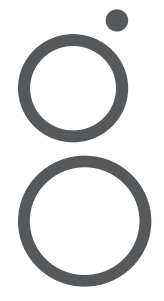




Designing Strategically for Enterprise Software

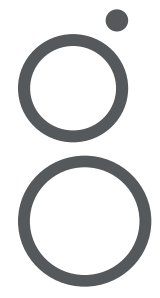
Michael Tyrrell
Director of Experience Design @ Greenhouse



Hi, I'm Michael...

- Director of Experience Design @ Greenhouse
- 3rd Employee of 214 (Started Nov 2012)
- Recruiting Software, B2B Saas
- ~1500 Customers, up to ~ 10,000 employees
- Learned a lot
- So, Let's talk about strategic design problems...





You have to build a thing that companies will pay money for

- Consumer Apps = Saying no / Focus
- Enterprise Apps = Saying yes / Generalizable
- Extremely diverse user base
- Selling into a system → Change is Risky
- “Incremental Innovation” won’t get you there...

WE BUILT GREENHOUSE TO

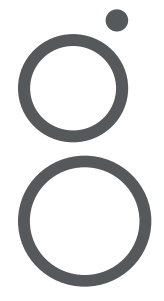
Solve the deeper problem



FIG N° 02
Accipere Radix

DRIVING PRODUCT QUESTION

When a company commits to making recruiting a competitive advantage, what are the tools they need to get there?



Productize Best Practices

(Be opinionated)

I

Know Who
You're
Looking For



II

Source
Actively
and
Persistently



IV

Make
Evidence-
Based
Decisions



V

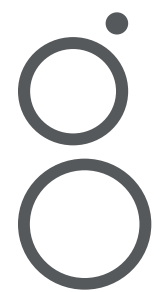
Move
Quickly



CHALLENGE

Strike the right balance between being opinionated & being flexible

Interview Planning, Recruiting Culture, etc.



Be opinionated
when you think an
approach should
be universal
(and you can “sell it”)

Advanced Wine Taster

Cultural Fit Interview

Qualifications

Education	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	+ Note
Management experience	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	+ Note
Total experience	<input checked="" type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<p>This person is garbage. Why are they even applying here?</p>		

Details

Able to work in US	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	+ Note
Availability	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	+ Note
Motivated for this job	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/>	+ Note
Relocation necessary	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	+ Note
Salary requirements	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	+ Note
Willingness to travel	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	+ Note

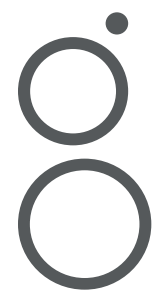
OVERALL RECOMMENDATION Did the candidate pass the interview?

Definitely Not

No

Yes

Strong Yes



Be flexible when things have to work “all the way”

Default Approvals Required for All New Jobs [View sample approval emails](#)

Job Approvals

Approvals to start recruiting ? In Order ▾

- Sarah Foster
- ↓
- Jon Clinkenbeard 1 of 2 required
- Vivian Chen

Add Approval Step

Official job approval ? All at once ▾

- Sarah Butler

Add Approval Step

Switch to 1-stage job approvals ?

Add Approval by office/department

Offer Approvals

To extend offers to candidates ? In Order ▾

- Liam Scott 3 of 3 required
- Becky Higgins
- Caroline Cheung
- ↓
- Andrew Hubbs

Add Approval Step

Apply to existing jobs ?

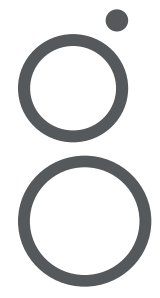
CHALLENGE

Build big, or build small?

Designing for a platform that's always evolving in form, depth & breadth

Designing in pieces





Candidate Search Results

(Was a massive fail)

greenhouse

Pinterest

Dashboard Sourcing **Candidates** Reports Job Setup Integrations

SEARCH

232 CANDIDATES + PROSPECTS ON OPEN + CLOSED JOBS THAT MATCH

Scorecards Due + In-Person Interviews

SHOW ME Applications

Open Jobs ~~Closed~~
Candidates Prospects
Active ~~Rejected~~ Hired

FILTER BY:

- Task
- Stage
- Alert
- Job
- Source
- Users
- Date
- Tag
- Rejection Reason

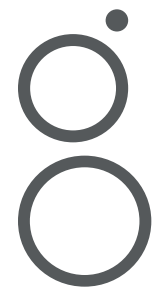
Candidate Name	Current Stage	Interviewer	Status
Jorge Lorenzo	MongoDB Specialist: In-Person Interview		
Jen McFadden Senior Social Media Intern @ Microsoft	MongoDB Specialist: In-Person Interview		
Jack Miller Senior Social Media Intern @ Microsoft	MongoDB Specialist: In-Person Interview		REJECTED: MongoDB Specialist Jan 23, 2014
Jack Miller Senior Social Media Intern @ Microsoft	MongoDB Specialist: In-Person Interview		

CURRENT STAGE

Stage	Interviewer	Status
First Technical Phone Screen	Jake Hobart	Completed
First Technical Phone Screen	Jake Hobart	Failed
First Technical Phone Screen	Jake Hobart	Completed
Second Interview	Interviewerlongnamer	Accepted


Accepted

Interviewer Name



Prospecting

(Will definitely be a huge success)



Taylor Dean ✎
Full Stack Engineer at Pinterest
Write a headline about Taylor... ✎

[Taylor's Resume](#)
[Email Taylor](#)
[+1 917 296 1918](#)

Jobs Activity Feed Details Private

Prospect: Silver Medalist ▾ Responded and Interested ▾

Considering for:

- Software Engineer ✕
- Security Engineer
- All Current and Future Engineering, New York Jobs

[+ Consider for more jobs](#)

Convert to Candidate Stop Considering as Prospect

Responded to an ad on Glassdoor ✎ Assigned to Lauren Allanson ✎

Custom Fields

Prospect Activity

- No longer considering Site Reliability Engineer May 20, 2015 11:41am
No longer considering Taylor for this role after we spoke on the phone and she did not seem interested. Lorem ipsum dolor sit amet, consectetur adipiscing elit. Aenean ac augue sollicitudin, facilisis ligula in, commodo ex. Praesent ut congue ligula, et faucibus mi.
- Added to Infrastructure Engineer May 20, 2015 11:41am

Follow Up Reminders
[+ Set Follow-up Remind](#)

Last Contact
Aug 3rd, 2016 ✎
[via Phone Call](#)
[Log Contact](#)

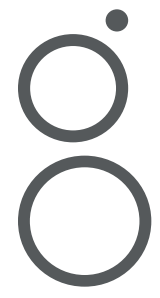
Make a Note

Candidate Tags (6)
Python Ruby on Rails
Silver medalist senior eng

Tools
[✉ Email Taylor](#)
[✉ Email the Team](#)
[... See more](#)

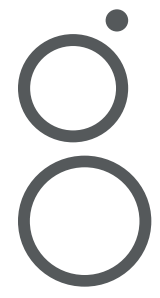
CHALLENGE

Delivering Value \neq Shipping Software



You're designing more than software

- There's a larger experience with your brand
- Many touchpoints for many user types
- Implementation, training, & ongoing support are necessary to be successful
- Customer success team is “part of the product”



Users' biggest challenges are usually people, not software

- Recruiters need people to do things to be successful
- Everyone has a part to play
- They have to train their teams
- They have to be internal advocates for the platform (no one wants to change)

FINAL THOUGHT

Designing & shipping
high-quality software is a
competitive advantage

Thank you.

