John O'Brien
CEO/Managing partner

"A Job Description tells you what you want a person to DO in a job.

A Job Design tells a person what you want them to GET DONE in that job.

Very different.

At the end of the day, people get fired for not getting things done, not for what you asked them to do in a job."

After 40 years of being around great sales leaders, and I have seen the best in action, one of the big differences is being prepared not just ready. It's like the athlete that says, "Yes, Coach, I'm ready. Put me in the game." That is usually more of an emotional statement at that moment. The athlete may well be ready, but the ones that deliver have actually prepared to win. Are your Sales Leaders prepared to win? Is your sales team prepared to win?

I can't hit on all of the Best Practice ideas, but overall it includes *People*, *Processes*, and *Technology*. Today, let's hit on one key element, *People*.

> You can have the best people but without a clear understanding of their job responsibilities, and expectations, you have a low probability of success.

To increase success, start with a **Job Design**, not just a Job Description. A Job Description tells you what you want a person to do in a job. A Job Design tells a person what you want them to get done in that job. Very different. At the end of the day, people get fired for not "getting things done", not for what you asked them to do in a job.

1 Job Description

Yes, do one. The internet is full of them, and you can now use Chatgpt or Bard to write it for you. Pretty cool and a great time saver. What those AI tools can't do is spit out your expectations of a sales leader /salesperson, and how to *get it done*, like you can. Use a traditional Job Description to help shape some of the high-level things you expect this person to "Do", but take it a step further and do a Job Design that spells out what needs to get "Done".

2 Job Design

Most of the time a Job Design is not created because it can be difficult and time-consuming, but when done properly, everyone is brought into the process and they know what success looks like for a particular role.

Sales Talent Group
Executive Search

John O'Brien
CEO/Managing partner

"It is very important to get every key influencer's input at the beginning of the job design process. This will help create important dialogue and debate before any new hiring takes place. Many times, I see my team get 3-4 weeks into a search before learning they must change the candidate search criteria because of a key influencer's (Board, C-level boss/teammate, etc.) opinion. This process flushes that out and creates stakeholder alignment on "what success looks like."

Sales Talent Group
Executive Search

The Process

- **Step 1, Collection Stage:** Take 60-90 minutes to discuss and clarify with key influencers the 5-7 things that need to get done in this position over the next 12-24 months. We call these *Key Accountabilities* and they need to be quantified and time-stamped. This step will stimulate discussions around the scope of responsibilities, competencies required, and compensation levels. Having these discussions prior to beginning a search will help save time in the long run and ensure everyone is on the same page.

- **Step 2, Documenting Stage:** This can be a difficult stage but our *Job Design Template* will help you capture all the important information in a sensible and presentable format. You will work through many important topics, including:

  - Scope of responsibilities (e.g., sales, marketing, operations, etc.)
  - % of time spent in each area of responsibility
  - Key Accountabilities - Top 5-7 things that need to get done
    - Metrics to quantify success
    - Time period to accomplish them
  - How the work will get done
  - Rewards attached to success
  - Core Competencies - skills and abilities needed for success
  - Sample Interview Questions

- **Next Step, Interview & Hire for Success:** Coming soon! Topics will include TopGrading, Interviewing Tips, and using Candidate Scorecards.

Are you "ready" to be PREPARED for your next hire? Reach out to us at 770-888-0380 and we will send you our *Job Design Template*. Need more help? Let's set up a one-hour free consultation to help you get started. We are committed to helping all our clients hire the best Sales Talent for their organization!

Cheers,