sapperment

GUIDE

THE TALENT BRIEF · GUIDE

Know Your Role, Know Your Candidate

One SWOT grid, filled twice, then read against each other. A plain-language guide for candidates, employers and recruiters.

> A job description lists tasks. A CV lists jobs. Neither tells you whether the two fit, and now that AI helps write both, they sound more alike than ever. KYR and KYC put a role and a person into the same four boxes, with proof for every point, so the two can be laid side by side and read in about an hour.

THE IDEA

The same four boxes, filled from two sides

BOX	KYR · THE ROLE	KYC · THE PERSON
S · Strengths	What the company brings	What I bring, with proof
W · Weaknesses	The gap the hire must fill	Where I am still growing
O · Opportunities	What the role offers	Where I create most value
T · Threats	What makes it hard	What would make a role fail

HOW THIS GUIDE IS BUILT

One topic at a time, then the guide, then the example

1 **KYR · Know Your Role.** The role in four boxes, written by the hiring manager. **page 2**

2 **KYC · Know Your Candidate.** The person in the same four boxes, signed by the candidate. **page 3**

3 **The fit.** Reading the two grids against each other: four crossings, three marks, one verdict. **page 4**

4 **The guide.** Building both grids step by step, and reading the fit. **pages 5–6**

5 **The worked example.** One invented case, from job description and CV to verdict. **pages 7–11**

SEE IT LIVE

The framework · the free toolkit page
sapperment.com/talent/know-your-role

The Talent Brief · where the framework runs, monthly
sapperment.com/talent/the-talent-brief

COMING NEXT

KYE · Know your edge. Readiness for your next role, and how well your work holds up as AI takes on more of it.

A first look: sapperment.com/talent/know-your-edge

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TOPIC 1 · KNOW YOUR ROLE

KYR: the role in four boxes

Written by the hiring manager, before the job advertisement.

> A KYR describes a role the way a candidate needs to see it: what the company brings, the gap the hire must fill, what the role offers and what makes it hard. Four points per box, ranked, each with proof. One sentence above the grid says why the role exists now.

HELPFUL

S Strengths

What the company brings

Sponsor, budget, team, assets, decisions already made.

O Opportunities

What the role offers

Scope, reporting line, pay and growth.

HARMFUL

W Weaknesses

The gap the hire must fill

The problems behind the task list. If this box is hard to fill in, the role is not clear yet.

T Threats

What makes it hard

Deadlines, travel, dependencies, and what the advertisement leaves unsaid.

Why now

One sentence: the deadline, the failed project or the growth that makes the role necessary now.

Must-haves

Only what you would reject a strong candidate for. Everything else is an advantage.

Questions

What the job description does not say (pay, decision rights, real travel) becomes a question for the first call.

WHO WRITES IT, AND WHEN

Before the advertisement, not after

1. **The hiring manager writes the KYR.** Start with why the role exists now. If the W box will not fill, stop: the role is not ready to advertise.
2. **Talent attraction challenges it.** Are the must-haves really reasons to reject a strong candidate? Is the T box honest about travel, pace and decision rights?
3. **The advertisement is written from the KYR.** Candidates receive the KYR before the first call at the latest, so they can answer in the same structure.

SEE IT LIVE

A live KYR: the Cloud ERP transformation executive · a role brief with its grid
sapperment.com/talent/sap-careers/cloud-erp-transformation-executive#the-role-in-kyr-form

The framework
sapperment.com/talent/know-your-role

IN THIS GUIDE

How to build a KYR from a job description: **page 5**.
The worked example KYR: **page 9**.

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TOPIC 2 · KNOW YOUR CANDIDATE

KYC: the person in the same four boxes

Written and signed by the candidate, in the role's language.

> A KYC describes a candidate in the same grid as the role: what I bring with proof, where I am still growing, where I create most value and what would make a role fail for me. One sentence of purpose sits below the grid.

HELPFUL	HARMFUL
S Strengths What I bring, with proof Decision stories: moments where you decided something and it changed a result. Each needs a number.	**W** Weaknesses Where I am still growing The honest gaps your next role should close. Growth steps, not apologies.
O Opportunities Where I create most value Where market demand meets your strengths, plus the level, pay and place you want.	**T** Threats What would make a role fail Your deal-breakers, and what you need instead.

Purpose

One sentence on what you want your work to change. Sign it off yourself.

Roles considered

The roles, level and region you are open to, in plain words.

Same words

Write the KYC in the role's language, not in module codes, so the two grids can be read side by side.

WHAT TO SHARE, AND WITH WHOM

Strengths in public, the rest in a conversation

1. **A public KYC shows strengths.** Weaknesses and threats are for a role you are actually discussing, never for a public profile.
2. **Send the KYC and the fit instead of a cover letter.** The hiring manager sees proof rather than adjectives, in the structure of their own KYR.
3. **Sign it.** If a line sounds right but you would not defend it in an interview, it does not belong in the grid.

SEE IT LIVE

A live KYC: Andreas BORN's candidate grid · public, so strengths only
sapperment.com/authors/andreas-born#kyc

Join the Talent Network · people described the same way
sapperment.com/talent/join

IN THIS GUIDE

How to build a KYC from a CV: **page 5**.
The worked example KYC: **page 10**.

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TOPIC 3 · THE FIT

The fit: two grids, read against each other

Four crossings, three marks, one verdict.

> Lay the KYR and the KYC side by side. The fit is read in four crossings. Each crossing asks one question, and each line gets one of three marks.

MATCH
The proof answers the need.

PARTIAL
Part of it, or a gap the role would close.

TO CLARIFY
A question for the first call.

CROSSING 1

Role W × candidate S

Can the candidate fill the gap the role exists for? Put each of the role's problems next to the candidate's strongest proof. This crossing decides whether a conversation is worth having.

CROSSING 2

Must-haves × evidence

Does every must-have have proof in the KYC? A must-have without proof is To clarify, not a rejection: CVs often leave the best evidence out.

CROSSING 3

Role O × candidate W and O

Does the offer grow the candidate? A role that closes a candidate's gap keeps them longer than one they have already done twice.

CROSSING 4

Role T × candidate T

Do the role's hard parts hit a deal-breaker? Travel, pace, decision rights and team setup belong here. One confirmed deal-breaker ends the match.

THE VERDICT

Count, then name the questions

1. **Count the marks.** Many matches in crossings 1 and 2 mean the candidate can do the job.
2. **Read the partials.** Partials in crossing 3 are good news: they show where the candidate will grow.
3. **Turn every To clarify into a question for the first call,** in the order that could end the match soonest.

SEE IT LIVE

Reading the fit for a live role · four questions for one role brief
sapperment.com/talent/sap-careers/cloud-erp-transformation-executive#reading-the-fit

A live KYC with the role it fits
sapperment.com/authors/andreas-born#kyc

IN THIS GUIDE

Reading the fit, step by step: **page 6**.
The worked example fit: **page 11**.

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THE GUIDE · PART A AND B

Build both grids

About an hour, from two documents you already have: a job description and a CV.

PART A · FROM A JOB DESCRIPTION

Build the KYR

1. **Find the reason.** Ask why this role exists now: a deadline, a failed project, growth. Write it as one sentence. That is the Why now line.
2. **Read for problems, not tasks.** Behind every task line sits a problem. “Harmonise 14 company codes” means the processes differ today. Problems go to W.
3. **Sort every line into a box.** Sponsor, budget, team and assets go to S. Scope, reporting line, pay and growth go to O. Deadlines, travel and dependencies go to T.
4. **Keep four per box, ranked.** Merge duplicates. Drop boilerplate such as “dynamic team” and long module lists.
5. **Test the must-haves.** Keep only what you would reject a strong candidate for. Everything else is an advantage.
6. **Note the silences.** What the job description does not say (pay, decision rights, real travel) becomes a question for the first call.

PART B · FROM A CV

Build the KYC

1. **Pull out decision stories.** Three to seven moments where you decided something and it changed a result. Each needs a number.
2. **Strengths:** what you know, what you can do (as verbs) and whom you serve best. Each point carries its proof.
3. **Weaknesses:** the honest gaps your next role should close. Write them as growth steps, not apologies.
4. **Opportunities:** where market demand meets your strengths, plus the level, pay and place you want.
5. **Threats:** what would make a role fail for you, and what you need instead. These are your deal-breakers.
6. **Purpose:** one sentence on what you want your work to change. Sign it off yourself.

THREE RULES

What makes two grids comparable

Four per box

Ranked, most important first. The ranking is what makes two grids comparable.

Proof for every point

A project, a number or a named result. No proof, no point.

Same words on both sides

Write the KYC in the role’s language, not in module codes.

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THE GUIDE · PART C

Read the fit, and use it

From two grids to a verdict and a first-call agenda.

PART C · READING THE FIT

Six steps

1. **Lay the grids side by side.** Role on the left, candidate on the right, in the same four boxes.
2. **Crossing 1: role W × candidate S.** Put each of the role's problems next to the candidate's strongest proof, and mark it.
3. **Crossing 2: must-haves × evidence.** Every must-have without proof is To clarify, never a rejection.
4. **Crossings 3 and 4: offer and deal-breakers.** Does the role grow the candidate? Do its hard parts hit a deal-breaker?
5. **Count and read.** Matches in crossings 1 and 2 say the candidate can do the job; partials in crossing 3 show where they will grow.
6. **Write the first-call agenda.** Every To clarify becomes a question, in the order that could end the match soonest.

HOW EACH SIDE USES IT

Candidate, employer, recruiter

Candidates

Build the KYR from the job ad before you apply, then send your KYC and the fit instead of a cover letter.

Employers

Write the KYR before the job ad. If W is hard to fill in, the role is not clear yet.

Recruiters

Present candidates as KYC plus fit, so the hiring manager sees proof, not adjectives.

THE WORKED EXAMPLE

The next five pages walk through one invented case, start to finish: a job description (page 7) and a CV (page 8), the KYR (page 9) and KYC (page 10) built from them, and the fit between them (page 11).

Credits: the grid is a classical SWOT; its questions draw on the Flower exercise by Richard N. Bolles in *What Color Is Your Parachute?* (Ten Speed Press). The framework, the SAP content and all examples are sapperment's own; every example is fictional.

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WORKED EXAMPLE · STEP 1 · THE INPUT FOR THE KYR

The job description

As it would appear on a job board.

Fictional | Typical format: tasks, profile, offer

> A typical job description: a list of tasks, a list of requirements and a vague offer. The KYR on page 9 turns it into problems, proof and questions.

SAP S/4HANA Finance Transformation Lead (m/f/d)

FICTIONAL EXAMPLE

European industrial manufacturer · 4,000 employees in 12 countries · Stuttgart, hybrid · travel about 20% · reports to the CFO, dotted line to the CIO

ABOUT THE ROLE

We are moving from SAP ECC 6.0 to SAP S/4HANA Cloud, Private Edition (RISE with SAP) before ECC mainstream maintenance ends in 2027. Finance goes first. The contract is signed and our implementation partner is selected.

YOUR RESPONSIBILITIES

- Lead the finance workstream of the S/4HANA programme end to end
- Design one global finance template (FI, CO, AA, Treasury) and harmonise 14 company codes
- Shorten the month-end close from 8 to 4 working days
- Introduce SAP Group Reporting and evaluate SAP Business AI for close and accounts payable
- Lead 8 part-time key users and steer the implementation partner
- Own finance data quality and migration

YOUR PROFILE

- 10+ years of SAP FI/CO experience
- At least two full-cycle S/4HANA implementations
- Experience leading mixed teams of business and IT
- Fluent German and English; SAP certification an advantage
- Dynamic, hands-on team player with strong communication skills

WHAT WE OFFER

- A flagship programme with CFO sponsorship and budget approved
- Development into Head of Finance Processes after go-live
- Competitive package, company car, 30 days of holiday

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WORKED EXAMPLE · STEP 2 · THE INPUT FOR THE KYC

The CV

As a candidate would send it.

Fictional | Typical format: roles, projects, skills

> A typical CV: roles in reverse order, projects and certifications. The KYC on page 10 turns it into ranked strengths with proof, honest gaps and deal-breakers.

Candidate B · SAP Finance Solution Architect

FICTIONAL EXAMPLE

Baden-Württemberg · German (native), English (fluent), French (basic) · SAP Certified Application Associate, S/4HANA Finance

PROFILE

Fifteen years in finance and SAP: four as a controller and SAP key user, eleven as a consultant and architect. Two full-cycle S/4HANA finance programmes. Looking to move to the client side and own the result after go-live.

EXPERIENCE

2021 – today · Senior Manager, SAP Finance, global system integrator

- Lead finance architect, S/4HANA greenfield for a chemicals group in 9 countries: one global template, close cut from 7 to 4 days
- Finance lead, S/4HANA for a retailer in 5 countries; introduced SAP Group Reporting
- Led up to 12 consultants across two countries

2015 – 2021 · SAP FI/CO Consultant, later Team Lead, mid-size SAP partner

- Six ECC rollouts in FI, CO and asset accounting; data migration lead on four of them
- Treasury: cash management basics

2011 – 2015 · Financial Controller, automotive supplier

- SAP CO key user; owned the monthly close for two plants

EDUCATION AND MORE

- MSc Finance · Speaker at a DSAG finance working group
- Prefers Baden-Württemberg; travel up to 30%

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WORKED EXAMPLE · STEP 3 · THE KYR, BUILT FROM THE JOB DESCRIPTION ON PAGE 7

S/4HANA Finance Transformation Lead

European industrial manufacturer · reports to the CFO

Stuttgart, hybrid | Travel about 20% | Team of 8 key users + partner | RISE, Private Edition

> Leads the finance workstream of an ECC to S/4HANA move, with one global template, a faster close and clean data, before ECC maintenance ends.

HELPFUL

S Strengths

What the company brings

1. **CFO sponsorship**
   Flagship programme with budget approved.
2. **Decisions already made**
   RISE contract signed; implementation partner selected.
3. **International scope**
   4,000 employees, 12 countries, 14 company codes.
4. **A path after go-live**
   Development into Head of Finance Processes.

HARMFUL

W Weaknesses

The gap the hire must fill

1. **Fourteen ways of working**
   Company codes run on different processes.
2. **A slow close**
   Month-end takes 8 working days; target is 4.
3. **No S/4 finance know-how in-house**
   Nobody has run a full S/4HANA finance cycle.
4. **Data quality**
   Finance master data must be cleaned before migration.

O Opportunities

What the role offers

1. **End-to-end ownership**
   The whole finance workstream, not one module.
2. **CFO reporting line**
   Direct access to the sponsor.
3. **A modern stack**
   Group Reporting and SAP Business AI for close and AP.
4. **Leadership**
   8 key users plus the partner's finance team.

T Threats

What makes it hard

1. **A fixed deadline**
   ECC maintenance ends in 2027.
2. **Part-time key users**
   The team has day jobs.
3. **Partner dependence**
   Delivery capacity sits with the integrator.
4. **Unstated pay**
   "Competitive package" gives no band.

WHY NOW **ECC maintenance ends in 2027, and finance must close faster on one template before the rest of the business moves.**

Must-haves: 10+ years of SAP FI/CO; two full-cycle S/4HANA implementations; leading mixed business and IT teams; German and English. **Advantage:** SAP certification.

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WORKED EXAMPLE · STEP 4 · THE KYC, BUILT FROM THE CV ON PAGE 8

Candidate B

SAP Finance Solution Architect: designs finance templates that close faster, and wants to own them after go-live

Baden-Württemberg | German · English · French | Travel up to 30%

> Fifteen years in finance and SAP: four as a controller and key user, eleven as a consultant and architect, including two full-cycle S/4HANA finance programmes.

HELPFUL

S Strengths

What I bring: proven, documented

1. **Global finance templates**
   One template across 9 countries for a chemicals group.
2. **A faster close**
   Close cut from 7 to 4 days.
3. **Business and IT in one person**
   Former controller and SAP key user; speaks both languages.
4. **Data migration**
   Migration lead on four ECC rollouts.

HARMFUL

W Weaknesses

Where I am still growing

1. **Line management**
   Has led project teams of up to 12, never a line team.
2. **RISE experience**
   Both S/4HANA projects were greenfield, not RISE Private Edition.
3. **Treasury depth**
   Cash management basics only.
4. **AI in finance**
   No live Business AI use case yet.

O Opportunities

Where I create most value

1. **Companies leaving ECC by 2027**
   Finance-first moves need exactly this profile.
2. **The client side**
   Owning the result after go-live, not handing it over.
3. **A process-owner path**
   From programme lead to head of finance processes.
4. **Close to home**
   Baden-Württemberg, hybrid.

T Threats

What would make a role fail, and what I need instead

1. **Key users without time**
   Needs committed business capacity.
2. **Steering without design authority**
   Needs the final say on the finance template.
3. **Heavy travel**
   Needs travel at or below 30%.
4. **Relocation**
   Needs to stay in the region.

PURPOSE **Build finance processes that close faster and stay clean after go-live, and stay to run them.**

Roles considered: finance transformation lead, head of finance processes or finance systems, on the client side in DACH.

WORKED EXAMPLE · STEP 5 · KYC × KYR

Candidate B × Finance Transformation Lead

Each need from the KYR on page 9, answered with proof from the KYC on page 10.

KYR: S/4HANA Finance Transformation Lead | KYC: Candidate B | Read before the first call

> Candidate B has already solved this role's two biggest problems elsewhere: one template and a four-day close. The gaps are RISE experience and line leadership, and both are what the role would teach.

VERDICT

Strong fit, three points to clarify

7 MATCH | 3 PARTIAL | 3 TO CLARIFY

WHAT THE ROLE NEEDS (KYR)	WHAT THE CANDIDATE PROVES (KYC)	FIT
ROLE W (THE GAP) × CANDIDATE S (STRENGTHS)		
Harmonise 14 company codes	One global template across 9 countries	MATCH
Close from 8 to 4 days	Close cut from 7 to 4 days at a chemicals group	MATCH
No S/4 finance know-how in-house	Two full-cycle S/4HANA finance programmes	MATCH
Finance data quality	Migration lead on four ECC rollouts	MATCH
MUST-HAVES × CANDIDATE EVIDENCE		
10+ years of SAP FI/CO	Eleven years as consultant and architect, four as key user	MATCH
Two full-cycle S/4HANA implementations	Chemicals (9 countries) and retail (5 countries)	MATCH
Leading mixed business and IT teams	Led up to 12 consultants; business teams not named	PARTIAL
ROLE O (THE OFFER) × CANDIDATE W AND O		
RISE, Private Edition	Greenfield only so far: the role closes this gap	PARTIAL
Lead 8 key users; path to Head of Finance Processes	No line team yet; wants the process-owner path	PARTIAL
ROLE T (WHAT MAKES IT HARD) × CANDIDATE T (CONDITIONS)		
Travel about 20%	Up to 30% is fine	MATCH
Part-time key users	Deal-breaker if they have no committed time	TO CLARIFY
Steering the partner	Needs final say on the finance template	TO CLARIFY
"Competitive package"	Salary expectation not stated either	TO CLARIFY

WHY NOW × PURPOSE

The company must close faster on one template before 2027; the candidate wants to build exactly that and stay to run it.

Want to try it on a real role? Start with the framework page and a live role brief.

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