



**Welcome to the Webinar!**

# **Storytelling Throughout The Candidate Journey**

February 20, 2019 at 11:00am PT

We'll get started shortly.

#EBStorytelling



# Storytelling Throughout the Candidate Journey



LEVER



themuse

#EBStorytelling

# Meet Our Speakers



**Dan Kelske**

Senior Enterprise Account Manager  
The Muse



**Deniz Gultekin**

Talent Brand Manager  
Lever

# What you will learn today:

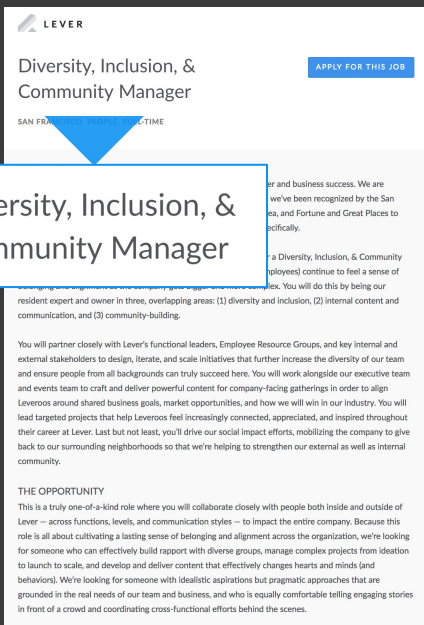
1. Starting with the job description to drive interest - no more cookie cutter JD's!
2. Storytelling with diversity & inclusion top of mind
3. Spot checking any gaps in the candidate experience
4. Using content to be human at scale and ease the sting of rejection
5. How to treat & nurture your silver-medal candidates

# Starting with the Job Description to Drive Interest

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NO MORE COOKIE CUTTER JD'S

# Lever Impact Descriptions



**LEVER**

## Diversity, Inclusion, & Community Manager

SAN FRANCISCO, CA • FULL-TIME

[APPLY FOR THIS JOB](#)

er and business success. We are we've been recognized by the San sa, and Fortune and Great Places to edically.

a Diversity, Inclusion, & Community ploved continue to feel a sense of lex. You will do this by being our resident expert and owner in three, overlapping areas: (1) diversity and inclusion, (2) internal content and communication, and (3) community-building.

You will partner closely with Lever's functional leaders, Employee Resource Groups, and key internal and external stakeholders to design, iterate, and scale initiatives that further increase the diversity of our team and ensure people from all backgrounds can truly succeed here. You will work alongside our executive team and events team to craft and deliver powerful content for company-facing gatherings in order to align Levers around shared business goals, market opportunities, and how we will win in our industry. You will lead targeted projects that help Levers feel increasingly connected, appreciated, and inspired throughout their career at Lever. Last but not least, you'll drive our social impact efforts, mobilizing the company to give back to our surrounding neighborhoods so that we're helping to strengthen our external as well as internal community.

**THE OPPORTUNITY**

This is a truly one-of-a-kind role where you will collaborate closely with people both inside and outside of Lever – across functions, levels, and communication styles – to impact the entire company. Because this role is all about cultivating a lasting sense of belonging and alignment across the organization, we're looking for someone who can effectively build rapport with diverse groups, manage complex projects from ideation to launch to scale, and develop and deliver content that effectively changes hearts and minds (and behaviors). We're looking for someone with idealistic aspirations but pragmatic approaches that are grounded in the real needs of our team and business, and who is equally comfortable telling engaging stories in front of a crowd and coordinating cross-functional efforts behind the scenes.

## Diversity, Inclusion, & Community Manager

**WITHIN 6 MONTHS, YOU'LL:**

- Measure the impact of your D&I efforts (above) and solicit feedback from "users," make iterations accordingly, and expand the programs' reach and scale.
- Share results from your D&I work internally with the company and externally (for example: the Inside Lever blog), to drive further engagement and investment.
- In partnership with the Director of Employee Experience opportunities and next steps for infusing more "magical" goal of keeping Leversos feeling connected, appreciated.
- Create a repeatable, scalable playbook for producing effective most relevant and timely messages, how to structure the identify and prep speakers. Draft Lever's 2020 social impact meaningful to our surrounding neighborhoods and what civically-minded companies and our government affiliates companies to pool resources.

**WITHIN 12 MONTHS, YOU'LL:**

- Build and implement Lever's diversity and inclusion roadmap will have the biggest impact.
- Help shape the entire Employee Experience team's priorities
- Revise the resources and processes we have in place for effectively celebrate and champion their specific group and communities' needs.
- Collaborate with the other tech companies and community share your D&I and social impact work with external media

**IS THIS ROLE NOT AN EXACT FIT?**

Sign up to stay in touch, we'll let you know when we have new opportunities for you.

**THE LEVER STORY**

Lever builds modern recruiting software for teams to source, interview, and hire top talent. Our team strives to set a new bar for enterprise software with modern, well-designed, real-time apps. We participated in Y Combinator in summer 2012, and since then have raised \$73 million. As the applicant tracking system of choice for Netflix, Eventbrite, ClearBite, chango.org, and thousands more leading companies, Lever means you hire the best by hiring together.

We are proud to be an equal opportunity workplace committed to building a team culture that celebrates diversity and inclusion. [Take an inside look into life at Lever.](#)

## WITHIN 12 MONTHS, YOU'LL:

- Build and implement Lever's diversity and inclusion roadmap for the next 6–12 months to focus on what will have the biggest impact.
- Help shape the entire Employee Experience team's priorities for the next 6–12 months.
- Revise the resources and processes we have in place for supporting the ERGs, so that ERGs can more effectively celebrate and champion their specific group and help Lever take into account different communities' needs.
- Collaborate with the other tech companies and community organizations we've been partnering with to share your D&I and social impact work with external media/press outlets.

# Lever Impact Descriptions



## Diversity, Inclusion, & Community Manager

APPLY FOR THIS JOB

SAN FRANCISCO, CALIFORNIA, FULL-TIME

## Diversity, Inclusion, & Community Manager

and business success. We are incredibly proud of the workplace we've built - in the past year alone, we've been recognized by the San Francisco Business Times as the #1 Best Place to Work in the Bay Area, and Fortune and Great Places to Work named us a [best place to work](#) overall as well as [for women](#) specifically.

You will partner closely with Lever's functional leaders, Employee Resource Groups, and key internal and external stakeholders to design, iterate, and scale initiatives that further increase the diversity of our team and ensure people from all backgrounds can truly succeed here. You will work alongside our executive team and events team to craft and deliver powerful content for company-facing gatherings in order to align Leverageos around shared business goals, market opportunities, and how we will win in our industry. You will lead targeted projects that help Leverageos feel increasingly connected, appreciated, and inspired throughout their career at Lever. Last but not least, you'll drive our social impact efforts, mobilizing the company to give back to our surrounding neighborhoods so that we're helping to strengthen our external as well as internal community.

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### THE ROLE

Here at Lever, we believe that employee success is critical to customer and business success. We are incredibly proud of the workplace we've built - in the past year alone, we've been recognized by the San Francisco Business Times as the #1 Best Place to Work in the Bay Area, and Fortune and Great Places to Work named us a [best place to work](#) overall as well as [for women](#) specifically.

As Lever enters an unprecedented phase of growth, we're looking for a Diversity, Inclusion, & Community Manager who will make sure all Leverageos (what we fondly call our employees) can feel a sense of belonging and alignment as the company gets bigger and more complex. You do this by being our resident expert and owner in three, overlapping areas: (1) diversity and inclusion, (2) internal content and communication, and (3) community-building.

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# Invite candidates to apply or stay in touch

[Apply Now](#)

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**Location** [Waterloo](#)


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**Specialty** [UX and Design](#)

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If your experience is *this* close to what we're looking for, please consider applying. Experience comes in many forms – skills are transferable, and passion goes a long way. We know that diversity makes for the best problem-solving and creative thinking, which is why we're dedicated to adding new perspectives to the team and encourage everyone to apply.

**Join a world-class team**



Not ready to apply or don't see the right opportunity?

[KEEP IN TOUCH](#)

IS THIS ROLE NOT AN EXACT FIT?  
[Sign up to stay in touch, we'll let you know when we have new positions on the team.](#)

## Stay in touch

Interested in joining the team but not ready to apply or don't see the right opportunity? Sign up to keep in touch—we'll keep you up to date with the latest from Lever and let you know when we have new roles that may be a fit.

We promise not to flood your inbox (and you can opt-out at any point, no hard feelings).

First name \*

Last name \*

Email address \*

LinkedIn URL \*

Resume (optional)

[Choose File](#) No file chosen

City

Please Select

Which Lever office are you interested in?

San Francisco

Toronto

Remote



# Women Don't Apply for Jobs Unless They Are 100% Qualified



## WHY DIDN'T YOU APPLY FOR THAT JOB?

Men and women give their reasons.



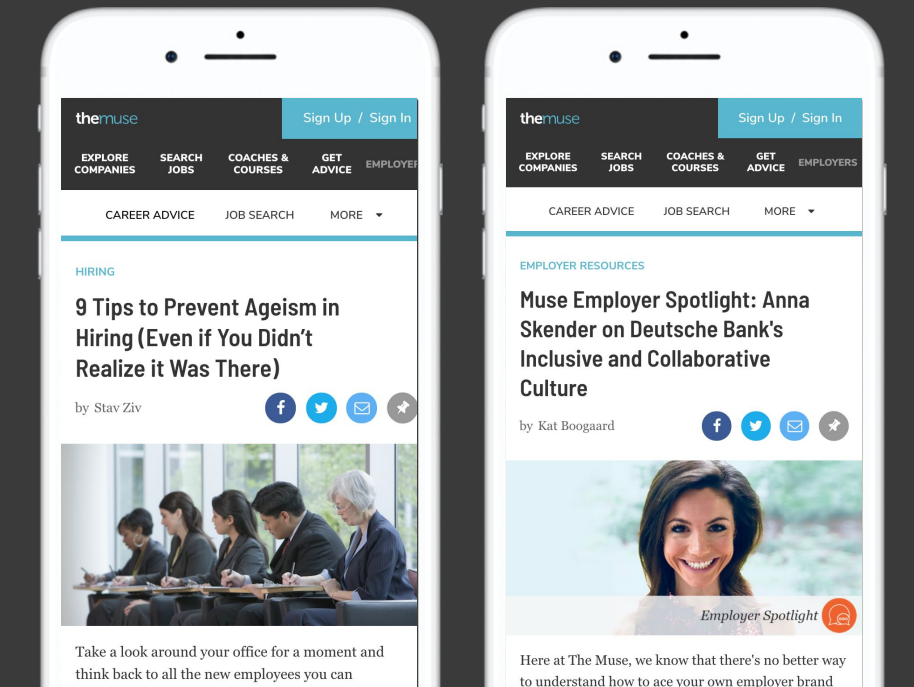
SOURCE TARA SOPHIA MOHR

HBR.ORG

# Inclusive Job Descriptions

## Certain words to be careful about:

- Don't use words that skew toward male stereotypes (ie. "ninja," "assertive," "dominate", etc.)  
[read article for more](#)
- Avoid age bias in hiring  
[read article for tips](#)



# Think About JD as Part of Your Candidate Experience Process



# 55%

of candidates consider job descriptions to be among the most helpful things when deciding if a company is a good fit for them

#### WITHIN 1 MONTH, YOU'LL:

- Complete Lever's new-hire training week (a.k.a. Ramp Camp), and learn what it means to build a powerful recruiting platform.
- Complete your starter project: Review and improve Lever's security training materials and author improvements.
- Create your own impact plan. This will serve as your onboarding plan and will help you and your manager understand your impact and progress to goals.
- Establish weekly one on one meetings with our Director of Security and IT.
- Establish regular meetings with our infrastructure team to inform security and risk remediation processes.
- Establish a cadence for meeting with our Customer Success team to gain insights about how customer data is handled.

#### WITHIN 3 MONTHS, YOU'LL:

- Pair with our Director of Security and IT to draft technology security policies and extend or update the current policies. Develop a standard practice for messaging policy changes to affected internal stakeholders.
- Advise and collaborate with the Manager of IT on an audit of user credentials.
- Advise and collaborate with the Manager of IT on a plan to audit software and hosted services used by Lever.
- Organize documentation so administrators may understand the design and state of all internal technology resources.

# Storytelling with Diversity & Inclusion Top of Mind

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#EBStorytelling



# Storytelling to Drive Diversity

- ERGs (Employee Resource Groups)
- Consulting people who help make your company a diverse environment
- Emphasize inclusivity at work



## Finding a company and community that celebrates “untraditional backgrounds” in tech



melvin perry  
Nov 12, 2018 · 8 min read

When I first started at Lever I shared my story about my journey here with some coworkers. It was deeply personal, but the people I talked to encouraged me to keep telling that story. I wanted to share some of it here because I know others will see themselves in it, and I believe that we should be real and celebrate whatever paths we take to get where we're going.

Here's a few things you might know about me.

I'm motivated, passionate, adaptable, and determined. I drove more than 2,700 miles to work for Lever, selling my 2003 Forester—with almost 300,000 miles on it!—along the way. I arrived in San Francisco with less than 24 hours to spare before my first day. I have two degrees (Entrepreneurship and Film Studies), a wife, and two children (a boy and a girl).



## Supporting Parents [at Work] Doesn't End at a Great Parental Leave Policy



Kate Reading  
Sep 25, 2018 · 6 min read

I was pregnant when I interviewed at Lever. Interviewing alone is nerve-racking, and I had an additional layer of uncertainty throughout the process. Everything I had heard about the company suggested I would be supported as a new parent, but I really didn't know—there wasn't anything about a parental leave policy written down that I could reference.

I did end up joining Lever as a Senior Software Engineer, but starting a new job, as stressful as that can be, wasn't what was keeping me up at night. I was expecting a child and trying to set myself up for future professional success. It was an exciting time, but it was also a little overwhelming.

I was tying up loose ends to try to reduce the impact on my team when I would be out. I was worrying about my financial future, my job security, and trying to wrap my mind around this great step into the unknown—parenthood.



Seventeen months later, I've made it through the newborn forest, and though parenthood is a moving target, I have my feet back under me. My daughter is happy at daycare, I have a routine that (usually) works, and I haven't lost my professional self.

The experience of going through the doubt, uncertainty, and fear of becoming a first-time parent has made me incredibly empathetic to those going

## Three lessons from building a great place to work for all genders



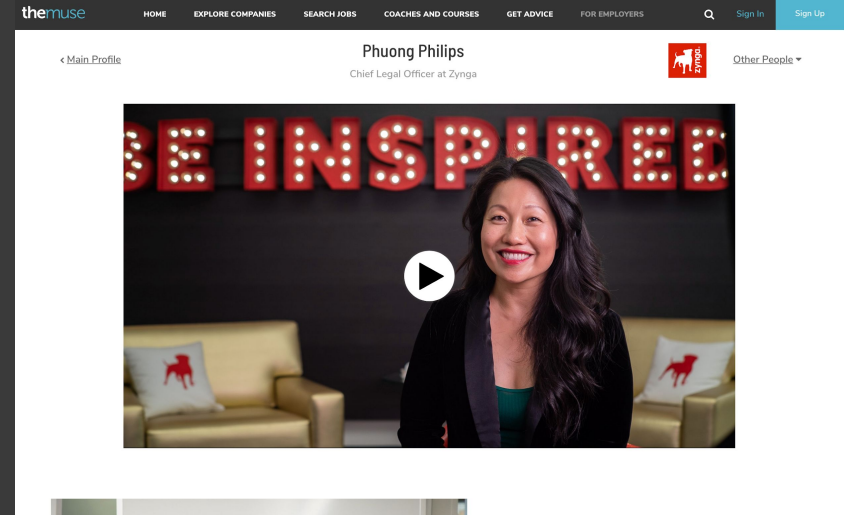
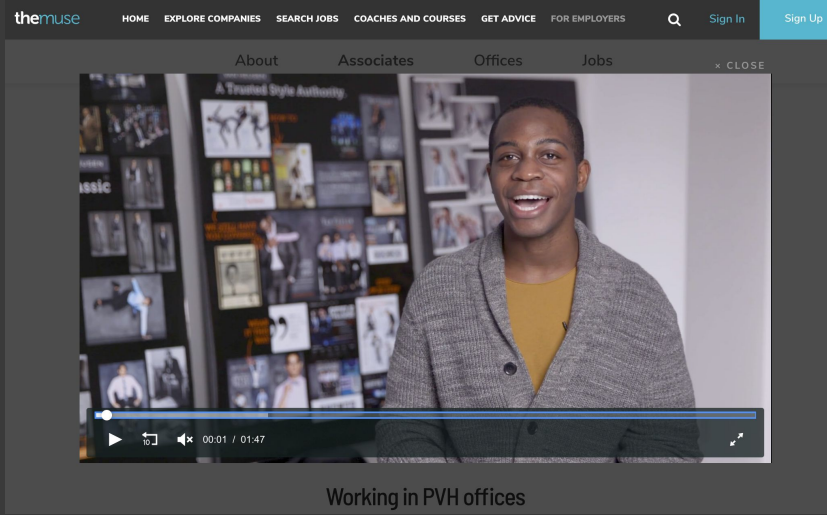
Annie L. Lin [Follow](#)  
Oct 30, 2018 · 13 min read



If you're a woman in the professional world, chances are, you've found yourself in a workplace where you feel like an outsider. Sometimes it's blatant—your colleagues go out to a strip club as a team social activity; your company's marketing campaigns openly objectify women; you've heard, seen, or personally experienced sexual harassment. Sometimes it's more subtle—you find yourself frequently interrupted by male colleagues during meetings; you see people get raises and promotions simply because they are louder and more aggressive; your office has two fridges worth of alcohol but no menstrual supplies. Even with all the references to your company being a “family,” you somehow feel like you don't belong.

I've definitely worked in jobs like this. Have you?

# Emphasize Inclusivity at Work Through Videos

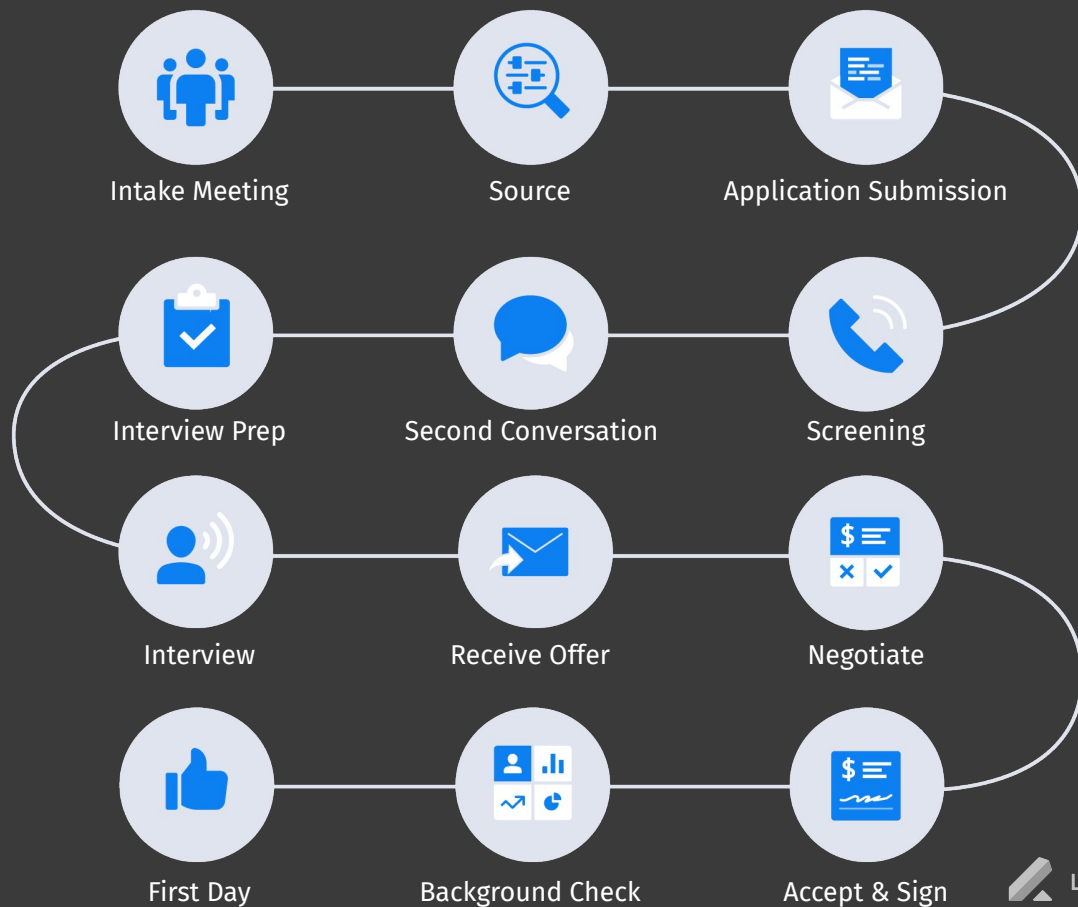


# Spot Checking Any Gaps in the Candidate Experience

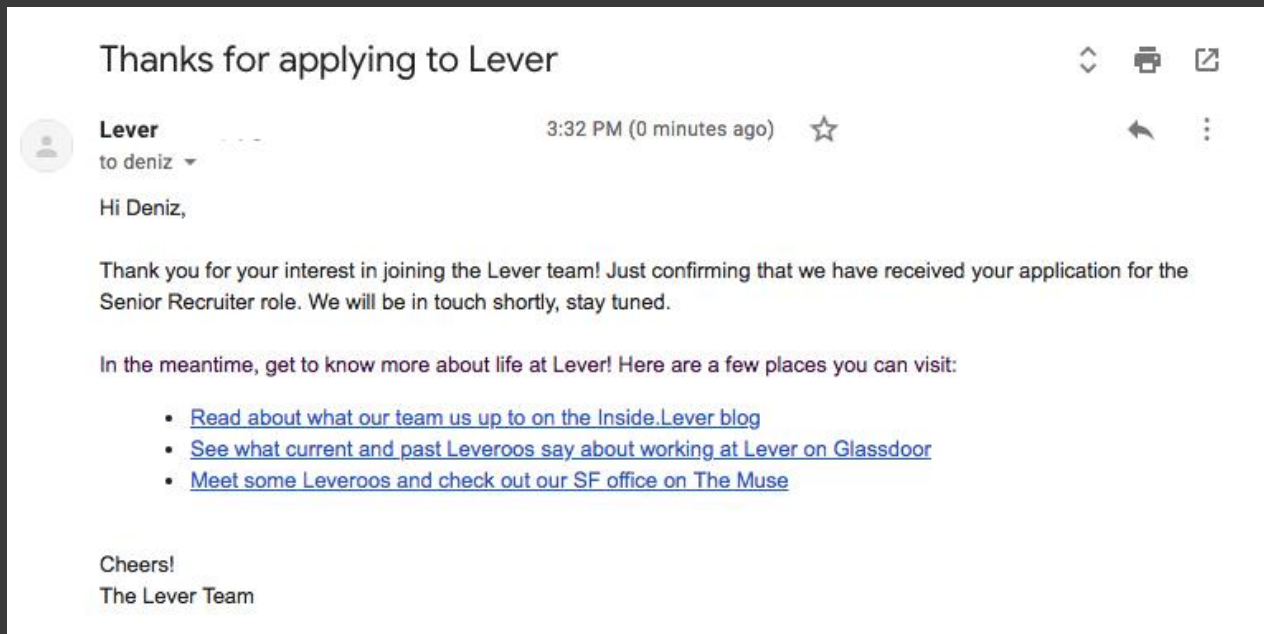
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# Audit Candidate Pipeline Stages



# Storytelling for Candidate Experience



# Storytelling for Candidate Experience

- Reimagine the Recruiting Coordinator role
- Provide content at each stage of an interview
- Surface timely relevant content
- Turn office tours into opportunity to share stories





# Interview FAQ

## We're looking forward to your interview!

At Lever, we believe interviews should be an opportunity for you to get to know us, and for us to learn about what you're passionate about. We know interviewing can be a long, nerve-wracking process. Our goal is to help you prepare so you can come in and ace it. This guide explains what to expect and how to prepare. If you still have questions about the process, don't hesitate to reach out to your recruiter or Candidate Experience Specialists, [Lena](#) or [Mawla](#).

## What is Lever?

- Lever is a collaborative applicant tracking system (ATS). It's the tool that recruiting team members live in on a daily basis, and every other team member interfaces with to recruit and hire new employees.
- Lever centralizes all recruiting and hiring activity in one place while supporting a company's hiring culture.
- Features include sourcing, referrals, email, reminders, interview scheduling, feedback collection, decision-making, and reports, while maintaining privacy and access control features so the right people have access to the right information at every level.

## Who uses Lever?

- Lever empowers recruiters, interviewers, hiring managers, and executives to work together to source top talent, coordinate a high-quality candidate experience, and fill positions with someone who truly matches the needs and culture of the organization.
- Lever was designed from the ground up with close-knit teams in mind, seeking to end the miscommunication and apathy that has historically plagued the recruiting space.

## Lever by the numbers

- 2012 – Year Lever was founded
- \$73M – Total funding
- 1700+ – Companies Lever
- 200 – Team members
- 50:50 – Gender balance
- 56% – Female leadership

## More about

- [Inside Lever Blog](#)
- [Engineering Blog](#)
- [Company Blog](#)
- [Glassdoor](#)
- [LinkedIn](#)
- [Great Places to Work Certification](#)



# Content to Prep Your Interviewees

**LEVER Product Designer Interview Guide**

LEVER DESIGN INTERVIEW PROCESS GETTING TO LEVER ABOUT THE TEAM FAQ

**Corina Yen**  
Design Manager  
[LinkedIn](#)

Ask her about:

- Creative confidence
- The boundaries between writing and design
- Burnout

**Andreas Breendhaugen**  
Principal Product Designer  
[LinkedIn](#)

Ask her about:

- Early stage startups
- Playing the long game
- Cross country skiing

**Jenn Nguyen**  
Product Designer  
[LinkedIn](#)

Ask her about:

- Preznotes

Corina is a human-centered team. Things that get her and continuously inspire and engineering teams.

Prior to Lever, Corina designed and has helped write her has a B.S. and M.S. in UI.

Andreas is a product design founder for several industries, and his design a hobby, and even work.

He received his MFA degree from the University of California.

[www.ambwork.com](http://www.ambwork.com)

Jenn is a Product Design startup where she had experiences for custom of California, Irvine and

Jenn also mentors for her professional to local SF design community.

**LEVER Product Designer Interview Guide**

LEVER DESIGN INTERVIEW PROCESS GETTING TO LEVER ABOUT THE TEAM FAQ

## Product Designer Interviews

Our design interviews are typically done in 3-4 hour blocks with multiple members of the team. Our goal is to make sure you have the chance to speak with a wide range of people you'd be working with if you join us. Here's what to expect:

### Product demo & Lunch

Get better acquainted with Lever's team and product

**What to expect:**

- Guido lunch with the team and meet some of our designers, product managers, and engineers.
- 1:1 walkthrough of Lever, explanation of features and how people use them.

**What we're looking for:**

- Nothing! This is for you, not an interview.

### Working session

Demonstrate your approach to defining and solving problems

**What to expect:**

- Receive a design prompt and whiteboard your ideas with other designers as partners.
- Define the problem, and generate solutions.

**What we're looking for:**

- Breadth of ideation (considering many different ideas)
- Depth of ideation (following ideas to their logical conclusion)
- Speed and completeness
- Visual communication skills (drawing to think)
- Verbal communication skills

### Portfolio presentation and discussion

Articulate your point of view as a designer through your past work to design and product team members.

## How to Prepare

I've included some links for additional background information on Facebook:

- <https://newsroom.fb.com>
- <https://www.facebook.com/facebook>
- <https://www.facebook.com/business>
- <https://www.facebook.com/marketing>
- <https://code.facebook.com>
- <https://www.facebook.com/CommunityVoices>

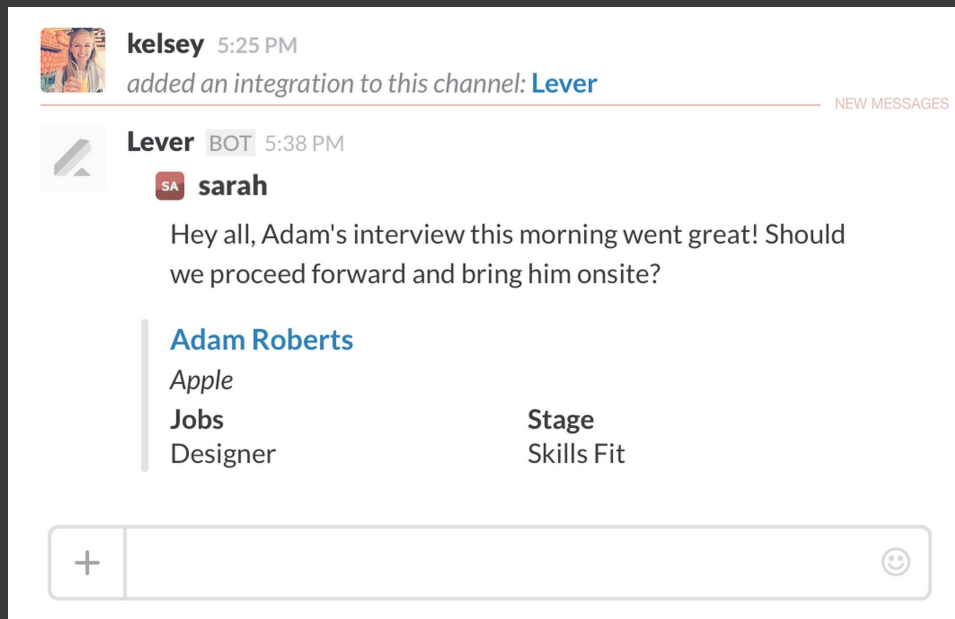
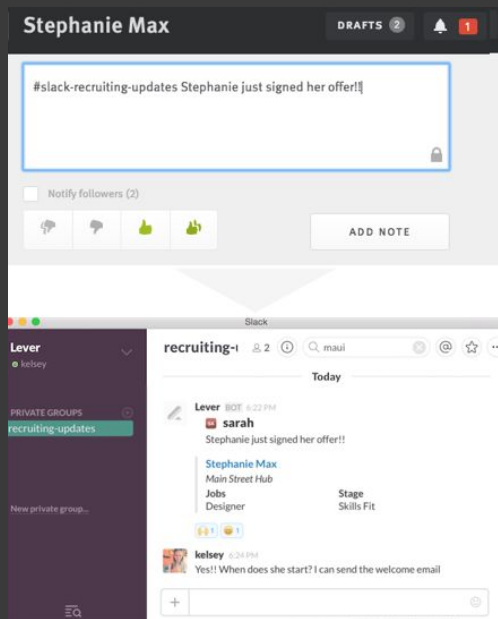
We look forward to discussing your work experience, but do not want you to disclose or use confidential information obtained from a current or prior employer. Please be mindful of any confidentiality agreements you may have with current or former employers.

Facebook is committed to providing reasonable accommodations for candidates with disabilities in our recruiting process. If you feel you need assistance or an accommodation due to a disability, please let us know by responding to this e-mail and we'll work with our accommodations team to evaluate your request.

Feel free to reach out if you have any questions!



# Hiring Manager Integrations on Slack



# Easing the Sting of Rejection

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# When the Candidate Doesn't Get the Job

1. Thank you
2. Provide an explanation
3. Keep in touch & next steps
4. Ask for feedback



Hello [candidate name],

We want to thank you for interviewing for the [job title] role. Although we decided not to move forward with your application for this role, we hope you don't mind if we reach out to you in the future.

We wish you success with your current job search. Thank you for your application to our company.

Best,  
[your name]

Hello [candidate name],

The team was really impressed with your ability to get things done, such as when you built out the entire ecommerce and payment solution at [previous company]. However, we decided not to move forward with your application at this time.

Thank you for taking the time to apply to our company. We wish you the best in your job search.

Thank you,  
[your name]

Hello [candidate name],

We really appreciate that you took the time to consider us. We know there are a lot of companies out there that are hiring.

We've decided to move in another direction for this role, but do appreciate your taking the time and effort to interview with us. We wish you success with your current job search. Thank you for applying to our company.

Best,  
[your name]

Hello [candidate name],

Your background is impressive, and we really enjoyed meeting with you.

Unfortunately, we decided as a team not to move forward with your application at this time as we're currently focusing on hiring more senior engineers—one for infrastructure and one who can be a tech lead for our full-stack engineering.

We wish you success with your current job search. Thank you for applying to our company.

Regards,  
[your name]

# Send Check-In Notes to Candidates

The screenshot displays the LeVER Candidates interface. The main window is titled 'Engineering Manager Reachout' and is managed by Jenn Stevenson. It shows a sequence of steps in a workflow:

- Start:** Monday 5/23/16 9:04 AM
- Touchpoint 1:** alex@azura.com. Message: "Take the lead at Azura! Hi (firstName), Looking to build out your own team and mentor up-and-coming engineers? Azura is looking for a talented leader to drive and scale engineering..."
- Wait:** 2 weeks. Note: "If candidate responds, end recipe and change stage to 'Responded'"
- Touchpoint 2:** michael@azura.com. Message: "Engineering leadership @ Azura - Following up! I understand my recruiting partner here at Azura, Alex, had reached out to you recently, and I wanted to follow up on his outreach."
- Wait:** 1 month. Note: "If candidate responds, end recipe and change stage to 'Responded'"
- Touchpoint 3:** marissa@azura.com. Message: "Check-in from Azura CTO & Co-Founder Hi (firstName), Marissa Smith here—I'm the CTO and a co-founder of Azura. I wanted to check in with you directly, as we've been talking about you in regard..."
- Finish:** Snooze for 6 months

At the bottom of the workflow, there are 'Discard' and 'NEXT STEP' buttons.

**Streamline hundreds of sourcing touchpoints in one powerful workflow.**

In just a few clicks you'll design workflows to match your sourcing objectives, so you never have to worry about dropping the ball.



# How to Treat Your Silver-Medal Candidates

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# Nurturing Silver-Medalists

## Eventbrite

Hi <<First Name>>,

I wanted to share a bit about what we've been up to, and give you the first look at some brand-new opportunities at Eventbrite.

We started the first half of the year by opening up a new "Briteland" in [Cork, Ireland](#) to support our European customers. The team is over 10 strong so far, and up and running in a completely renovated office right off of the always-lively Oliver Plunkett Street.

In Nashville, we have added a rather impressive [Sales team](#) to work along side Customer Experience and Engineering in Cummins Station. We continue to partner closely with Sales and Engineering, and several of our teammates have moved over to Engineering as technical support and QA Engineers and to Sales as Customer Success Managers

We have grown so much that both the Nashville and Mendoza offices had started to get a little snug. We're putting the the final touches on moving into new spaces in some pretty awesome renovated historic warehouses. Check out the [video of the new Nashville office](#) and a peek at the [Mendoza cafe](#) during our last hackathon.

Earlier this year, Eventbrite made two big acquisitions that will improve the event experience for both attendees and organizers. The first is with [Scintilla](#), who helped us bring our new in-house RFID wristband solution to life for festivals. This cutting-edge tech

So what's on deck for the rest of the year? Even more ambitious plans, naturally! Our refreshed brand and visuals (continuously updated on [Dribbble](#)) are the foundation for a new Eventbrite Design System. Built on [React](#) and following the principles of [Brad Frost's Atomic Design](#), our new design system will deliver the parts necessary to consistently deliver world-class user experiences. We've only just started, but we're energized by the process and excited about bringing our brand evolution to life across all our mobile and web products.

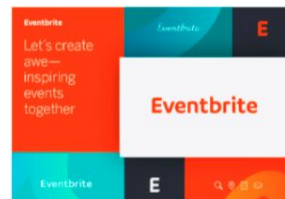
-Brian Beaver  
VP of Design, Eventbrite

## And here you have it: New gigs, hot off the press!

[User Experience Architect](#)  
[Visual Designer](#)

[Web Designer, Brand Communications](#)

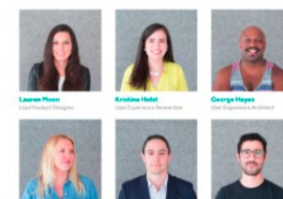
Check out all of our open positions



[Eventbrite Design: An evolutionary process](#)



[Seat Designer wins a Core77 Design Award](#)



# Invite Candidates to In-Person Events



# How to get started

1. Determine what stories you want to tell & candidates want to hear
2. Rethink your job descriptions
3. Assess any gaps in your process, and create content to help fix 'em
4. Tap your team to tell their stories
5. Be human & personal (even with templates)
6. Play the long game: nurture your silver-medal candidates



Lever helps companies source and hire the best talent with speed and conviction, all while tracking your most important data in one place.



The Muse is the best place for the next gen workforce to research companies and careers. More than 75 million people each year trust The Muse to help them win at work, from professional advancement and skills-building to finding a job.

# Live Questions