BEFORE YOU HIRE A HEAD OF MARKETING · THE POSTING SCORECARD

Build the function. Then hire the person who runs it.

Open the posting as it reads today and tick each line that is true. Score it with your sales leader in the room. The full argument is at neelythomson.com/before-you-hire.

01	☐	The posting names the one number the role owns, and it is pipeline or revenue rather than MQLs or awareness.
02	☐	It says who the role reports to and who sets the marketing budget.
03	☐	It describes the systems the role runs (CRM, automation, scoring, routing, the scoreboard) rather than the assets it produces.
04	☐	The headcount under the role is stated, and it was set after deciding what AI now covers.
05	☐	It names the AI tools already in the stack and who owns them today.
06	☐	It says what the first ninety days are for, and the answer is something other than "assess."
07	☐	It names the regulations the function operates under and who signs off on a claim before it ships.
08	☐	It asks for evidence that a function the candidate built kept running after they left.
09	☐	A written definition of a qualified lead, agreed by sales, exists before the hire.
10	☐	The sales leader has read the posting and agreed to it.

8 TO 10

Hire.

The function is defined. The search is the right next step.

5 TO 7

Fix the posting first.

The role is half-defined. A two-week Diagnostic during the search closes the gaps, and the rewritten posting attracts a different candidate.

0 TO 4

Build the function first.

Whoever you hire into this posting will spend their first quarter building what they should have inherited. Do that work before they start.

Neely Thomson · Fractional CMO for regulated B2B software

neelythomson.com · hello@neelythomson.com