RESUME PREP WORKSHEET

1. YOUR POSITIONING

How many years of HR/People Operations experience do you have?
Round to the nearest meaningful number (e.g., 5+, 8+, 10+, 15+).

What types of organizations have you worked for?
Consider characteristics like industry and financing models (e.g., GovTech, healthcare, retail, Seed to Series D, family-owned, bootstrapped/PE-backed, post-IPO/public, nonprofit).

What scale have you operated at?
Smallest → largest headcount, revenue range, team sizes you've managed.

What are your 2–3 deepest areas of expertise?
For example, compensation & benefits, performance management, org design, M&A integration, global/remote ops.

What's your builder profile: Are you a visionary, executor, or amplifier?
This helps refine the pitch for how you contribute to an organization and what roles are the best fit.

- ☐ Visionaries cast a vision about where the team is going and how they'll get there.
- ☐ Executors get the most important work done.
- ☐ Amplifiers help others be more productive and impactful along the way.

What's your "one simple thing" that describes the arc of your career?
This should be a single sentence that is memorable and captures the essence of why a company should hire you. For example, mine is "I help take tech companies from startup to scale-up." Bold this at the end of your resume summary.

2. YOUR COMPANIES (repeat for each role)

Company name:

What did the company do? (one line)
Include: industry, business model (B2B/B2C/marketplace), product/service, customer type.

Funding stage when you were there?
Bootstrapped, Seed, Series A/B/C, PE-backed, post-IPO. Describe as of your time there, not today.

Company size when you joined → when you left?
Headcount and/or revenue range. E.g., "20 → 200+ employees, <$50M to $150M revenue."

How were you brought in and who did you report to?
E.g., "Recruited post-Series B, reported to CEO, member of Executive Team."

Title(s) held (list all if promoted):

3. YOUR ACCOMPLISHMENTS

For each role, list 3–6 accomplishments using this formula:

Action Verb + Result (with a number) + What You Did

Ask yourself these questions to uncover accomplishments:

- What am I most proud of from my time with the organization?
- What metrics improved because of something I built, changed, or led?
- What was broken or missing when I arrived, and what did I do about it?
- What did I create from scratch (programs, teams, processes, frameworks)?
- Where did I take something from X → Y? (score, %, headcount, cost, time)
- What cross-functional impact did I have beyond HR?
- What recognition did I earn? (performance rating, award, promotion timeline)
- If my favorite colleague were to tell the story of my legacy at the organization, how would they describe it?

Strong examples:

- Reduced time-to-hire from 49 to 28 days through a new ATS, revised job descriptions, and structured interviewing
- Boosted our company-wide engagement score from 63 (bottom 25th percentile) to 73 (50th percentile) while overseeing 4 successive reductions in force (RIFs) in 3 countries, taking headcount down by 75% (100+ to 25)
- Increased satisfaction with pay transparency from 13% to 78% and moved 90%+ employees into pay bands with a compensation philosophy, public total rewards overview, job leveling framework, and pay data platform

Weak examples (avoid these, they lack results and fail the 3/4ths space test below):

- Responsible for recruiting and talent acquisition
- Managed a team of HR professionals
- Helped improve employee engagement

Metrics That Matter for HR Leaders

Pull from these categories to quantify your impact:

- **Talent Acquisition:** time-to-hire, time-to-fill, offer acceptance rate, candidate CSAT, quality of hire
- **Retention:** voluntary turnover, regrettable attrition, internal mobility rate
- **Engagement:** eNPS, engagement score with percentile benchmarks, survey participation
- **Compensation:** % employees in band, pay equity gap closed, total rewards satisfaction, cost savings
- **Team Growth:** headcount managed, team size scaling, budget owned
- **Business Impact:** headcount scale (X→Y), revenue scale ($X→$Y), EBITDA and/or revenue per FTE impact
- **Efficiency**: process improvement %, cycle time reduction, cost savings

4. TIPS AND BEST PRACTICES

- **Use space well:** As a test, print your resume and folder it in half long-wise, then in half again. Then, use a pen to draw a line on the fold that's **3/4ths of the way across the page** (top down in portrait mode). Any sentence that doesn't reach that pen line is wasted space. Either, add words to give more context or cut to reduce lines.
- **Color code your resume:** After using AI to optimize to your heart's desire, print your resume and use 1-2 highlighters to color-code your resume. Green = strong selling statement for the role I want. Yellow = Weak selling statement for the role I want. You want to make as much of your resume Green as possible.

YOUR FULL NAME

City, State/Province · Phone · Email · LinkedIn URL

Tip: Make sure your LinkedIn, website, and any other URL are clickable in a PDF version of your resume.

SUMMARY

X+ years of experience in people operations at [types of companies: bootstrapped, VC-backed, PE-backed, post-IPO] [industries: SaaS, fintech, healthcare, construction, etc.] as they scaled from [X] to [Y] [people or revenue range]. Deep expertise in [area 1], [area 2], and [area 3]. [If a people manager] Have led teams ranging in size from [X] to [Y], including [if applicable, managers of managers, specific sub-domains in the field, etc.]. In short, [**your one-line positioning statement**].

Tip: Bold your closing statement. This is your "one simple thing" (OST). Make it punchy and memorable. It should be a phrase you feel comfortable saying aloud in the career story section of a recruiter phone screen.

PROFESSIONAL EXPERIENCE

Company Name, one-sentence description of industry, business model, funding, and size for context **YYYY – Present**

Recruited [insert story of why you joined the company] as a member of [insert function] Team reporting to [insert title]**.** Include any standout credibility markers, such as top 5-25% performance rating, scope of coverage, promotion record.

Tip: Give recruiters context on every organization. Right next to the organization name, include a one-line description with industry (software, healthcare, retail), business model (B2B, B2C, marketplace, PLG, sales-led), funding model (bootstrapped, VC-backed, PE-backed, post-IPO, nonprofit), and size (revenue, headcount, business unit, or customers).

Examples:

- Column, Series A public information software for media companies, law firms, and businesses
- Quorum, bootstrapped B2B SaaS for public affairs teams at corporations, nonprofits, and associations
- Axon Enterprise, post-IPO market leader in B2G public safety technology (TASERs, body cameras)

Important: Describe the company as it was when you worked there, not where they are today. Don't disclose proprietary or confidential information that could violate a CIAA or NDA you signed.

Job Title (e.g., Vice President, People Operations)

- Action verb + what you did + result with a number, extending to at least 3/4ths of the page
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Job Title (e.g., Director of People Operations)

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Company Name, one-sentence description of industry, business model, funding, and size for context **YYYY – Present**

Recruited [insert story of why you joined the company] as a member of [insert function] Team reporting to [insert title]**.** Include any standout credibility markers, such as top 5-25% performance rating, scope of coverage, promotion record.

Tip: Use up to 3 lines to tell a story about why you joined the organization and what the scope of your work included.

Examples:

Recruited post-Series B as a member of Executive Team reporting to COO, then CEO**.** Earned "Truly Outstanding" (Top 5%) performance rating. Served as human resources business partner to multiple leaders (CRO, CTO, Head of Finance).

Served as Chief of Staff to the President when Axon was 22nd fastest growing company in the USA, scaling from 250 to 1,000+ employees ($190 to $350M in revenue) and undergoing a dual transformation from manufacturing to SaaS.

Job Title (e.g., Head of People Operations)

- Action verb + what you did + result with a number, extending to at least 3/4ths of the page
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Company Name, one-sentence description of industry, business model, funding, and size for context **YYYY – Present**

Recruited [insert story of why you joined the company] as a member of [insert function] Team reporting to [insert title]**.** Include any standout credibility markers, such as top 5-25% performance rating, scope of coverage, promotion record.

Tip: If all your roles have been 2+ years in length, list years (YYYY) instead of Month + Year for date ranges to obscure short gaps between positions. The primary concern with career gaps is skill decay or job hopping.

That's irrelevant if you have proven you can stay in positions for 2+ years and haven't been out of the workforce for 3-5+ years at a time. Don't stress over a 3-6 month gap. If you were out of the workforce for an extended time, create a position that describes that period (e.g., caregiving for an ill parent).

Job Title (e.g., Director of Human Resources)

- Action verb + what you did + result with a number, extending to at least 3/4ths of the page
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Job Title (e.g., Senior People Operations Manager)

- Action verb + what you did + result with a number, extending to at least 3/4ths of the page
- Action verb + what you did + result with a number, extending to at least 3/4ths of the page

Job Title (e.g., People Operations Manager)

- Action verb + what you did + result with a number, extending to at least 3/4ths of the page

Tip: If you held multiple positions at the same organization, do not list the organization multiple times. Just stack titles.

Company Name, one-sentence description of industry, business model, funding, and size for context **YYYY – Present**

Recruited [insert story of why you joined the company] as a member of [insert function] Team reporting to [insert title]**.** Include any standout credibility markers, such as top 5-25% performance rating, scope of coverage, promotion record.

Job Title (e.g., People Operations Manager)

- Action verb + what you did + result with a number, extending to at least 3/4ths of the page

Company Name, one-sentence description of industry, business model, funding, and size for context **YYYY – Present**
Job Title

Tip: For positions 10+ years ago, or those that are less relevant to a current field, reduce the information provided. Go down to only the organization name, title progression, and 0-2 bullets per position.

EDUCATION AND CERTIFICATIONS

College Name, Name of Major and Honors (e.g., Summa Cum Laude), Name of Minor
Nationally Recognized Student Organization (e.g., Phi Beta Kappa). Academic Award with Context (e.g., top 5%).

Certifications: Name of Certification #1, Name of Certification #2, Name of Certification #3

Awards: Award Name (Source, Year). Award Name (Source, Year). Award Name (Source, Year).

SKILLS AND INTERESTS

HR Tech Stack: Lattice, Greenhouse, Ashby, Deel (EoR), Rippling, JustWorks (PEO), Pave, Gusto, BambooHR, Compt
Volunteering: Board of Trustees for [type of] Foundation ($XM+ endowment), [insert organization name] advisor
Interests: Interest #1 (proof point), Interest #2 (proof point), Interest #3 (proof point), e.g., love traveling (40+ countries)

Tip: The Skills and Interests section serves two purposes. First, it helps with keyword and AI searches. Use this to stack acronyms, vendor names, industry terms that come up in ideal job descriptions. Second, it makes you memorable.

Tip: If you have less than 10 years of experience, keep your resume to a single page. For 10+ years, up to 2 pages is fine. 3+ pages is only encouraged for positions that require citations, like specific academic or scientific roles.