



GTM TALENT COMMUNITY

Key Takeaways Document

July 6th, 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

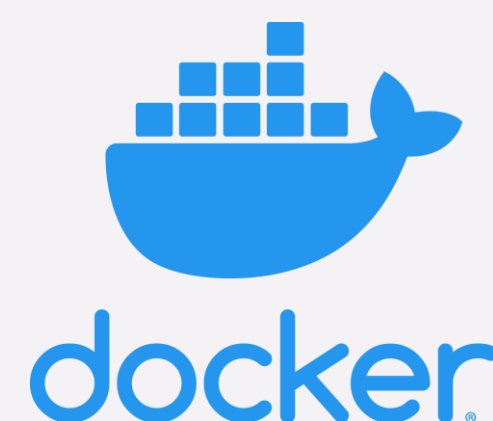


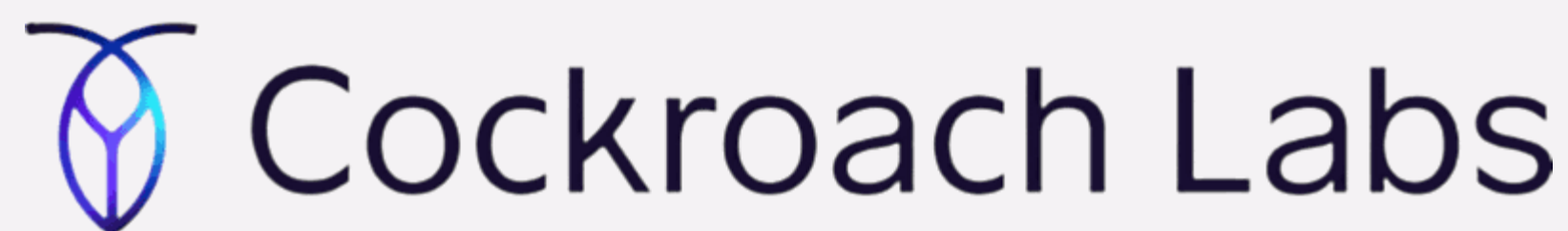
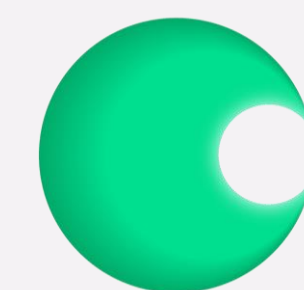
Eve Hudak
Founding GTM Recruiter
Monte Carlo



Adam Richardson
Co-Founder and MD
Strive





The logo for Deel, featuring the word "deel." in a bold, blue, sans-serif font.The logo for Airbyte, featuring a stylized blue icon of two hands or wings meeting at a point, followed by the word "Airbyte" in a bold, black, sans-serif font.The logo for stability.ai, featuring the text "stability.ai" in a white, sans-serif font on a black rectangular background.The logo for dataiku, featuring a teal circle with a white bird icon inside, followed by the words "data" and "iku" in a bold, black, sans-serif font.The logo for Fairmarkit, featuring a stylized blue bird icon above the word "Fairmarkit" in a bold, black, sans-serif font.The logo for Dremio, featuring a stylized blue and white unicorn head icon followed by the word "dremio" in a bold, black, sans-serif font.The logo for Elastic, featuring a colorful icon of four overlapping circles (yellow, green, blue, and pink) followed by the word "elastic" in a bold, black, sans-serif font.The logo for MATILLION, featuring a green icon of two stylized mountain peaks followed by the word "MATILLION" in a bold, black, sans-serif font.The logo for Databricks, featuring a red icon of three stacked cubes followed by the word "databricks" in a bold, black, sans-serif font.The logo for ZIP, featuring the word "ZIP" in a large, bold, black, sans-serif font.The logo for Cockroach Labs, featuring a stylized blue and purple icon of a roach head followed by the words "Cockroach Labs" in a bold, black, sans-serif font.The logo for Coupa, featuring a stylized blue and white flower icon followed by the word "coupa" in a bold, blue, sans-serif font.The logo for Neo4j, featuring a blue icon of three connected nodes followed by the word "neo4j" in a bold, black, sans-serif font.The logo for CUBE, featuring a blue icon of a 3D cube followed by the word "CUBE" in a bold, black, sans-serif font.The logo for Unravel, featuring the word "unravel" in a bold, blue, sans-serif font.The logo for Verkada, featuring a black icon of two overlapping shapes followed by the word "Verkada" in a bold, black, sans-serif font.The logo for ClickHouse, featuring a yellow icon of four vertical bars followed by the word "ClickHouse" in a bold, black, sans-serif font.The logo for Chronosphere, featuring the word "chronosphere" in a bold, black, sans-serif font.The logo for Lookout, featuring a green icon of a fan-like shape followed by the word "Lookout" in a bold, black, sans-serif font.The logo for Coda, featuring a red icon of a stylized letter "C" followed by the word "coda" in a bold, black, sans-serif font.The logo for Cocoon, featuring an orange icon of a stylized letter "C" followed by the word "cocoon" in a bold, black, sans-serif font.The logo for Showpad, featuring a blue icon of two overlapping shapes followed by the word "Showpad" in a bold, black, sans-serif font.The logo for Unit, featuring the word "unit" in a bold, white, sans-serif font on a black rectangular background.The logo for Tillo, featuring the word "tillo" in a bold, blue, sans-serif font.The logo for Multiverse, featuring the word "multiverse" in a bold, black, sans-serif font.

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:

- Referral bonus schemes
- Building a world-class hiring process
- Discuss key learnings



SECTION No: /02

Referral Bonus Schemes

/02



Referral Bonus Scheme:

Input from attendees re their schemes

- Adam from Strive discussed from his experience of speaking to lots of companies, he had seen lots of different referral bonus schemes. The more attractive the scheme, the better they work (he has typically seen a range from £3 – 7,000) and this can reduce the reliance on an external agency.
- Brian from Airbyte advised they reward successful referrals with a \$10,000 fee (for all roles). At his previous company, the reward was varied depending on the role (with GTM roles typically being the bigger fees). Currently, they want all roles to be seen as equally important, hence not splitting. They have seen that having this higher value has brought a steady number of referrals.
- He advised they also have a \$5,000 external bonus fee, which he understands isn't seen a lot. Anyone can refer externally into the company.
- For both, they are paid once the employee has passed probation (six months) – no staggering of payment.



Referral Bonus Scheme:

Q&A from attendees

Questions	Answers
How manage the quality of referrals coming in?	Ideas given: <ul style="list-style-type: none">• Give thorough feedback on declines - advise why the person isn't suitable and also use as an opportunity for the referrer to refer a more suitable person.
SLAs / process for referral management	Ideas given: <ul style="list-style-type: none">• Get your referrals via your ATS so you get notified.• Aim to move referrals through in 24 hours.• Follow up with the referrer to get more information as needed.• If rejecting the candidate, ask the referrer if they would rather reject them to manage that relationship.



Referral Bonus Scheme:

Q&A from attendees

Questions	Answers
Managing a referral process during layoffs	<p>Ideas given:</p> <ul style="list-style-type: none">• Manage the layoff process correctly. Typically, you may then also have a hiring freeze for a few months, to allow you to relaunch the referral scheme correctly / sensitively.
What do companies do with no referral bonus?	<p>Ideas given:</p> <ul style="list-style-type: none">• Sitting with new recruits (first two weeks), to examine their LinkedIn connections and pro-actively seek the referral there and then.• Reminding employees who may have equity in the company that recruitment is an important part of the growth journey that everyone should support. Give the ‘why’ behind why a bonus isn’t being paid.• Put the emphasis on all driving for the same success – get people to refer who they want to work with and who can support that drive. People join early start-ups to be on a growth journey, remind them of this.



SECTION No: /03

Breakout Rooms

/03



Building a world class recruitment process:

Room 1: Pre-Interview

- The Role – defining the role and responsibilities (Job Description)
- Key Metrics in hiring – CV to Placement – Time To Hire – Acceptance Rate – Drop Out Rate
- The hiring criteria – defining the ICP and Key Traits/Characteristics

Room 2: Interview Process

- The number of stages in the interview process
- The objective for each interview stage
- The format of each stage – Discovery, Competency, Role Play Challenge, Culture Assessment
- The scoring matrix/methodology
- The score card and defining what pass/fail looks like
- Feedback from internal stakeholders
- Communication and Feedback to the candidates
- Decision making

Room 3: Post Interview

- Referencing / Backchannels
- Making the offer / Rejecting candidates
- Admin – contracts etc (timing being key)
- Managing notice periods – Risk management and Candidate engagement



SECTION No: /04

Discuss Key Learnings

/04



Breakout Room 1:

Pre-Interview

- Hiring success plan:
 - Timeline.
 - Hiring criteria.
 - Defining what success looks like.
 - Creating ideal pass-through rates for each stage of the interview process.
- Job descriptions:
 - When creating from scratch, consider using ChatGPT can for a first draft.
 - Use your notes from intake meetings with the Hiring Manager.
 - Consider sending a form with the questions you would need to answer to the Hiring Manager for completion.



Breakout Room 1:

Pre-Interview

- Intake meeting
 - Cover what was learned in the past from hiring for that role (good and bad).
 - Go to the meeting with a list of sourced candidates to get initial feedback from the HM.
 - Consider asking the HM to bring 3 ideal candidate profiles to the meeting for calibration.
- Selling points
 - Talk to the HM about how to sell the team – the vision, the opportunity, etc.
 - Especially for sales roles, speak to RevOps to get data about deal sizes, territories, etc.



Breakout Room 2:

Interview Process

- Structure of interviews
 - 4 – 6 interviews as a sweet spot. Some have got it to 3 steps – balance of speed and quality.
 - Not every conversation is an interview.
- How to keep interviews on track
 - Structured scorecards.
 - Be extremely specific – input actual questions, outline all the values and competencies.
 - Make sure interviews (and interviewers) are consistent – use documentation to support.



Breakout Room 3:

Post Interview

- Backchannels and References
 - Most do on an ad hoc basis but typically aim to do back channeling earlier in the process.
 - Slack your Sales Leaders who have connections to ask them to back channel – consider using a template as to what they should say / how approach the situation.
 - Ensure the person you are approaching is credible and it will value add to the process.
 - Mixture of formal and informal referencing. Use informal referencing to dig into areas HM has concerns.
 - Use a different format for managers and individual contributors.
- Making an Offer / Rejecting candidates
 - Maintain brand experience and show empathy with the candidate.
 - Get on the phone!



Useful Links:

- Full notes from Breakout Room 3 [\(Post Interview\)](#)
- Salary Benchmark [Document](#)
- [Whitepaper](#) – Creating for Scale: How to optimize your recruitment process for accelerated growth*
- Interview Questions and Quick Tips [document](#)

*Forgive us, its on old branding!





GTM TALENT COMMUNITY

Next Forum:
August 3rd, 2023

