GTM TALENT COMMUNITY

Key Takeaways Document
September 7th, 2023

Feedback:

Thank you for attending the GTM Talent Community meeting!

We welcome your feedback and would appreciate you completing the below form, so we can keep improving the sessions:

https://scalewithstrive.com/forms/gtm-talent-community/

SECTION No: /01

Who are we?

/01

Biographies:

Sam Crook
GTM Recruitment Manager
Starburst

Eve Hudak
Founding GTM Recruiter
Monte Carlo

Adam Richardson
Co-Founder and MD
Strive

MC
CONFLUENT
TELEPORT
APOLLO
GraphQL
MUX
f5
Starburst
people.ai
Cribl
Kong
Culture AI
Retool
Grafana
TANIUM
docker
AUDITBOARD
DATASTAX
honeycomb.io
Vanta
imply
Chainalysis
DRATA
scale
harness
startree
replit
tray.io
RAPIDAI
sprinklr
Recorded Future
hightouch
OBSIDIAN
POSTMAN
webflow
chronosphere
atlan

deel.
Airbyte
stability.ai
data iku
Fairmarkit
MERGE
dremio
elastic
MATILLION
databricks
ZIP
Cockroach Labs
neo4j
coupa
CUBE
unravel
ClickHouse
Verkada
DATADOG
chronosphere
Lookout
tillo
coda
cocoon
unit
Showpad
multiverse

Our Mission:

This is an international community of GTM Recruiters from the world’s fastest-growing companies.

Together, we teach new skills, forge meaningful connections, and help our companies grow.

The Purpose of our Forums:

- Networking
- Sharing Ideas & Best Practices
- Sharing Market Intelligence

Today’s Agenda (Housekeeping):

- Future Speakers

  Currently in talks with contacts at Sequioa, Sapphire and Index. Watch this space!

- Slack Workspace

  The community currently utilises Strive’s workspace, but we will be upgrading to our own dedicated workspace – updates to follow.

SECTION No: /02

Guest Speaker

/02

Today's Guest Speaker: Carly Field

- Area Vice President Global Talent Acquisition
- Over 8 years' of TA experience at BMC Software
- 20+ years' recruitment experience

bmc

Q: How do you manage your time?

Note, this was in relation to the fact that Carly manages a team as well as recruiting directly for C-Suite / Exec Roles.

- You have to be selfish with time.
- Ensure you have created strategic thinking time where you are not visible on (e.g.) Teams.
- Aim to always be accessible to your front line team and consider utilizing tools such as WhatsApp.
- Carly is currently running Exec search herself (8 roles currently), but also using it as an opportunity to upskill a team member.
- Utilise your relationships and use communication effectively / different routes of communicating – especially where there are large time differences.

Q: How do you keep your team motivated / morale high?

Especially during times when hiring is slow.

- Remember this will be very different in different countries, due to different cultures and drive.
- Carly has created in her team ‘Moments that Matter’ – understand what matters to that individual on your team – e.g. time with family, time to go to the hairdressers etc. Help them manage these moments.
- Ensure the individual can see the next step in their journey. Give people who want to “be on the bus” the opportunity for development.
- Give them exposure to the wider business / opportunities (“throw the baby in the swimming pool”) – be behind them in support, but equally off to the side to give them some breadth. Give the team time to get involved in what excites them; holding their hand, giving them the exposure and supporting them.
- Carly has implemented themes in different years – e.g. ‘Pride in Work’ (what are we doing to increase our reputation internally and externally). This year their focus is on ‘101 Recruitment’ – going back to basics and reviewing Hiring Manager and candidate experience, understanding how these can be improved.
- Development – expect a team member to demonstrate they want to develop. What are they doing to support themselves? Set clear expectations for individual.

Q: How do you train Hiring Managers effectively?

Including how Team Members manage this training / relationship also.

- Carly has developed ‘What does good hiring look like’ which is especially required for sales and technical roles. It is designed for those HMs who think they are the expert at everything!
- They have also developed a Competency Framework, plus a Compliance Course that all managers have to go through (online learning) – this was mandated by BMC and is supplemented with either Classroom or Zoom training.
- Ensure you use different levers of influence – e.g. the training was mandated initially, then relaxed once people saw the value to instead make it more conversational and collaborative.
- Don’t be afraid to call out a HM on what they got wrong in a professional and constructive manner. Coach them around what they can and can’t do to improve your candidate experience.
- These conversations are never about being aggressive – should be a two way, honest conversation where you can put across your candidate’s feedback. Ensure you are authentic in delivering the feedback.
- These conversations are an opportunity to ‘nip things in the bud’. Candidates are getting angrier and more vocal – take the sting out of any issues with the HM and protect the Exec from any legal situations.

Q: How do you keep Diversity in hiring front of mind?

And how do you empower your team to have these conversations?

- Remember this will be baby steps to change.
- Challenge yourself and look at top of your funnel in terms of stats v goals – who is being progressed.
- Understand what diversity you looking to achieve. What is the mandate from the organization? How aware are the recruiters / Exec team?
- Use the TAM to see what the funnel could be in terms of diversity – how far off are you? 101 ideas – look at your job adverts, tone of email, etc.
- Be intentional. Talk about your stats – who have you got to what stage? Change your reporting to C Suite to show these relevant stats.
- How are your competitors performing? Put that in your report to increase competition and focus.
- Talk about it – build awareness internally and use a change model to improve the situation (Carly uses the ADKAR model for change).
- Look for opportunity and always report on it – this is the best way to influence the Exec.

Q: What changes are you most proud of impementing?

- Transformation of the team (wasn't originally one team when Carly joined) – now the entire Front line have come from within BMC – growing from within the team.
- Operational rhythm and method – to be able to scale and grow globally, consistently.
- Swopped out the ATS system.
- Reducing global time to hire from 75 days to 46 days – whilst reducing the team (was originally 3x the current size). This was achieved by optimizing the process, with every metric going in the right direction whilst taking 9M in cost out of function.
- Reducing Agency spend from 27% to 1% - saved 1.5M in agency fees.
- You can do any change if have the right people. It's them who drive the change.

Q: How do you make your function scalable?

And what key metrics should you track?

- People, Process, Systems.
- Put every process on a board and challenge it. Keep experience and speed at top of mind when reviewing.
- From a scalability point of view, review processes and then people – you need a team to swarm together like bees.
- Time to hire is a critical metric for productivity / revenue (in sales roles).
- Understand your route to market and understand where to focus your energy – is it referrals? Is it agency? Where is success and what does it look like for your business?
- Quality of hire is a hard metric to track as you have no control over their function onboarding / day to day management.
- GTM – how many gaps has the CRO got + time to hire + revenue lost in this period – powerful stat for showing missed opportunity. Carly reports to the CFO weekly about gap to plan – they like to hold GTM at 97-100% of headcount target.

Q: what does a CEO / CRO want from you?

Especially during quieter periods – i.e. other than filling roles.

- Be spring loaded, be ready.
  - Map the TAM
  - Understand the business
  - Understand where the business is going next – how will that influence hiring?

- Have agility – be able to move at speed.
  - Spend time with Sales Ops and understand where there is opportunity – look at revenue, pipeline, who is achieving pipeline (i.e. who might be leaving and where there might be gaps).
  - Always be ready for a surprise leaver – especially if they have big revenue targets / pipelines.

Useful Links:

- Link to more information on the ADKAR Model
- Link to the recording of the Session

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Next Forum:

October 5th, 2023