What you receive, and when

Business Development Manager | Candidate C.BDM01

Three complete example documents show the depth behind the previews in the capability statement. All candidate details, scores and recruitment figures are fictional.

7 PAGES

CLIENT SHORTLIST & RESUME

Sample pack pages 2-8

Executive recommendation, career and KPI evidence, role fit, SalesFit interpretation, checks and a resume appendix.

5 PAGES

SALESFIT INTERNAL INTERVIEW REPORT

Sample pack pages 9-13

Capability results, Think / Act / Perform, tailored interview questions, a completed fictional scorecard and methodology.

3 PAGES

LIVE RECRUITMENT PROGRESS UPDATE

Sample pack pages 14-16

Movement since the previous update, current pipeline and sourcing, activity, market feedback, next actions and ownership.

FOR EACH SHORTLISTED CANDIDATE

Initial screening, SalesFit and the second interview build the evidence for the executive shortlist pack. The internal assessment guides questioning; its interpretation is included in the client shortlist. References follow at the agreed selection stage.

THROUGHOUT THE LIVE SEARCH

The agreed brief and ICP lead into search launch, progress reporting, shortlisting and client interviews, followed by selection, offer and commencement support. Each update covers the live campaign, while the shortlist provides the evidence for an individual candidate.

Page counts describe these examples. Actual report length and content vary with the role, candidate and agreed scope.

All candidate, assessment and pipeline information is illustrative.

CANDIDATE SHORTLIST SUBMISSION

Candidate C.BDM01

Business Development Manager | Fictional example profile

RECOMMENDATION	SALESFIT CAPABILITY	SALARY EXPECTATION	LOCATION
Client interview; validate forecast	85% - strong overall signal	$90,000 base + super + commission	Central Coast, NSW
ROLE ALIGNMENT	**WORK RIGHTS**	**RECRUITMENT STAGE**	**AVAILABILITY**
90% - strong alignment	Verification pending	Second interview complete	2 weeks

RECRUITMENT PROGRESS

Screening: Complete | SalesFit: Example complete | Second interview: Example complete

Executive Summary

I recommend Example Client interview Candidate C.BDM01 for the Business Development Manager role. This fictional profile brings seven years in B2B sales, including four years owning new-business prospecting, discovery, proposals, negotiation and account development.

The example shows $240,000 of quarterly new-business revenue against a $225,000 target. SalesFit and the second interview indicate commercial discovery and negotiation strengths, with CRM forecast quality requiring further validation.

Why This Candidate Is Being Put Forward

Personal revenue ownership. Five new accounts at an average initial contract value of $48,000 produced $240,000: 106.7% of the illustrative quarter target.

New-business activity. The example includes 30 outbound calls per day, ten discovery meetings per month and a structured follow-up routine.

Full sales-cycle experience. The profile covers qualification, value-based proposals, stakeholder engagement, negotiation and closing.

Balanced recommendation. The client interview should test forecast evidence, customer-confirmed decision timing and fit with the target territory.

All candidate, assessment and pipeline information is illustrative.

Career Evidence

Example Commercial Solutions

Business Development Manager | 2022 - present | Full-time

The fictional current role owns a B2B territory across Sydney, the Central Coast and Newcastle. The candidate identifies target accounts and manages discovery, commercial proposals, negotiation, closing and early account growth.

Sales Activity and KPIs - Interview Evidence

MEASURE	ILLUSTRATIVE CANDIDATE-REPORTED EVIDENCE
Revenue and target	$240,000 new-business revenue / $225,000 quarter target: 106.7%
New accounts won	5 in the illustrative quarter; average initial contract value $48,000
Outbound prospecting	30 calls per working day; average 150 per five-day week
Structured follow-up	60 follow-up calls per week; included within outbound call activity
Discovery and qualification	10 discovery meetings per month; 20 opportunities qualified in the quarter
Proposal outcomes	12 proposals resolved: 5 won, 7 lost; proposal win rate 41.7%
Pipeline and sales cycle	$720,000 unweighted qualified pipeline at quarter end; typical cycle 75 days
Systems and measures	HubSpot; new revenue, gross margin, qualified pipeline, win rate and next steps

Win rate uses the 12 resolved proposals. Discovery, qualification and wins are period measures; sales cycles can span reporting periods. The $720,000 pipeline is unweighted and is not booked revenue. Follow-up calls are included in the outbound total.

Evidence and Verification

The example separates candidate-reported results from independently checked evidence. A real submission would identify personal ownership, the measurement period, margin context and supporting records or referees. No employment, revenue or performance verification has occurred for this fictional profile.

All candidate, assessment and pipeline information is illustrative.

Career Progression & Role Motivation

Current Role

Example Commercial Solutions | Business Development Manager | 2022 - present. Owns a B2B territory, new-business revenue and the sales cycle from prospecting through negotiation and closing.

Earlier Role

Example Business Services | Account Executive | 2019 - 2022. Managed inbound opportunities, outbound follow-up, discovery, proposals and existing-account development.

Reasons for Career Moves

The earlier move expanded responsibility from an established account book into territory development and new-customer acquisition. The current motivation is to sell a more consultative solution with clear target-market and revenue expectations.

Motivation and Longer-Term Direction

The candidate wants an individual-contributor BDM role with personal revenue accountability. The example preference is a balanced mix of approximately 80% new business and 20% account development, rather than a people-management position.

Remuneration and Availability

$90,000 base plus superannuation and commission is the fictional expectation; availability is two weeks. The sample brief uses an $85,000-$95,000 base range plus super and commission. Work rights and identity remain unverified.

Areas to Explore

Confirm territory travel, self-generated pipeline expectations, technical product learning, margin accountability, commission mechanics and the evidence required to move an opportunity into the forecast.

All candidate, assessment and pipeline information is illustrative.

Role Fit & Interview Findings

Prospecting and Territory Fit

The example describes account segmentation, daily outbound activity and a weekly prospecting plan. The client should validate access to the right decision-makers and how this approach would transfer to its industry and territory.

Discovery, Value and Negotiation

The fictional interview connects a customer problem to a commercial case, explores decision-makers and budget, and describes negotiating scope and timing while protecting value. A client interview should test the candidate's own contribution to a recent win.

CRM, Pipeline and Forecasting

The main gap is forecast evidence. A sample opportunity had a close date and a next task, but lacked customer-confirmed decision timing and a documented buying process. Activity completion alone did not support the forecast confidence.

SalesFit Findings Tested in the Interview

ASSESSMENT SIGNAL	ILLUSTRATIVE INTERVIEW FINDING	CLIENT INTERVIEW PRIORITY
Discovery: 92%	Explained need, budget, stakeholders and the decision process.	Test a recent qualification decision and its outcome.
Negotiation: 92%	Described trading scope and timing while protecting value.	Explore pricing authority, concessions and the commitment secured.
CRM / forecast: 58%	The example forecast lacked confirmed decision timing.	Use a mock pipeline review to test stage evidence and close-date confidence.

Overall Role-Fit View

The example supports a client interview because the personal revenue evidence, prospecting activity and career motivation align with the BDM brief. The recommendation remains conditional on forecast validation, industry learning and completion of agreed checks.

All candidate, assessment and pipeline information is illustrative.

SalesFit Assessment

This fictional BDM assessment illustrates 85% capability and 90% role alignment. Think is 80%, Act 90% and Perform 85%. These are demonstration values; no real assessment was completed.

CAPABILITY	EXAMPLE RESULT	ILLUSTRATIVE ROLE LEVEL
Prospecting and territory planning	88%	60%+ | Exceeds example level
Discovery and commercial qualification	92%	60%+ | Exceeds example level
Value proposition and solution selling	85%	60%+ | Exceeds example level
Negotiation and closing	92%	60%+ | Exceeds example level
CRM, pipeline and forecast discipline	58%	60%+ | Below - explore
Follow-up and opportunity progression	90%	60%+ | Exceeds example level
Resilience and coachability	90%	60%+ | Exceeds example level

Discovery and negotiation are the strongest example signals. CRM, pipeline and forecast discipline is below the illustrative role level and directly informs the client interview priority. The overall result is interpreted alongside the capability pattern, career evidence and interview findings.

Verification Status

Identity and work rights: pending. Employment, revenue and performance evidence: pending. References: pending the agreed selection stage. All entries are illustrative; no real candidate or referee has been contacted.

Final Shortlist Recommendation

I recommend a client interview focused on a mock pipeline review, personal ownership of a commercial win and a territory prospecting plan. The fictional profile offers relevant B2B sales-cycle experience. Appointment would follow the client's assessment and completion of agreed checks.

All candidate, assessment and pipeline information is illustrative.

APPENDIX A

Candidate Resume

Candidate C.BDM01

Business Development Manager

DOCUMENT NOTE

The following fictional resume demonstrates the appendix included with the client submission. Employers, dates, responsibilities and achievements are invented. No candidate contact or referee details are recorded.

Appendix A | Candidate Resume

Candidate C.BDM01

Central Coast, NSW | Fictional BDM profile

PROFESSIONAL SUMMARY

B2B sales professional with seven years of illustrative experience across prospecting, discovery, proposals, negotiation, closing and account growth. Four years owning a territory and personal new-business target. Seeking a full-time individual-contributor Business Development Manager role.

KEY EXPERIENCE & ACHIEVEMENTS

- Delivered $240,000 new-business revenue against a $225,000 quarter target: 106.7%.
- Won five new accounts with an average initial contract value of $48,000.
- Maintained 30 outbound calls per working day and ten discovery meetings per month.
- Resolved 12 proposals: five won and seven lost, for a 41.7% proposal win rate.
- Used HubSpot for opportunities, follow-up tasks, proposals and pipeline reviews.

EMPLOYMENT HISTORY

Example Commercial Solutions | Business Development Manager

2022 - present

B2B territory development, self-generated pipeline, discovery, proposals, negotiation, closing and early account growth.

Example Business Services | Account Executive

2019 - 2022

Inbound and outbound sales, customer discovery, commercial proposals, follow-up and existing-account development.

REFERENCES

A real submission would coordinate referees through Sales Channel Solutions at the agreed stage. No actual referee information exists for this fictional demonstration.

All candidate, assessment and pipeline information is illustrative.

SalesFit Interview Report

Candidate C.BDM01 | Business Development Manager

ILLUSTRATIVE RECOMMENDATION

Progress to a validation interview. Strong discovery and negotiation signals should be tested against personal revenue evidence. Prioritise CRM stage evidence and forecast confidence.

PROFILE	AVAILABILITY	CHECKS
C.BDM01 - example only	**2 weeks**	**Verification pending**

ASSESSMENT HEADLINE

CAPABILITY	ROLE ALIGNMENT	THINK	ACT	PERFORM
85%	90%	80%	90%	85%
Overall example signal	Career and role fit	Commercial judgement	Execution and process	Outcomes under pressure

ILLUSTRATIVE BDM BENCHMARK

Capability alignment to the example role

CAPABILITY	RESULT	LEVEL	STATUS	INTERVIEW USE
Prospecting and territory planning Role-critical capability	88%	60%+	Exceeds	Validate target accounts, outreach and pipeline creation.
Discovery and commercial qualification Role-critical capability	92%	60%+	Exceeds	Test need, budget, stakeholders and decision process.
Value proposition and solution selling Role-critical capability	85%	60%+	Exceeds	Connect a customer problem with a commercial case.
Negotiation and closing Role-critical capability	92%	60%+	Exceeds	Explore value protection and a negotiated commitment.
CRM, pipeline and forecast discipline Role-critical capability	58%	60%+	Below	Priority: validate stage evidence and close-date confidence.
Follow-up and opportunity progression Supporting capability	90%	60%+	Exceeds	Confirm a dated next step and mutual action plan.
Resilience and coachability Supporting capability	90%	60%+	Exceeds	Seek evidence of adapting after losses and feedback.

All results and role levels are invented to illustrate the report. This is not a completed candidate assessment.

All candidate, assessment and pipeline information is illustrative.

Think - Act - Perform

Candidate C.BDM01 | Business Development Manager

THINK

80%

Commercial judgement
Discovery, qualification and value reasoning. Explore how the candidate tests the buying process before committing time or a forecast date.

ACT

90%

Execution and process
Prospecting, follow-up and opportunity progression. Confirm that activity creates relevant meetings and customer-agreed next steps.

PERFORM

85%

Results and accountability
Revenue, negotiation and recovery after losses. Ask how the candidate adapts activity and protects value under target pressure.

PATTERN SUMMARY

The strong Act result should be checked against pipeline quality. The 58% forecast signal indicates a need for direct evidence about stage criteria, stakeholders and customer-confirmed decision timing.

STRENGTHS TO CONFIRM

Discovery - 92%
Commercial need, stakeholders and a clear decision process.

Negotiation - 92%
Value protection, considered concessions and a customer commitment.

PRIORITIES TO EXPLORE

CRM / forecast - 58%
Evidence behind stage, amount, next step and close date.

Personal revenue ownership
Contribution to wins, margin context and checkable results.

SECOND INTERVIEW PLAYBOOK

Suggested 35-minute interview structure

0-3 min
Set context
Connect the brief, screening and SalesFit.

3-8 min
Career and motivation
Why this BDM role and a personal result.

8-23 min
Priority validation
Review forecast evidence and a commercial win.

23-29 min
Confirm strengths
Discovery, negotiation and customer commitment.

29-33 min
Candidate questions
Territory, solution and expectations.

33-35 min
Close and next steps
Outstanding evidence and progression.

Evidence rule: ask for context, the candidate's actions, measurable results and what could be checked.

All candidate, assessment and pipeline information is illustrative.

Tailored Interview Questions

Candidate C.BDM01 | Business Development Manager

1

ILLUSTRATIVE INTERVIEW VALIDATION

CRM, pipeline and forecast discipline

58%

WHY THIS AREA IS EXPLORED

The example includes a forecast close date without customer-confirmed decision timing. Validate the opportunity evidence.

ASK

Take a live opportunity you expected to close. What supported the stage, value and close date, and what could still stop the sale?

FOLLOW-UP PROBES

Buying process and stakeholders
Budget and commercial need
Customer-confirmed timing
Next step and stage criteria

EVIDENCE TO LISTEN FOR

Strong: A forecast tied to customer evidence and identified risks.
Concern: A close date based on hope or task completion.

2

ILLUSTRATIVE INTERVIEW VALIDATION

Discovery and commercial qualification

92%

WHY THIS AREA IS EXPLORED

A strong discovery signal needs a specific example of testing commercial need and deciding where to invest effort.

ASK

Describe an opportunity you qualified in or out. How did you establish the need, decision process and commercial value?

FOLLOW-UP PROBES

Problem and business impact
Budget and decision-makers
Competing priorities
Qualification decision and result

EVIDENCE TO LISTEN FOR

Strong: A reasoned decision supported by customer information.
Concern: A proposal issued before the need or decision process was clear.

Fictional interview prompts demonstrating the format. A real interview also tests career moves, motivation, remuneration and practical fit.

All candidate, assessment and pipeline information is illustrative.

Testing Commercial Strengths

Candidate C.BDM01 | Business Development Manager

3

ILLUSTRATIVE INTERVIEW VALIDATION

Negotiation and closing

92%

WHY THIS AREA IS EXPLORED

The fictional result suggests a positive negotiation approach. Test value protection and the candidate's personal contribution.

ASK

Walk through a deal where the buyer pushed on price. What did you trade, what did you protect and what commitment did you secure?

FOLLOW-UP PROBES

Pricing authority and margin
Scope, timing and concessions
Who made the decision
Agreement and commercial outcome

EVIDENCE TO LISTEN FOR

Strong: A planned trade linked to a customer commitment.
Concern: Discounting without a reason or reciprocal commitment.

4

ILLUSTRATIVE INTERVIEW VALIDATION

Prospecting and territory planning

88%

WHY THIS AREA IS EXPLORED

Validate that the activity example reflects deliberate target-account selection and repeatable pipeline generation.

ASK

Show how you would build a territory plan for your first 90 days. Which accounts would you target and how would you create qualified opportunities?

FOLLOW-UP PROBES

Target account criteria
Contact and channel mix
Weekly activity priorities
Meeting quality and pipeline measures

EVIDENCE TO LISTEN FOR

Strong: A targeted plan with clear activity and qualification measures.
Concern: A broad contact list with no account priorities or conversion logic.

Fictional interview prompts demonstrating the format. A real interview also tests career moves, motivation, remuneration and practical fit.

All candidate, assessment and pipeline information is illustrative.

Interview Scorecard & Methodology

Candidate C.BDM01 | Business Development Manager

This completed fictional scorecard shows how the second interview tests the assessment signals before a client recommendation.

AREA	1-5	ILLUSTRATIVE EVIDENCE / NOTES
Prospecting and territory planning	4	Named target-account criteria and a repeatable weekly outreach plan.
Discovery and commercial qualification	5	Connected need, budget, stakeholders and the buying process.
Value proposition and solution selling	4	Linked the proposed solution with a measurable customer problem.
CRM, pipeline and forecast discipline	2	The example lacked confirmed decision timing and buying-process detail.
Negotiation and closing	4	Described scope and timing trades while protecting value.
Resilience and coachability	4	Accepted the forecast gap and proposed an evidence checklist.
Career evidence and role motivation	4	Owned the $240,000 quarter example and understood new-business expectations.

1 = no relevant evidence; 2 = weak; 3 = meets; 4 = strong; 5 = exceptional, specific evidence.

Illustrative Interview Outcome

Recommend a client interview with a mock pipeline review and a discussion of a commercial win. The discovery and negotiation evidence is relevant, while forecast confidence requires validation. The client shortlist records this same pattern and the outstanding checks.

Methodology and Interpretation

This fictional BDM example uses the current report structure of 40 questions: 30 scored capability scenarios and 10 career, motivation and alignment questions. The 30 capability scenarios are split across Think, Act and Perform. The role labels, levels and results shown here are illustrative.

40	30	10	10 / 10 / 10
Total questions	Capability scenarios	Career / alignment	Think / Act / Perform

Assessment findings guide questioning alongside interviews, career evidence, references and client judgement. All scores and notes are invented; no assessment or verification was carried out.

All candidate, assessment and pipeline information is illustrative.

Recruitment Progress & Pipeline Update

Business Development Manager

Illustrative update 02

PROGRESS SINCE THE PREVIOUS UPDATE

The fictional BDM pool has grown from 42 to 60. Assessment and second interviews have progressed, with three submissions now available for client consideration.

60	+18	5	3
CANDIDATE POOL	SINCE LAST UPDATE	SECOND INTERVIEWS	CLIENT SHORTLISTS

Progress between updates

STAGE	PREVIOUS	CURRENT
Candidate pool - applied / sourced	42	60 (+18)
Formal screening interviews completed	12	18 (+6)
SalesFit assessments completed	5	9 (+4)
Second interviews completed	2	5 (+3)
Client shortlist submissions	0	3 (+3)
Screened; awaiting SalesFit - current queue	5	7
First interviews scheduled - current queue	5	8

Completed-stage figures are cumulative. Queue figures describe the current position. The rows are not additive.

CLIENT TAKEAWAY

Three candidates have reached the client shortlist. Two further submissions are in preparation, subject to adequate evidence. Please provide interview availability and feedback on the submitted profiles.

All candidate, assessment and pipeline information is illustrative.

Role Progression

Business Development Manager | Pipeline and sourcing mix

Illustrative update 02

Current position of the 60-candidate pool

CURRENT STAGE	CANDIDATES
Under review	26
First interview scheduled	8
Screened; awaiting SalesFit	7
SalesFit complete; awaiting second interview	4
Second interview complete; submission in preparation	2
Submitted to client shortlist	3
Not progressing / withdrawn	10

These mutually exclusive current stages total 60. Of 18 completed screening interviews, 16 candidates remain in active assessment / interview / shortlist stages and two did not progress after screening.

Candidate sourcing

SOURCE	POOL COUNT
Advertising	35
Direct outreach / headhunting	20
Existing candidate relationships	5

ASSESSMENT AND SHORTLIST QUEUE

7 candidates awaiting SalesFit | 4 awaiting second interview | 2 submissions in preparation | 3 submitted to the client. References follow at the agreed selection stage.

All candidate, assessment and pipeline information is illustrative.

Activity, Market Feedback & Next Steps

Business Development Manager | Aggregate campaign update

Illustrative update 02

Activity during the illustrative reporting period

ACTIVITY	THIS PERIOD
New candidates added	18
Direct approaches made	24
Screening interviews completed	6
SalesFit assessments completed	4
Second interviews completed	3
Client submissions delivered	3

Market feedback - fictional example

The sample brief uses $85,000-$95,000 base plus super and commission. Two interviewed candidates sought a higher base. Six profiles lacked the required self-generated B2B sales evidence or territory experience, and two withdrew before screening. These ten make up the non-progressing / withdrawn group.

Next actions and ownership

OWNER	NEXT ACTION
SCS	Complete seven pending assessments and four second interviews.
SCS	Finalise up to two further submissions where the evidence supports progression.
Client	Provide interview availability and feedback on the three submitted profiles.
SCS + client	Confirm the reference-check stage, commission structure and territory requirements.

Forecasts depend on candidate availability and adequate evidence. All campaign figures are invented to demonstrate the reporting format. Frequency and level of detail are agreed at the start of the search.

All candidate, assessment and pipeline information is illustrative.