

MANAGER · DIGITAL MARKETING MANAGER

Hiring Brief Builder

What to actually test for, instead of listing tools. Most digital marketing job descriptions describe software, then interview for personality, then are surprised by the result.

THE DECISION THIS TEMPLATE PROTECTS

What this role genuinely requires, and how we would recognise it.

ROLE

Manager · also used by agency owners and recruiters

COURSE PLACEMENT

Framework · Role and competency mapping

REVISION

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Start from the work rather than from a job title. Write down the five decisions this person will make in their first quarter, then design the assessment around those. Tool familiarity is trainable in weeks; judgment is not, and testing for the former while hoping for the latter is the central error in this market.

BEFORE YOU START, YOU NEED

- The team capability map (G3), so you know what gap you are filling.
- The ten competency domains and their relative weight for this role.
- Agreement on what the person will actually own.

01 The work, before the title

QUESTION	ANSWER
Five decisions this person makes in their first quarter	
What breaks today because nobody owns it	

QUESTION	ANSWER
Who they work with most	
What they will be blamed for	
What good looks like at six months	

02 Competency weighting

All ten matter. They do not matter equally, and pretending otherwise produces a job description nobody can prioritise against.

DOMAIN	WEIGHT FOR THIS ROLE	WHY
Domain and technical		
Analytical		
Execution		
Strategic thinking		
Communication		
Collaboration		
Ownership		
Leadership		
Learning agility		
Ethics and judgment		

03 How to test each of the heavy ones

DOMAIN	HOW TO ACTUALLY TEST IT	WHAT A WEAK ANSWER LOOKS LIKE

The most informative interview question in this field is some version of: describe something you were confident about that turned out to be wrong, and how you found out. It tests analytical honesty, ownership and learning agility at once, and it cannot be rehearsed convincingly.

04 What we are not testing for

- Tool names on a CV. Interfaces change; the reasoning underneath does not.
- Certificate count.
- Speed of execution, unless the role is genuinely a volume role.
- Confidence in the interview, which correlates poorly with judgment under pressure.
- Agency or brand names on a CV as a proxy for capability.

05 The exercise

A REALISTIC SCENARIO WITH INCOMPLETE INFORMATION, AND WHAT A GOOD ANSWER WOULD CONTAIN

Ambiguity is the test. A scenario with a right answer tests recall.

TIME IT SHOULD TAKE, AND WHETHER IT IS PAID

Anything over two hours should be paid. This is a standard worth holding.

JUDGMENT PROMPTS

1. Are you hiring for the gap in your capability map, or for a title somebody suggested?
2. Would your current best performer pass your own assessment process?
3. Which requirement is on the list because it was on the last job description?

WHAT THIS TEMPLATE WILL NOT DO FOR YOU

- It will not tell you whether somebody will be good. It improves the odds and removes some predictable errors.
- Scenario exercises favour people who interview well at scenario exercises. Combine with evidence of past work.
- It cannot compensate for a role that is badly designed. If nobody could succeed in it, hiring harder will not help.

THE DEFENSIBLE OUTPUT

A brief built from five real decisions, a competency weighting, and an assessment that tests judgment rather than recall.

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