



A2 ACHIEVE WORKING PROFESSIONAL GAP ANALYSIS

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DAVID, HERE IS WHAT I SEE

When I look at your career as a whole, I do not see someone who needs to start over or completely reinvent himself. I see someone with 24 years of medical sales experience whose background is probably stronger than the way it is currently being communicated.

You have spent your career building relationships, learning products, negotiating, working with contracts, understanding what customers actually need, introducing new products and services, and helping clients make or save money. You have managed a medical sales territory valued at approximately \$3 million. You have helped clients reduce costs by thousands of dollars, helped clients increase revenue, introduced software that improved billing and patient-record processes in medical labs, trained and mentored other sales representatives, and earned sales-related recognition. That gives us real material.

The problem right now is not that you do not have enough experience. The problem is that we do not yet have enough detail around that experience to prove its full value.

Your questionnaire gives me the themes of a strong career, but it does not yet give me the chronology, numbers, scale, progression, or specific examples I need to make a Director- or VP-level employer immediately understand what you have actually done. That distinction matters.

You have a resume-information gap much more than you have an experience gap. There are, however, a few areas where the level of role you pursue will matter. A senior individual-contributor sales role and a Vice President of Sales role are not evaluated the same way. We need to be careful not to confuse “24 years of strong sales experience” with automatic qualification for every executive sales position.

Your career direction is realistic. It just needs to be narrowed and positioned correctly.

CAREER TARGET

Right now, your target is too broad. You identified sales or executive work and listed Director, VP, and Account Executive as possible titles. You are open to essentially any industry, although you indicated that you are leaning more toward something outside medical sales than remaining exclusively in medical. You described that roughly as 40% staying and 60% moving into something new. That flexibility is helpful during exploration, but it is too broad for a resume.

An Account Executive, Sales Director, and Vice President of Sales may all work in sales, but employers hire them for different reasons. I would divide your search into three possible lanes.

Lane One: Senior, Strategic, or Enterprise-Level Sales

This is currently your strongest and easiest-to-prove lane.

Potential titles may include:

- Senior Account Executive
- Strategic Account Executive
- Enterprise Account Executive
- Key Account Manager
- Key Account Director
- Strategic Accounts Director
- National Account Executive
- Business Development Executive

Your 24 years of experience, client relationships, \$3 million territory, product knowledge, negotiations, contracts, new-product introduction, revenue improvement, and cost-reduction work all translate naturally here. This lane also allows you to change industries without simultaneously asking an employer to take a chance on both an industry change and a major change in level or function.

Lane Two: Sales Leadership and Business Development Leadership

Potential titles may include:

- Sales Director
- Regional Sales Director
- Director of Business Development
- Director of Strategic Accounts
- Commercial Director
- Business Development Director

I believe this lane is realistic, but we need more documentation. You have already told me that you have led teams, trained employees, mentored and developed people, handled difficult conversations, led meetings and client calls, represented your organization externally, and stepped into leadership during high-pressure situations. You describe your leadership style as “quiet strength,” and the leadership accomplishment you are most proud of is training new representatives and watching them succeed. That is legitimate leadership.

What I do not yet have is enough information about the scale of it. For Director-level positions, I want to know how many people you trained, what kind of teams you led, whether you influenced territory or regional strategy, whether other representatives routinely came to you for guidance, whether you participated in forecasting or planning, and what happened because of your leadership.

You have also said that you do not want to emphasize middle-management experience. That is fine, but we should not throw away useful evidence simply because you do not want another traditional middle-management job. We can use the leadership without making “middle manager” your professional identity.

Lane Three: Vice President-Level Sales Leadership

I would treat VP as a selective target rather than the only target at this stage. Your overall career length absolutely makes executive-level opportunities worth investigating. What I cannot yet

establish from the information provided is whether your experience includes enough of the things many VP-level employers expect: direct responsibility for sales teams, hiring and performance management, forecasting ownership, organizational strategy, large-scale revenue accountability, multi-market responsibility, budgets or P&L ownership, compensation-plan development, or responsibility for an entire sales function.

That does not mean you lack those things. It means I do not have them documented. That is an important difference. Before we build a resume around VP-level opportunities, I want to determine whether the evidence is there.

YOUR CAREER STORY

The beginning of your career story is clear:

- You have 24 years of medical sales experience.
- You understand customers.
- You build relationships.
- You understand products.
- You negotiate.
- You work with contracts and corporate strategy.
- You solve client problems by looking at both revenue and cost.
- You have introduced new products and technology.
- You have trained other salespeople.
- You have worked in high-pressure, performance-driven environments.

What is missing is everything that connects those points chronologically. I do not yet have your complete list of employers, dates, titles, promotions, territory changes, expanded responsibilities, or major transitions. That is currently the largest gap in the Working Resume.

For someone with 24 years of experience, progression matters. We want an employer to be able to see something along the lines of:

Sales experience → increasing account and territory responsibility → larger commercial responsibility → sophisticated client and contract work → leadership and rep development → broader sales strategy.

If that is what happened, we need to show it. If your career took a different path, we need to show that accurately instead. We do not want to manufacture a perfectly linear career story. We want to uncover the real one.

EXPERIENCE YOU CLEARLY HAVE

Based on the information you provided, I am comfortable saying that you already bring substantial experience in:

- Relationship-based sales
- Medical sales
- Territory management
- Client relationship development
- Product knowledge

- Negotiation
- Contract management and implementation
- Corporate and account strategy
- Revenue growth
- Client cost reduction
- New-product introduction
- Needs-based or consultative selling
- Client problem-solving
- Business development
- Proposal and contract support
- Client meetings and presentations
- Sales training
- Mentoring and developing other representatives
- Informal team leadership
- Working with sensitive or high-stakes information
- Working under deadlines and contract requirements
- Salesforce
- Microsoft Word, Excel, PowerPoint, Outlook, and Teams
- Medical equipment, devices, and platforms

You are not trying to move into sales from an unrelated profession. You are trying to determine how far a long sales career can travel beyond the industry in which it was built. That is a much easier story to tell.

EXPERIENCE I BELIEVE YOU HAVE BUT NEED TO DOCUMENT BETTER

This is where a large amount of your resume value is currently hiding.

Sales Performance

You told me that you have won sales trips and prizes for success.

I need to know:

- What did you win?
- When?
- How did someone qualify?
- How many people qualified?
- Were you ranked?
- What percentage of quota did you achieve?
- Were there years you significantly exceeded quota?

Those details can turn “successful salesperson” into evidence.

Territory Scale

We have one very useful number: approximately \$3 million.

Now I want the rest of the picture.

- Was \$3 million annual revenue?

- Book of business?
- Territory value?
- What geography did you cover?
- How many accounts?
- How many major accounts?
- How much did the territory grow?
- What was it when you inherited it?
- What was it when you left or at its peak?

Revenue Growth

You said that you have helped clients increase revenue and that revenue increases have actually been a bigger part of your value than cost reduction. That could become one of the strongest themes in your resume. But we need examples. Even estimates are useful.

Cost Savings

You have saved clients thousands of dollars by converting them to lower-cost products and services. That is good resume content. Now we need to know whether “thousands” means \$5,000, \$25,000, \$100,000, or substantially more across your career.

Technology and Process Improvement

You introduced more efficient software into medical labs to improve billing and patient-record processes. That is more important than it may initially sound because it proves that you were not simply selling a product. You were identifying a business problem, recommending a solution, helping implement it, and connecting the solution to the client's financial or operational needs. That is highly transferable sales experience. We need the details.

Contracts

You have managed and implemented contracts on behalf of clients. I want contract values, approximate volume, negotiation responsibility, renewal responsibility, implementation involvement, and examples of complicated situations you helped resolve.

PROFESSIONAL POSITIONING

I would not position you simply as:

“Medical Sales Professional.”

That is too narrow.

I also would not position you simply as:

“Executive.”

That is too vague.

At this stage, I would position you as a senior sales and strategic account professional with 24 years of experience building client relationships, managing significant territory responsibility, negotiating and implementing contracts, introducing new products and solutions, improving client economics, and developing other salespeople.

The medical industry is part of your credibility. It does not have to become a cage around the rest of your career. Your strongest professional story is not simply that you know medical products. It is

that you know how to understand a customer, build trust, determine what actually makes financial and operational sense for that customer, and sell the appropriate solution. That travels.

YOUR SELLING STYLE IS AN ASSET — BUT WE NEED TO PROVE IT

You repeatedly came back to relationships, personality, understanding people, communication, and knowing the difference between what a customer needs and what a customer wants. You said what differentiates you is your personality and communication expertise. You described yourself as relational and said you communicate best through conversation. You also described your approach under pressure as calm but urgent. I believe this matters.

But “personable” cannot carry a resume by itself. The resume needs to show what your relationship skills have produced:

- Revenue.
- Trust.
- Contract wins.
- Long-term accounts.
- Product adoption.
- Referrals.
- Customer retention.
- Expanded accounts.
- Problem resolution.
- Access to decision-makers.

If we can connect your personality to outcomes, it becomes much more than a soft skill.

LEADERSHIP

Your leadership story is currently stronger than your formal supervisory experience. You indicated that you have not directly supervised employees, but you have led teams, trained and onboarded employees, mentored and coached others, handled difficult conversations, led meetings and client calls, represented the organization externally, and taken leadership roles in high-pressure situations. That is useful.

For Senior Account Executive, Strategic Accounts, Business Development, and some Director-level positions, leadership through influence can be extremely valuable. For positions that specifically require management of a large sales organization, however, lack of direct people supervision may be a real gap. We should not hide that. We also should not make it bigger than it is.

The strategy is to describe the leadership you actually have very clearly and then evaluate each opportunity individually. For the right Director-level position, experience may outweigh the lack of a traditional reporting structure. For a VP role responsible for 50 salespeople, it may not.

INDUSTRY TRANSITION

Moving outside medical sales is realistic. I would not recommend approaching the market as: “I’ve done medical sales for 24 years but now I want to do something completely different.” That unnecessarily makes the transition sound harder than it is.

The better story is:

- You have spent 24 years in complex relationship-driven sales, and you are now interested in applying that sales experience in a broader commercial environment.
- You are changing the product or industry.
- You are not changing the fundamental thing you know how to do.

The easiest transition will probably be into environments where relationship development, account strategy, negotiation, contracts, technical or complex products, and longer-term client relationships still matter. We can expand farther once we decide what kinds of companies and products actually interest you.

“Any industry” is a starting point for exploration. It should not remain the final strategy.

SKILLS AND TECHNOLOGY

Your core tools currently include Microsoft Word, Excel, PowerPoint, Outlook and Teams, Salesforce, and what you listed as “Power BU.” I want to confirm whether you meant Power BI before I put it on a finished resume. You also indicated experience with numerous medical equipment devices and platforms. That category needs expansion.

A hiring manager outside your industry may not understand why particular technologies matter unless we name them and explain how you used them. Salesforce is especially useful because it translates directly into many industries. We should also determine how extensively you have used CRM reporting, forecasting, dashboards, pipeline management, account planning, and sales analytics.

EDUCATION AND CREDENTIALS

You earned a BS in Finance/Economics from Springhill College in 2000. I do not see an education problem. I also would not recommend running out to get a certification simply because you are considering an industry change. Nothing you have told me suggests that another degree is the thing standing between you and the roles you want.

If we eventually find a credential that appears repeatedly in the specific positions you are targeting and would materially increase your opportunities, we can evaluate it then. For now, your time is much better spent documenting your actual 24 years of experience.

YOUR RESUME

I use a method of turning a Working Resume (your master file) into Targeted Resumes. I do not believe in trying to make one resume do everything. The plan is to build at least two Targeted Resumes from your Working Resume.

Version One: Senior Sales / Strategic Accounts

This version would emphasize:

- Revenue
- Territory management
- Account growth

- Client relationships
- Negotiation
- Contracts
- New products
- Problem-solving
- Revenue improvement
- Cost reduction
- Complex sales

Version Two: Sales Leadership / Business Development

This version would still show sales results, but it would move more emphasis toward:

- Sales strategy
- Rep training
- Mentoring
- Team leadership
- Business development
- Client presentations
- Contract strategy
- High-pressure decision-making
- Leadership through influence
- Organizational representation

If the rest of your career history supports VP-level targeting, we can build a third executive version. With 24 years of experience, I would not force your finished resume into one page if doing so strips away the evidence we need. The Working Resume should be much longer because its job is to preserve the entire inventory. The targeted resume can then be reduced.

LINKEDIN

LinkedIn is especially useful during an industry transition. Your headline and About section should not box you into medical sales unless you ultimately decide to stay there. At the same time, I would not erase 24 years of medical experience in an attempt to look more “industry neutral.” That experience gives you credibility. We need to translate it.

A direction such as this makes more sense:

Senior Sales & Strategic Accounts | Revenue Growth | Contract Negotiation | Business Development
| Client Strategy | Sales Training & Development

We can refine that once the final target is established.

NETWORKING

I would not recommend that you conduct this job search primarily through online applications. Relationship-building is one of the strongest things you say you do. Your job search should use it.

The people I would want you thinking about first are:

- Former clients who know how you work

- Former coworkers
- Former supervisors and sales leaders
- Representatives you have trained or mentored
- Vendors and industry partners
- People who have moved from medical sales into other industries
- Recruiters who specialize in sales leadership or strategic accounts
- Springhill College alumni in target companies or industries
- Community relationships developed through PACT and other service

The purpose is not to ask everyone for a job. The purpose is to begin finding out where someone with your combination of relationship sales, account strategy, negotiation, contracts, product knowledge, and client-facing experience is valued outside the exact category in which you have spent your career.

INTERVIEW READINESS

I suspect interviewing will ultimately be one of your stronger parts of the search because so much of your professional strength appears to be conversational and relational. But I want to make sure you have the stories to back it up.

Before interviews begin, I want you able to tell a concise story about:

- The \$3 million territory
- A client whose revenue you materially increased
- A client whose costs you materially reduced
- A product or service you successfully introduced
- The medical-lab software implementation
- A difficult contract you negotiated or implemented
- A failing or underperforming situation you were asked to help fix
- A representative you trained or mentored successfully
- A high-pressure situation in which you stepped into leadership
- Your biggest sales award or recognition
- Why you are considering leaving your current environment
- Why you are interested in another industry

You also identified “numerous compensation changes over the past five years” as a professional challenge you have dealt with. We need a clean, factual way to explain that.

Compensation can absolutely be part of why someone changes jobs, but I do not want an employer walking away believing compensation is the only thing driving your search.

Your stronger story is about wanting the right environment to sell, build, perform, and be rewarded appropriately for results.

GENUINE RISKS

Your target is currently too broad.

This can be corrected quickly. Director, VP, Account Executive, medical, and “any industry” cannot all receive equal emphasis in the same resume.

We do not have enough career chronology.

This is the biggest immediate problem. I need companies, titles, dates, progression, responsibilities, and accomplishments.

We do not have enough metrics.

You have strong accomplishment categories, but not enough numbers. That is fixable.

VP-level targeting may expose a formal-management gap.

You have significant leadership-through-influence experience, but you indicated that you have not directly supervised employees. Whether that matters depends heavily on the specific role.

An industry change adds another layer to the search.

This is manageable because you are staying within sales, but the resume must translate your medical experience into business language rather than assuming an outside employer understands it.

You are not open to relocation.

That narrows some opportunities, particularly executive-level positions that require a leader to be physically located in a specific market. Your willingness to consider remote, hybrid, or onsite work gives us some flexibility.

Compensation needs to be handled strategically.

After several years of compensation changes, we need to understand what compensation structure you want next and make sure you do not end up in another environment that creates the same frustration.

WHAT IS NOT A PROBLEM

Your age or length of career is not something I would try to disguise.

Your Finance/Economics degree is sufficient for the work you are targeting.

You do not need to collect certifications simply to make the resume look fuller.

You do not need to pretend that you have been a traditional people manager if you have not.

You do not need to throw away medical sales experience in order to move into another industry.

And you do not need to fill your resume with personality adjectives.

We have enough actual experience to prove the important things.

PRIORITY GAPS

If I rank what matters most, this is the order I would put it in:

1. Complete the 24-year employment history.
2. Quantify your sales performance and client impact.

3. Decide which two career lanes we are targeting first.
4. Document the true scope of your leadership.
5. Translate medical sales into broader commercial language.
6. Build the targeted resume and LinkedIn around that positioning.

Everything else is secondary.

DO NOW

First, give me the complete career history. We'll do this in the follow-up questions within the Working Resume.

For every significant position, I need the company, title, location, dates, territory, customer type, major responsibilities, and accomplishments.

Second, we need to pull numbers out of the career. Your \$3 million territory is a start, not the end.

Third, choose the two lanes we want to attack first. My current recommendation would be: Senior/Strategic Sales and Account Leadership and Sales Director/Business Development Leadership. We can then evaluate VP opportunities selectively rather than making VP the threshold for whether an opportunity is worth considering.

NEXT 30 DAYS

- Build the complete Working Resume.
- Create the first two targeted resume versions.
- Create or overhaul LinkedIn so it supports the same professional story.
- Develop a strong interview story bank.
- Identify a group of former clients, colleagues, vendors, sales leaders, and other warm contacts who can help you learn where your experience travels.
- Begin reviewing real job descriptions and track which requirements repeatedly appear.

NEXT 30-90 DAYS

- Test the market instead of guessing about it.
- Pay attention to which resume version gets interviews.
- Watch the level at which employers respond.
- Determine whether companies see you most naturally as a senior producer, strategic account leader, Director, or VP.
- Look at which industries respond best to your background. Then adjust. The market will give us useful information if we are intentional about how we enter it.

MONITOR

- VP-level requirements, particularly direct management and revenue ownership.
- Compensation structure.
- Geographic requirements.

- How heavily specific employers value direct industry experience.
- Whether your lack of relocation flexibility is materially limiting the roles you want.
- And, most importantly, whether the opportunities you are considering give you what you appear to want next: the ability to sell, build relationships, contribute at a high level, lead and develop people, and be rewarded for actual performance.