quantify your achievements:

- How many? *"Increased the number of customers served by X per month..."*

- How much? *"Decreased costs by $X in 6 months..."*

- How long? *"Reduced the time to close the average help desk ticket from X to X..."*

- What was the scope of work? *"Implemented a training program that served 2K employees annually..."*

- Performance versus others? *"Successfully completed implementation X% faster than peers of a similar size."*

Tip

It's acceptable to estimate your numbers provided you can share rationale for your calculations if asked during an interview.

If you don't have exact numbers, use directional or comparative metrics.

Step 4: Write strong, results-based bullets

Your bullet points are the most important part of your resume. Too many resumes read like job descriptions. They list tasks, not outcomes.

Here's a weak example from an actual CIO resume we received:

- Charged with developing the forward IT planning and investment strategies.
- Established an advanced analytics capability.
- Provided cybersecurity across the enterprise.
- Hired and retained top IT talent with cohesive team development and resource management.
- Built strong partnerships within IT, the business, and shared services.
- Created an agile IT culture focused on speed, performance, and innovation.

These bullets are vague and generic. There is no evidence the work was successful.

Now compare that with this results-based rewrite:

- Implemented Epic system-wide, completing the 5–hospital, $750 million project on time and 3% under budget Increased physician satisfaction from 47% to 85% and EHR physician usage to 97%.
- Sponsored the development of an enterprise-wide security framework in partnership with the CISO, resulting in improved audit readiness and a 35% reduction in critical vulnerabilities.
- Partnered with Google to implement cloud-based tools, projected to save $10 million in hardware and licensing fees over four years.

The revised bullets are action-oriented, quantifiable, and clearly convey value.

Tip

Some executives find it helpful to use the PAR framework as a starting point for their bullet points.

Problem – What was the challenge?

Action – What did you do?

Result – What changed?

Here's an example:

Problem: High turnover and low morale in the IT department.
Action: Conducted engagement survey, built and launched improvement plan.
Result: Reduced turnover from 23% to 6% over three years.

Once you have your accomplishments written out in this format, trim the content to just the critical details.

Resume bullet: Developed and implemented an engagement strategy that reduced IT department turnover from 23% to 6% over three years.

Make your bullets stronger with action verbs

Start each bullet with a clear, active verb to convey confidence, leadership, and results.

Avoid weak openers like "responsible for," "helped with," or "worked on." Instead, use strong, specific verbs that highlight your role in driving outcomes.

Use the list below to help diversify your language and align your experience with the impact employers want to see.

Action verb list

- Accelerated
- Achieved
- Acquired
- Added
- Advanced
- Analyzed
- Assembled
- Awarded
- Boosted
- Built
- Championed
- Collaborated
- Conducted
- Contributed
- Created
- Cultivated
- Customized
- Defined
- Delivered
- Demonstrated

- Diagnosed
- Doubled
- Eliminated
- Established
- Evaluated
- Executed
- Expanded
- Expedited
- Formulated
- Fostered
- Founded
- Generated
- Grew
- Hired
- Identified
- Implemented
- Improved
- Incorporated
- Informed
- Initiated

- Instituted
- Introduced
- Investigated
- Led
- Leveraged
- Maximized
- Minimized
- Negotiated
- Optimized
- Organized
- Outpaced
- Oversaw
- Partnered
- Pioneered
- Prioritized
- Produced
- Qualified
- Quantified
- Reached
- Recommended

- Redesigned
- Refined
- Reorganized
- Replaced
- Scored
- Selected
- Simplified
- Solved
- Spearheaded
- Standardized
- Streamlined
- Strengthened
- Supported
- Tested
- Tracked
- Tripled
- Updated
- Upgraded

Step 5: Build out your professional experience section

How you present your experience matters just as much as what you include. Once you've identified your accomplishments, organize them into reverse chronological format—starting with your current or most recent position.

Use this structure:
Job Title
Company Name, City, State | Dates of Employment
1–2 sentence description of scope (e.g., budget, team size, organizational size)

- Results-based bullet.
- Results-based bullet.
- Results-based bullet.

Experience section formatting tips

- Include both month and year for each position.
- Clearly indicate if a role was interim, contract, or consulting.
- Summarize roles over 15 years old, unless they're directly relevant to your current goals (If you've had a long career, include an "Earlier Experience" section that lists only job titles, organizations, and dates to save space without omitting key history).
- Avoid functional resume formats, which focus on skills or responsibilities rather than a clear timeline of your work history. Employers often see these as an attempt to hide employment gaps or a lack of career progression.

Professional Experience

Chief Information Officer   July 2017 to Present
Southeast Academic Health Network, Charlotte, NC

$2.9B academic health system with four hospitals, more than 1,000 licensed beds, and an affiliated medical school. Reports to the CEO and leads a 325-member IT division with a $110M annual budget.

- Developed and executed a five-year enterprise IT strategy that supported clinical care, research, and education; established key performance indicators (KPIs) tied to safety, access, and provider satisfaction.
- Oversaw the $680M Epic implementation across all hospitals and outpatient practices; project completed two months early and four percent under budget.
- Collaborated with research leadership to integrate clinical and research data platforms, enabling more than 20 clinical trials that used real-world data.
- Consolidated two data centers and led a cloud migration initiative projected to save $8.5M over five years.
- Co-chaired IT governance committees with clinical, finance, and strategy leaders, improving transparency and enterprise-wide prioritization.
- Established a digital engagement team that increased patient portal usage by 45% in two years.

Vice President, Information Services   June 2013 to June 2017
Lakeshore Behavioral Health, Ann Arbor, MI

$1.1B behavioral health network with more than 2,000 employees and 30 care sites. Reported to the COO and led all IT operations.

- Implemented Cerner's behavioral health EHR across 18 clinics and 2 residential facilities, improving documentation compliance by 65% and reducing audit prep time by 40%.
- Modernized the cybersecurity program, reducing phishing-related incidents by 58% and achieving zero critical findings in third-party audit.
- Built the organization's first enterprise data warehouse, enabling 100% of grant-funded programs to meet new reporting requirements on time.
- Standardized IT systems across 12 acquired sites, reducing downtime incidents by 40% and cutting average ticket resolution time from 3.2 to 1.8 days.
- Led a Workday pilot implementation for HR and Finance; reduced onboarding cycle time by 30% and enabled 12-month workforce cost forecasting.

Step 6: Perfect the rest of your content

Once you've structured your experience, make sure your resume includes these essential details (and leaves off anything unnecessary).

Contact information

- Include your full name, city and state, personal email address, mobile number, and customized LinkedIn URL.
- Format your email and LinkedIn as clickable hyperlinks.
- Use a professional, easy-to-read email address, ideally, just your name. Avoid outdated domains like Hotmail, AOL, or MSN. Gmail is generally preferred.
- Customize your LinkedIn URL: linkedin.com/in/janebrown rather than: linkedin.com/pub/jane-brown/4a/z89/145.

janebrown@email.com | (555) 123-4567 | Charlotte, NC | linkedin.com/janebrown

Jane Brown
Chief Information Officer

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Education

- Degrees should be listed from highest to lowest level.
- If you haven't completed a degree, don't list it on your resume without clearly explaining the status.
- If you're taking classes towards a degree, add a notation that the degree is expected along with the timing.
- If you started a degree, but aren't currently taking courses, it's typically recommended that you leave it off. If you opt to include it, list the college, location, and the number of relevant credits completed.

Masters of Business Administration	Anticipated May 2027
University of Florida, Gainesville, FL	
Bachelor of Science in Finance	May 2010
University of Central Florida, Orlando, FL	

Additional sections (include as appropriate)

- Certifications.
- Awards/recognition.
- Publications.

Content to exclude

- Leave "References available upon request" off your resume (it's a given and expected that you'll provide these if asked).
- Don't include personal details, such as marital status, age, personal interests, etc.
- Avoid objective statements. Executive resumes should focus on your value, not your job-seeking goals. Your experience and accomplishments already make your intent clear.

Note: Summary statements are often used to add keywords, but most employers skip straight to your experience. If included, keep it short and focused on your scope and impact. Here's an example: *"Experienced CISO with 15+ years leading cybersecurity strategy in complex healthcare environments. Proven track record of reducing enterprise risk, strengthening resilience, and aligning security with business goals."*

High Impact Resume Formats

What to look for in a resume template

While your resume should appeal to a human reader, it also needs to work well when scanned by an applicant tracking system. Many templates available online are created by graphic designers for visual appeal rather than readability or ATS compatibility.

At the executive level, your formatting should be intentional and polished. Most hiring managers prefer a classic layout that emphasizes your accomplishments.

Avoid two-column formats, images, and graphics. These elements can confuse ATS software and detract from your message. A straightforward, minimalist design is most effective.

The best templates:

- Are modern, professional, and easy to read.
- Use clear section headings and a logical content order.
- Apply bold text, spacing, and font size to create visual structure.

Design your resume for readability and impact

Margins

Use one-inch margins on all sides, or no smaller than 0.75 inches. Smaller margins can make your resume look cramped and harder to scan.

Font choice

- Use a maximum of two fonts: one for headings and one for body text.
- A serif font for body copy (e.g., Georgia, Palatino Linotype) is often easier to read, while sans serif fonts (e.g., Arial, Calibri, Gill Sans MT) work well for headings.
- Avoid using all caps for section headers. It can make your resume harder to read and scan quickly.

Font size

- Name at top: 18–22 pt
- Section headings: 14–18 pt
- Body text: 11–12 pt

Color

It's best not to use color on an executive resume. If you do decide to use color, use it sparingly for section headings or your name. Blue is a good, conservative choice.

Photos and graphics

Never include a headshot or graphics on your executive resume. They distract from content and can interfere with ATS parsing.

Skill ratings

Bar charts, dot ratings, and visual "scorecards" of your abilities are not effective. They're subjective and often dismissed by hiring managers as filler.

Final Tips & Reminders

A great resume design gets you noticed and sets you apart as a candidate. Don't overlook these important details:

- Ensure your resume sounds authentic and personal. Avoid generic, impersonal phrasing that could apply to anyone.

- Be consistent with your formatting. Make sure you're using the same sized bullets throughout the document, that you have the same amount of space between hyphens throughout your resume, etc.

- Print out your resume and make sure it is easy-to-read without squinting and that the font is not cramped.

- Make sure your resume is error free, perfectly formatted, and accurate. Inconsistencies, exaggeration, and errors will likely be discovered and will end your candidacy (or can be grounds for firing if you are hired).

- When emailing or uploading your resume, format your document as a PDF to ensure the formatting and spacing stays intact; sending the file as a PDF also protects the security of your document. Use Word format only if an employer or recruiter specifically requests it.

- Make it easy for someone to find your resume on their computer by putting your name in the file name (e.g., JaneBrownResume.pdf).

The resume templates on the following pages are designed to help you present your experience clearly and effectively.

Click "Get the template" to download an editable Word version.

ℙK

Jane Brown

407.788.7308
janebrown@gmail.com
linkedin.com/in/Jane-Brown

Chief Information Officer, MBA

Professional Experience

Chief Information Officer   July 2013 to Present

Advocacy Health, Orlando, FL

Advocacy Health is a $5B, eight-hospital health system with 100 sites throughout Florida and Georgia. The system achieved HIMSS level 6 and has 2,500 beds. Report to the CEO, and manage 20 direct reports with a total team size of 400.

- Led team from a 38% satisfaction rate and 23% turnover to a 95% satisfaction rate and 6% annual turnover
- Implemented Epic system-wide, completing the 5 hospital, $750 million project on-time and 3% under budget
- Increased physician satisfaction from 47% to 85% and EHR physician usage to 97%
- Developed an enterprise-wide security framework used by the organization to address security policies and procedures for the protection of the organization's information assets
- Set up a partnership with Google for cloud based software that will save the organization approximately $10 million in hardware and licensing fees over a four year period

Chief Information Officer   June 2008 to June 2013

Century Health, Golden, CO

Century Health is a community owned-and-operated non-for-profit health system with 150 beds. The system employs nearly 600 physicians and has 40 outpatient sites. Managed a team of 4 direct reports and 30 indirect reports while reporting to the CFO.

- Reduced organizational dependence on consultants saving $2 million per year while maintaining exceptional levels of customer and employee satisfaction
- Led team to achieve HIMSS Stage 6, which has been accomplished by only a third of hospitals nationwide
- Delivered a $10 million electronic health records system implementation on schedule and under budget

Position Title   Month 20XX to Month XXX
Employer Name, City of Workplace, State

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Director, IT Administration & Planning	2008-2013
Manager, Information Services	2004-2008
Elk Grove Health, Chicago, IL	
Senior Application Analyst	2001-2004
Centurion Health, Gainesville, FL	

Education

Masters of Business Administration	June 2010
University of Colorado, Boulder, CO	
Bachelors of Business Administration	May 2000
University of Florida, Gainesville, FL	

Awards & Certifications

Project Management Professional (PMP) Certified
Project Management Institute

Six Sigma Green Belt Certificate
Villanova University

Most Powerful Women in Healthcare IT (2016 & 2017)
Health Data Management

Certified Healthcare CIO
CHIME

Premier 100 IT Leaders, 2014
Computerworld

407.788.7308 | janebrown@gmail.com | linkedin.com/in/Jane-Brown

Jane Brown

Chief Information Officer, MBA

Accomplished senior-level executive with over 25 years of leadership success in the healthcare industry. Extensive experience with contract development, vendor and partner relations, project management, IT management, team management, and administration of large budgets. Proven record of using innovation to drive business results.

Professional Experience

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Position Title
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Jane Brown

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Position Title, Employer
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Position Title   Month 20XX to Month XXX
Employer Name, City of Workplace, State

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Position Title
Employer Name, City of W[...]

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Director, IT Administration & Planning   2008-2013
Manager, Information Services
2004-2008
Elk Grove Health, Chicago, IL

Senior Application Analyst   2001-2004
Centurion Health, Gainesville, FL

Education

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University of Colorado, Boulder, CO

Bachelors of Business Administration   May 2000
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CHIME

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Computerworld

Jane Brown, MBA, PMP

2913 Silver Down Court, Winter Park, FL 32789 | (407) 788-7308
janebrown@gmail.com

Professional Experience

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Position Title
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Employer Name, City of Workplace, State

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Position Title | Month 20XX to Month 20XX
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Position Title | Month 20XX
Employer Name, City of W

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KIRBYPARTNERS

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Lake Mary, Florida 32746
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