

BRABBLE



**How to go CV-Free and
never have to read the
phrase “passionate
individual” ever again.**

(Hopefully.)



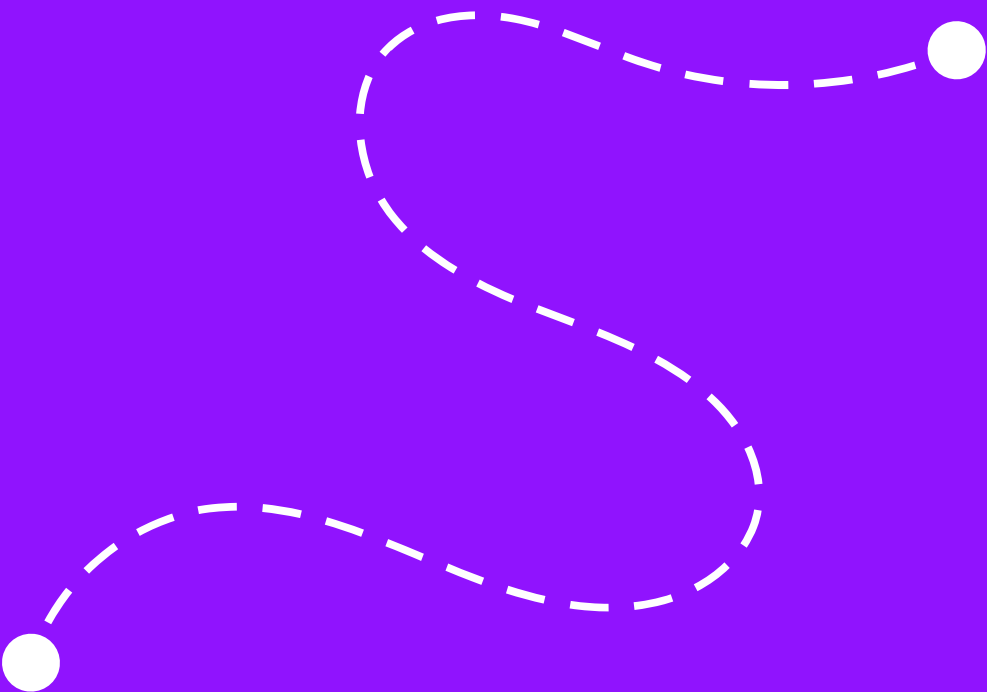
Director / Chief Brabbler

Hi, I'm Ceri Sunu.

(“Keh-ree Suh-noo”)

- Mum of two
- Worship Leader / Assistant Music Director
- Ex-Accidental Fundraiser
- Leadership Coach
- Ex-lawyer in training
- Former choreographer
- Organisational Psychology grad
- Theology student

So how did I land here?



- Joined a professional orchestra in 2020 as their Development Manager
- Completed a certification in Organisational Psychology in 2021
- Overhauled the orchestra's recruitment processes by 2022

My mission is simple:

To end all conversations about equity and inclusion in
the creative sectors and make inclusive recruitment
just boring old recruitment.

Today we're going to look at three things:

What's the problem with CVs?

What can we use instead?

How can I persuade others that this is a good idea?

But first, some context.

“Inclusive recruitment”

**~~“Inclusive~~ Equitable
recruitment”**

But what exactly is equity?

Equity is simply about
recognising barriers to accessing
opportunities and **redesigning**
systems to **remove** those
barriers.

**“...working and recruitment practices can still
cause exclusion even when the individuals
themselves are not biased.”**

Creative Majority, 2021, p.51

Prescribed

Needing a Doctor to
have a medical
degree

Needing a Digital
Marketing Manager to
have an Art History
Degree

Perceived

Needing to come from a
wealthy background -
becoming a Barrister

Needing to come from a
wealthy background /
have wealthy networks

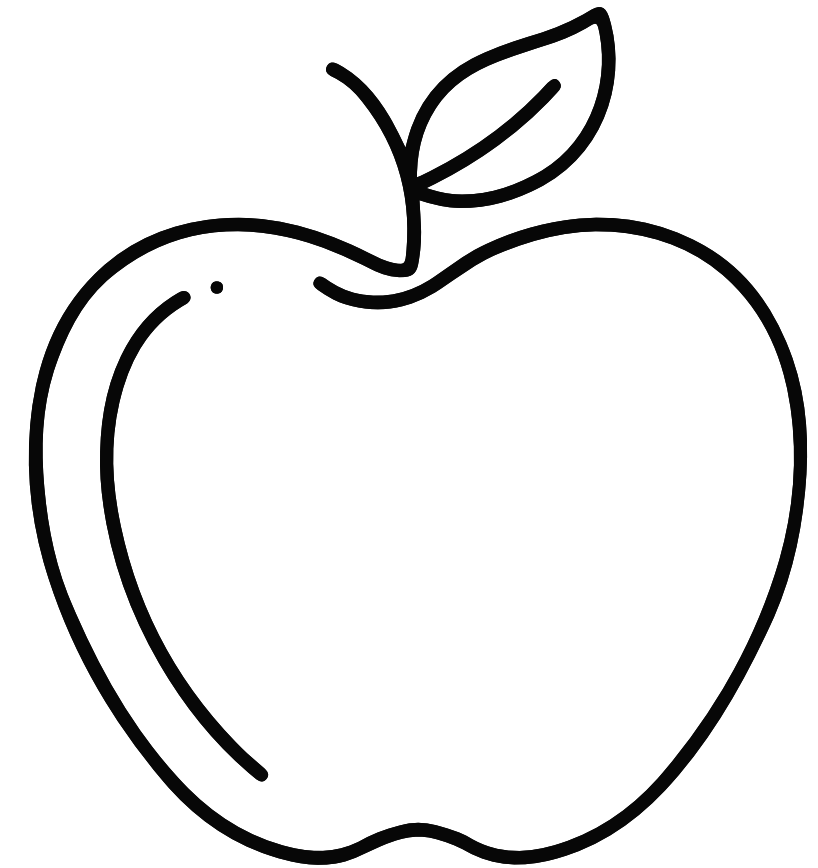
Necessary

Unnecessary

**Diversity and inclusion are
the fruit. Equity is the root.**

(Or should that be route?)

**Trying to achieve
diversity without equity
is like trying to pick
apples when you haven't
even planted the tree.**



REFLECTION

**Why are you interested
in letting go of CVs?**

What's wrong with CVs?

**Problem #1: They don't
tell the whole story**

Who's CV is this?

- Expelled from Sixth Form
- Studied at Manchester Metropolitan University (but dropped out)
- First job was at their Mum's restaurant
- Worked in a call centres for around 5 years
- Started a business, but it failed





**STEVEN BARTLETT FOUNDER OF SOCIAL CHAIN, DIARY OF A CEO
PODCAST, AUTHOR, DRAGON'S DEN**

Sam's Story

ROYAL GLOBAL THEATRE

- Interned at Local Regional Theatre House for 6 months
- Became Tour Manager at Local Regional Theatre House for 2 years
- Applied for the Assistant Tour Manager Role at Royal Global Theatre where they now work



Sam's Story

ROYAL GLOBAL THEATRE

- Interned at Local Regional Theatre House for 6 months - **but there was no official internship scheme**
- Became Tour Manager at Local Regional Theatre House for 2 years
- Applied for the Assistant Tour Manager Role at Royal Global Theatre where they now work



Sam's Story

ROYAL GLOBAL THEATRE

- Interned at Local Regional Theatre House for 6 months - **but there was no official internship scheme**
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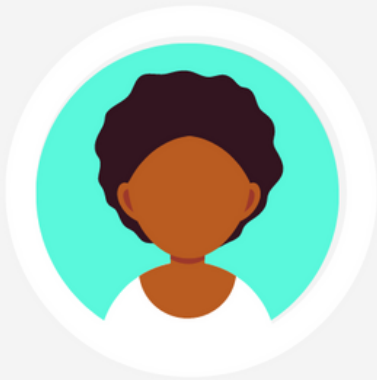
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- Interned at Local Regional Theatre House for 6 months - **but there was no official internship scheme**
- Became Tour Manager at Local Regional Theatre House for 2 years - **didn't have to apply or interview - was simply offered the role**
- Applied for the Assistant Tour Manager Role at Royal Global Theatre where they now work - **working here will open doors to pretty much any arts organisation**



**Problem #2: They allow
our biases to create
stories**



LORNA ALVARADO

Art Director

CONTACT

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💻 www.reallygreatsite.com

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EDUCATION

Bachelor of Design
Wardiere University
2014 - 2017

Adobe Design Suite
Adobe Design School
2018 - 2019

Masters in Design
Wardiere University
2019 - 2020

SKILLS

Web Design

Branding

Graphic Design

SEO

Marketing

Branding

WORK EXPERIENCE

SENIOR GRAPHIC DESIGNER

GOOGLE | SEPTEMBER 2023 - PRESENT

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DISNEY STUDIOS | FEBRUARY 2021 - JULY 2023

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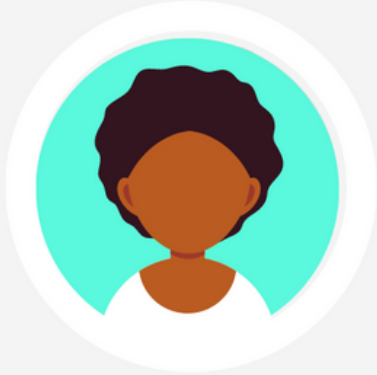
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HALO EFFECT

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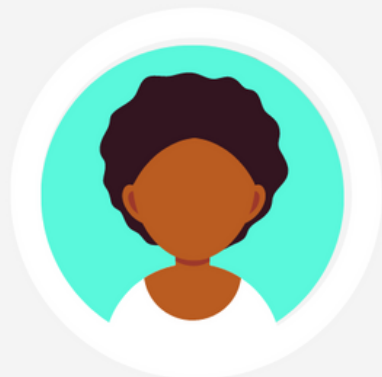
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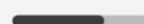
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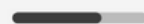
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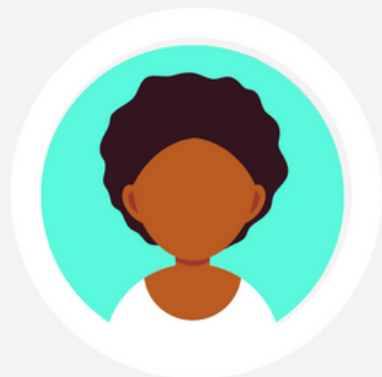
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AFFINITY BIAS

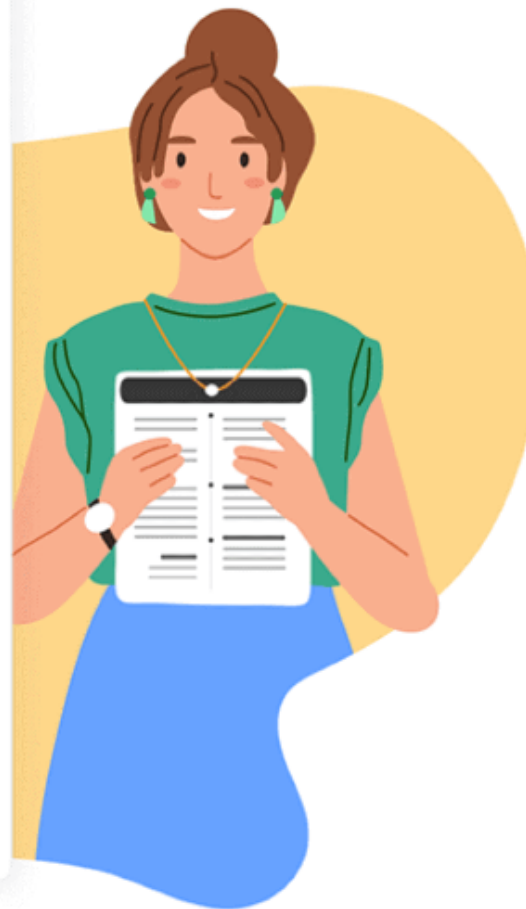
I've worked with / heard of this person - they're massively respected in our field. This candidate must be amazing if this person is vouching for them.

**Problem #3: They cannot
predict a person's future
story**

CVs and Predictive Validity

Predictive validity is the extent to which something can predict some sort of occurrence in the future.

CVs have a predictive validity of 0.1 (Schmidt & Hunter, 1998)



The Genius CV Builder

Build beautiful, recruiter-tested CVs in a few clicks! Our CV builder is powerful and easy to use, with a range of amazing functions. Custom-tailor CVs for any job within minutes. Increase your interview chances and rise above the competition.

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✓ 100% money-back guarantee ★★★★★ Used by 2,033,903 job seekers

The way that The smart

Rezi is the only resume platform that is the most hireable resume—writing, editing, and more.

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AI KEYWORD TARGETING ^{V2}

Great work! You're ranking well for these keywords in the job description:

Startup Consultant

SaaS Software

Financial Structure

Strategic Objectives

Advisory Board

Want to improve your chances of getting this role? Consider adding the following keywords to your resume.

Capital Strategy

Operational Budget

AI Keyword Targeting >

Rezi checks and perfectly tailors your resume with keywords for the job you want.

Charles Bloomberg

📍 Seoul, South Korea 📧 charlesbloomberg@gmail.com 📞 (621) 799-5548 🌐 in/cbloomberg

PROFESSIONAL SUMMARY

Passion for building inspiring companies through industry-leading tech, design, and execution. An experienced early-stage global executive with an economics degree from the University of Wisconsin - Madison. Looking to join as a global [startup consultant](#).

PROFESSIONAL EXPERIENCE

CEO & Founder | Rezi

August 2015—Present, Seoul, South Korea

- Launched Rezi, a renowned AI-powered resume [SaaS software](#), garnering trust from over 1,133,800 users globally.
- Initiated Rezi at the age of 22, and within a year, successfully globalized into South Korea, raising over \$650,000 in capital fundraising efforts and gaining recognition as South Korea's leading English resume company.
- Adapted to market by developing business models, resulting in the creation of advanced AI features to outcompete alternatives. Collaborated with the development team, formulating zero-investment growth strategies that led to an addition of 600,000 users in six months.
- Maintained a robust [financial structure](#), supporting a company valuation of \$45,000,000, with a dedicated team of 9 full-time employees and an expanding user base.
- Devised and pursued [strategic objectives](#) that guide the company's decisions and propel it towards its goals. Assembled an [advisory board](#) that has been instrumental in providing direction to corporate structure and strategic planning.

Web Developer | Kaplan

May 2015—November 2015, La Crosse, WI

- Executed website redesign of kaplancleantech.com using Expression Engine as a CMS while working with marketing and sales teams. Optimized 3 landing page variants using HTML, A/B testing software and customer feedback to increase leads for sales teams.
- Lead the developing SEO strategies monitoring campaigns using MOZ Analytics for a 500k budget. Maintained performance through site analysis, and new keyword research. Prepared analytics and ranking reports presented to management.
- Executed Google Analytics tracking campaigns to maximize the effectiveness of 5 email re-marketing initiatives deployed using Salesforce software. Used Salesforce Object Query Language, C, and Python to search for data for specific information.
- Worked with Deck Writing, Channel Allocation, Budgeting, and more.

Marketing Analyst | Kaplan

November 2014—May 2015, La Crosse, WI

- Relied and implement Tableau dashboards to track 6 marketing KPIs. Used data to create reports circulated amongst leadership and marketing specialists to improve marketing strategies to maximize ROI such as introducing Facebook retargeting.
- Used SurveyMonkey to collect over 100 customer feedbacks used to conduct analysis, identify market trends, and calculate NPS. Used customer feedback data and optimization software to present and suggest website improvements to management.
- Managed mobile 2 PPC strategy efforts, using Google AdWords Editor and Marin, by teaching marketing specialists best practices and behavioral shift towards increased reliance on mobile.

EDUCATION

AI Content Writer >

AI writes metrics-driven resume content for you, focused on what skills and history that job recruiters really look for.

WHAT DID YOU DO AT THE COMPANY?

• Tracked

⚡ GENERATE BULLET

✓ 100% money-back guarantee

★★★★★ Used by 2,033,903 job seekers

Rezi

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AI Job Search ▾

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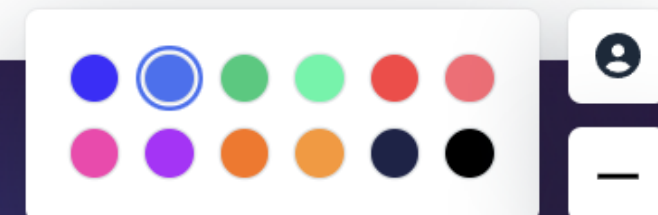
The way the world makes resumes. The smartest **AI resume builder**.

Rezi is the only resume platform that uses leading AI to automate every aspect of creating a hireable resume—writing, editing, formatting, and optimizing.

Get Started—It's free

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Easily design a fully ATS -Optimized resume in a few clicks. Choose colors, formatting, font sizing, pictures, and more.





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Automate Your Job Application Process

Our AI Job search tool automatically apply to all the jobs on platforms like LinkedIn, Indeed and Ziprecruiter using Job GPT.

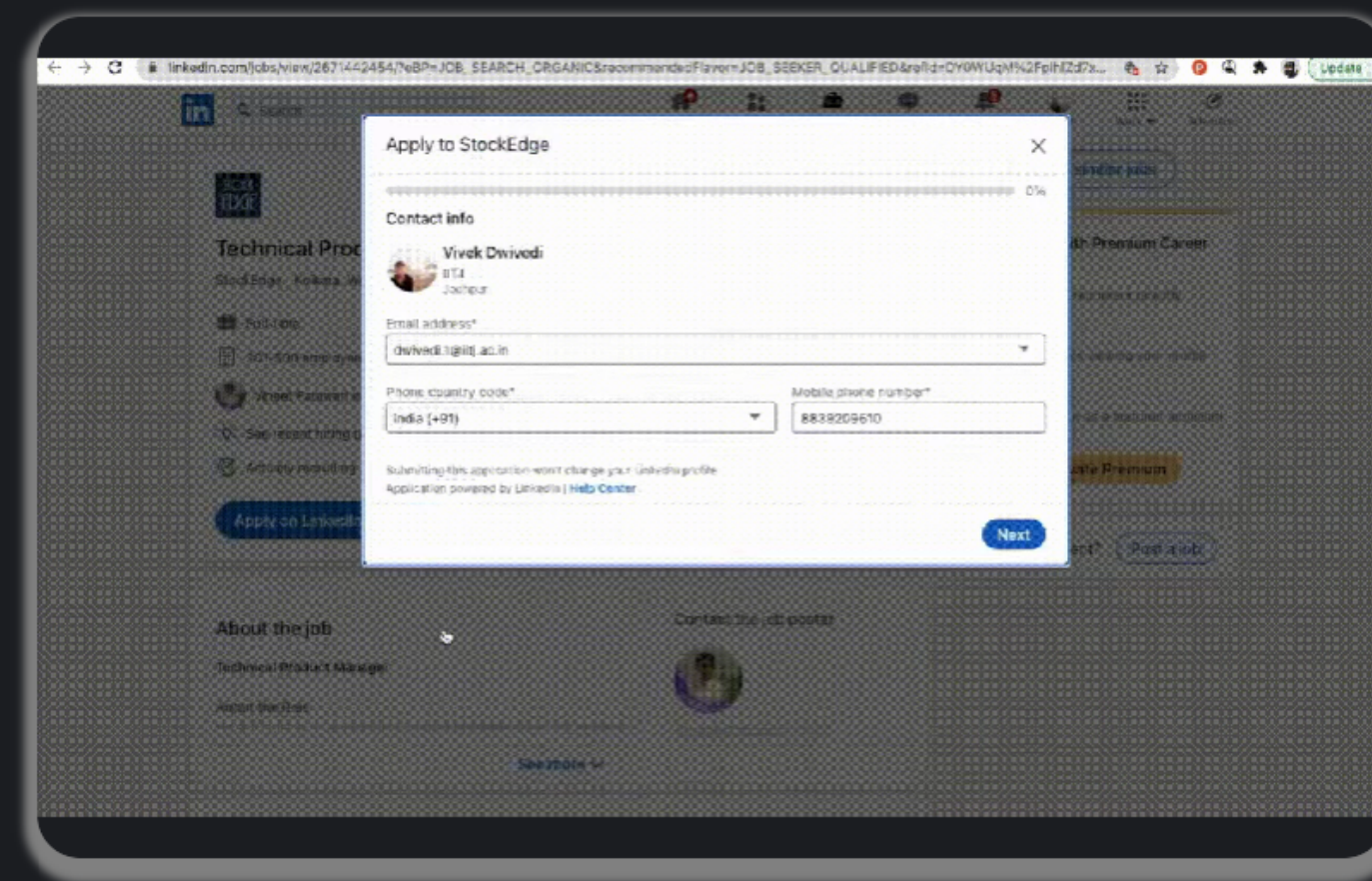
★★★★★ 4.5 Star Rated



2000+ Users



Get Started



**What worries you about
letting go of CVs?**

So what can we do instead?

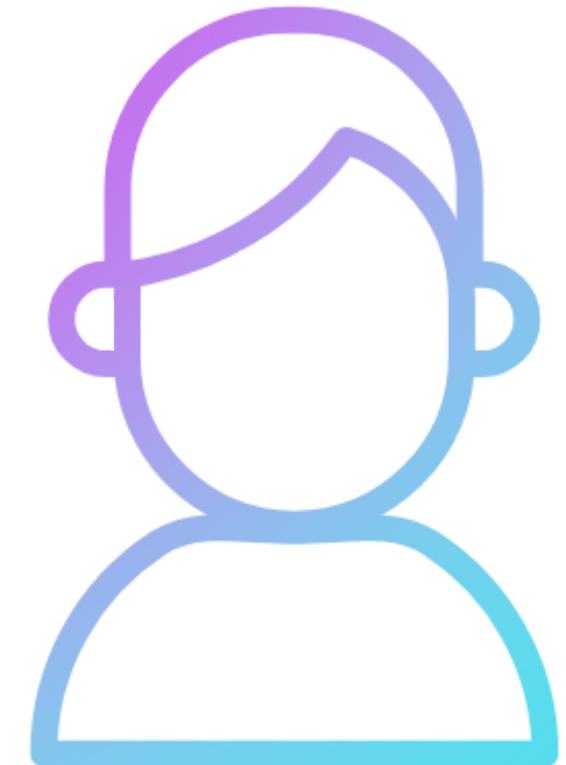
TOP

RECOMMENDATION:

**Use scored screening
questions to determine
shortlisting**

Screening Question Prompts

- What will this person spend the majority of their time doing / what will they be doing on a regular basis?
- What does success look like in this role?
- If colleagues / customers were to give this person five-star feedback, what would they be saying?
- Who will this person be working with?
- Who will they report to? Who will be reporting to them?



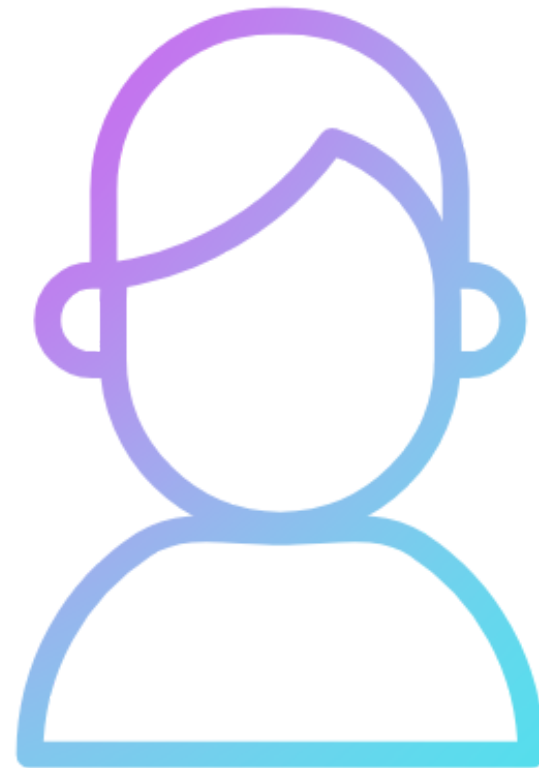
Screening Question Prompts – Fundraising Manager

***What will this person spend the majority of their time doing
/ what will they be doing on a regular basis?***

Writing Trustee
update reports

Researching
venues

Recruiting and
managing
volunteers



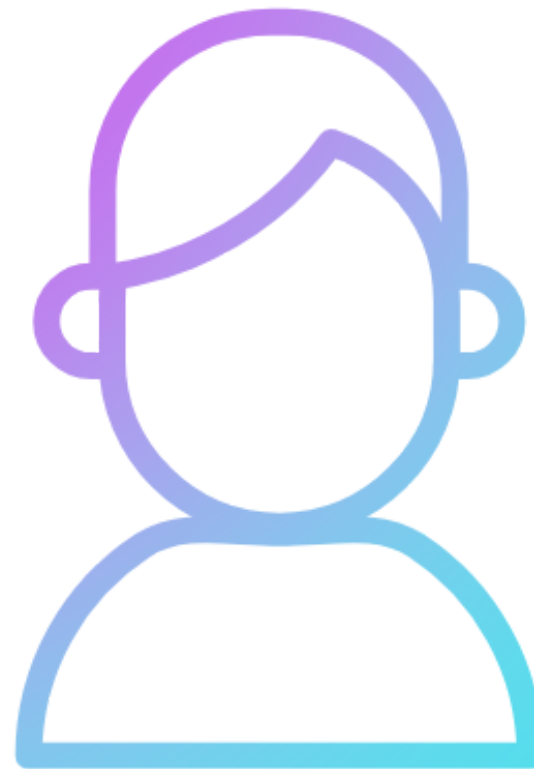
Conducting risk
assessments

Screening Question Prompts – Fundraising Manager

If colleagues / customers were to give this person five-star feedback, what would they be saying?

They keep us up to date with
key information in a timely
manner

I felt that my needs
were
accommodated



They listen to, and
action feedback

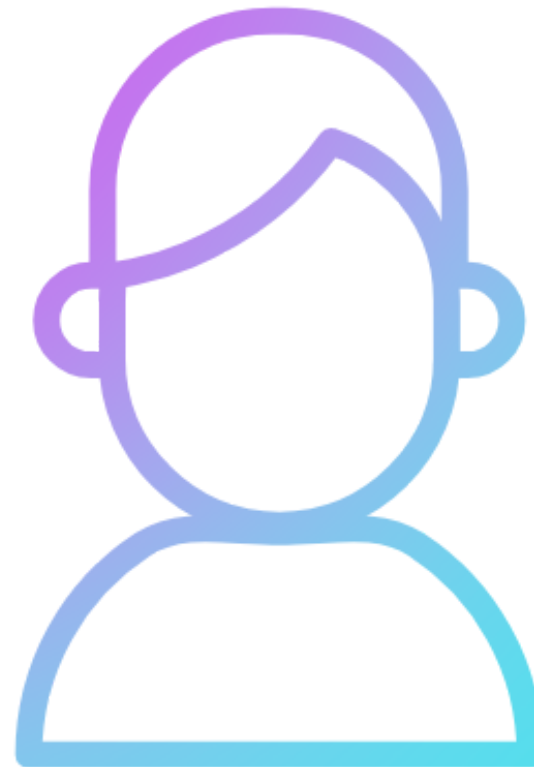
They dealt with my
complaint / issue
effectively

Screening Question Prompts – Fundraising Manager

What does success look like in this role?

Achieving income
targets

Ensuring events are
properly resourced



Building effective
relationships with
donors

Effective budget
management

Screening Question Prompts

<i>Time spent</i>	• <i>Writing Trustee updates</i> • Recruiting and managing volunteers • <i>Researching venues</i> • <i>Identifying prospects</i> • <i>Conducting risk assessments</i>
<i>Five-star feedback</i>	• They keep us up to date with key information in a timely manner • I felt that my needs were accommodated • They listen to, and action feedback • They dealt with my complaint / issue effectively
<i>What success looks like</i>	• <i>Achieving income targets</i> • Building effective relationships with donors • Ensuring events are properly resourced • Effective budget management

Recruiting and managing volunteers

Please tell us about your experience of recruiting and managing volunteers.

I felt that my needs were accommodated

What steps would you take to ensure that our event is accessible for all guests?

Effective budget management

We have a strict budget of £25,000 to deliver our event. How would you manage the budget to ensure that we didn't exceed it?

**But how do we use this
to shortlist?**

1 = OK answer

Addresses the question in very general terms; talks about the subject matter in a slightly abstract / detached manner. E.g:

“Effective volunteer management requires good communication, clear delegation and strong team building.”

2 = Good answer

Addresses the question by providing a broad overview of their experience. E.g.:

“Over the last 5 years I have recruited and managed around 100 volunteers across a varied range of roles. During that time, I have found that effective volunteer management requires good communication, clear delegation and strong team building.”

3 = Brilliant answer

Addresses the question by providing a specific, relevant example and tying it back to the job requirements for this vacancy. E.g.:

“Over the last 5 years I have recruited and managed around 100 volunteers across a varied range of roles. In my current role, I have recruited and managed 40 volunteers to support delivery of our annual gala event. To ensure that the volunteers and I worked effectively together, I...”

To shortlist, you can:

- Apply a minimum threshold
- Rank from highest to lowest
- A combination of both

Is it foolproof?

Screening Question Pitfalls

- Candidates can still make reference to specific job titles, previous employers, hobbies / membership organisations in their answers
- It won't necessarily help with high volumes of applications
- They can still make use of AI tools to help write their answers



You

write an answer to tell me about your experience of stakeholder engagement



ChatGPT

Stakeholder engagement has been an integral part of my journey. From the outset, it's been about building connections and understanding the diverse perspectives that shape our interactions. Whether it's collaborating with users, developers, or policymakers, each stakeholder brings a unique viewpoint to the table.

Engagement isn't just about communication; it's about active listening and empathy. It's about grasping the concerns, aspirations, and constraints of each stakeholder group. Through this process, I've learned to adapt, innovate, and find common ground amidst differing opinions.

Moreover, stakeholder engagement is a dynamic process. It's not a one-time event but an ongoing dialogue that evolves over time. It requires transparency, trust-building, and a genuine commitment to mutual benefit. By fostering open communication channels and soliciting feedback, we can iterate and improve upon our strategies.

Ultimately, effective stakeholder engagement is not just about ticking boxes or fulfilling obligations; it's about cultivating meaningful relationships and driving positive change together. It's about harnessing collective intelligence and leveraging diverse expertise to achieve shared goals. In my experience, the journey of stakeholder engagement has been enriching, challenging, and ultimately rewarding.





You

write an answer to "in your opinion, what are the three most important factors of good stakeholder engagement"

< 3 / 3 >



ChatGPT

In my opinion, effective stakeholder engagement hinges on three vital factors:

1. **Active Communication:** Clear, consistent, and transparent communication is the cornerstone of successful stakeholder engagement. This involves not just disseminating information but actively listening to stakeholders' concerns, feedback, and suggestions. By maintaining open lines of communication, trust is built, and stakeholders feel valued and involved in the decision-making process.
2. **Genuine Collaboration:** Meaningful engagement goes beyond token gestures. It requires genuine collaboration where stakeholders are actively involved in shaping strategies, policies, and projects. This entails recognizing the diverse perspectives, interests, and needs of stakeholders and working together to find mutually beneficial solutions. When stakeholders have a sense of ownership and agency, their commitment and support are strengthened.
3. **Mutual Respect and Empathy:** Respectful and empathetic interactions form the foundation of positive stakeholder relationships. Understanding stakeholders' perspectives, priorities, and constraints fosters empathy and builds trust. Additionally, respecting stakeholders' expertise,

Are there alternatives?

Alternative #1: Still use CVs, but redact bias-inducing info

Plus: You still get to use CVs

Minus: Someone (or something) has to do the redacting (and you still can't score).

Pick which resume fields to keep visible and which to redact.

The image displays two versions of a resume for Connor Lucas, an Operations Manager. The left version is a completed resume, while the right version is a redacted template with black boxes covering personal information and company names.

Left Resume (Completed):

- Header:** CONNOR LUCAS, OPERATIONS MANAGER. Contact: c.lucas86@outlook.com, www.linkedin.com/connormlucas, +1 409 773 3311.
- EXPERIENCE:**
 - Aluma Craft Products (2017-2020):** Senior Operations Manager. Responsibilities: Manage a team of 120 employees to deliver on-time and on-budget projects; Identify and analyze risks and develop corresponding contingency plans; Ensure projects are appropriately staffed to meet deadlines and deliver quality work; Review drawings and technical documents to scope project effectively.
 - Ryder Systems, Inc. (2011-2013):** Operations Manager. Responsibilities: Provide evidence of KPIs and reports to upper management; Develop presentations to update the board on project milestones; Simultaneously manage two teams of 15 to meet deadlines for two separate projects; Set and achieve operational goals.
 - Watsco, Inc. (2011-2012):** Operations Team Leader. Responsibilities: Purchase materials and ensure cost adheres to budget; Examine financial data and develop plans to improve profitability; Manage a team of 6 and report directly to senior management and CEO; Train incoming staff.
 - MasTec (2010-2011):** Assistant Operations Manager. Responsibilities: Develop project Plan of Action and Milestones (POA&M) schedules; Ensure adherence to schedule by inspecting progress daily; Provide biweekly project updates to upper management and key stakeholders; Track and take notes in meetings.
- EDUCATION:**
 - University of Miami (2013):** Master's of Operational Management. Cumulative GPA 3.6/4.0.
 - University of Florida (2012):** Bachelor's of Business Administration. Cumulative GPA 3.9/4.0.
- EXPERTISE:** (Section header present, no details listed).
- CERTIFICATES:** (Section header present, no details listed).

Right Resume (Redacted Template):

- Header:** [Redacted], OPERATIONS MANAGER. Contact: [Redacted], [Redacted], [Redacted].
- EXPERIENCE:**
 - [Redacted Company]: Senior Operations Manager. Responsibilities: [Redacted].
 - [Redacted Company]: Operations Manager. Responsibilities: [Redacted].
 - [Redacted Company]: Operations Team Leader. Responsibilities: [Redacted].
 - [Redacted Company]: Assistant Operations Manager. Responsibilities: [Redacted].
- EDUCATION:**
 - [Redacted]: Master's of Operational Management. Cumulative GPA 3.6/4.0.
 - [Redacted]: Bachelor's of Business Administration. Cumulative GPA 3.9/4.0.
- EXPERTISE:** (Section header present, no details listed).
- CERTIFICATES:** (Section header present, no details listed).

Alternative #2: Create a form which captures key CV info

Plus: Bias-inducing info is automatically redacted.

Minus: Candidates dislike transposing identical information into different formats.

Alternative #3: Use a combination of CVs and screening questions

Plus: You still get to use CVs, but you also have a means for standardised scoring.

Minus: The CVs might induce bias later on in the selection process.

Questions?

TOOLS & RESOURCES

Screening Question Prompts Cheatsheet



Interview with Abbe Elliston from Flatpack Festival



UPCOMING COURSE

How to do Interviews. Properly.



Wednesday 22 May, 10am - 4pm (online)

Use code **WORKCULTURE50** to get £50 off



Thanks for listening!

Let's keep in touch.



linkedin.com/in/ceri-sunu/



chief@brabble.co.uk