



Briefcase
Coach

CREATING RESULT-RICH RESUME BULLET POINTS

*Resume Resource
for Higher-Level Professionals*

RESULT-RICH RESUME STATEMENTS

For Higher-Level Professionals

Ready to elevate your executive resume? It's time to showcase the full scope of your achievements. This worksheet will guide you in crafting impactful, result-rich statements that resonate with executive recruiters and hiring managers.

Even if your role doesn't involve easily quantifiable metrics (ie. dollar figures or sales numbers), we'll help you articulate the value you bring to the table. Let's transform your resume into a powerful tool that reflects your true leadership capabilities.

**Identify
Your Value**

**Craft CAR
Stories**

**Develop
Achievement
Statements**

Identify Your Value: We'll begin by pinpointing the areas where you make a significant contribution to your organization. This involves recognizing your key responsibilities, impactful initiatives, and the positive outcomes you've delivered.

Craft CAR Stories: Next, we'll translate your contributions into compelling "Challenge-Action-Result" (CAR) stories. This structured approach helps you showcase your problem-solving skills and the impact of your actions.

Develop Achievement Statements: Finally, we'll refine your CAR stories into concise, impactful achievement statements that resonate with executive recruiters and hiring managers. These statements will form the core of your results-driven resume.

IDENTIFY YOUR VALUE

Let's start with identifying where you add value to your work. Ask yourself and answer the following questions:

- What distinguishes you from other another applicant with the same experience?
- What are the five characteristics that best describe you when you are at work?
- What is the biggest return on investment that an employer will get from you?
- What have you consistently achieved during your career? What are you best know for?
- What initiatives have you developed and implemented that helped your company increase revenue, profitability or return on investment?
- Did you generate new business, bring in new clients, or forge profitable affiliations?
- Did you save your company money or increase your company's competitive edge?
- How have you increased safety, performance levels, productivity or customer satisfaction?
- What was the largest team, budget or project value you managed?

BRAINSTORM YOUR VALUE

Feeling stuck? Here are some ideas to think about when answering these questions.

What distinguishes you from other another applicant with the same experience?

- **Leadership Style:** Think about how you approach leadership. Are you a visionary leader, a collaborative leader, a results-driven leader? What are your signature leadership qualities?
- **Problem-Solving Approach:** How do you tackle challenges? Are you analytical, innovative, or strategic in your problem-solving?
- **Communication Skills:** Consider how you interact with others. Are you a strong communicator, a skilled negotiator, or an expert at building consensus?
- **Core Values:** What values guide your work? Are you known for your integrity, your commitment to excellence, or your passion for innovation?
- **Areas of Expertise:** Where do you have deep knowledge or specialized skills that others might not possess?

What are the five characteristics that best describe you when you are at work?

- Consider choosing from this list or adding your own unique characteristics: Strategic, Driven, Analytical, Collaborative, Results-oriented, Innovative, Decisive, Adaptable, Accountable, Empathetic

What is the biggest return on investment that an employer will get from you?

- **Financial Performance:** Will you increase revenue, improve profitability, or drive shareholder value?
- **Market Impact:** Will you expand market share, enhance brand reputation, or strengthen competitive advantage?
- **Operational Excellence:** Will you improve efficiency, optimize processes, or reduce costs?
- **Talent Development:** Will you build high-performing teams, mentor future leaders, or foster a positive work environment?
- **Organizational Growth:** Will you drive innovation, lead change initiatives, or contribute to strategic planning and execution?

BRAINSTORM YOUR VALUE

What have you consistently achieved during your career? What are you best known for?

- **Key Accomplishments:** Think about your most significant achievements across different roles and organizations.
- **Areas of Impact:** In what areas have you consistently made a difference? (e.g., sales, product development, operations, leadership)
- **Reputation and Recognition:** What are you known for within your industry or professional network?
- **Unique Skills and Talents:** What are you exceptionally good at that sets you apart from others?
- **Legacy and Contributions:** What lasting impact have you made on the organizations you've served?

What initiatives have you developed and implemented that helped your company increase revenue, profitability or return on investment?

- **New Product/Service Launches:** Think about any initiatives that involved introducing something new to the market and the positive impact it had.
- **Cost Reduction Strategies:** Consider any efforts you made to streamline operations, negotiate better deals, or improve efficiency, leading to cost savings.
- **Sales and Marketing Improvements:** Reflect on initiatives that boosted sales, expanded market reach, or enhanced customer acquisition.
- **Performance and Productivity Enhancements:** Consider any programs, systems, or changes you implemented that led to improved employee performance, productivity gains, or better resource utilization.

Did you generate new business, bring in new clients, or forge profitable affiliations?

- **Strategic Partnerships:** Think about any collaborations or alliances you formed with other businesses that resulted in new opportunities or revenue streams.
- **Business Development:** Reflect on your efforts to identify and secure new clients or expand into new markets.
- **Relationship Building:** Consider any key relationships you cultivated with clients, partners, or stakeholders that led to business growth.

BRAINSTORM YOUR VALUE

Did you save your company money or increase your company's competitive edge?

- **Cost Optimization:** Think about any initiatives you led to reduce expenses, improve efficiency, or negotiate better deals with vendors.
- **Innovation and Differentiation:** Consider any new products, services, or processes you introduced that gave your company a competitive advantage in the market.
- **Process Improvement:** Reflect on any efforts you made to streamline operations, eliminate redundancies, or enhance productivity.

How have you increased safety, performance levels, productivity or customer satisfaction?

- **Safety Programs:** Consider any initiatives you implemented to improve workplace safety, reduce accidents, or enhance employee well-being.
- **Performance Management:** Reflect on any systems, programs, or strategies you used to motivate employees, set clear expectations, and drive performance improvement.
- **Customer Experience:** Think about any efforts you made to enhance customer service, improve satisfaction, or build stronger customer relationships.

What was the largest team, budget or project value you managed?

- **Team Leadership:** Consider the size and complexity of the teams you've led and the challenges you overcame in managing them effectively.
- **Financial Management:** Reflect on the scale of the budgets you've managed and your ability to allocate resources wisely and achieve financial goals.
- **Project Management:** Think about the scope and value of the projects you've overseen and your track record of successful project delivery.

This brainstorming exercise is meant to help executives understand the types of accomplishments that may resonate with recruiters and hiring managers. It is important for job seekers to spend time reflecting on their own achievements and how they directly relate to their target jobs and companies.

CRAFT CAR STORIES

The next step is to capture some of your answers to the questions from above into a list of **CHALLENGE, ACTIONS AND RESULTS (CAR) STORIES**. Aim to identify 3-5 CAR stories per past work position you are listing on your resume. Initial thoughts do not need to be refined or perfected - just jot your details down.

CAR STORY EXAMPLES

Example 1: VP of Operations

- **CHALLENGE:** Inherited an operations department with high employee turnover, low morale, and a declining customer satisfaction rating due to frequent shipping errors and delays.
- **ACTION(S):** Implemented a new employee onboarding and training program, introduced a performance recognition system, and streamlined warehouse processes to improve efficiency and accuracy. Redesigned customer communication protocols to provide proactive updates and address issues promptly.
- **RESULT:** Reduced employee turnover by 15%, increased customer satisfaction scores by 10%, and improved on-time shipping rates by 8% within the first year.

Example 2: Director of Marketing

- **CHALLENGE:** Company faced stagnant brand awareness and lead generation despite significant investments in traditional marketing channels.
- **ACTION(S):** Developed and executed a comprehensive digital marketing strategy encompassing SEO, content marketing, social media engagement, and targeted advertising campaigns. Established key performance indicators (KPIs) and implemented analytics tracking to measure campaign effectiveness.
- **RESULT:** Increased website traffic by 30%, generated a 20% rise in qualified leads, and improved brand visibility across key online platforms, contributing to a 12% growth in sales revenue.

Example 3: Chief Financial Officer

- **CHALLENGE:** Organization faced declining profitability and cash flow constraints due to inefficient cost management and a complex financial reporting structure.
- **ACTION(S):** Led a company-wide cost optimization initiative, renegotiated key vendor contracts, and implemented a new financial planning and analysis (FP&A) system to improve forecasting accuracy and decision-making.
- **RESULT:** Reduced operating expenses by 10%, increased cash flow by 15%, and improved the company's overall financial stability, enabling strategic investments in growth initiatives.

ENHANCE CAR STORIES

To further enhance each CAR story, revisit and consider if any details can be quantified or measured. For example, in the VP of Operations example, how much did employee onboarding time decrease with the new program? If customer satisfaction increased by 10%, what was the baseline score, and what was the final score?

Finally, refine CAR details into shorter, focused achievement statements with any supporting measurements. **Turn a basic resume statement into a results-rich statement, drawing from your CAR stories.**

For the VP of Operations, using the details above, the following results-rich statement can be formed:

- Reduced employee turnover by 15% and improved on-time shipping rates by 8% within one year by implementing a new employee onboarding program, a performance recognition system, and streamlined warehouse processes.

Voilà! Now you've got a results-focused statement with relevant details and keywords to spice up resume content and demonstrate your value. Employers will love it!

Now, not all results are numbers-based, so don't get frustrated if you can't measure results with hard figures, percentages, or dollar amounts for every CAR story you create. This is ok.

Consider ways that your work was valuable and share results in a generalized way. Perhaps outcomes were 'improvements', 'increases', 'best', 'time-savings', or 'top'.

ENHANCE CAR STORIES

For less number-focused results, consider these additional exploration questions:

- How do you coach, motivate and develop a winning team and develop loyalty in your staff? Have people you mentored gone on to do well?
- How would you describe your leadership style? What was the greatest achievement of a team that you directed?
- Have you won awards or received special recognition by superiors, peers, or customers?
- Did you get promoted in record time?
- Have you assumed additional responsibilities or willingly assumed tasks outside your job description?
- Have you worked internationally, across multiple industries, or within highly recognizable organizations (Fortune 500)?
- Did you complete specialized training or education?
- Did you complete projects on time and within budget? How consistently?

Take a look at how generic resume statements can be transformed into results-rich statements with just a few additional specifics, facts, measurements, or quantified details:

BASIC vs RESULTS-RICH

Resume Statements



Managed a team.

Grew sales for the division.

Directed several projects.

Improved operational processes which saved money.

Processed financial statements.

Sold computers to customers.

Answered the phone.



Managed a national team of 200.

Grew divisional sales 55% YOY by introducing new staff training program.

Directed 12 oil and gas projects last year, delivering each one on time and within budget.

Generated \$150K in cost-savings by streamlining equipment procurement process.

Processed financial statements each quarter, never missing a deadline in two years.

Sold 15 computers in one month, valued at over \$25K.

Answered a busy switchboard, fielding up to 100 calls each day for an office of 500 people.