

# 3

# things to do before you interview

Task	What to do	Example
<div></div> <div><h2>1.</h2><h3>Document it</h3></div>	<p>Understand the role you are recruiting for and document the outcomes you want</p>	<p>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:</p> <ul style="list-style-type: none"><li>• <b>What products and services do you plan to sell in that market and how do you want them sold?</b></li><li>• <b>What is your desired financial outcome?</b> 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?</li><li>• <b>Is the person only focused on business development or do they deliver part of your value proposition?</b> 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?</li><li>• <b>If the role is purely business development, what type of rapport and approach do you want to see provided to potential customers?</b> 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?</li><li>• <b>What is the current culture of your business and are you happy with it?</b> Do you want your new team member to fit in, or help refine and change your culture?</li></ul>
<div></div> <div><h2>2.</h2><h3>Create a checklist</h3></div>	<p>Create a checklist of skills, capabilities and experience needed</p>	<p>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:</p> <ul style="list-style-type: none"><li>• What does the person need to have done in the past?</li><li>• Do they need to have worked in this market before?</li><li>• How much life experience do you require them to have?</li><li>• Do they need experience in sales and business development, or are you happy if they've been in service and want a change?</li><li>• Do they need to have any specific technical skills, educational qualifications or licences?</li></ul>
<div></div> <div><h2>3.</h2><h3>Recognise what's essential</h3></div>	<p>Identify the non-negotiable critical strengths required</p>	<p>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:</p> <ul style="list-style-type: none"><li>• <b>non-negotiable</b> - highly developed communication skills;</li><li>• <b>desirable, but not essential</b> - technical understanding of your particular brand or product.</li></ul>