

CV tips for specific occupations:

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ACCOUNTANTS



SPECIFIC CV RESUME TIPS FOR ACCOUNTANTS AND PEOPLE IN FINANCE

People hiring into F&A roles will be interested in how well you have contributed to the bottom line, and ideally how this translates into figures: profit, sales, costs, stock turn, debtor and creditor days, shareholder value, working capital...

And consider the significance of what might appear to be small contributions can be made substantial by stating outcomes over a period of several years.

You should make clear any specialities such as industry expertise you possess, the size of the organisation(s) you have worked for, the scope of your responsibility, familiarity with compliance or regulatory issues and any international experience.

Decision makers hiring finance people try to avoid taking chances. They are interested in aspects which will demonstrate loyalty (career stability) and trustworthiness; they need to be sure you will be worth the effort in what can be a steep learning curve.

Concentrate on facts and achievements which can be substantiated – especially figures relating to key business performance metrics and increasing shareholder value.

Key achievements should be highlighted and substantiated with facts and figures. For example:

- 'Decreased working capital by \$17m through greater focus on stock turns, debtor and creditor days. Had full responsibility for the finance department with 5 managers, 36 reports and a budget of \$6m pa: shaved \$550k off business unit costs.'
- 'Reviewed and updated Sarbanes-Oxley compliant policies across business units.'
- 'Successfully implemented Oracle financials for more than 100 users in 36 weeks.'
- 'Introduced performance management and reporting systems across the business.'
- 'Reduced number of debtor days by three by redeveloping process, resulting in better cash position and quantifiable saving of \$200k pa.'
- 'Negotiated new payroll contract, saving \$15k per month, about \$540k over the three year contract period.'
- 'Responsible for clearing backlog of invoices being queried inside four weeks.'

If you started your career with one of the high-profile prestigious Global accounting firms you may wish to make mention of this in your profile. Assuming you're a CPA or ACCA, you may wish to, state this after your name in addition to including it in your Educational qualification — it'll re-enforce your credentials.

CONSULTANTS



What next?

- Read about tips applying to all occupational types
- Three CV Resume templates to guide you
- Find a professional CV Resume writer

SPECIFIC CV RESUME TIPS FOR CONSULTANTS

It's important that your CV states the industry-specific vertical or horizontal expertise you possess.

If you have strong qualifications, accreditations, certifications and formal training, emphasise them and place them near the beginning of the CV. If they are not so strong, leave them until the end.

Experience gained with high profile companies or on high profile client projects can add gravitas.

Outline this on the first page of your CV, possibly in your profile. Where you reported in to a senior level within the client organisation, make the working relationship clear. It evidences client/stakeholder management, which is a key part of the role, particularly in more senior roles.

A strong CV should show how a consultant has added value to a business, and you should substantiate or quantify this.

It's important that you outline the scope and scale of consulting engagements, substantiating with facts and figures. What were the key deliverables and what were the actual outcomes? Dimensions and KPI's demonstrate the value-adding role of a consultant. But it also essential to explain, as a Consultant, what made a difference and how.

A Consultant should bring something to any assignment outside of that existing within the client organisation, and it is important to promote what 'made a difference'. Largely it will be subject matter expertise, but also bring focus to what differentiates you beyond that. For example, consider the strength of your personal networks and how it has been leveraged to advantage. Where did you bring new thinking to any assignment and what innovation did you introduce that give upside to the project?

Increasingly the role of the consultant is to help an organisation bring about transformation in its business. Therefore, look to highlight where your influence has enabled or delivered major change; what the organisation sought to achieve, and how your insight and skills were essential to a successful outcome.

If you are applying for a position with a professional services company, where your role would be on a charge-out basis, showcase your billings, revenue, utilisation and profit contribution.

If your billings are impressive, shout about them! If not, you'll need to consider how much weight they add.

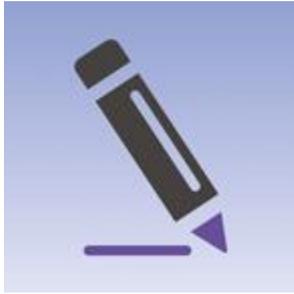
For a senior level Consultant to stand out from his peers, of great importance is being able to demonstrate strengths in project management, to organise and lead a consulting team, integrated with a client organisation, effectively managing multiple key interfaces and balancing competing demands to deliver the win-win for the client and the employer.

Make use of words which are active and instil confidence, such as: influential, convincing, robust, dynamic, first-rate, goal-oriented...

If your application is for a role where you are well qualified, be very specific about your skills, experience and accomplishments. Conversely, if the match is loose, you would be wise to be more vague. It's important to tailor CVs to individual applications.

If you can, include a good story about a serious obstacle or disaster which you have encountered, and which you tackled and brought back on track!

CREATIVE TYPES



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SPECIFIC CV RESUME TIPS FOR: CREATIVE AND MEDIA PEOPLE

You should pay particular attention to 'alignment'.

This is the most important aspect of a CV: make sure it aligns with the role for which you are applying. For example, the company you're applying to may be focused on a particular sector: businesses, current affairs, education, entertainment, the young, the old, travel etc... so tailor your CV accordingly.

And it's important to tailor your CV for each application.

The focus should be on what you can do for them rather than what they can do for you!

Use the most relevant information about projects you have worked on, particularly ones aligned to them, such as adverts, articles, copywriting, events, films, launches, productions, publications or soundtracks.

Even if your experience is in other areas, it might still be relevant. Perhaps you can bring new concepts and skills and apply them successfully to your new environment.

If so, you might wish to clarify how you think these skills could be transferred, and to what effect.

State which software packages and specialist equipment you are familiar with, and make the most of any special talents you have which others are less likely to possess.

Give examples of projects on which you have worked, and put together a portfolio with hard copies of artwork if possible. Mention people with whom you have worked (whom they may know and trust); this will add substance to your application.

If there are positive aspects to your personality and approach, mention them in your profile. Team player, for example, or good project manager/completer, or being familiar with working to budgets and meeting deadlines. These are all traits a prospective employer might find attractive.

Try to emphasise what value you might bring to the employer. They will be producing work for profit or the greater good of mankind! Either way you need to communicate how you can contribute specifically.

A last thought, as always: seek the opinion of someone else, in case you are barking up the wrong tree or failing to mention something special.

CUSTOMER SERVICES



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SPECIFIC CV RESUME TIPS FOR PEOPLE IN CUSTOMER SERVICES

At a job interview ask yourself who is your customer? In this instance it's the hiring organisation! And what's their real interest? Is it customer services?

Or is it in fact bottom line business performance? And how your role can contribute to sales, repeat business, loyalty/reputations, reduced costs, share performance etc... A strong customer services CV will mention facts and figures. For example:

- Handled 50+ calls per day.
- Set record level of first call problem resolution (91%) in March, a great contribution to the company. The higher the percentage rate the lower the cost was to the business. It also set a bar for other team members to aim at.
- Consistently exceeded my targets for up-selling 10% of customers every quarter for the last 2 years.
- Personally chosen to undertake a project to reduce repeat contact percentages from 15% to 11%. This translated into a c£250k annual cost saving for the company.
- Appointed team leader of the year.
- Won trip to Paris for highest number of up-selling deals.

If you have taken part in quality initiatives, or you have been responsible for or involved in performance reporting and review, this will be attractive to prospective employers, so include any details. Also mention any supervisory experience you may have had. An example might be as a team leader responsible for on-boarding and induction of new hires.

Incorporate details of coaching experience, such as one-to-one coaching skill sets of agents and ensuring appropriate knowledge at the point of contact. Cite any special projects you have taken part in.

For example:

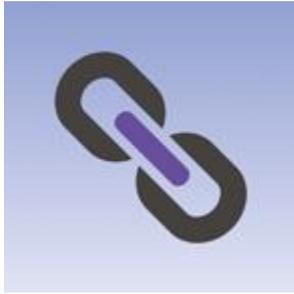
'Assigned to temporary recovery team for 6 months, as part of key initiative to minimise loss of at-risk customers.'

And if you can, link it to a story such as:

'Recognition of success in this role directly led to me being parachuted into xyz office as interim team leader, and my ultimate promotion to team leader.'

Stress details of any specific know-how, such as being expert in a particular customer service system or familiarity/certification with certain regulatory requirements. If this is notable experience, consider placing the information in a pre-eminent position.

HR PROFESSIONALS



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SPECIFIC CV RESUME TIPS FOR HR PROFESSIONALS

Your CV is likely to be reviewed by individuals in other business areas as well as HR decision makers, who tend to be focused on process.

People in other business areas will be more concerned with what the role might mean to them and the value it may bring to them in their business function.

HR decision makers will be curious to know the scope of your responsibilities and your familiarity with process and best practice. It is important to communicate these in your CV, particularly if you do not have formal HR qualifications.

They will want to know how you have performed in the role, and how you have lived up to key performance metrics.

Don't be shy about stating your contribution to any positive business outcomes which will add weight to your application. Things like:

Reducing times to hire, increasing offer acceptance ratios, improving on-boarding processes, implementing performance management systems, re-designing learning and development programmes, introducing new flexible benefits programmes, reducing cost, reducing employee absence levels and increasing retention rates. Try to back this up with facts and figures.

Hot topics for hiring senior HR people include change management, mergers, acquisitions, international operations, reward experience, employee relations experience – these are all very relevant right now. If you have it, mention it.

Increasingly, decision makers are keen to hire HR professionals with business acumen and personality!

A simple way to stand out from the crowd is to include a couple of lines outlining the nature of your employers' line of business. Few people do this. AND 'humanising' your CV with some punchy phrases and interesting hobbies will bring your personality to life.

IT TECHNICIANS



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SPECIFIC CV RESUME TIPS FOR IT TECHNICIANS AND CONSULTANTS

In an ideal world your CV needs to communicate the fact that you can add value to the business and suggest that you have business insight as well as technical acumen.

Lengthy technical jargon, whilst having some meaning for you, may have no meaning to a HR decision maker. And your particular areas of technical expertise may not even be familiar to a director of IT or CIO whose focus may be broader.

Mention your most important skills at the beginning of your CV, and put details of your most valuable/significant skills in your profile (technical and non-technical).

Avoid using detailed technical jargon unless you are including a list of specific capabilities you may have (see last bullet point) and avoid giving 'chapter and verse'.

If you can show how activities or projects you were involved in had positive effects at a business level you will be far more attractive than a nuts and bolts techie. For example:

'Part of a three person team who completed company-wide desktop refresh (400 users) of abc to def over a two week period. ¹¹_{SEP} (Emphasise projects completed on time and on budget.)

'Fixed shared network print server problem in the accounts department over the weekend! This was critical for accounts to issue the invoices.'

- 'Recovered CRM database. This held all the sales department's data (45 salespeople) and 10,000 customer records.'
- 'A virus had corrupted several files, so the system was unusable. Fixed the problem inside an hour. The sales director was ecstatic and gave me a letter of commendation.'
- 'Put in place real-time data replication facility (data mirroring), so that information across all business was backed up off-site and could be made available in the event of a disaster.'

- 'Identified an opportunity to cut cost by adding work onto an existing contract and eliminating another supplier, which created a simpler support environment, and saved the business \$320k over two years.'

Consider putting any lists of technical skills or training courses and accreditations at the end of your CV. Avoid listing them in single columns; put them in tables and mention the most important.

Decide whether you wish to include all your skills: you could categorise some, for example: 'expert user of all Office/desktop software applications', instead of separately listing applications such as Word, Excel, Access, Powerpoint and Outlook.

LAWYERS



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SPECIFIC CV RESUME TIPS FOR: LAWYERS & SOLICITORS

Keep in mind that unless you are employed by the government as a public defender or prosecutor, you are paid by a private sector firm and their principal interest is not goodwill to all mankind! It's how much profit they can make.

[SEP] Or, if you are employed as a in-house lawyer or one working for a contingency fee-based law firm, how you can contribute to profit.

There are five things a lawyer should particularly bear in mind when writing a CV:

1) Avoid being outdated.

[SEP] Many experienced professionals dish up CVs from their past with their most recent employment details bolted on. It would be far better to re-write your CV from scratch.

If you're applying to a small firm where any on-going training is likely to be limited, you might wish to emphasize your interest in keeping abreast of developments in the field, mentioning relevant reading material etc.

Conversely, if you're applying to a large international firm, it would be better to stress your thirst for knowledge.

2) Tailor your CV for each application: Different types of law firms will have different priorities, and you may be applying for job roles with more than one type of focus.

Don't pre-suppose that one CV is apt for all employers. Make sure that for each CV submission you highlight your strengths for that particular firm. It's unlikely your CV will be read for longer than six minutes!

For some firms, qualifications will be paramount. For example, if you are applying to a large law firm, they tend to be more interested than smaller ones in academic achievements, including grades and class ranking.

If you graduated at the top of the class or from a recognised best in class college, make this stand out and place the information at the front of the CV.

Alternatively, if your experience and achievements are your most significant strengths, these should be put at the front.

If you are a recent graduate your education is probably best placed at the front of the CV. And take note of our tips for graduate and junior job seekers.

Consider the size and nature of the law firm to which you are applying. For example, working for a big law firm is NOT a nine-to-five job, so you might want to mention your willingness to work long hours, and perhaps that it's not unusual for you to work 60-80 hours a week.

And if you're applying to work for a small firm you might wish to stress your flexibility. Often lawyers in small firms are expected to do their own paperwork and sometimes work weekends, given occasional peaks in case load.

3) Specialisations: Draw attention to your areas of specialisation, such as contract disputes, entertainment, family law, intellectual property rights, international operations, M&As, share transfers, trading rights, tax etc...

And spotlight your specific in-depth knowledge of particular vertical markets such as finance or pharmaceutical.

If you think it adds value give details of any noteworthy cases you have won and list any participation in legal associations or groups, or perhaps presentations or lectures you have given.

If you are a niche expert and/or working for a firm recognised as being the best in its field, accentuate this.

4) Focus on your achievements and transferable value:

Draw attention to your abilities as a 'rainmaker' and ideally substantiate this with examples, such as your having introduced prestigious or high spend clients.

Emphasise your fee-earning record, for example, increasing monthly billings by 30 per cent.

If you have managed substantial caseloads, bring this to light with facts and figures.

And if you're a practice manager:

- Highlight the success of your department's billings.
- Point out initiatives you have been responsible for which have improved process or increased efficiency, and therefore billings and profitability.
- If you have increased the number of billable hours per head, mention it.
- If you have set up new practices, say so.

5) Have a qualified person verify your CV:

Lawyer candidates are particularly judged on their ability to craft words, so give excruciating attention to detail and be adept at explaining complex issues in simple terms!

Make sure you get your CV checked for any grammatical or spelling faults, otherwise your case is likely to be dismissed.

MANAGEMENT & LEADERSHIP



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SPECIFIC CV RESUME TIPS FOR PEOPLE IN SENIOR MANAGEMENT & EXECUTIVE LEVEL ROLES

'Alignment' is the most important feature in a CV. If you are submitting blind and don't know anything about the job in question, lack of alignment will put you at a disadvantage.

In a perfect world, you should align your CV with the role for which you are applying. For example, if the role on offer involves managing managers, where you would be accountable to the board, you need to emphasise relevant experiences or capabilities.

You need to use your judgement about how your experience maps across best with the hiring needs and how you can best position your achievements, experience and skills.

For example, you may be applying for a role with three times as many reports however in which the geography or number of locations being managed is similar, in which case you may be best writing: managed teams across the USA, Canada and South America.

And if you are aware that a certain transformation or productivity increase is uppermost on the agenda, you're probably best making sure this is clear and communicated with fact.

i.e. look at the scope, scale and nature of responsibility, and determine the strategic goals, and align your CV Resume with them.

Consider your role / business unit and whether this should be put into a perspective, in relation to internal, external or other issues which may help better position you.

It's worthwhile outlining the size of organisations for which you have worked. Mention turnover, employee numbers and scope of responsibility – and how that responsibility manifested itself.

Concentrate on facts and achievements which can be substantiated – especially figures relating to key business performance metrics and increasing shareholder value.

Achievements: Accentuate the positive: your role regarding increase in turnover, profit, market share, margin, share price, return on capital successes in new market areas or initiatives - these are all worth highlighting. Dimensions such as monetary sums or percentages are tangible and particularly evidential of success where performance improvement can be shown. It shows your focus on achievement.

Leadership: Highlight your relevant roles: were you a senior manager executing company policy, or were you the leader responsible for formulating policy? Leadership is particularly well demonstrated in relation to driving significant organisational changes or business transformations, or even steering an organisation through a difficult time.

Creativity: What new ideas have you contributed? Can you show a step-change in business performance or bottom-line contribution you brought about through blue-sky thinking?

What organisational level have you reported in to? Specify if you are experienced in reporting to a board member of a listed company.

Project management: Which significant projects have you led? For example, you should mention a significant turnaround, a push into new business and/or the creation of a new business model. This says that the execs put trust in you (provided that you succeeded!).

Outline the breadth of your responsibilities and any functions managed. Mention the kinds of people you have managed; operational people, managed managers or managed managers who manage managers! And include the size of teams you have managed, as well as any difficult people management challenges, for example, being responsible for right-sizing an organisation.

Demonstrate that you have rounded skills which show you have experienced bad times as well as good, and learned from the experience.

If you are a senior manager, chances are that you are more mature, and you may have more employers listed on your CV than you would ideally like. If this is the case try to state instances where companies you were working for were merged, bought or sold. It is acceptable to omit early career positions to allow more focus on the most recent roles.

If you have a Bachelors' or Master's degree, or an MBA, you need not mention qualifications at a lower level, except achievements with a recognised significance, such as Six Sigma. Include any significant and relevant Institution memberships that you hold.

It is increasingly appropriate to mention initiatives you have been involved with in respect of Corporate & Social responsibility such as compliance, risk management or reporting, or areas which protect an organisation's value, worth, exposure or business reputation.

 Consider mentioning any communication skills: examples of public speaking, acting as a press spokesman for your company, any TV work, etc. if you believe this is relevant to the role.

MANUFACTURING AND OPERATIONS



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SPECIFIC CV RESUME TIPS FOR PEOPLE IN ENGINEERING, MANUFACTURING AND OPERATIONS

On your CV make sure you stress the value you have contributed to the success of an organisation, and if possible how this translated into figures: profit, sales, negotiating or reducing costs, maximising working capital...

The significance of what might appear to be small contributions can be made more substantial by stating outcomes (cumulative) over a period of several years. Reducing work in progress (WIP), lead times, stock inventory and waste elimination are highly valued initiatives.

State clearly any industry, technology or process expertise you possess, the size of the organisation(s) for which you have worked, and the scope of your responsibility.

Include generic terms, such as those applying to a broad range of organisations, including innovation, continuous improvement, waste elimination in processes, as well as specific information such as that relating to certain niche sector.

Your responsibilities and achievements should be highlighted and substantiated with facts and figures. For example:

- 'P&I management and strategic planning for a business with a budget of £ABC, tasked with delivering XYZ volumes/production quantities, responsible for xyz employees and planning (monthly, quarterly and annual).'
- Drove up ROI by xyz per cent through a series of I projects focusing on continuous improvement - cost reduction, process de-bottlenecking and production optimisation.'
- 'Improved supply chain performance through a 24% reduction in the number of suppliers decreasing component costs by 7% or \$50k per month, delivering \$1.8m budget reduction over three years.'

- 'Identified a specific problem with inflexible production line configuration, and conceived a solution which reduced work in progress (WIP) by 34 per cent, slashing costs by \$40m annually.'

It's common for people with manufacturing or engineering backgrounds to be too rich in technical detail and to give too much information. Be careful not to hide major accomplishments by mentioning too many minor ones! Avoid acronyms that others may not understand.

Where technical expertise is important, demonstrate why by relating it to achievement and the value derived from its application.

Increasingly the challenges and pressures of regulatory issues within engineering, manufacturing and operations, including health, safety and environmental matters needs to be addressed by professionals in these fields, and experience in these areas should be highlighted, particularly where significant improvements have been made or specific challenges effectively dealt with.

Any people management experience needs to be clearly identified particularly from the perspective of effective leadership such as building team capability and managing people performance.

Be sure to include any fields of specific expertise such as knowledge of management techniques (Six Sigma, Lean, Kaizen), or being an expert with a particular system or familiarity/certification with certain regulatory requirements. If this kind of experience is noteworthy, consider placing the information in a pre-eminent position. Also reference any specific technique where it was critical to an achievement.

MARKETING EXECUTIVES



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SPECIFIC CV RESUME TIPS FOR MARKETING EXECUTIVES

Expectations of a first rate quality CV is perhaps highest in marketing. It's particularly important for a marketing professional to have a good CV as it is a selling document, and is seen as an example of their work.

Your CV must showcase the value you have brought to an organisation, and ideally how this translates into figures: profit, sales, margin, market share, shareholder value... What might appear as small contributions can be made significant by expressing outcomes over several years.

Current hot buttons for marketing CVs are:

- Measurable marketing: marketing ROI, how marketing contributes to shareholder value and cashflow.
- Digital marketing: driving people to your web site through SEO, PPC, affiliate marketing and converting them to customers: web site analytics and optimisation.
- Event triggered marketing: real time response to competitive actions, new emerging customer needs
- Collaboration with field operations: sales, service, call centres, partners
- Global strategies versus regional or local initiatives
- Customer retention, customer loyalty, maximising lifetime value of customers
- Sales promotions, incentives to attract new customers
- Corporate social responsibility and 'greening'
- Multi-channel integrated marketing communications campaigns

A strong marketing CV must communicate facts, figures and achievements, in particular outcomes such as sales revenues, margins, conversion ratios, numbers of enquiries/leads, numbers of hits, attendees, market share...

Companies don't want cost, they want profit! Too many marketing people give details on their CVs about marketing budgets but fail to mention what was the contribution. If you are giving details of your marketing budget make sure you offset it with positive profitable outcomes.

Marketers with product marketing, market research or channel marketing backgrounds should be aware of falling into the common trap of giving too much detail, using excessive technical jargon and talking about a specific product at length.

PROJECT MANAGERS



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SPECIFIC CV RESUME TIPS FOR PROJECT MANAGERS

Start with a good layout to your CV, one which is clearly structured and has consistency. After all, you should have good organisation skills!

Keep formatting and text fonts simple and straightforward.

Ensure you have explained yourself clearly and that, regardless of any industry or technical jargon, your messages can be understood by everyone. A good project manager should be able to communicate at all levels of seniority and intellect. Avoid the use of acronyms that may be company specific.

Management and organisational experience are key. Draw attention to your roles in planning, designing, budgeting, process design, preparation, building and managing cross-functional teams.

Stakeholder management is often critical, particularly delivering a project to the end-user/client, whether internal or external; therefore demonstrate how you managed the key influential relationships, and the commercial arrangements.

Substantiate your background with details of the nature, scale, impact and outcomes of projects. And how they finished on time and to budget! Dimensions give the reader a feel for your seniority as a Project Manager within your sector. A \$50m project budget portrays you as a 'bigger' PM than someone who operates with a \$10m budget. A 13% saving in budget looks better than a 9% saving. Use financial figures and percentages to your advantage. Delivery against project KPI's is the ultimate accountability of a Project Manager.

State clearly how you established project controls, how you have anticipated and managed risks and quality issues, and monitored progress. Include details of how you have adhered to acknowledged standards.

If you have relevant qualifications or familiarity with recognised project management or quality improvement methodologies, such as Prince or Six Sigma, be sure to include them. These are project tools so ensure that they are mentioned when referring to the execution of a specific project.

Try to include a good anecdote about a serious obstacle or disaster which you may have come across, and how you tackled it and brought things back on track!

A strong project management CV will communicate not just the relevant strengths of the individual, but ALSO the business value which was ultimately realised.

RESEARCH AND DEVELOPMENT



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SPECIFIC CV RESUME TIPS FOR: PEOPLE IN RESEARCH AND DEVELOPMENT

Employers want to know what impact you have made or value you have contributed to a business. What you did and how it impacted on the business is a demonstration of your abilities. Where possible this should be quantified.

Case studies or examples of projects you have worked on are vital. This helps decision makers visualise and understand how your skills and experience can be utilised.

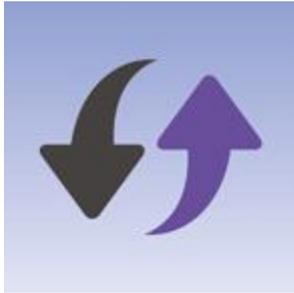
R&D teams often work for long periods on projects together, so the ability to work with others as part of a team is critical. Furthermore, on a personal level, many R&D people tend to be 'loose cannons' and do not take criticism well. So showing that you are a team player who is willing to take direction will be well received. You could also add the fact you are a team player to your profile.

As well as being a creative area, R&D is also a process-driven function, so planning and measurement abilities are very important. You should draw attention to these skills in your CV, and again, this could be included in your profile.

Technical abilities AND understanding of the wider business environment are often important attributes. This includes knowing how to utilise consumer insight and market research, plus an appreciation of overall business objectives and brand strategy. If you have such aptitudes outline them in your CV.

If you can, showcase any original thinking, e.g. include a list of publications to which you may have contributed and/or any prestigious events such as conferences and congresses where you made a presentation.

SALES



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SPECIFIC CV RESUME TIPS FOR PEOPLE IN SALES

Study potential employers' requirements, and make sure you mention relevant aspects of your career which apply to these specific needs.

- Simply put, how can you appear most relevant to the role?
- And what will they be particularly interested in??? A: Your track record — in recent years.
- You need to make your track record look at its best, how can you show your success in its best possible light.

Chances are they'll at some stage want to know what your track record looks like.

- How can you show your track record at its best bearing in mind they'll want to see success in the recent past, not the distant past?
- Does your last 3 years look best, or does it look better shown as the last 5 or 6 years.
- Consider the possible negative implications of massive success 10 years ago making the last 3 years look poor.
- Smart employers will look to understand what your annual targets have been, what your actual performances were, what your OTE has been, and how you've performed against it.
- Ideally your CV Resume will show your annual target number and actual performance, and this will show you'll have been above goal. It is not usual to state salary nor OTE on a CV Resume however often employers will ask for proof of earnings during an interview process.

Key achievements should be highlighted and substantiated with facts and figures. A good sales CV will include plenty of these. Include your performances versus target, particularly if your track record shows consistent above-goal performance.

However, if the emphasis of your success is based on achievements gained some years ago, you will be considered yesterday's news — what you did 10+ years ago will be of little interest to the employer; employers hire people who are successful now or who have been very recently.

- Tell prospective employers about any significant sales for which you have been responsible, e.g. biggest order, highest value client and/or first sales of new proposition types.
- Name-dropping of high profile client names, where you have won business or grown revenues, will add weight to your application.
- Include awards and accolades you have won, and mention your membership of achievers' clubs or similar.