



# **Hiring Guide: Marketing Manager**

**Everything You Need to Hire Great Talent**



## What's Included in This Guide?

1. **The State of Hiring:** How behavioral interviews help address some of the challenges facing HR professionals as they recruit talent today
2. **Behavioral Interviews 101:** What are they? Why use them? Tips and tricks
3. **How to Evaluate:** Tips on evaluating behavioral interviews
4. **Summary Job Description:** A sample job description for the Marketing Manager role, including:
  - Job summary
  - Responsibilities
  - Competency names, levels, definitions
  - Knowledge Areas
  - Education
  - Certifications
5. **Interview Questions:** 5 Behavioral interview questions related to job requirements
6. **Interview Guide Rating Scale:** Description of each level of the rating scale
7. **Summary Interview Rating Sheet:** Summary sheet to pull all competency ratings together

# State of Hiring

Hiring has undergone a fundamental shift in recent years, as companies are finding it more difficult to fill key positions with the right people.

A number of trends have contributed to this shift. The modern workforce is far more transient than generations past, so organizations are putting more emphasis on recruiting their next great candidate than developing them from within.

It has gotten so out of control, that according to the Bureau of Labor Statistics, 95% of external hiring is done to fill existing positions due to people voluntarily leaving. And this shortage of candidates has left HR in a difficult situation.

Talent is likely to be the main driver of business success in the coming years, and HR needs to drive a strategic hiring process that actively seeks out candidates with the right competencies to support the achievement of business goals.

The best way to explore a candidate's skill-set and fit with a particular job is using behavioral interviewing techniques.

Read on to find out how behavioral interview questions can help you make better hiring decisions and get the tools you need to hire your next top candidate!



# Behavioral Interviews 101

Behavioral interview questions (also known as competency-based interview questions) are designed to elicit information about the candidate's past experience and accomplishments that relate to the competencies required in the target job.



## The Goal: Behavioral Examples



Knowing a candidate's actions is of little use if you do not understand the circumstances surrounding the actions and the results produced by those actions. To fully understand a candidate's past behavior, make sure to explore the following three components in order to make an informed judgement about whether the candidate has displayed the level and quality of behavior required:

- The **Situation or Task** in which the candidate was involved;
- The **Action** which the candidate took to complete the task or address the situation; and,
- The **Result** of the candidate's action.

When the information provided by a candidate addresses all three areas, then the information is called a **behavioral example**.

## Deciding What to Evaluate:

When selecting the competencies to evaluate during an interview, it is important to consider two factors:

- What competencies are included on the competency profile for the target job?
- What other assessments methods will be used during the selection process?

A competency profile – *the collection of competencies used together to represent the most critical aspects of a job* – typically contains seven to ten competencies covering both the behavioral (soft-skills) and the technical requirements of the job.

It can be overwhelming to ask questions addressing every associated competency, so we recommend asking no more than five questions during a standard interview. This means that you will need to select the five most critical competencies to focus on for the interview.

For this interview guide, we have included five questions that provide coverage across the soft skills and technical requirements for the job.

If you will be including other aspects in your interview process, like a simulation or work samples, you may find that technical competencies are more easily assessed by those means.

# What to Watch Out For

When interviewing candidates, be careful not to let candidates provide **false behavioral examples**, which can be misleading. There are three common types of false behavioral examples to look out for:

## Theoretical or Future-Oriented Statements:

These statements indicate what a candidate thinks they would do, not what they have done, and provide no information about past behavior.

### **False Behavioral Example:**

*"I would make sure the client received the support needed to ensure on-time delivery."*

### **Behavioral Example:**

*"The client needed extra support to ensure their shipment arrived on time. To help with this, I made sure I understood when the shipment was required, I coordinated with the production and shipping departments on my end, and as a result, everything was delivered on time."*

## Feelings or Opinions:

These statements are simply an individual's emotional reaction to a situation or event, and provide no insight into behavior.

### **False Behavioral Example:**

*"I am really good at teaching myself new software packages."*

### **Behavioral Example:**

*"When I joined ACME Corp, they used a CRM that I had never used before. With no internal resources available to train me, I was able to learn the tool using online tutorials and videos. I became so well versed in the product, I ended up the go-to internal expert."*

## Vague Statements:

These are typically summaries or descriptions of several past actions reported in a general way, requiring you to probe further.

### **False Behavioral Example:**

*"I always had the customer's best interest in mind and never got pushy or argumentative."*

### **Behavioral Example:**

*"As an Implementation Specialist, I always had the customer's best interests in mind. In one situation, a client was feeling pressured to purchase an upgrade. I stepped in to ensure our team understood the client's needs. Although the Sales Rep was angry with me for stepping in, I explained the client's perspective and got everyone on the same page. Three months later, the client upgraded anyway."*

# The Structure of Behavioral Interview Questions

The interview questions included in this guide are all structured in the same format. Each question applies to the specific competency being evaluated. Follow-up questions are included to help you probe further into a candidate's past experiences, and behavioral cues are provided to illustrate examples of what to look for in a candidate's answer.

## Question 1: Creativity and Innovation – Level 3

Generating viable, new approaches and solutions.

**Competency name and definition**

### Question:

**Describe the most complex problem that you were faced with and how you generated a new approach or explanation or solution.**

**Job specific question**

- What was the problem?
- What was complex about it?
- What new approach or explanation did you come up with?
- What was new about it?
- How did this benefit your work (or the work of others)?

**Probes to help elicit greater specificity from candidates**

What to look for:

Identifies new approaches.

- Creates new ideas, solutions or approaches to ongoing challenges.
- Uses unconventional areas as sources of inspiration and insight into new options and solutions.
- Solves complex problems through developing new explanations or applications.

**Behavioral indicators to look for the specific competency at the required level of proficiency**



**Rating scale (See Appendix A for details)**

# How to Evaluate the Interview



All of the energy and effort devoted to capturing good job-related information during the selection interview will be lost if this information is not evaluated consistently for all candidates. Use the following instructions to evaluate candidate information from a behavioral interview.

## Step 1: Classify All Behavioral Examples

Each behavioral question is designed to elicit information relevant to a **specific competency**.

However, candidates may provide information that goes beyond the specific competency, resulting in one of the following situations:

- A question will be asked focusing on one competency area, but the candidate provides a behavioral example that demonstrates another.
- Examples are provided that relate to more than one competency area.
- Examples that relate to the required competencies will be provided during the introductory phases of the interview, or during the close of the interview.

The whole interview should, therefore, be reviewed carefully for evidence of the competencies being assessed.



### Tip

When reviewing a behavioral example given by the candidate, make clear notes along-side the example the competency actually demonstrated.

This can then easily be cross referenced in the section of the Interview Guide devoted to that competency.

## Step 2: Weigh the Behavioral Examples

The next step is to weigh each example in terms of its overall contribution to the rating for each competency. This is not simply a process of averaging all of the positives and negatives to arrive at an overall rating. The following factors should be taken into account:

- **Significance:** The importance of the examples provided should be carefully considered. If the candidate provides two examples, one from a trivial situation, and one from a situation that had significant impact, the example with greater importance should be considered more significant.
- **Recency:** The more recent the behavior, the better it predicts future behavior. If the candidate provides a number of negative examples of a competency earlier in their career, but also provides several more recent positive examples, then the recent examples should be given more weight in the overall rating of the competency, other things being equal.

- **Trends:** Consistent with the concept of recency, examples which show a trend either positively or negatively should be taken into account. It is likely that a trend would continue if the candidate were selected for the target position.
- **Job-Relatedness:** How closely related is the behavioral example to the job that they are interviewing for? In cases where the candidate gives more than one example, the most relevant behavioral example to the job they're interviewing for should be considered most significant.



### Tip

When assessing relevance, carefully consider the situation.

A candidate may provide good examples of team building skills in volunteer situations involving children, but a number of negative examples with adults on the job.

Although volunteer experience is perfectly acceptable, the latter examples must be given more weight if the candidate is expected to demonstrate this skill with adults on the job.

## Step 3: Assign a Rating to Each Competency

The next step is to assign a rating to each competency based on the candidate's demonstration of the relevant behavioral indicators.



### Tip

When running a panel interview, have each interviewer complete a summary interview rating sheet to save time when reviewing results.

A summary rating scale is provided in [Appendix A](#).



# Job Description: Marketing Manager

## Job Summary

The Marketing Manager develops and oversees the organization's marketing strategy, including the marketing budget and the publication of all marketing material.

**Job level:** Manager



## Responsibilities

### General Marketing

- Oversee and develop marketing strategy
- Create and publish a wide range of marketing materials in line with marketing plans
- Develop effective marketing metrics and review effectiveness of marketing channels
- Manage marketing and advertising strategies and projects to achieve sales and marketing objectives
- Coordinate and manage all marketing consultants
- Lead and own the development of marketing business cases
- Approve all content marketing materials
- Develop and maintain annual marketing budget
- Lead collateral development in support of new marketing campaigns
- Work collaboratively with product marketing and marketing communications teams to streamline operational processes



## Competencies

### Digital Marketing (Level 4)

Developing digital strategies, programs and tools in line with organization's branding and sales objectives.

### Marketing Strategy (Level 4)

Establishing the marketing goals and objectives of the organization and identifying the strategy for achieving them.

### Creativity and Innovation (Level 3)

Generating viable, new approaches and solutions.

### Integrated Marketing Communications (Level 3)

Developing and implementing marketing messages and strategies that optimize the communication of the organization's brand to target markets.

### Partnering (Level 3)

Seeking and building partnerships and alliances that further the organization's objectives.



## Knowledge Areas

- Adobe Creative Suite (Intermediate)
- Google AdWords (Intermediate)
- Google Analytics (Intermediate)
- Hypertext Markup Language (HTML) (Intermediate)
- Microsoft Office Suite (Intermediate)
- Search Engine Optimization (SEO) (Intermediate)



## Education

- Business and Commerce (Bachelor's degree) **or**
- Business Administration (Bachelor's degree) **or**
- Communications (Bachelor's degree)



## Certification

- Certified Marketing Specialist **or**
- Professional Certified Marketer **or**
- Chartered Marketer

# Marketing Manager Interview Guide

Candidate: \_\_\_\_\_

Interviewer: \_\_\_\_\_

Date of interview: \_\_\_\_\_

## Question 1: Digital Marketing – Level 4

Developing digital strategies, programs and tools in line with organization's branding and sales objectives.

### Question:

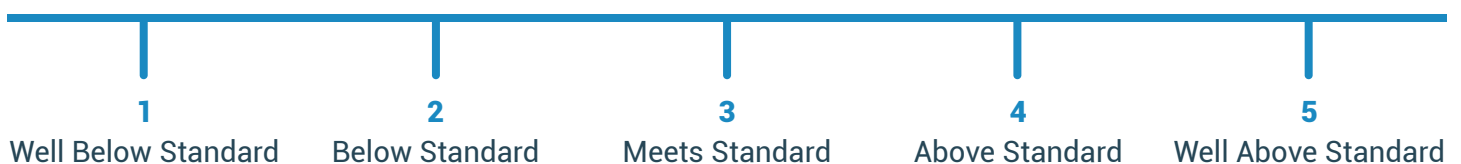
**Describe a time you had conducted a detailed analysis of the digital marketing strategy of a company, product or service offering.**

- How did you go about this?
- How did you collect critical information? Why was this important?
- What did you do after the analysis?
- What were the results?

What to look for:

Applies the competency in new or complex situations and advises others.

- Measures and reports performance of all digital marketing campaigns, and assess against goals (ROI).
- Performs quantitative assessment and optimization of website experience and content through Google Analytics, multivariate testing, A/B testing, and user testing.
- Creates processes to ensure that digital capabilities and marketing program target, convert and retain goals and budget commitments are met.
- Assesses appropriate automation tools to evaluate the impact of digital marketing initiatives on organization's performance.
- Leads all aspects of digital marketing including SEO/SEM, affiliate, display re-targeting and acquisition, email marketing and content marketing.



### Notes (Situation, Action, Results):

## Question 2: Marketing Strategy – Level 4

Establishing the marketing goals and objectives of the organization and identifying the strategy for achieving them.

### Question:

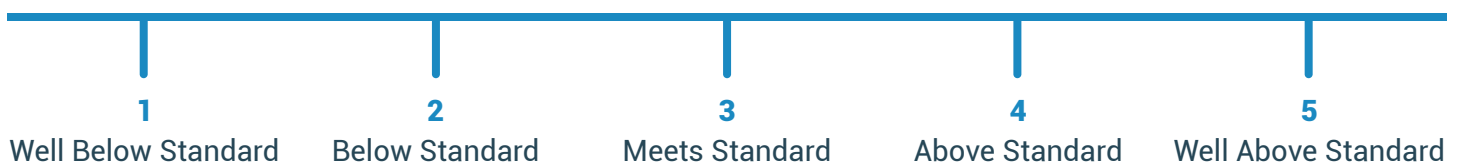
**Tell us about a time when you recognized and responded to critical points in the marketing life cycle.**

- What was the situation?
- What were the critical points in the marketing strategy?
- What issues did you recognize?
- What was your response to these issues?
- What were the results of your interventions?

What to look for:

Applies the competency in new or complex situations and advises others.

- Establishes a long-term marketing strategy aligned with the overall marketing goals and objectives.
- Assesses the potential impact of wider environmental forces on the marketing strategy (e.g. culture, ethics, economics, politics, legal frameworks and sustainability).
- Provides strategic coaching and leadership to the marketing team.
- Distributes resources across segments/products/business lines, based on marketing objectives/priorities.
- Anticipates and builds capacity and capability to respond to future market needs.



### Notes (Situation, Action, Results):

## Question 3: Creativity and Innovation – Level 3

Generating viable, new approaches and solutions.

### Question:

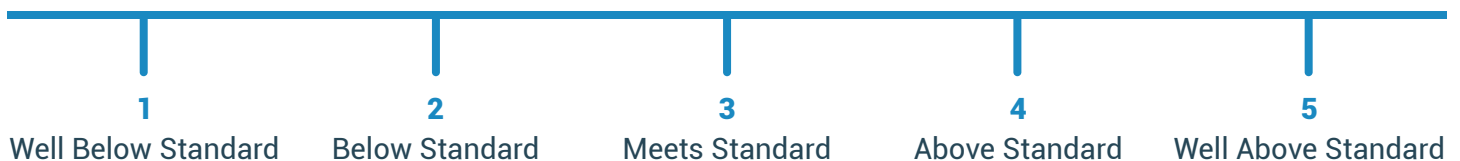
**Describe the most complex problem that you were faced with and how you generated a new approach or explanation or solution.**

- What was the problem?
- What was complex about it?
- What new approach or explanation did you come up with?
- What was new about it?
- How did this benefit your work (or the work of others)?

What to look for:

Identifies new approaches.

- Creates new ideas, solutions or approaches to ongoing challenges.
- Uses unconventional areas as sources of inspiration and insight into new options and solutions.
- Solves complex problems through developing new explanations or applications.



### Notes (Situation, Action, Results):

## Question 4: Integrated Marketing Communications – Level 3

Developing and implementing marketing messages and strategies that optimize the communication of the organization's brand to target markets.

### Question:

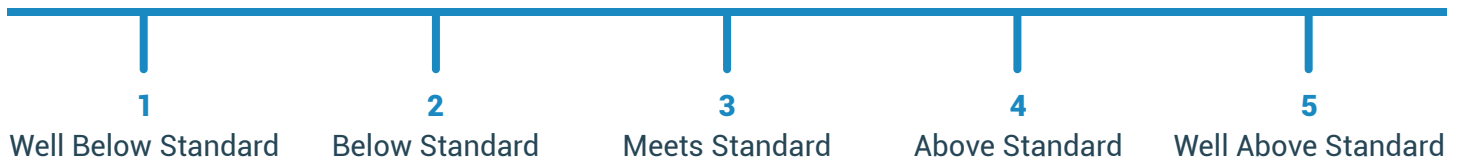
**Describe a situation in an organization where you were the key liaison with external agencies and service providers for promotional and communication materials.**

- Describe the steps you took to establish working relationships with external providers of communications materials?
- What external bodies did you make use of and for what services?
- What performance criteria or key performance indicators did you create to help you manage the relationship?
- What incentives did you establish to encourage solid performance from your service providers?

What to look for:

Applies the competency in the full range of typical situations, requiring guidance in only the most complex or new situations.

- Develops effective integrated marketing communication plans aligned with the marketing communication strategy.
- Liaises with external agencies and other service providers for the production and distribution of communication materials (e.g., printers, creative agencies, media buyers, etc.)
- Oversees planning groups to select communication media (e.g., radio, television, newspapers, Internet, etc).
- Creates processes to ensure that agency schedules and budget commitments are met.



### Notes (Situation, Action, Results):

## Question 5: Partnering – Level 3

Seeking and building partnerships and alliances that further the organization's objectives.

### Question:

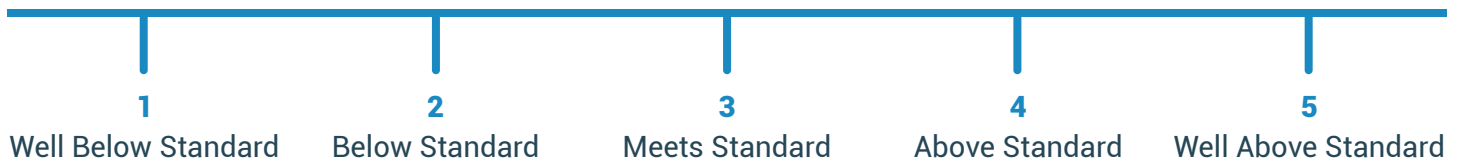
**Tell us about a time when you identified an opportunity to partner with another organization.**

- Describe the situation.
- How did you come to identify this partnership opportunity?
- What potential benefits did this partnership hold?
- What did you do to try to establish this new partnership?
- What was the outcome?

What to look for:

Seeks partnership opportunities.

- Captures opportunities to partner, identifying existing opportunities and creating new ones.
- Assesses the value of entering into partnerships in terms of achieving short- and long-term goals.
- Initiates partnerships and alliances that promote organizational objectives.



### Notes (Situation, Action, Results):



# Appendix A: Interview Guide Rating Scale

Level	Description	Weight
Well Below Standard	Falls significantly below requirements. Evidence of candidate's demonstration of the competency is far from adequate in all or most respects.	1
Below Standard	Below expected requirements. Evidence of candidate's demonstration of the competency is inadequate in key respects.	2
Meets Standard	Meets requirements. Evidence of candidate's demonstration of the competency meets expectations and reflects an adequate ability to perform; candidate may have demonstrated minor weaknesses in some aspects of the competency, but non of major significance.	3
Above Standard	Exceeds requirements. Evidence of candidate's demonstration of the competency is above average and reflects more than an adequate ability to perform; all or most aspects of the competency are demonstrated at an above average level.	4
Well Above Standard	Significantly exceeds requirements. Evidence of candidate's demonstration of the competency is exceptional and reflects superior ability to perform; all aspects of the competency are demonstrated to a high degree.	5

# Appendix B: Summary of Interview Ratings

Candidate:

Position:

Date of interview:

Interviewer:

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Competency	1 Well Below Standard	2 Below Standard	3 Meets Standard	4 Above Standard	5 Well Above Standard
Digital Marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Marketing Strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creativity and Innovation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Integrated Marketing Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnering	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## Recommendation:

Continued Consideration

Reject

## General Comments:

# About HRSG

For three decades, HRSG has delivered products and services to define talent needs, address skill deficiencies and improve individual and organizational performance.

Our Products division has distilled that 30 years of expertise into a competency, job description and career management software solution. Leveraging the power of AI, CompetencyCore™ is unlike any other product on the market, bringing together the power of competencies and the utility of job descriptions.

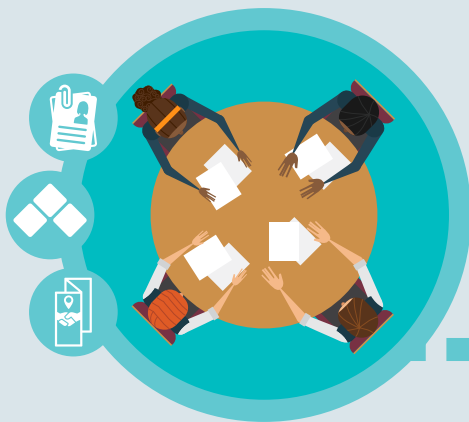
Our Talent Management Solutions division delivers best practice professional services in competency-based management, testing and assessment. In addition, we train HR professionals worldwide in our competency-based management methodologies.



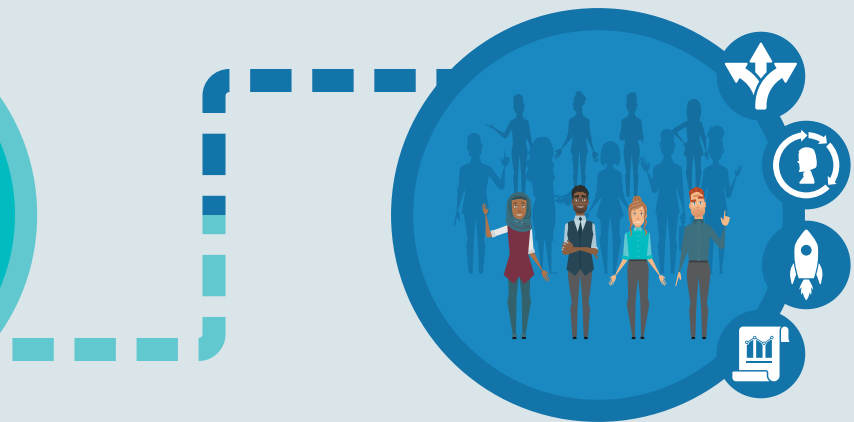
**CompetencyCore** by HRSG makes use of our exclusive **Smart Job Description Technology** to power every stage of the employee lifecycle through competencies.

Start with *Mapping* to map your jobs and competencies, then add *Navigating* to engage your employees.

## MAPPING



## NAVIGATING



Use Smart Job Description Technology to unify your company's **job descriptions**, **competencies** and **interview guides**.

Empower your talent with career management software that offers competency-driven **career pathing**, **assessment**, **development** and **insights**.

## See it in Action

**Schedule a live demo to see the easiest way to start using behavioral interviewing across your organization.**