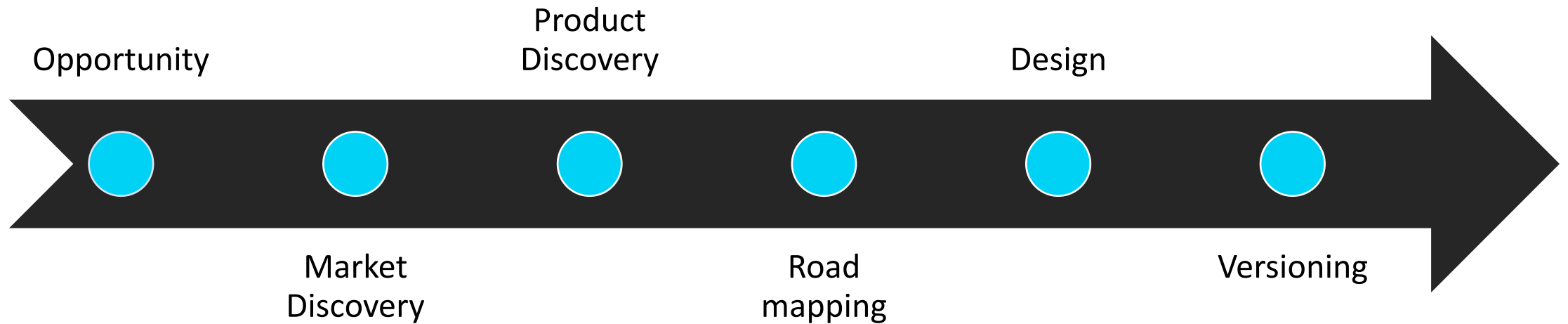


The background features a large, low-poly triangle on the left side, composed of many small triangles in shades of orange, red, and blue. The rest of the background is white, with a solid dark grey block at the bottom left and a solid light grey block at the bottom right.

0-1 HR Industry Interview SaaS Product

New Product Development in 6 parts



Opportunity

Consulting firm built an internal product to manage head-hunter interviews.

Customers wanted to use it.



The Transition

Consulting Firm's Service



Sell to: Executive team



Contract: 3-6 months



Pricing: \$50k-250k

New SaaS Product



Sell to: ????



Subscriptions



Pricing: ???

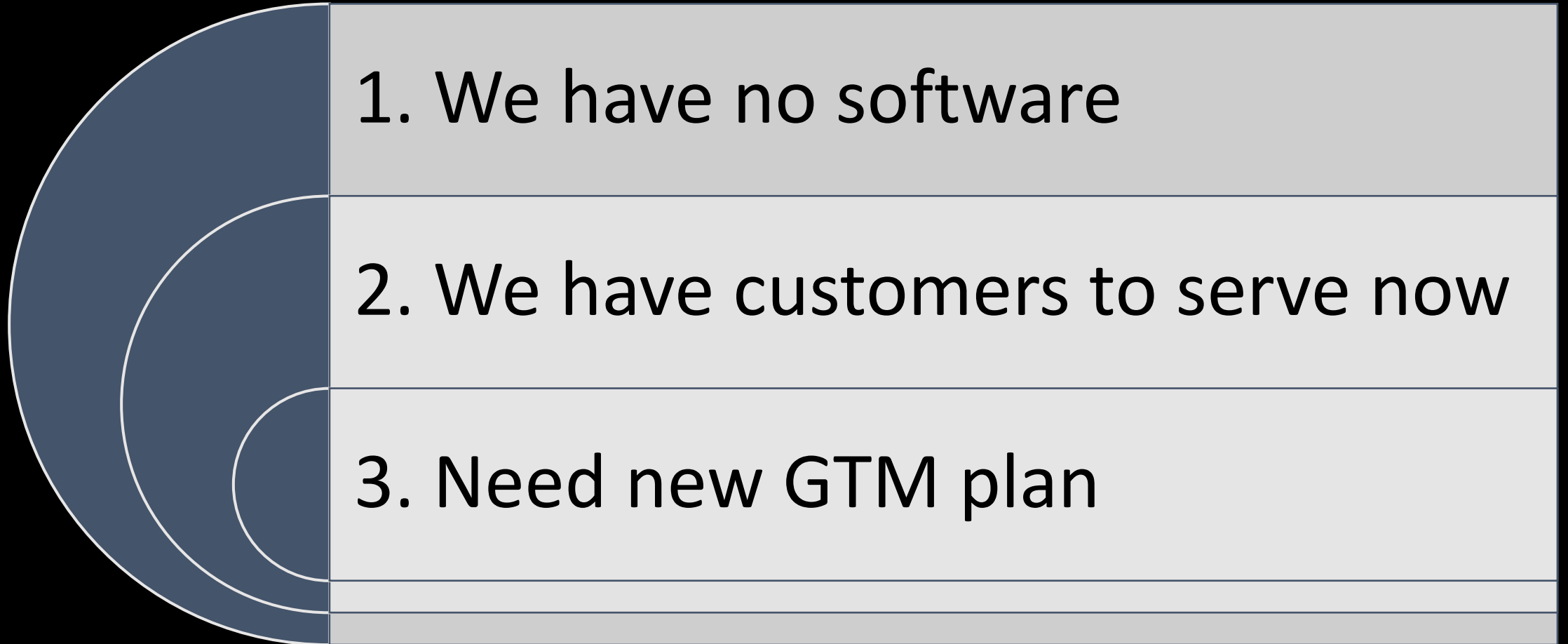
Why Now?

In 2020 the world changed just a little bit.

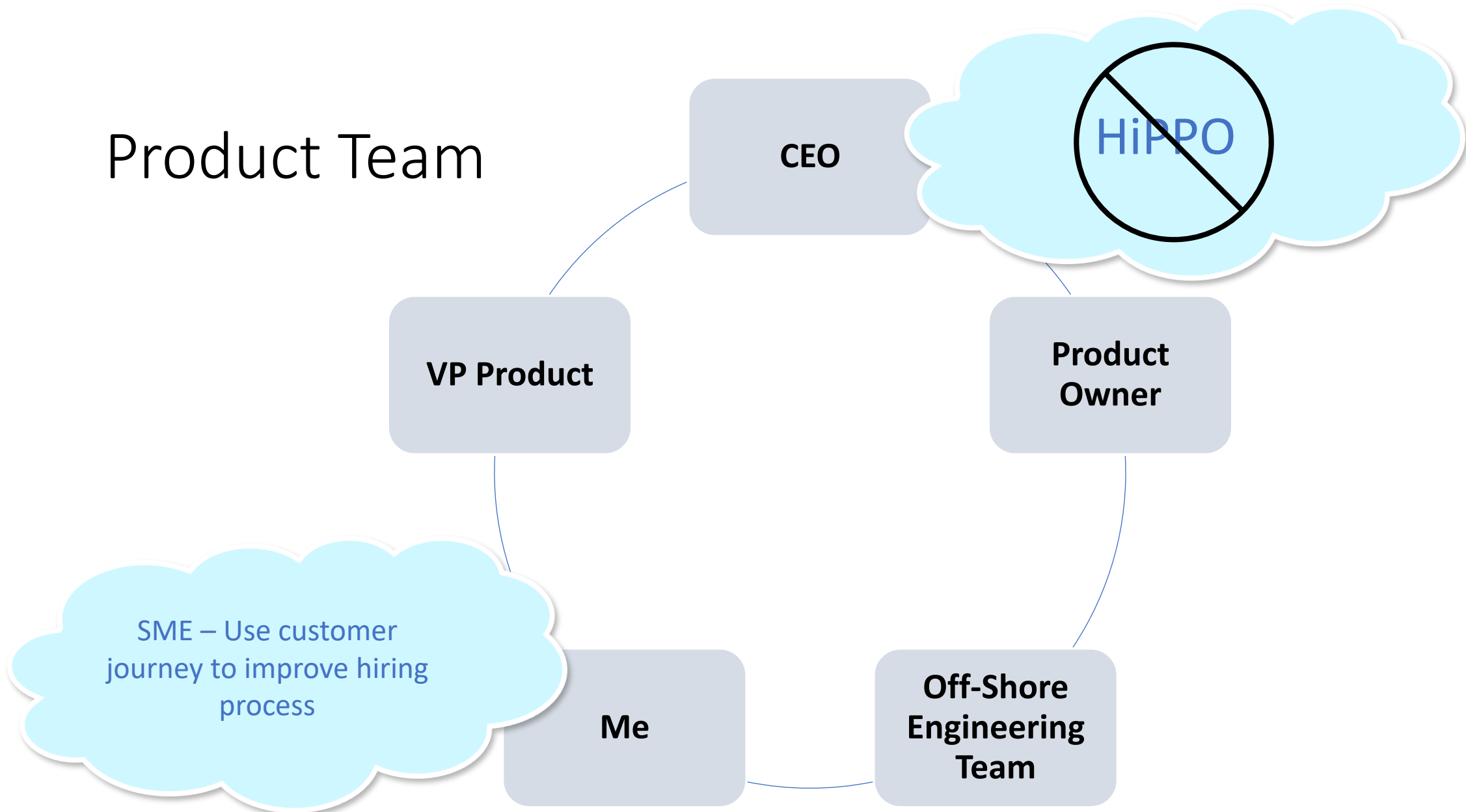
- Companies measured employee diversity
- Inequities were exposed
- Interview software (to minimize bias) seemed like a solution



Obstacles



Product Team



Market Discovery



Voice & Branding

A friendly & serious guide



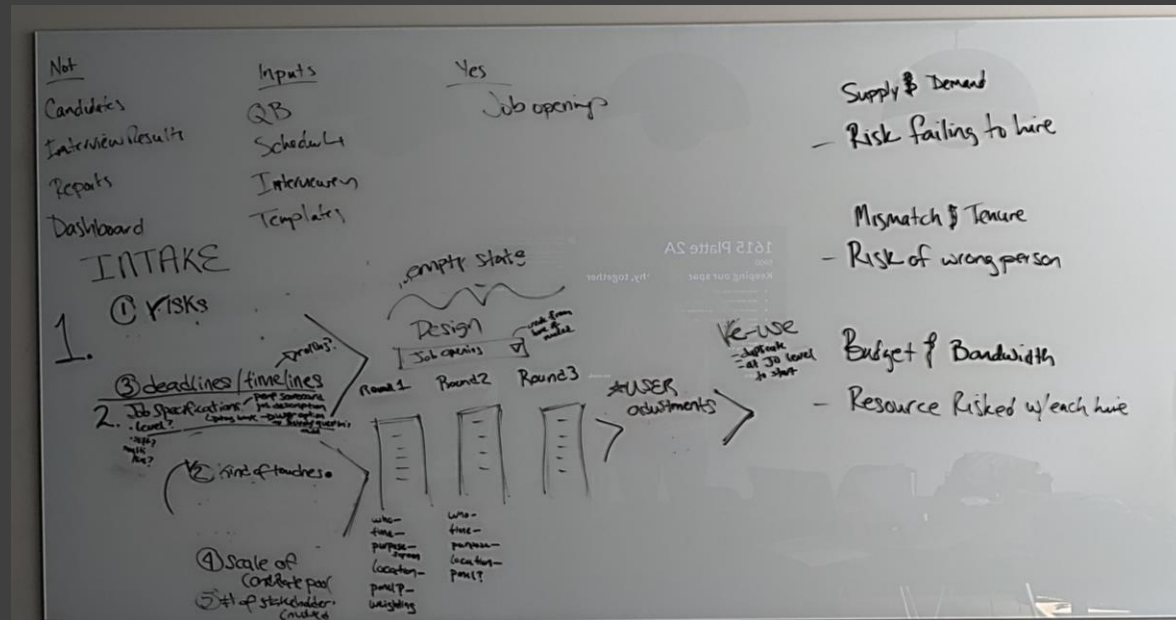
Simple / Complex Currently C3 - Need to be more simple
Youthful / Established Currently Platform E2 - Needs to be E
Website Y3 - Needs to be E
Self-pay X - Needs to be a little Y
Subtle / Bright (we want neutral)
Do More: Friendly / Authoritative Currently A3 - Needs to be more friendly More "You can"
Do Less: Playful / Serious Currently P2 - Needs to be more serious Less "You should"
Unconventional / Mainstream → Desire Ford F150 electric... meet everyone where they are
both traditional + progressive
Approachable / Elite
Casual / Elegant
Refined / Strong → neutral
Economical / Expensive Currently X
Bring these along

Nicole Gravagna | February 14, 2022



- What is the interviewer concerned about?
- What is the buyer concerned about?
- What are they hiring our software to do for them?

Plus: Framework for Product Marketing





Persona

Hiring Henry/Henrietta

Responsible for 5-25 hires per year

Has management duties

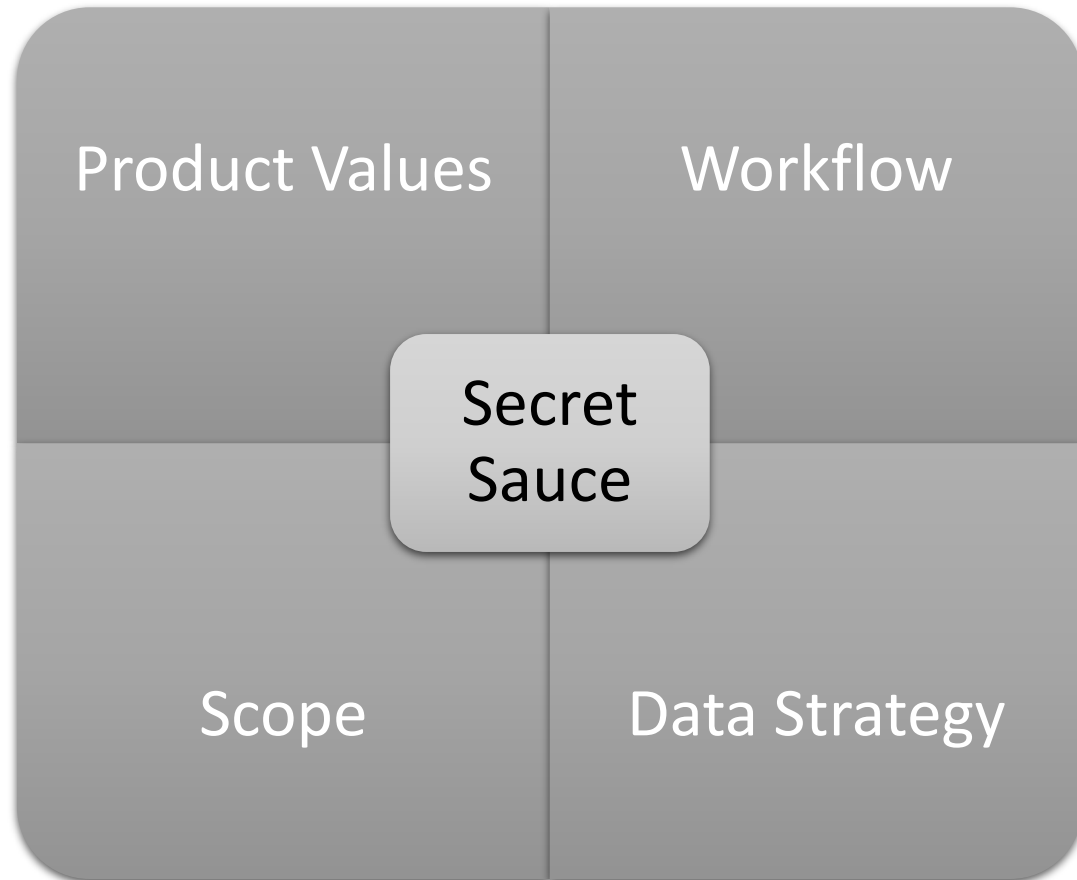
Hiring is not his/her whole job

Sales Model

- Product led growth (PLG)
- Sell to hiring managers with small expense accounts
- Design a self-service product
- Leverage network effect



Product Discovery



What do we
value?

WORKFLOW



Methodology

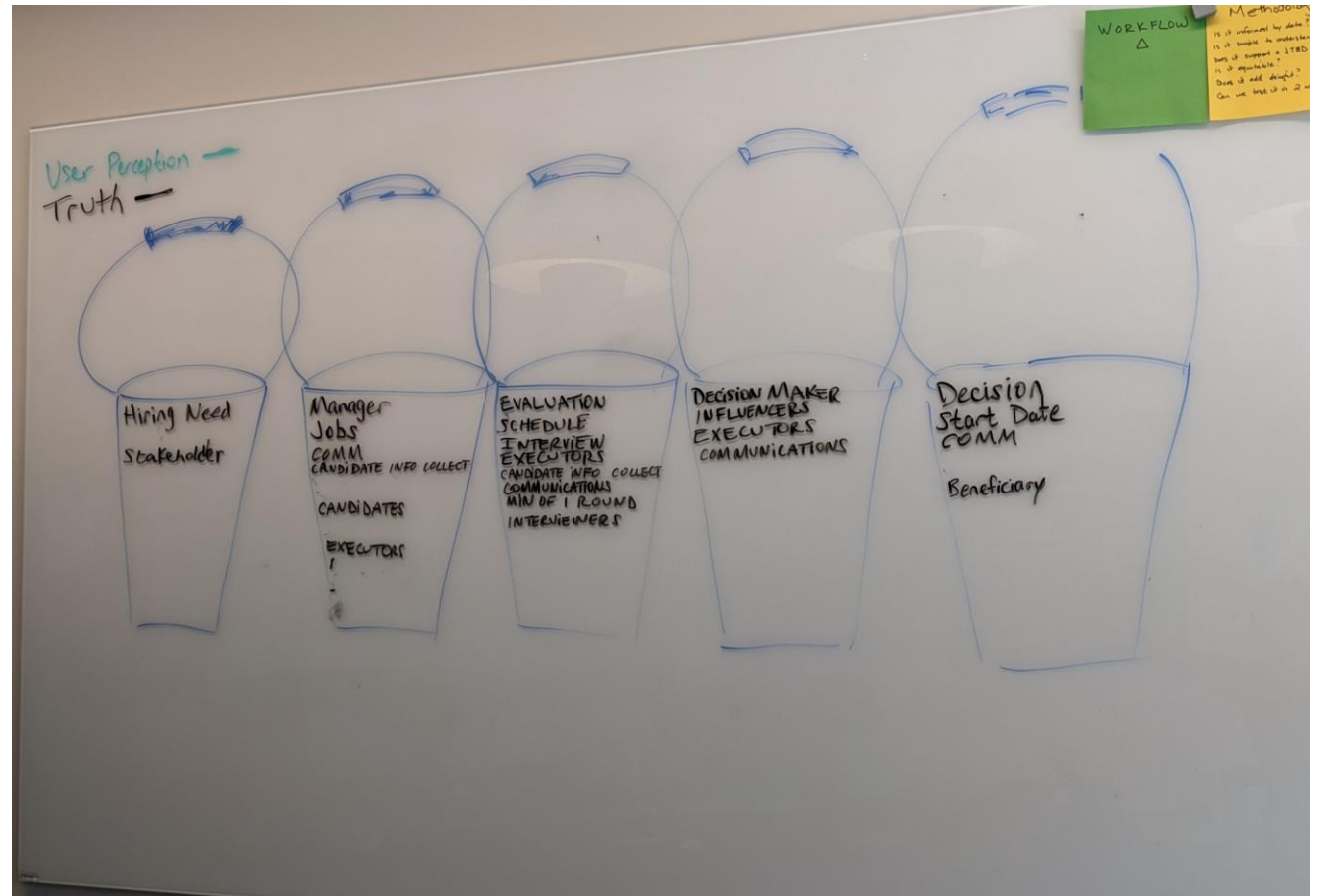
Is it informed by data?
Is it simple to understand?
Does it support a JTBD?
Is it equitable?
Does it add delight?
Can we test it in 2 weeks?

Leave in parking lot
D Journalism + Research use of
our product

Real world user tasks (Bucketing)

Interviewing is a process with a potentially universal workflow.

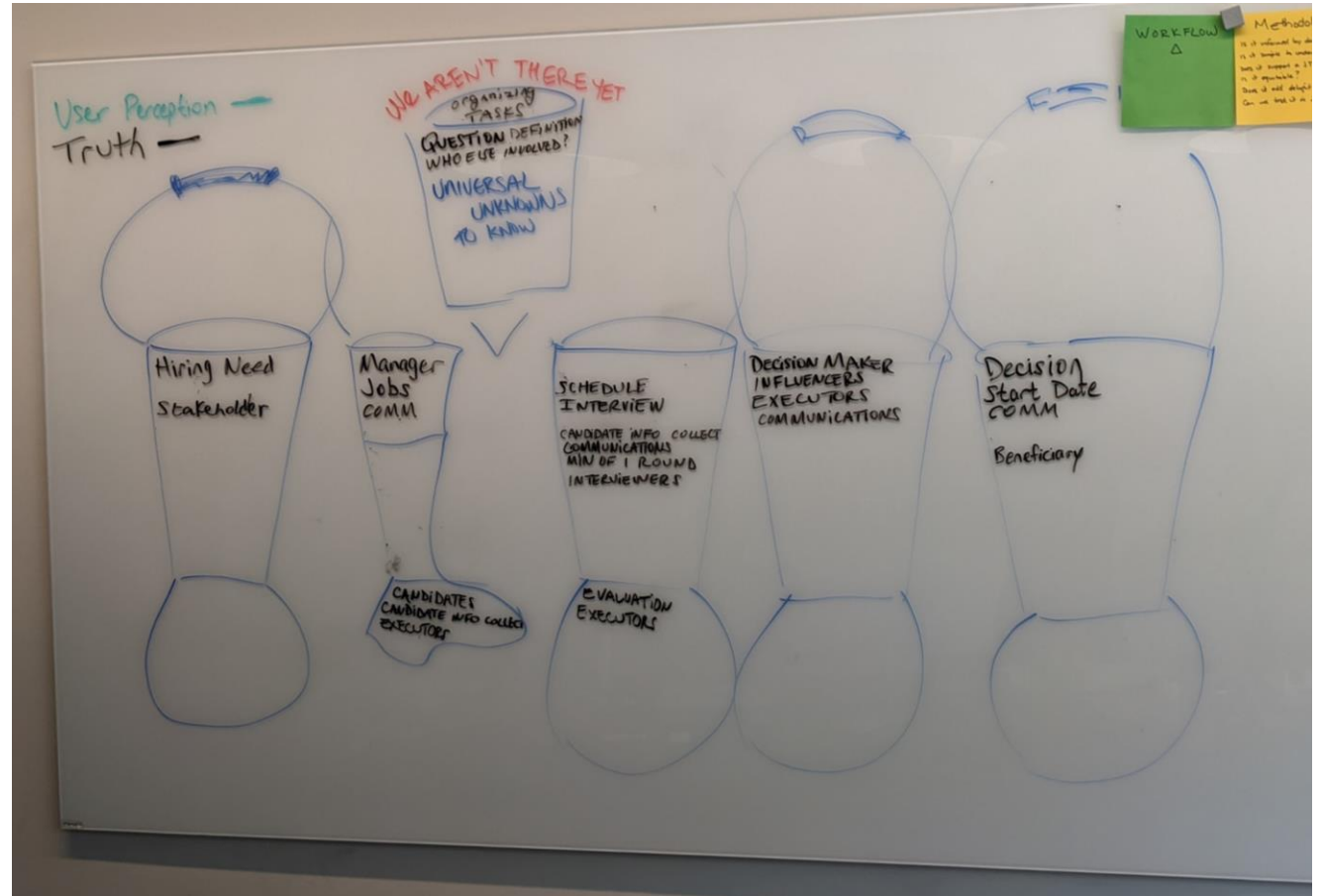
Is this an administrative workflow product?



An epiphany!

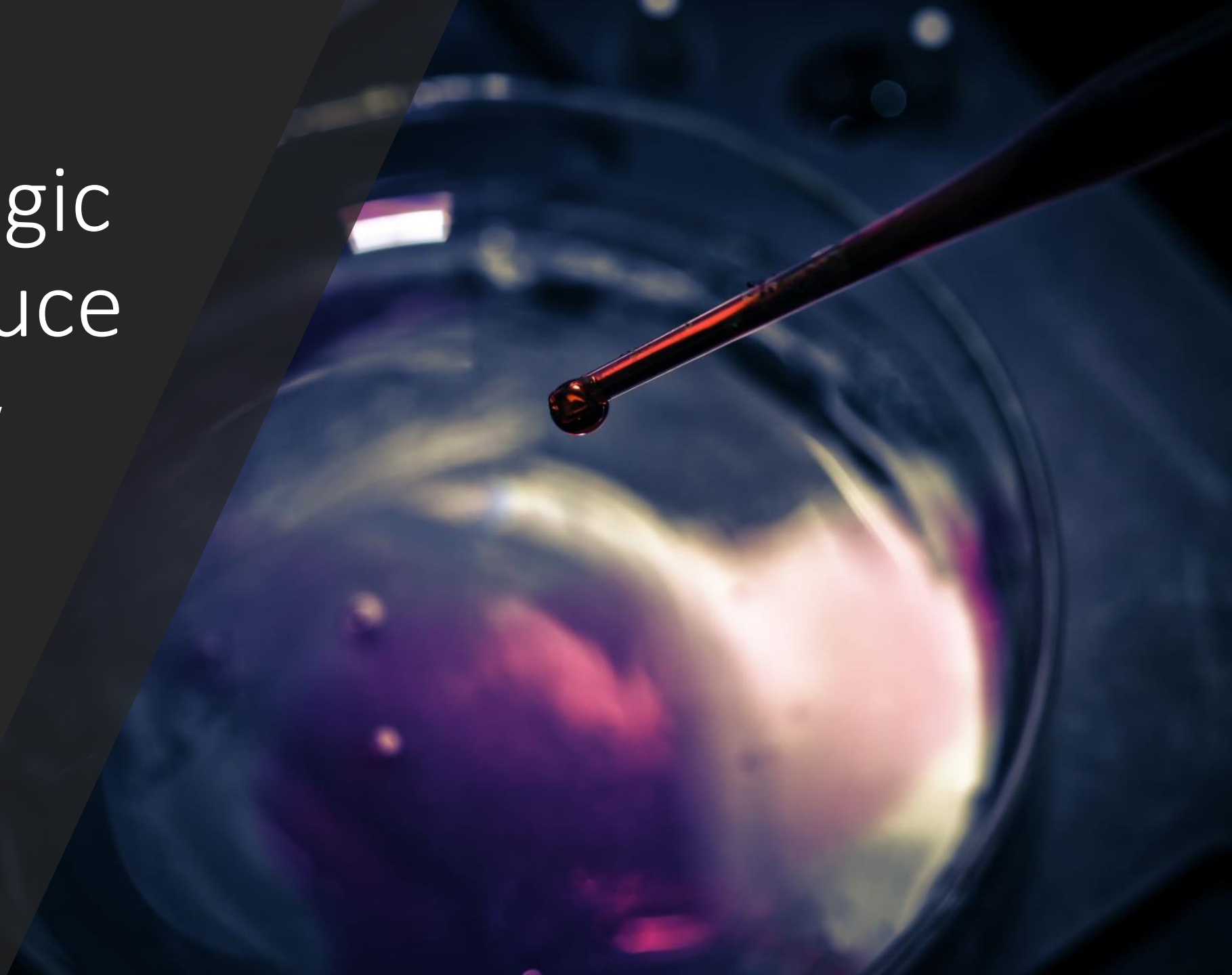
This is a survey science problem.

Every interviewer can't know which questions will best uncover desired skills.



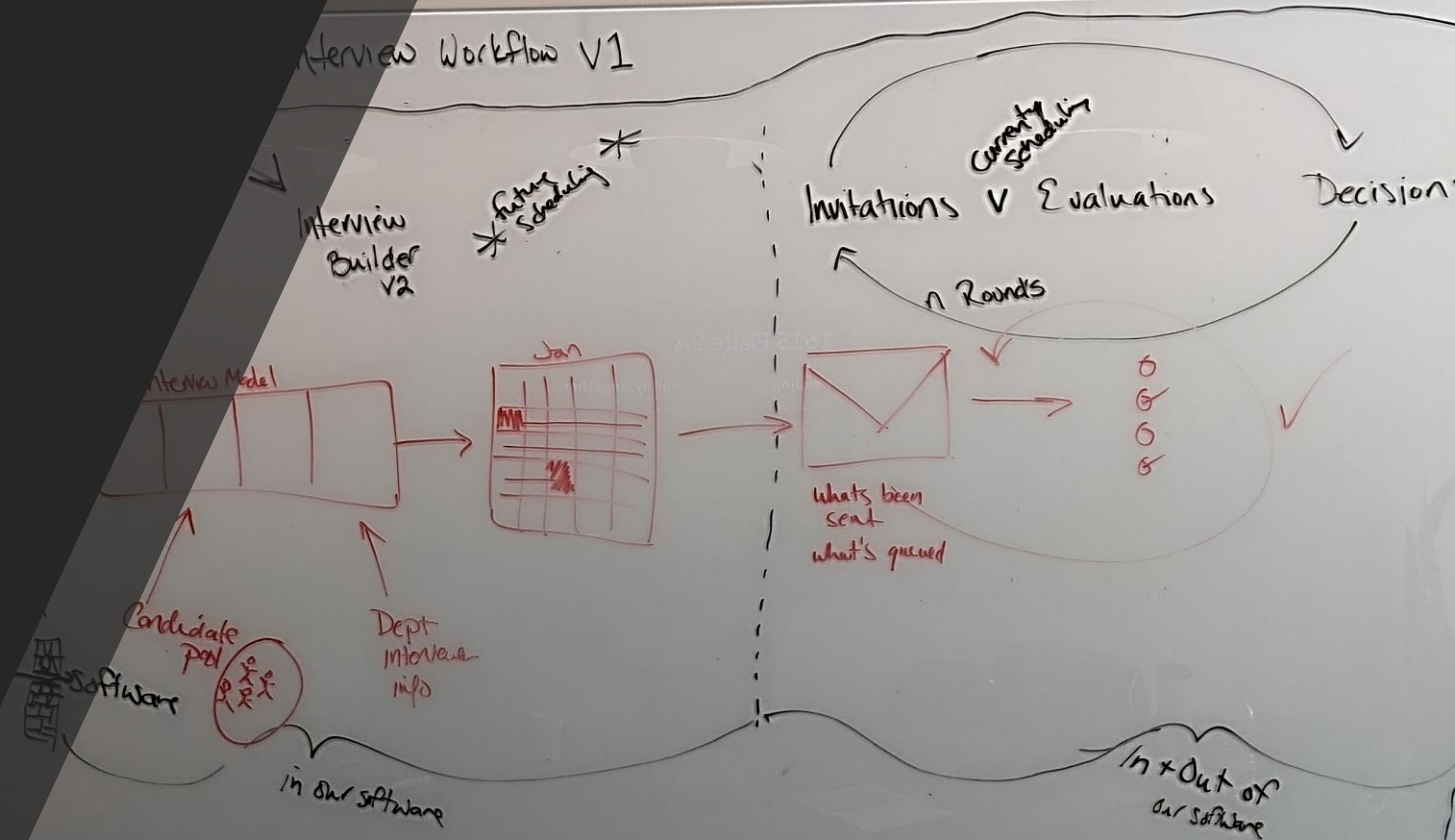
Super Magic Secret Sauce

Can we treat an interview
like a validated survey?



Storyboarding (UX workflow)

- Define the drivers of the process
- Detail the data capture
- Brainstorm the possible features



Use case for validated interviews



- Huge volume hires between 100-5000 per year for the same role
- Little to no variability of role across regions or locations
- Single round interview proctored by recruiter is ideal

Use case for interview process management



- Manager-led interviewing
- Unique roles
- Multiple interview rounds
- Multiple interviewers
- Distributed decision-making

Data Strategy

Interview builder

1. Job opening
 - a. Name
 - b. Dept
 - c. # code
2. Add a round
 - a. Type of round
 - b. Title of Round
 - c. Candidate # unit for round
3. Interview/ Review Planner
 - a. go live dates for rounds relative job posting date
 - b. go live dates for specific interviews
4. Specific Assignments
 - a. certain questions
 - b. certain candidates
5. Questions
6. Candidates

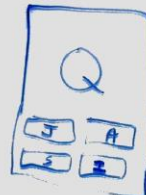
should be there? Round 1? which is the posting date?

	Round 1	Round 2	Round 3	Round 4	Round 5	Decision
TYPE	Resume or Materials Review	Screening interview	Technical interview	Email challenge	Panel interview	
	Mat Rev	Screen	Technical	Mat Rev	Panel	
Candidate limits	250	25	10	10	3	1
	HRdept T+1	HRdept T+14	Sarah T+21 Tim T+21	Rebecca T+30	Alan T+41 Sarah T+41 Tim Rebecca	T+45
	Ellen 125 Rebecca 125		Sarah 5 interviews Tim 5 interviews		Alan Q 1-2 Sara Q 3-4 Tim Q 5-6 Rebecca Q 7-8	
Questions						

Interview Builder

Parts

- Question Bank - ID, question itself, clarifying questions, context, intent, tags
↳ can be custom or iLA
- Indicator Bank - negative + positive, "Easily daunted," "Likes to win."
- Attribute Bank - adventurous, intolerant, curious
High or low Big 5, facets
- Skill Bank - problem solver, leadership, customer service
- Job/Role Bank - Manager, Software engineer,



Roadmapping



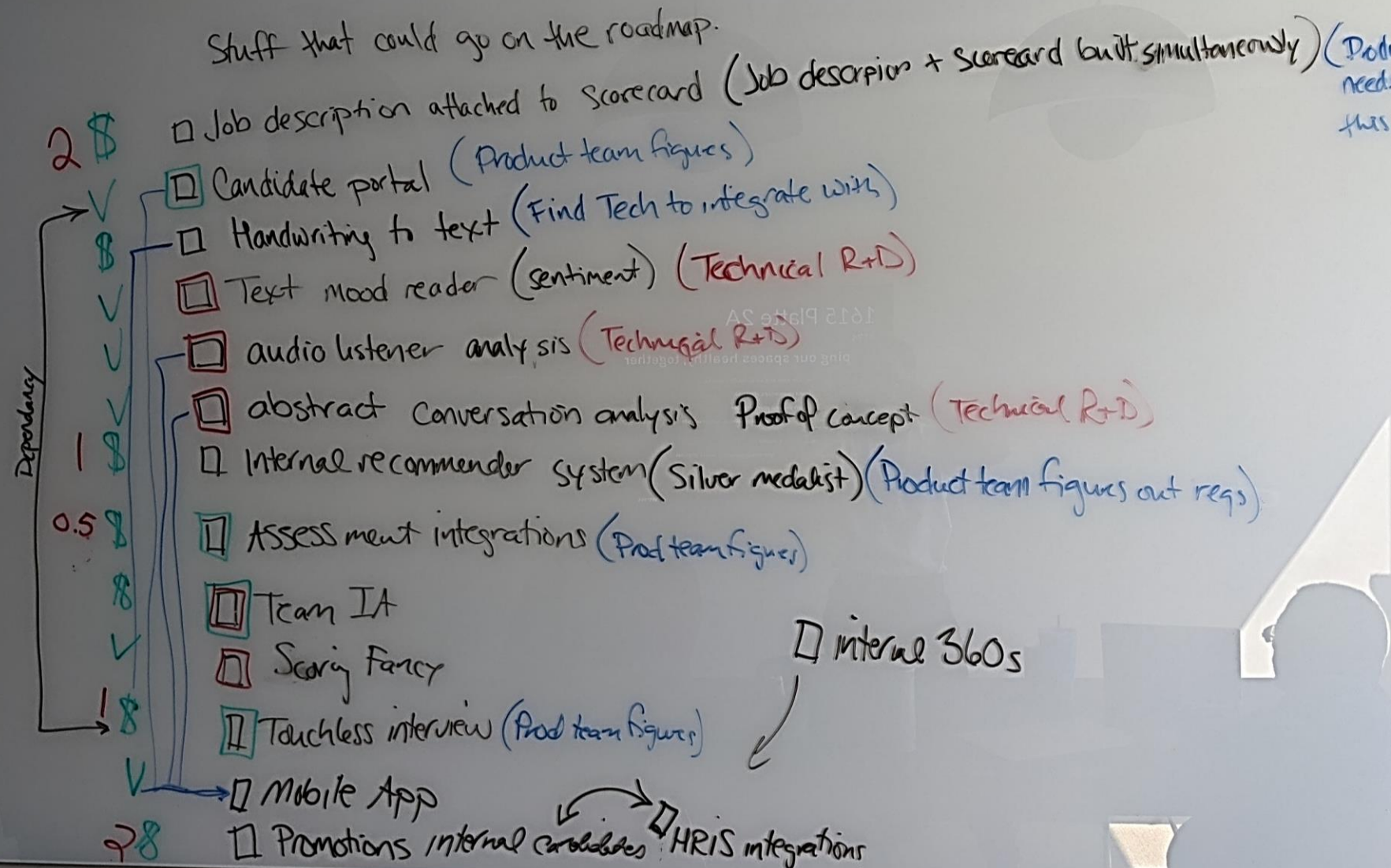
Prioritization (RICE)

Reach

Impact

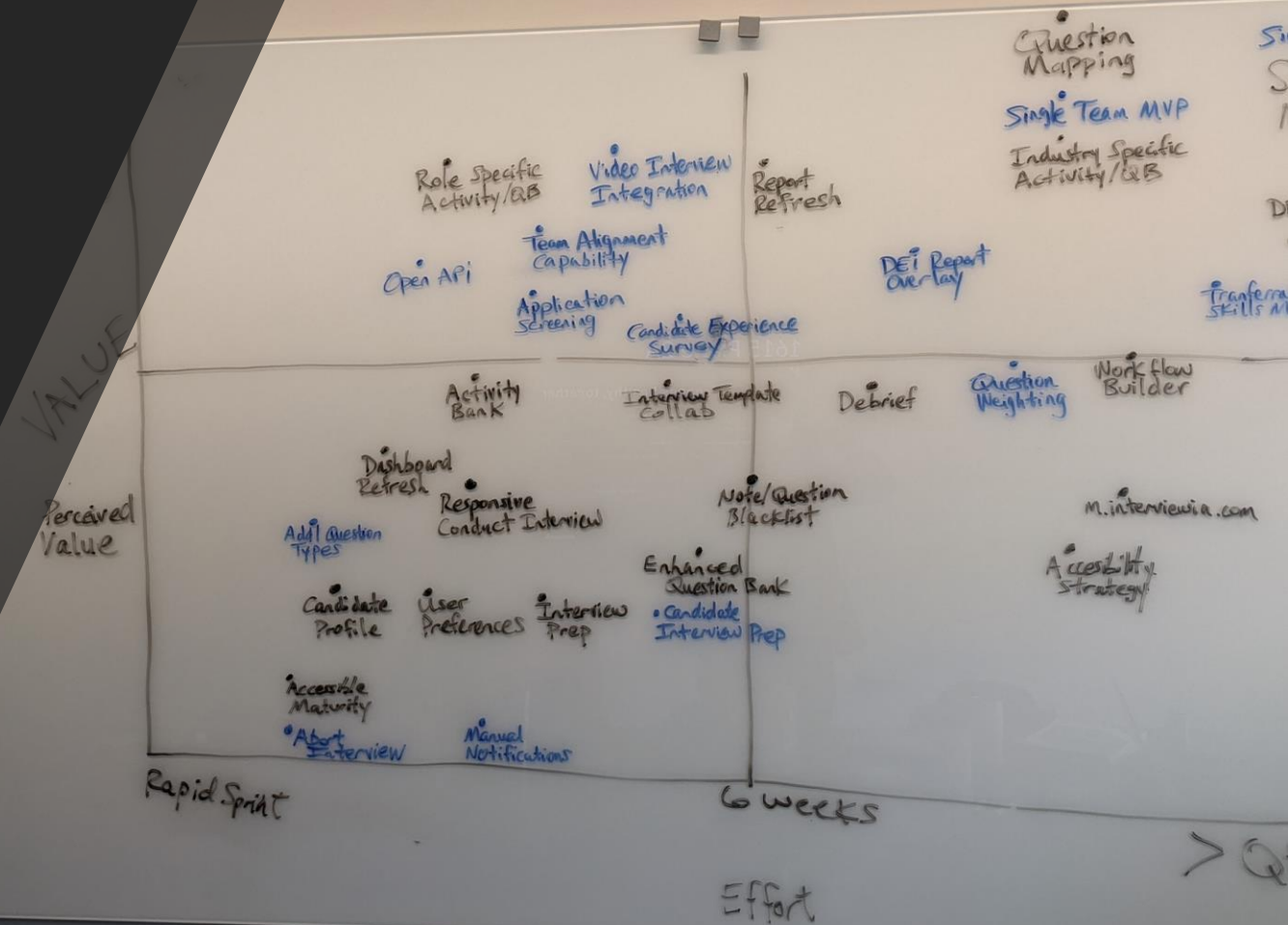
Confidence

Effort



Prioritization (Value/Effort)

- Effort measured by sprint counts
- We used perceived value and pricing impact

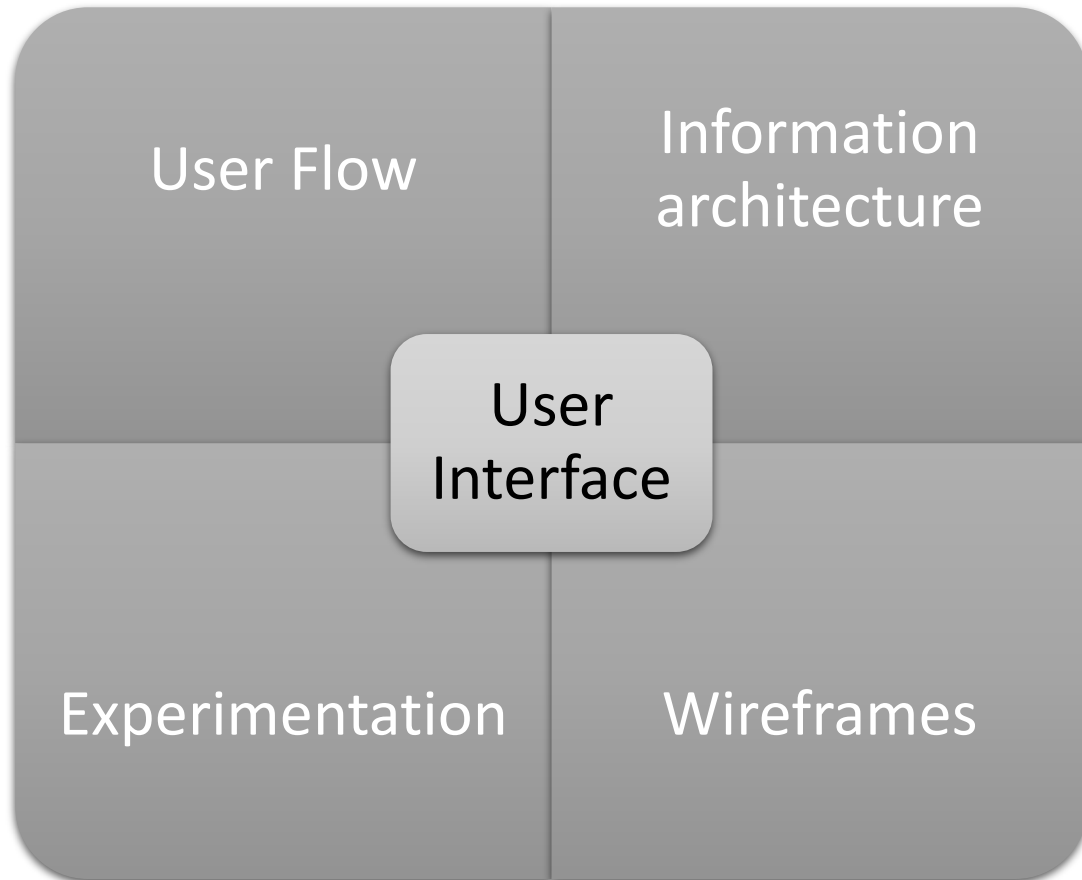




Backlog

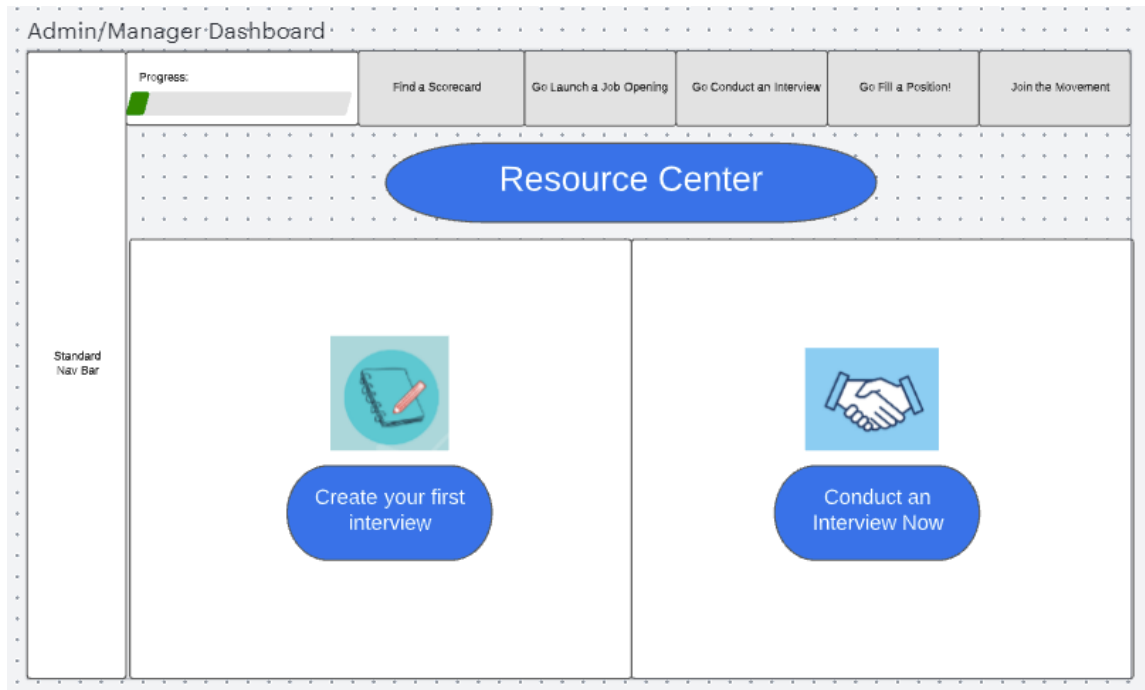
- Click-up – Backlog
- Excel - Requirements
- Zen Tau (like Jira) - Sprints

Design Phase

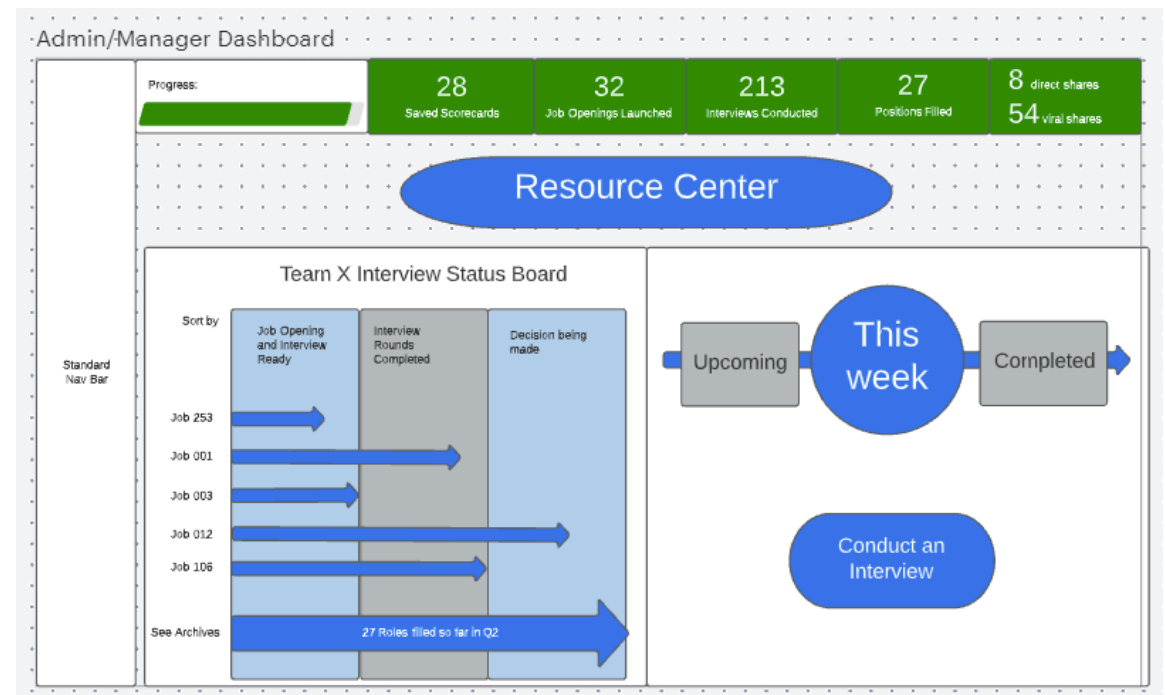


Wireframes – dashboards

Empty state



Data populated



Welcome, Nina Baliga

Upcoming Interviews

Mike Dick
UX / UI Product Designer

Resume Interview

Training

[See more >](#)

Understand Your Bias & Use Curiosity

Develop & Use Empathy

Develop a Better Hiring & Interview Process

Build a Better Job Description

Highlights

1 INTERVIEWS CONDUCTED

0% OF QUESTIONS ASKED

0% OF CANDIDATES RECOMMENDED

Completed Interviews

[Search by keyword](#)

CANDIDATE NAME	JOB OPENING	OVERALL			
Jacqueline (Jo Jo) Johnson	Project Coordinator	84%	8	0	View results
Matt Mackowiak	Project Coordinator	76%	6	3	View results
Abigail Silin	Project Coordinator	83%	6	3	View results
Chelsea O'Toole	Project Coordinator	84%	8	0	View results
Scott Rencher	Sr. Business Development	94%	2	0	View results

Job Openings

Showing: All [▼](#)

	INTERVIEWS REMAINING	ACTIVE CANDIDATES	
Account Managem... OPEN 1 week	0	1	Candidate results
Business Develop... OPEN 1 month	0	0	Candidate results
Project Coordinator OPEN 1 month	687	83	Candidate results

ia

Home

Jobs

Builder

People

Reports

Admin

38

?

3 Round Example Interv...

4 days

Product

Rounds (3)

Candidates (0)

Round

Settings

Round	Scorecard	Interviewer	
= Round 1	<div>Screen Template</div>	<div>Interview IA</div>	<div><input type="checkbox"/> Panel</div> <div>...</div>
= Round 2	<div>Deep-Dive Template</div>	<div>+ Interviewer</div>	<div><input type="checkbox"/> Panel</div> <div>...</div>

Close

1

Q: What is something that you think you'd need to learn quickly to do a good job in this role?

▼

2

Q: What questions do you have for me?

▼

3

Q: Explain to me how to [fill in a skill important for this job] as though I'm 7 years old.

▼

4

Q: Can you tell me about your relevant career experience so far?

▼

5

Q: When your team asks for your opinion, how do you know you are giving good advice?

▼

6

Q: What do you think good collaboration looks like in this role?

▲

Context

Let the candidate know who they will be expected to collaborate with such as peers, other teams, external stakeholders.

Clarifying Questions

1. What can happen if there is poor collaboration in this environment?

Indicators

- Shows an understanding of their role's purpose in the organization.
- Seems willing and able to interact with people on different teams.

Question Tags

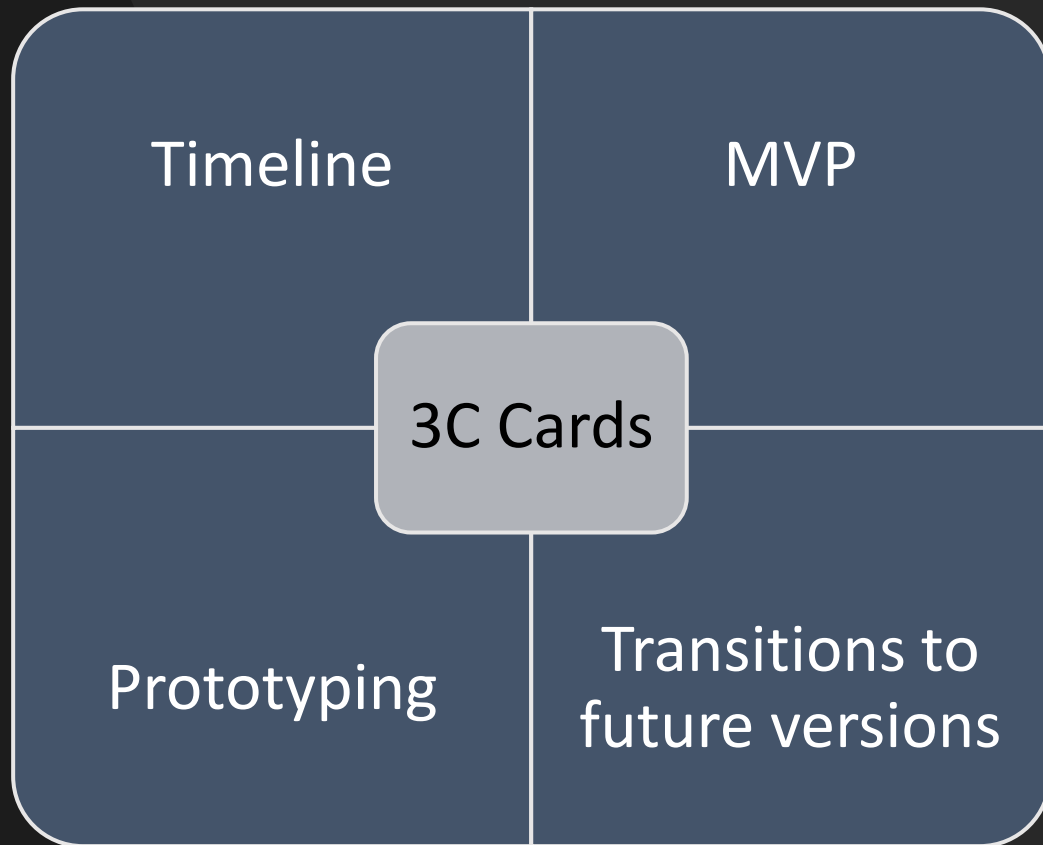
Teamwork

Cross-functional teams

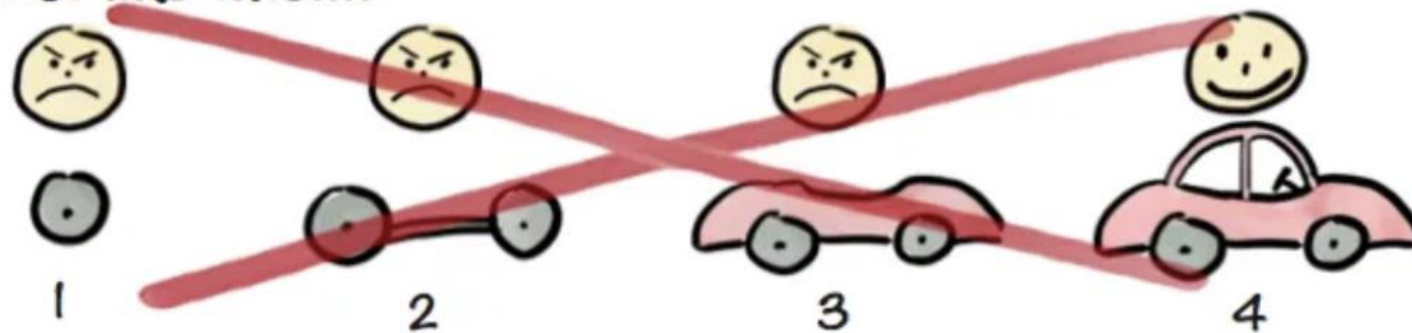
chain of custody

communication

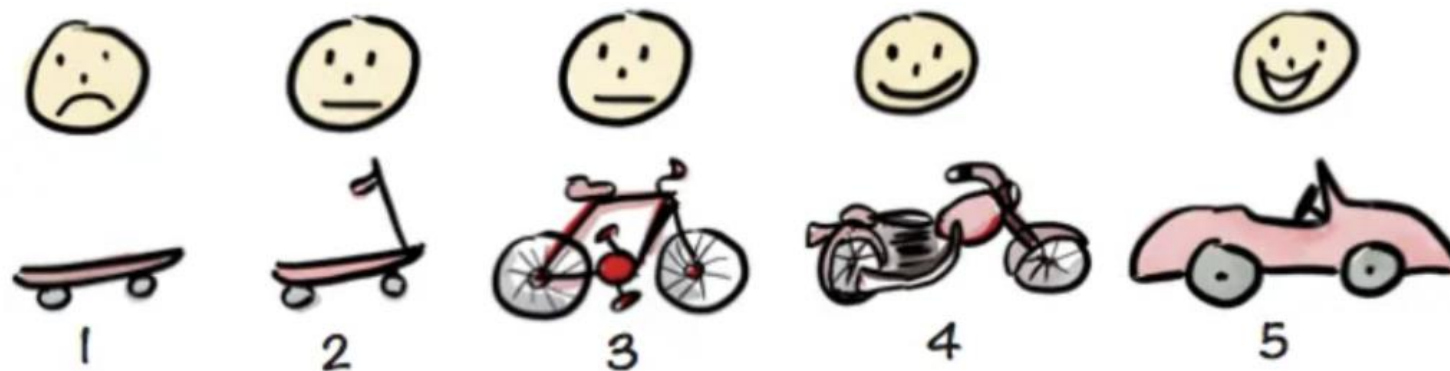
Versioning



Not like this....



Like this!



3Cs of Agile

- Card – User story
- Conversation – Summary of all the stakeholders' inputs
- Confirmation – Definition of done

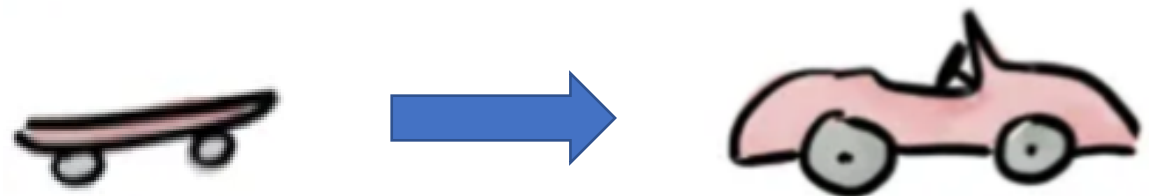
Card 1: As a Hiring manager, I want to be able to quickly set up an interview so that I'm not tempted to "wing it."

Conversations:

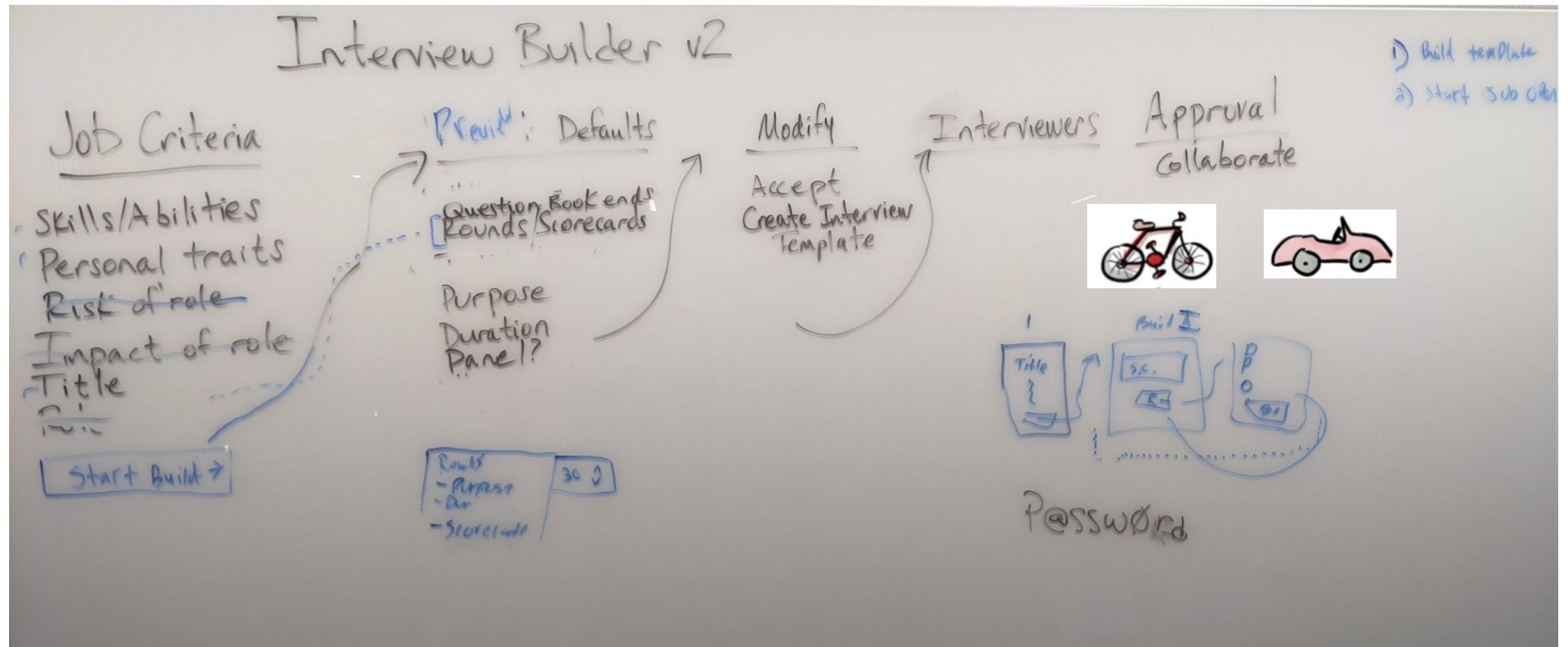
- It takes about 10 hours for HM to plan interview by hand.
- Feedback from peers/team extends the time.

Confirmation:

- A hiring manager can set up a simple interview in 10 minutes and a complex interview in 3 hours.
- A hiring manager can easily request feedback from peers.



Version 2 Planning – 18-month roadmap



Prototyping a question selector

C49

1449

Job Type

Any

Business/Admini...

Certified/License...

C-level

Corporate / Gene...

Customer Service

Healthcare

IT/Engineering

Management

Marketing/Conte...

Other Unskilled L...

Sales

Service/Hospitality

(blank)

Health Care

Other Skilled Labor

People Operations

Product Develop...

Active Listening

(blank)

Active Listening

Adaptability

(blank)

Adaptability

Administration

(blank)

Administration

Communicat...

(blank)

Communication

Creativity

(blank)

Creativity

Critical Thinking

(blank)

Critical Thinking

Customer Service

(blank)

Customer Service

Innovation

(blank)

Innovation

Interpersonal...

(blank)

Interpersonal Ski...

Leadership

(blank)

Leadership

Organization

(blank)

Organization

Problem Solving

(blank)

Problem Solving

Public Speaking

(blank)

Public Speaking

Time Manag...

(blank)

Time Management

Teamwork

(blank)

Teamwork

job tag

(blank)

["Automation Tester"]

["Call Center Represent...

["DevOps Engineer"]

["Full Stack Developer"]

["Tech Lead"]

["Technical Support"]

[edit template]

Software

["Analysis"]

["Client Success","Custo...

["Client Success"]

["Cloud Operations Spec...

["Consultant"]

["Consulting","Customer...

["Consulting","Customer...

["Cyber Security Analyst"]

["Diversity Officer"]

["Grant administrator"]

["Marketing VP"]

["Mobile developer"]

["People Operations"]

["Recruiter"]

["Retail","Manager","Sto...

["Software"]

["Speaker"]

["Startup"]

This prototype allows us to use skills as search terms to find the right questions for a new interview.

Each question allows an interviewer to probe for evidence of one or more skills.

Prototyping Indicators (answers)

AA31

Facet

Android Interface

Android Interface

API

App Security

Assertive

Attentive

Awareness

Basic Office Skills

Best practices

Calm

Change Management

Cloud Computing

Code Reviews

Collaboration

Communication

Composed

Concerned

Confident

Confronting

Content creation

Continuous Integra...

Continuous Learning

Cooperation

Coss Functional

Cost conscious

Active Listening

Active Listening

(blank)

Critical Thinking

Critical Thinking

(blank)

Organization

(blank)

Adaptability

Adaptability

(blank)

Customer Service

Customer Service

(blank)

Problem Solving

Problem Solving

(blank)

Administrative

Administrative

(blank)

Innovation

Innovation

(blank)

Public Speaking

Public Speaking

(blank)

Communicati...

Communicati...

(blank)

Interperso...

Interperso...

(blank)

Teamwork

Teamwork

(blank)

Creativity

Creativity

(blank)

Leadership

Leadership

Time manage...

Time Management

(blank)

Indicator Copy

Average of ID

271

272

273

324

400

414

274

275

276

278

281

282

284

286

287

406

412

413

Indicator Type

Agreeableness

Conscientiousness

Natural Reactions

Openness

Ability

Extraversion

Job Knowledge

Knowledge

Tag

Consulting

General

Leadership

Recruiter

Software Develop...

Any

Call Center

DEI

Candidate willing to lead by a new approach.

Is willing to lead under uncertainty.

Candidate is open to aligning with a new set of values.

Evidence of leading through unpredictable conditions well.

This candidate is satisfied with the quality of their leadership.

This candidate is able to show their playful side with their team.

Can lead a team to make products pleasing to the eye.

Is able to lead a team of creative talent.

Candidate is able to inspire their team to feel wonderment.

Candidate is aware of how their emotions affects their team.

Candidate encourages their team to uncover novel solutions.

Can lead a team to produce original content.

When leading in uncertainty, they lead with curiosity.

Is open to listening to new perspectives from their team.

Can respectfully challenge their team to encourage excellent work.

This leader seems to be engaged in their work.

This is a memorably flamboyant leader.

Candidate shows originality in their approach to leadership



Temple
(Service Dog in Training)



Joe, Emma, and Gary

Q&A Reminder Slide

