A SCORECARD FOR FOUNDERS · MARKETING-LEADER POSTING

Score the posting before it goes live.

Open the posting as it reads today and tick each line that is true. Under every line is what to change if it isn't. Score it with your sales leader in the room.

IN THE POSTING

Eight lines you can check against the text.

01 ☐ **The posting names the one number the role owns, and it is pipeline or revenue rather than MQLs or awareness.**

IF NOT Add one sentence: "This role owns pipeline created (or revenue sourced), reported monthly." If you can't choose the number yet, choosing it is your first job, before the posting goes up.

02 ☐ **It says who the role reports to and who sets the marketing budget.**

IF NOT Name the manager and the person who approves spend. If the budget isn't set, give a range for the first two quarters. A candidate will ask in the first interview either way.

03 ☐ **It names the systems the role will own (the CRM, marketing automation, lead routing, reporting) and says which exist today.**

IF NOT List the systems by name: your CRM, the automation tool, how leads are scored and routed, the report the board reads. Say which exist today and which the hire will build.

04 ☐ **It says who the role manages on day one: direct reports, agencies and contractors.**

IF NOT Describe the team as it is on day one. If the answer is nobody, write that. "No direct reports in year one" tells a candidate more than "build and lead a team."

05 ☐ **It says how the team uses AI today: which tools, and who is responsible for what they produce.**

IF NOT List the AI tools the company pays for and who uses each one now. If nobody owns them, say the role will, and say whether anything they produce is reviewed before it is published.

06 ☐ **It says what the first ninety days are for, and the answer is something other than "assess."**

IF NOT Write three outcomes for day ninety that someone could check. For example: the lead definition is signed by sales, the scoreboard is live with baselines, one campaign is in market.

07 ☐ **It names the rules marketing operates under, or says there are none, and who approves a claim before it is published.**

IF NOT Name the rules that apply to your marketing (NACHA, FINRA, HIPAA, FERPA, state procurement rules) and who approves a claim before it is published. If none apply, say so. Candidates from regulated companies will ask.

08 ☐ **It asks for evidence that something the candidate built kept running after they left.**

IF NOT Add one application question: "Tell us about something you built that was still running a year after you left it." It works in a final-round interview too.

BEFORE YOU POST

Two things the posting depends on that a candidate can't see.

09 ☐ **A written definition of a qualified lead, agreed by sales, exists.**

IF NOT Write one paragraph: who qualifies, which signal counts, what sales does with a qualified lead and how fast. Ask your sales lead to sign it. Without it, the hire negotiates it in their first quarter, with less standing than you have today.

10 ☐ **The sales leader has read the posting and agreed to it.**

IF NOT Send the posting to whoever runs sales with one question: "Would you commit to the number in this posting?" Edit it together until the answer is yes.

8 TO 10

Post it.

The posting describes a job a strong candidate can say yes to. Fix the remaining lines if they are quick, and keep the three interview questions below for the final round.

5 TO 7

Fix the posting first.

About half of the role is defined. Work through the open lines before the posting goes up. Most take one conversation. The lead definition and the budget owner take the longest, so start with those two.

0 TO 4

The posting is asking for two jobs.

As written, one person is asked to build the marketing function and to run it. Those are different jobs, and often different people. Decide which one this posting is for, then rewrite it around that job. The open lines are the list of what still has to be built.

THREE LINES THAT WORK AS FINAL-ROUND QUESTIONS

"Which one number would you want to own here, and how would you report it to the board?"

"What would you have finished by day ninety?"

"What did you build that was still running a year after you left it?"

AN EXAMPLE TO EDIT · A POSTING THAT COVERS ALL EIGHT LINES

Head of Marketing, [Company]

Every detail here is a placeholder. Keep the structure, replace what is in brackets, and change the specifics to what is true at your company.

Opening	[Company] sells [product] to [buyer]. We are [number] people, [funding stage], and marketing has been run by [the founder / sales] until now.
Line 01	**The number you own** Pipeline created: qualified opportunities and their dollar value, reported monthly to the CEO and quarterly to the board. Today marketing sources about [X] percent of pipeline.
Line 02	**Who you report to** The CEO, who also approves the marketing budget. For your first two quarters that budget is [range], with salaries counted separately.
Line 03	**What you will run** [CRM and marketing automation tool], in place and lightly configured. Lead scoring and routing, which do not exist yet and are yours to build. The monthly pipeline report, which lives in a spreadsheet today.
Line 04	**Your team on day one** No direct reports in year one. One contract designer for about ten hours a week, and a paid search agency on a monthly contract that you can keep or replace.
Line 05	**How we use AI** We pay for [tools]. Sales uses them for call notes and marketing uses them for first drafts. You will own that process, and nothing AI-drafted is published without your review.
Line 06	**Your first ninety days** By day 30, a lead definition signed by our head of sales. By day 60, scoring and routing live and the pipeline report running from the CRM. By day 90, one campaign in market to our lead segment, with its results on the report.
Line 07	**The rules we work under** We sell to [banks / schools / health systems], so our marketing claims fall under [rule]. Our [compliance lead] approves any product or performance claim before it is published, usually within two business days.
Line 08	**What we would like to see from you** Tell us about something you built that was still running a year after you handed it off: what it was, who ran it, and how you know.