



GTM TALENT COMMUNITY

Key Takeaways Document

June 1st, 2023



SECTION No: /01

Who are we?

/01



Biographies:



Sam Crook
GTM Recruitment Manager
Starburst

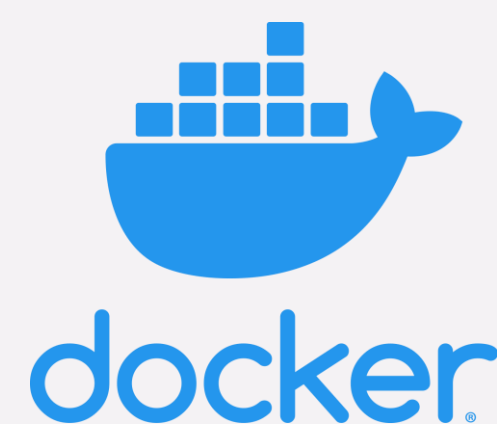
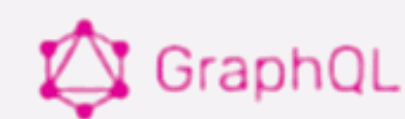


Eve Hudak
Founding GTM Recruiter
Monte Carlo



Adam Richardson
Co-Founder and MD
Strive





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



SECTION No: /02

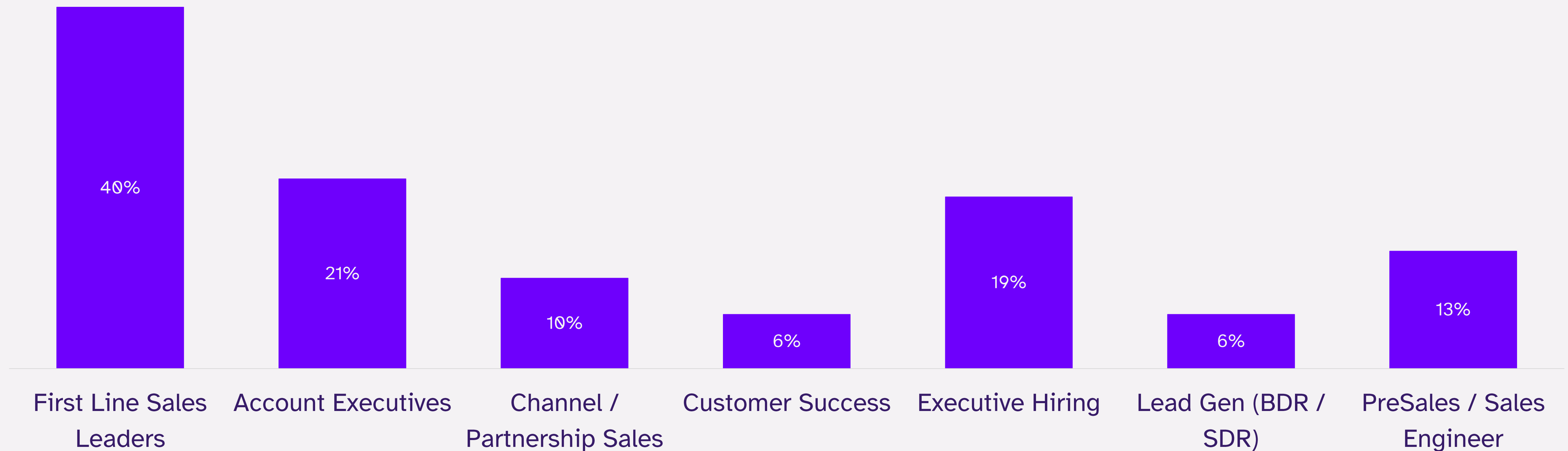
Forum Discussion Points

/02



Challenges:

Where are the bottlenecks for hiring within your organisation?



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Where are the bottlenecks for hiring within your organisation?

- Based on a survey completed before the forum, 40% of attendees were seeing bottlenecks in hiring First Line Sales Leaders.
- A key challenge discussed, was finding a Leader who is both a good individual salesperson, as well as a good manager who can teach and motivate their team – and “walk them on the path” to progression.
- Typically, this issue surfaced after the Recruiter and Hiring Manager screen, when more in depth questions were asked. An example was given of it taking 6 months to hire a Leader.
- Top Tip: Ensure there are scorecards in place for each part of the process and that these are signed off with the Hiring Manager who will meet them later in the process.



Challenges:

Where are the bottlenecks for hiring within your organisation?

- Is the perception of the Sales Leader role wrong? Do A.Es fully understand the change in role when they are looking to progress? Are they simply looking to get away from pipeline generation – and do they realize they will still need to be “out in the weeds”, working with their team?
- At a Sales Leader level, even in the current market, it is still vital to sell the role and company (perhaps less so at an AE and BDR level currently).
- Hiring Managers currently are more apprehensive in hiring – they are looking for the 100% candidate and do not want to make the wrong choice. Advocate for your candidate and give your Hiring Manager more confidence to hire.
- Strong leaders are still looking for large packages, sometimes more than companies can offer currently.
- Top Tip: Benchmark salaries and OTEs frequently and get creative / show different aspects of your value proposition.



Hot questions:

H1 Review – How are businesses finding the current market?

- Strong candidates still have multiple offers and may seek a sign-on bonus.
- Offers being declined is still a big risk, even in the current job-led market.
- Average tenure is reducing across the board, but not typically seeing GTM candidates leaving the industry.
- Whilst average tenure is reducing, businesses have mixed views; with some being more empathetic due to market conditions, whereas others are still firmer in looking for those who have survived the layoffs and have longer tenure (similar to the approaches taken by companies who were hiring during COVID).
- Top Tip: To maintain quality, ensure a balance of empathy and healthy sceptism when analyzing tenure. Qualify early in the process the reason for leaving – if a redundancy, how were they performing pre-redundancy? What percentage of the team were made redundant?



Hot questions:

How is Back-Channeling used within the hiring process?

- Create a strategic process – make sure it is done at the right time in the process by the right person. Ensure it is a strategic decision taken with yourself, not a case of the Hiring Manager taking solely controlling.
- Examples of doing it at the wrong time in the process were where people should have back-channeled sooner (wasting 2-3 weeks putting a candidate through a hiring process), but also where they should have back-channeled later (e.g. where a verbally offered candidate was then counter offered by their current employer).
- Aim to get more than one per person's feedback. Feedback from just one person can of course be positively or negatively biased.
- Leverage existing employees and their connections.
- Top Tip: Be mindful of privacy laws and adhere to any such laws before contacting people.



Hot questions:

How is Back-Channeling used within the hiring process?

- If you receive bad feedback, compare it to the interview – were you aware of these issues? Are they something the company can support the candidate in developing? Does the manager have the time and resource to do this? An example was given of a candidate who was (successfully) hired despite poor feedback via back-channeling.
- If you cannot back-channel, consider using the Who Method, where you ask the candidate what their last three managers would say about them, and then ask if they can be approached. Note, this needs to be delivered correctly.
- Top Tip: Some VCs are able to offer back-channeling support to their company portfolio (will not typically do this, if the candidate is already employed by another portfolio company).



Hot questions:

What are people's Best Practices for Interview Processes?

- Ensure you have a clear process and scorecards in place for each position – this will help keep the Hiring Manager fact based (as opposed to feeling based) in their decision making.
- Hold a debrief as soon as possible after the interview with the Hiring Manager and have them walk you through the scorecard – keep the conversation focused on the Scorecard to remain objective. Ensure the interview hasn't been run as a 'likeability' interview.
- Hold the debrief over a video call, rather than (e.g.) Slack messaging. Talk through the feedback, get all the Hiring Managers on the same page and keep the team in good habits!
- Top Tip: Do the right preparation before even opening the role. Hold an interview panel kick-off call, where all those who will be involved in the process agree and align to the competencies that will be assessed during the interviews.



Hot questions:

What are people's tips for managing internal Stakeholders?

- Book a weekly 121 with all the internal stakeholders who you work with – that way you know you have a guaranteed touchpoint, which you can use to capture all interview feedback from that week (if individual interview debriefs weren't possible) and have an update on all hiring processes.
- When starting to source for a new role, in order to build the relationship and trust with the Hiring Manager, consider sending a test candidate pool for them to feedback on, by way of calibration between the two of you. This will help you ensure you are clear what the Hiring Manager is looking for and will also help them be clear themselves on the spec they have given you.



Useful Links:

- Lance's Target / MOC [Template](#)
- Jake's Kick-Off [Template](#)
- Salary Benchmark [Document](#)
- Who Method: '[Who: A method for hiring](#)' by Geoff Smart and Randy Street
- [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!





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Next Forum:
July 6th, 2023

