

3

things to do before you interview

Task

What to do

Example



1. Document it

Understand the role you are recruiting for and document the outcomes you want

You've grown a business to a certain stage and want to enter a new market, but can't achieve that goal with your existing resources. You've decided to employ a business development manager to help. The things you need to consider in designing the role are:

- **What products and services do you plan to sell in that market and how do you want them sold?**
- **What is your desired financial outcome?** You may want to drive \$10 million of new business over 12 months. When do you envisage the candidate achieving that level of sales performance?
- **Is the person only focused on business development or do they deliver part of your value proposition?** For instance, if you're selling air conditioning units, do they simply secure new sales, or do you want them to be both a seller and servicer/installer?
- **If the role is purely business development, what type of rapport and approach do you want to see provided to potential customers?** How do you want to be perceived as a business through this new role e.g. efficient and professional, relaxed and consultative, or aggressive and highly motivated?
- **What is the current culture of your business and are you happy with it?** Do you want your new team member to fit in, or help refine and change your culture?



2. Create a checklist

Create a checklist of skills, capabilities and experience needed

Having sorted out what outcomes you want, now consider the core skills and capabilities your new business development manager would need to achieve those outcomes:

- What does the person need to have done in the past?
- Do they need to have worked in this market before?
- How much life experience do you require them to have?
- Do they need experience in sales and business development, or are you happy if they've been in service and want a change?
- Do they need to have any specific technical skills, educational qualifications or licences?

Identify the non-negotiable critical strengths required

The final pre-interview step is to decide which attributes are non-negotiable critical strengths which a successful candidate must have, versus desirable but not essential qualities that can be covered by other team members and/or developed with the candidate in time.

In the case of your business development manager:

- **non-negotiable** - highly developed communication skills;
- **desirable, but not essential** - technical understanding of your particular brand or product.

3. Recognise what's essential