



How to Hire and Train Marketing All-Stars

HubSpot
Academy 

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for Business

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Flipping the Traditional Recruiting Model

You're likely a hiring manager or marketing team leader responsible for finding and training marketers for your company. It's not an easy job, is it?

“Well-rounded marketers are hard to come by. In a [study conducted by Bullhorn](#), 64% of recruiters reported a shortage of skilled candidates for available marketing roles.” ([Moz.com](#)). The best marketers are self-aware, and they know when they're being marketed to. Today's Marketing All-Stars are being contacted weekly, if not daily, with copy-pasted job descriptions filled with buzzwords and new challenges. The

best marketers are tuning out the old-school recruiting noise.

Want to learn how to cut through that noise by focusing on the career context of your target candidates? This ebook will teach you just that.

Cutting through the noise means zeroing in on where the best marketing candidates are today and showing them that you can help them get to the next stage in their career. For the same reason career training is valuable for your existing staff, it's attractive to potential candidates.

Showcase your company's ability to turn young marketers into Marketing All-Stars, and you'll attract and retain talented marketers.



If there's one lesson you should take from this ebook, understand that the web has vastly changed the hiring process and experience.

You'll also learn how to spot future Marketing All-Stars who are ready to jumpstart their careers and make their mark on your company. You'll learn a repeatable and scalable framework for attracting and hiring top marketers -- both those looking for jobs and those currently employed. And finally, you'll learn how to deliver on your promise as a hiring manager by training your new recruit to be an even more valuable marketer.

Candidates can now easily learn about your company and its open positions online. The hiring manager's role is to

bridge that self-acquired knowledge with your internal knowledge, so that you can find the right role for your target candidate.

By flipping the recruiting model from the traditional recruiter-centric, "you could be a fit for this role" to the candidate-centric, "this role could be a fit for you," you can create hiring experiences for candidates that align with their needs and career context. This will ultimately help to differentiate your company from those that are still relying on legacy hiring processes.



By the end of this ebook, you'll know:

- 1 How to reach your target candidates
- 2 How to spot future Marketing All-Stars
- 3 The Inbound Recruiting Framework
- 4 How to deliver on your promise with career training

A New Model for Career Training

“Consumerizing learning puts the marketer first and provides a more engaging learning experience. If done right, it will empower your marketers to take ownership over their own professional development, by providing an intuitive learning experience that they want to engage with.”

Traditional training -- one-way, hierarchical, and increasingly irrelevant -- was built for a workplace that no longer exists. Today, organizations must be prepared for the constant flow of new information, the everpresent need to acquire new skills, and the multidirectional nature of learning. That's why Udemy for Business drives forward the concept of “Consumerizing Learning”.

What does this mean? Your marketers know how to navigate the vast array of information available to them. They do it everyday in their personal lives using intuitive, consumer-first products like Google and YouTube. However, often times tools and technology at work are outdated and difficult to use. Given this phenomena, your marketers have new expectations for the tools they

engage with. They want and demand consumerized learning technology that helps them stay up-to-date with the skills they need to succeed as marketers in today's rapidly changing environment.

Consumerizing learning puts the marketer first and provides a more engaging learning experience. If done right, it will empower your marketers to take ownership over their own professional development, by providing an intuitive learning experience that they want to engage with. It also presents the opportunity for them to identify gaps in their own marketing skills. What are you doing to ensure your marketers are gaining timely and accurate skills? It's time to bring a consumer-first learning experience into your marketing organization.



It's Not Just a Job; It's an Investment



Top marketers are highly sought after, and it's important for hiring managers to provide a truly consultative candidate experience. That's what inbound recruiting is all about.

Marketing All-Stars know exactly how valuable they are. Inbound recruiting isn't about buying low and selling high; it's about finding mutually beneficial relationships with talented candidates.

Ask yourself: Is your company set up to turn young marketers into Marketing All-Stars? Can you demonstrate the career development paths through your existing team members? Access to training platforms like [Udemy for Business](#) offer young marketers the opportunity to self-educate: a characteristic to look for in your next marketing hire.

All-star marketers want to know how invested you are in their growth before they apply, so make sure your job descriptions and career pages describe all available learning opportunities.

Career training goes hand-in-hand with hiring top marketing talent. More so than any other function, marketers rely on a continual learning mindset to stay sharp throughout their career. Changes in human behavior, technology, and communication channels necessitate that marketers always look for that next trend that their audience is adopting.



**Darren Shimkus, VP and
General Manager for Udemy
for Business**

We work with hundreds of organizations large and small, across industries, and at different stages in their business. They all come to us with unique needs, but there's a common thread: how to keep employee skills growing in a rapidly changing world of higher employee expectations.

We partner with them to understand these developmental needs and curate our content so that it can really upskill employees and fill those engagement gaps.



Dharmesh Shah, co-founder of HubSpot, states that his superpower is being able to see the superpower in other people (sometimes, even when they don't know themselves yet). It's important to remember that today's candidate pool contains tomorrow's Marketing All-Stars. These marketers put a significant value on your company's ability to turn them into better marketers by offering career development and experiential learning opportunities.

That's why marketers need access to new concepts the moment they are released. Udemy for Business is constantly adding in new courses and removing outdated content so that marketers and other professionals always have access to the freshest concepts and tools. For example, courses on how to effectively market to users on Snapchat and Instagram are among the hottest new courses that marketers can learn on Udemy for Business.

[HubSpot Academy certification courses](#) are updated regularly to keep pace with modern digital marketing. Marketers can't

go back to school every 3-5 years, so they value companies that supplement their experience with training. By showcasing these benefits, and the results they've achieved for your existing team, you can dramatically cut through the noise.



Lastly, is your team guest blogging, speaking at events, or joining webinars? These cues tell a candidate how much time and energy your company puts into cultivating talent. It's a great sign when a candidate references these aspects of your company! It's the type of research and attitude you want to see when you're looking for a Marketing All-Star.

How to Spot a Marketing All-Star

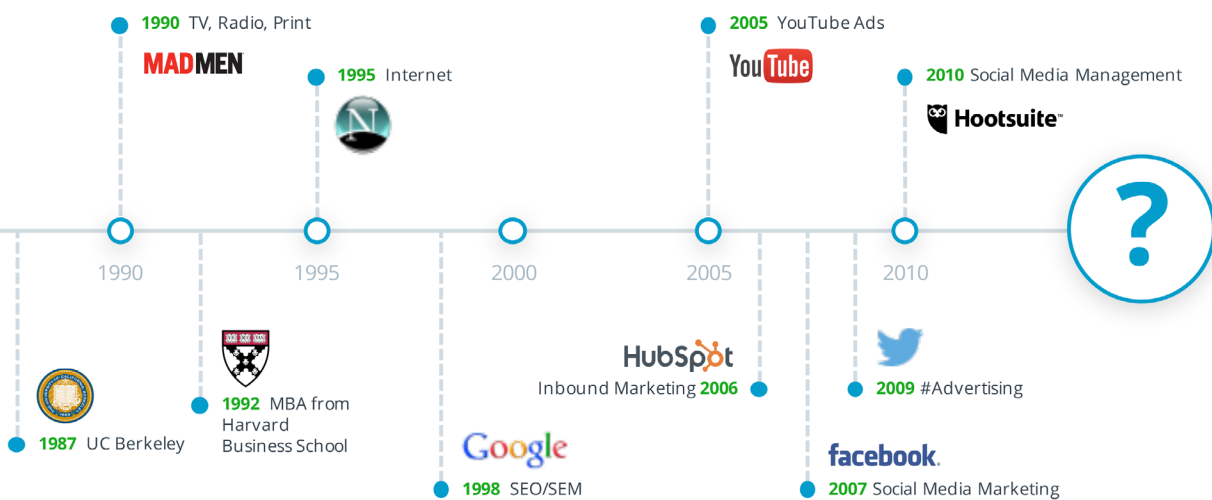
The Right Mix of Skills Makes all the Difference

If we look at the career path of a marketer just a few decades ago, that path was very different than it is today. The growth in digital marketing tactics has made a whole host of technical and analytical skills marketers must have in their toolkit. Today's top marketers are expected to have foundational knowledge of content marketing, social media, search engine optimization, conversion rate optimization and funnel analytics, and sometimes even experience with HTML and CSS.

Previously, marketers might have progressed from general know-how to specializations (say advertising, copywriting, or event marketing). Today's marketers maintain a more general skill set throughout their career, knowing that they need to be ready to learn and evolve as consumer behaviors change. Providing people with the resources they need to learn the latest tools and trends so they can perform in their jobs is paramount to organizational success.



The rapid pace of knowledge guarantees that people will continue to face skills challenges at work



“ The candidate experience at HubSpot was noticeably different from other companies. It felt like the recruiter was a consultant trying to find the best position for me at her company. She was incredibly responsive. I’d hear back from her within a day, and she had interviews set up within the same week.

It wasn’t the typical week-by-week process that so many other companies drag you through. I needed a job! I didn’t have time for a month-long process. This was the main reason I chose HubSpot. They seemed to be focused on my career, not their open positions.”



Eric Peters
HubSpot Marketer

The following section on the T-Shaped Web Marketer comes from Rand Fishkin, Co-Founder of CEO of Moz. Fishkin also co-founded the 100K+ community of marketers, Inbound.org, with HubSpot’s own Co-Founder, Dharmesh Shah.

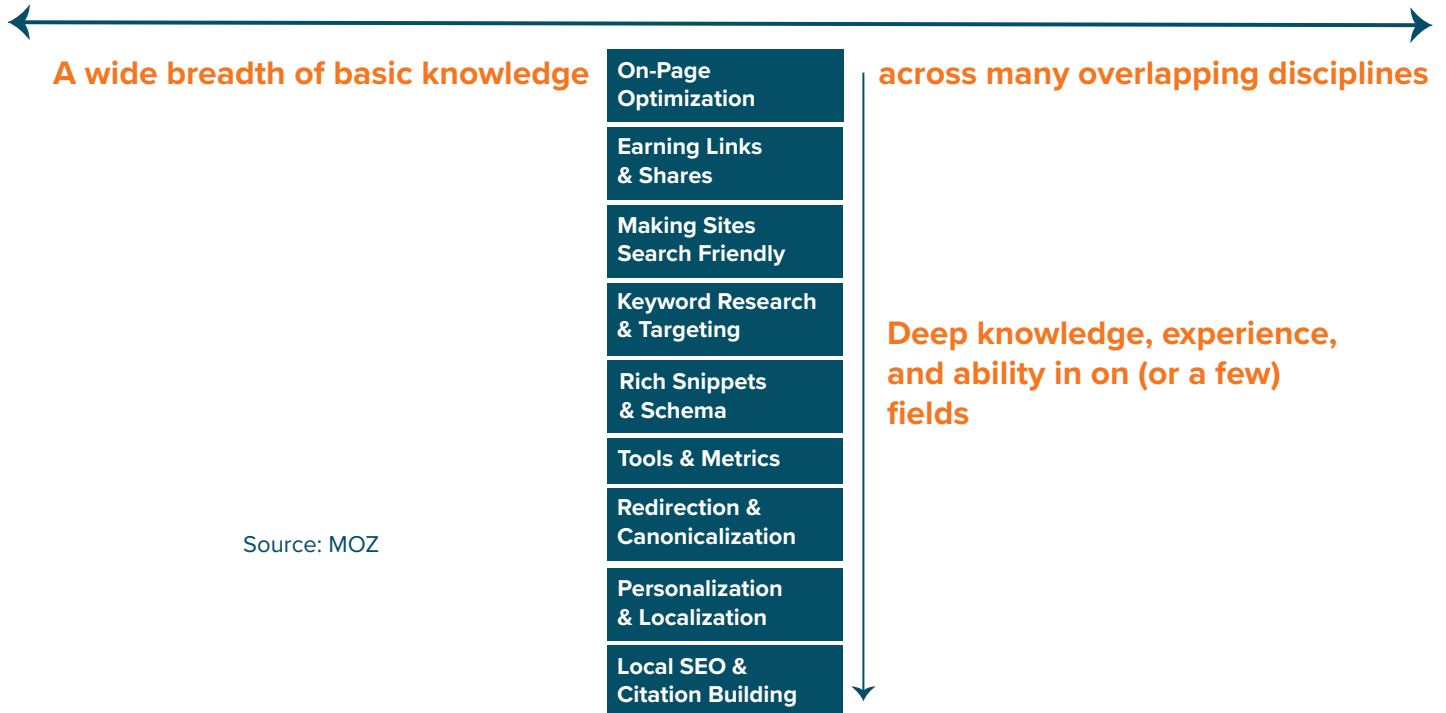
The [T-Shaped Web Marketer](#) refers to having a light level of knowledge in a broad array of skills, and deep knowledge or ability in a single one (or a few). This model may not seem particularly remarkable or unique, but it carries qualities that are essential to great marketing teams.



**Rand Fishkin, Co-Founder
and CEO of Moz**

The T-Shaped Web Marketer

Email PPC Display Video HTML UX SEO Social Community Blogging Content



Source: MOZ

A Framework for Marketers

Breadth Breeds Respect - As marketers develop knowledge of the skills and abilities of different disciplines, they grow to value those traits in others and to recognize the challenges that accompany achievement in those fields. When problems overlap or when team cohesion is critical, that respect is essential to the camaraderie and goodwill that makes it possible to get through trying times without relationship-straining conflict.

People Crave Mastery; Depth Fills that Need - As Daniel Pink notes, human beings need three things to be happy in their work: autonomy, mastery, and purpose. A marketer who's constantly shifting gears between surface-level tasks never develops the mastery that a T-shaped marketer can earn. The growth to attain mastery and earn the recognition that comes from expertise helps build an ownership mentality.

Overlapping Knowledge Yields Creativity.

Creative solutions are tough to evaluate and build on when there's only one person in your organization knowledgeable about a topic. By having multiple overlapping T-shaped marketers, a team can invent and evolve remarkably unique and powerful solutions to problems.

Essential Redundancies Exist with a Team of T-Shaped Folks.

It's launch day and you need to see how the email metrics are performing, but only one person in the company knows the platform well enough to track down all the right data to explain it. That sucks, but it can be helped through T-shaped overlaps. Redundancy doesn't mean that anyone can do everyone else's job, but it does mean that in time-sensitive or emergency situations, you're not held hostage by a single person's absence.



Marketing Success Factors. It's never just technical skills, work experience, or industry knowledge that make a candidate successful in the long run. Hiring and

training is expensive, (often 25% of the new hire's salary!), so finding the right person to be successful in that role is key. Just imagine how expensive it can get to hire the wrong person both in dollars and time.

You're probably asking yourself, "So how do I find candidates with T-Shaped marketing skillsets in the wild?" Look to your existing marketing team. Would you say your existing marketing team's skillsets are T-shaped? In other words, do they have a particular specialty that they're focused on becoming an expert in? Do they know enough about other digital marketing techniques to hold a conversation with an expert?

Having an open conversation with your existing team about why they chose to work for your company, what projects they've loved working on, which ones they've hated, and where they've learned the most should inform the descriptions and expectations you set for future open positions.



Why Soft Skills are the Hardest to Hire & Train For

“Our broader culture needs to make room for soft skills when we talk about what 21st century workers need to know in order to succeed. Unlike hard skills, which are always evolving and could be gone with the software update of tomorrow, soft skills never expire.”

Who Are You Calling Soft? By Dennis Yang, CEO of Udemy

Most companies hire based on hard skills because it's easy to make decisions on such binary questions, like “Do you have 3+ years of experience on a marketing team?” But with such variability in positions, teams, companies, and industries - does the answer to that question really help you qualify a candidate?

Soft skills, like **self-awareness** (knowing one's emotions, strengths and weaknesses), **self-regulation** (controlling one's disruptive emotions), **motivation** (being self-driven to achieve), **empathy** (considering other's opinions), and **social skills** (managing relationships with others) are the five elements that make up one's emotional intelligence.

Even more difficult to identify than a marketer's T-shaped skill set is emotional intelligence -- those characteristics including attitude, personality, behaviors, expectations, and many seemingly subjective qualities weaved deeply

between the lines of candidates' applications, resumes, and cover letters.

When it comes to hiring individuals, emotional intelligence is really something you have to identify through face-to-face conversation. Can you hear the excitement in the candidate's voice when they tell you about a project they worked on? **Motivation.** How does the candidate speak about their previous company? What relationships did they build? **Social skills.** How did the candidate handle a frustrating situation or a missed goal? **Self-regulation.** Does the candidate know his own strengths and weaknesses? **Self-awareness.** Have they shown a genuine interest in helping others on their team? **Empathy.**

Look for these cues in the interview stage of your hiring process, and make sure to value those skills just as highly as any technical skill or relevant experience. You can always train candidates how to optimize a landing page - it's much harder to teach emotional intelligence.



The following attributes are from a list of answers to the question “what’s needed to be a good marketer” [compiled by Tatiana Liubarets](#) of Writtent. While emotional intelligence is something that all employees should work on developing, these particular attributes have been described as particularly important for marketers.

Adaptability

“Adaptability is more important now than ever. Not only because of the changing marketing landscape but also changing demands of the client/brand.”

-- Scott Stratten

Results orientation

“Successful marketers will have a results orientation. Speak the language of the business.”

-- Mark Schaefer

Restlessness

“Good marketers cannot be complacent. You cannot be satisfied with past accomplishments. You need to be restless.”

-- Mark Schaefer

Patience

“Patience is key for anything in business, but especially in this ADD-fueled business world. You can’t build a huge email list in a day, you can’t make things go viral, and five tweets do not build you an empire.”

-- Scott Stratten



Interestingly, most companies don't train their teams for soft skills either. According to a study by a global human resources consulting firm, Development Dimensions International (DDI), only 11% of senior leaders are effective at displaying empathy and maintaining other's esteem.

While these skills can be difficult to hire for, they aren't nearly as difficult to train for. There are over 190 courses on Udemy for Business that train for soft skills, including courses on public speaking, delivering effective performance reviews, networking, motivational speaking, putting customers first, among many others.

Pairing these soft skills training courses with other curated Udemy for Business courses enables you to breed the All-Star marketing leaders you need. Not only will your marketers gain the skills

they need to lead and manage, but they will also be empowered to gain skills in sales, new marketing technology, project management, and more through the Udemy for Business content collection.

In today's fast-paced, results-driven marketing teams, it takes diligence to take time away from work to focus on developing soft skills. Creating an environment to practice them in is a great first step. These interpersonal skills need to be practiced and honed through real-world interactions with teammates.

The Inbound Recruiting Framework

Your recruiting pipeline is a lot like a marketing funnel in that you have job applications coming in, recruiters reaching out to target candidates, and qualifying candidates for the next stage of the interview process.

Identify

The inbound recruiting framework starts with the Identify stage, where you're identifying the appropriate marketing "candidate personas". What are they like? What are their strengths, weaknesses, and values? How do those characteristics mesh with the rest of the team? Describe the ideal candidate in as much detail as possible so that you'll be able to identify those characteristics throughout your qualifying stages.



Active job seekers are out there looking for a new role right now. How do you get your content (i.e. your job descriptions, blog posts about working for your company, articles about your company's achievements) in front of those job seekers?

Here are a few ways:

- Make sure your on-site content is optimized for job searchers. Do your job descriptions contain keywords that a job seeker might type into a search engine? Are you using their diction? For instance, HubSpot might call someone an Inbound Marketing Specialist once they're hired - but the transferable skill set we're looking for is someone with a background in content marketing and customer service. For more on how to create job descriptions that land you great marketing hires, [check out this guide](#).



- Use social media to demonstrate your company's culture, values, and mission. Social media isn't just a high-level marketing strategy, it's often a candidate's first touchpoint. Should you set up a set of social media accounts for hiring? Perhaps. If you're not at that scale yet, try starting a LinkedIn group where prospective candidates can ask you questions. Put your own Twitter handle on your careers site so candidates can tweet you messages and follow your posts. Training and development is a big ask for many employees today, and that is an important part of a company's culture. [Millennials particularly value](#) training and development as the top benefit they want from their employer. And [56% of workers today](#) look to their workplace first for on-the-job training. You don't have to invest a ton of time and effort into providing avenues for self-edification. Platforms like [Udemy for Business](#) and other personal development and training resources can [differentiate your company](#) in the eyes of your candidates.
- Use specific qualifications that candidates can quickly identify with. Industry certifications like [HubSpot Academy's free Inbound Certification](#) or [Google's free Google Analytics Individual Qualification](#) can be great for this. Not only do these certification programs demonstrate a set of acquired skills, but perhaps more importantly, they demonstrate that the candidate is interested in self-education and motivated to improve themselves.



Passive job seekers are employed and might not necessarily be searching a new role, but top marketers know that they're in-demand. For the right opportunity, they may be willing to chat with you openly about a role. According to Gallup, [51% of employees are considering a new job](#). You will likely identify these candidates through primary research on LinkedIn, at events, or employee referrals. Ask any all-star marketer where they get the most attention from recruiters, and it's usually after speaking at a conference or webinar.



First and foremost, your goal should be to build trusting relationships. Showing people that your business cares to develop their skills and help them grow their careers through online, on-demand learning tools like [Udemy for Business](#) will be key to building long-term trust with future candidates. [52% of millennials say opportunities for career progression](#) are the most desirable quality in a workplace. Once you've done this, you'll have a much easier time approaching candidates when that perfect opening comes up.





Connect

Start the relationship off on the right foot by acting as a trusted advisor and advocate for your company. At this stage, the traditional recruiter starts out with the job description, compensation, perks, benefits - because it's easy to list those things out and let the candidate qualify themselves. Phone screening is there to keep the less qualified out, right? Not anymore. The well-informed candidate will likely already know most of that information from reading your website and reviews of your company on Glassdoor.

The **inbound recruiter will listen to the job seeker**, absorbing every detail from what they liked about their past roles, what they didn't like, who they worked with, etc. What skills are they trying to develop, or want to develop? Does your company offer the candidate the skills training they needs to become the marketer they want to be? This information will help you better connect with the candidate and decide whether the job is truly a fit.

The most important part of the connect stage is guiding candidates through a positive recruiting experience with real people. Believe it or not, simply being helpful and human can be a dramatic differentiator between companies. You're not the only recruiter a candidate will have talked to that day - **but you can be the one they remember.**



Interview

At this point, you've found someone who you think could be a great fit for an open position. You didn't go finding the perfect person for a position. You found a remarkable marketer, and said to yourself, "I have the role for this person." Right?

The time you invest now will pay dividends for years to come. At the interview stage, you bring in other representatives of your company to interview the candidate either in person or over the phone. Interviewers should avoid discussing the candidate's qualifications until after they've all had the opportunity to interview the candidate. This **avoids group-think** and gives the candidate the opportunity to give a positive first-impression to new people on the hiring team.

Have each person on the hiring team focus on a particular aspect of the candidate's qualifications. A Demand Generation Manager might review the candidate's email and social media experience, while someone who would work directly with the candidate may review their company culture fit.

Finally, apply a rating system so that subjective opinions can be quantified and compared. For example, apply a 4-point scale where four is a "We must hire this person" and one is a "That was a disaster."

The conversation between interviewers describing the reasons they gave their scores will help inform the hiring manager to make a final decision.

Decide

You've found your all-star. Ideally, you've found an evenly matched group of them to choose from. The work you put into identifying, connecting, and interviewing has paid off, and it's time to make a final decision. Gather the hiring team after they've spoken to the candidate to hash out opinions about the candidate, their qualifications, and any pros/cons they've identified.

When you give the candidate an offer, it may seem like this is the end of the process, but top marketers are prepared for this moment and will often have multiple offers to choose from. If you've made the decision that this person is a great fit for the role, it's time to sell the candidate on the role and the company.

Call them as soon as you can. There's no better way to delight a candidate than to reach them on their way home from the interview. Showing this kind of responsiveness is extremely important to marketers, who are accustomed to week-long wait periods between status updates from hiring teams. If you get them on the phone, tell them that you'd love to have them on your team and try to get a verbal confirmation that they share the sentiment. If you can't reach them, do not leave this

information via voicemail. This type of message is best conveyed in real-time.

Be prepared for a counter offer. Again, these are in-demand top marketers we're talking about. Should the conversation go in the direction of "that compensation package is less than what I am looking for" - let them know that you're going to do everything you can to get them there. You're their advocate at this point, serving their needs is your top priority. There shouldn't be any surprises here, assuming you've done your homework.

If the candidate does not accept your offer, it's important to remember that this is not the end of the relationship. Perhaps the most important part creating great candidate experiences is how you handle situations that aren't par for the course. Try to understand why they chose not to accept the offer. Is there a variable you have control over that might sway them back?

Perhaps most importantly: **be excited for them.** By now you've worked with this person for a few weeks or months, and you're invested in their success. Let them know that you're a phone call away should things not work out.



Final Thoughts

- **Nurture your marketers.** Career development and training are just as important as the compensation package. Training and learning opportunities are recruiting tools for your company. If you have someone who is on the cusp of becoming a great marketer, wouldn't you want to see their rise to stardom happen under your roof?
- **Candidate Personas** allow you to identify 'good fit' candidates without having any living, breathing candidates in front of you. Inbound recruiting turns the tables between recruiter and candidate - the candidate now has all the power, and it's your job to advocate for your company and work with them to assess whether the role is a mutually beneficial fit.
- **Welcome the marketing generalist.** The T-Shaped marketer is a healthy addition to your team for many reasons. They'll be faster and easier to onboard and better collaborators on your team.
- **Emotional intelligence and 'soft skills'** are often more impactful to the marketer's success than their technical skills or existing experience. Hire for character; train for skill.
- A repeatable framework like the **Identify-Connect-Interview-Decide framework** allows you to measure your recruiting efforts. As they say, what is measured can be managed, so look for the bottlenecks in the process and work to improve hiring conversion.
- **Nurture your candidate pool.** The candidate experience is instrumental to giving candidates a positive feeling about your company (whether they didn't accept an offer or were not a fit for a particular role). Many of these individuals will have a long career ahead of them, so it's always in your best interest to maintain relationships and keep them informed of opportunities that fit their profile.
- **Encourage continuous learning** by providing your marketers with the tools and learning opportunities that they need to upskill and improve job performance.



About HubSpot Academy

HubSpot Academy is the **worldwide leader in inbound education**. As the career training division of HubSpot Inc., HubSpot Academy serves marketing and sales professionals with free training for the digital age.

Our team of 18 professors, program managers, video producers, web designers, and course marketers work together to create interactive and educational experiences for students around the world in multiple languages and disciplines. We believe in a “flip the classroom” model, wherein students watch lectures individually and join in group discussion (online or in-person) to facilitate their learning.

Courses range from five to twelve 30-45 minute classes, delivered online or via mobile to be schedule-friendly for the modern professional or student. Classes are updated regularly to reflect

the fast-changing skill requirements of today’s top digital marketers and sales professionals, vastly outpacing traditional education programs.

HubSpot Academy certifications are used by hiring managers and recruiters to identify elite professionals, assuring our graduates see career placement and advancement results from their enrollment. With over 50,000 students that have passed our certification course since 2013, HubSpot Academy certifications are the official badge of the inbound movement. We aim to educate and inspire people so that we, together, can transform the way the world does business.





About Udemy for Business

Udemy for Business is a **forward-thinking new learning solution** that brings a consumer-first learning experience to people at work to address today's biggest workforce challenges. Built for businesses striving to be at the forefront of innovation, Udemy for Business offers fresh, relevant learning anytime, anywhere, on any device.

The 1800+ high-quality courses taught by the world's leading experts cover a wide range of topics -- from programming and design to marketing, leadership and stress management. All courses are structured into larger sections that can run anywhere from a few minutes to over an hour, and each section contains one-to-five minute lectures to enable digestible, on-demand, and self-directed learning. In addition to its curated content collection, organizations can use Udemy to easily and securely host and distribute proprietary content.

Employees using Udemy for Business are engaged in an intuitive and useful learning experience. Leading organizations including PayPal, Lyft, Barclays, ON24, Century 21 and Pitney Bowes choose Udemy for Business to upskill their workforce and drive learning forward.

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