ABOUT THIS GUIDE

This playbook was initially created by Lars Schmidt (Founder, Amplify) for a workshop at IESE's School of Founders *Foundations of Scale* course.

It was updated and open-sourced to extend the resources, tools, and resources to the broader global startup ecosystem.

Few things will make or break your startup like your people and talent strategy. This playbook will help you understand how to think about all the people considerations that can make your company thrive.

Want to go deeper? Check the appendix at the end for curated articles and resources.

ACKNOWLEDGMENT & CREDIT

Special thanks to all the contributors who added their wisdom, case studies, resources, and advice: Amplify Academy, Catherine Alani, Josh Bersin, Brittany Blumenthal, Lindsey Caplan, FK CPO Forum, Daniel Illes, Donald Knight, Sim Lamb, George LaRocque, Natalie Ledbetter, Jevan Soo Lenox, Shane Loidolt, Seyka Mejeur, PeopleTech Partners, Milica Radojevic, Kori Rahaim, Kim Rohrer, AJ Thomas, Dr. Erin L. Thomas, Ambrosia Vertesi

OVERVIEW
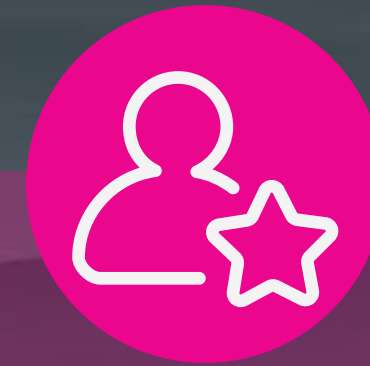
INTRODUCTION: WHO'S LARS

MY BACKGROUND AND WHY I WANT YOU TO SUCCEED

EXPERIENCED
25+ years of Recruiting and HR experience, including leadership roles at NPR, Ticketmaster, and Magento. Ten years of experience as a founder and entrepreneur,

CREDIBLE
My work and views have appeared in Fast Company, CNN, NPR, Wall Street Journal, Mashable, Time, Forbes, Washington Post, TechCo, and many other publications.

TRUSTED
Over a decade of covering progressive HR in my Fast Company column, Redefining HR book, global keynotes, and the LinkedIn Presents: Redefining Work podcast.

CONNECTED
Recording 150+ podcasts with industry-shaping Chief People Officers. Trained 100+ emerging Heads of People in my Amplify Academy HR training and leadership development platform.

KATELIN HOLLOWAY
"The thing I love most about Lars is his unique ability to listen, synthesize, and then articulate - very simply - some of the most interesting, forward-thinking trends in the HR industry."

ADAM GRANT
"Lars Schmidt is a beacon of light, and his bold vision may well elevate a long-marginalized field into the force for good that it deserves to be."

Why I Want You to Succeed

My mission is to build a better world of work by elevating the field of HR. As a founder, you play a direct role in that. I want you to understand the impact a high-impact people team can have on your business - and your bottom line. In this deck I want you to know what to expect from a great HR team, how to build it, and how to enable its success - and in doing so, unlocking yours.

CULTURE & VALUES

THE FOUNDATION
OF YOUR COMPANY

TOPICS COVERED

- Culture Framework

- Understanding Culture & Values

- Values Alignment

- Psychological Safety = Innovation

CRUCIAL POINTS

CULTURE FRAMEWORK

Source: The Josh Bersin Company, 2022

Growth Mindset	Purpose	Comms	Support	Collaboration	Appreciation	Wellbeing
Treating challenges as opportunities for growth	Aligning, mission, vision, and values	Multiple comms channels available	Cultivating a sense of mutual understanding and trust	Generating opportunities and removing barriers	Formally praising employee contributions	Leveraging the right wellbeing strategies
Timely and personalized learning opportunities	Providing flexibility in the workplace	Transparent, authentic, honest leadership comms	Building habits and routines around helping others	Fostering agile teams	Meaningful compensation	Cultivating a stong sense of belonging
Diverse and inclusive workplaces	Encouraging values-driven leadership models	Shared stories and experiences	Training leaders as coaches	Making multiple collaboration / co-creation tools available	Fair and equitable pay practices	Prioritizing physical and psychological safety

UNDERSTANDING CULTURE

- Shared values, beliefs, and behaviors
- Fluid, changes with every hire you make
- Make it public and clear to allow candidates to self-select alignment
- "Culture Fit" is bullshit and will hinder you long-term
- Reinforced through rituals, communication, recognition, and rewards
- Should be inclusive and foster a sense of belonging

UNDERSTANDING VALUES

- Guiding principles for your company
- Should be woven into your organizational operating systems (i.e. hiring, promotions)
- Static until refreshed, a constant guiding force for your company
- Regularly communicated to employees
- Leaders must model the behaviors
- Guide decision-making and priorities
- Build trust and credibility with internal and external stakeholders

VALUES ALIGNMENT CHECKLIST

✓ VALUE DEFINITION

- We have values
- Each value has a clear why?
- Each value has 2-4 measurable behaviors to support it

✓ VALUES CLARITY

- We know why we chose these values
- Our values help new hires navigate how things get done here
- We can clearly identify when someone is not living up to our values

✓ VALUES ACTIVATION

- 1-3 rituals to embed values in
- Real-life examples and data to illustrate values in action
- We have values artifacts and assets

✓ VALUES REINFORCEMENT

- Values are embedded in hiring & onboarding
- Feedback, performance, and promotion alignment
- Communications (i.e. town halls)

Source/Credit: The Gathering Effect

Want a culture of innovation? Prioritize psychological safety.

In their quest to to learn what makes a perfect team, Google's "Project Aristotle" revealed pyschological safety is the key. These are some quick tips to foster psychological safety in your team.

- Don't ask what went wrong; ask what did you learn?
- Solicit feedback from a range of employees in meetings
- Normalize (or even celebrate) failure
- Role model humility and openness
- Conduct post-mortems to learn, not blame

"Think proactively about what values and operating principles will help your company succeed and consciously incorporate those into how you lead from day one. Make sure you codify and re-codify your culture."

DANIEL ILLES
VP OF PEOPLE, VINTED

Case Study:
Celebrating Failure at X

Contributed by: AJ Thomas

DIA@X draws on the Dia de los Muertos (Day of the Dead) cultural tradition celebrated all over the world. It is a historical celebration that honors those who have passed on before us. Instead of mourning the dead, the holiday celebrates their life, what they meant to us, and what they've taught us. We apply this tradition to projects we've canceled over the past year and celebrate our learnings from their failure.

OPTIMIZED RECRUITING

HOW WELL YOU RECRUIT AND CLOSE TALENT IS KEY TO YOUR SUCCESS. HERE'S HOW TO GET IT RIGHT.

TOPICS COVERED

- Build a Magnetic Employer Brand
- Interview Benchmarking
- Recruiting Funnel
- Interview Process Optimization
- Measuring Success

CRUCIAL POINTS

TELL YOUR STORY

BENEFITS OF EMPLOYER BRAND

FASTER TIME TO OFFER

REDUCED TURNOVER

INCREASED ENGAGEMENT

INCREASED PRODUCTIVITY

HIGHER TOP OF FUNNEL CONVERSION

STRENGTHEN CULTURE BY ALLOWING MISALIGNED HIRES TO OPT OUT

INCREASE CUSTOMER ATTRACTION, CONVERSION, AND REVENUE

BUILD BRAND ADVOCATES

STRENGTHEN EMPLOYEE PRIDE

BENCHMARKING

CANDIDATE OUTREACH AND ENGAGEMENT

Data from Gem's 2022 Recruiting Benchmarking Report (data set: 12M candidates, 2.2M outreach sequences)

Recruiting Outreach
- 77-79% lowest open rate (Sales & Engineering)
- 80% Average open rate
- 85% Highest open rate (Design & Product)

Outreach Reply Benchmarks
- Email → Male 23% / Female 21%
- InMail → Male 44% / Female 39%
- Both combined → Male 25% / Female 23%

2022 Time to Hires Metrics

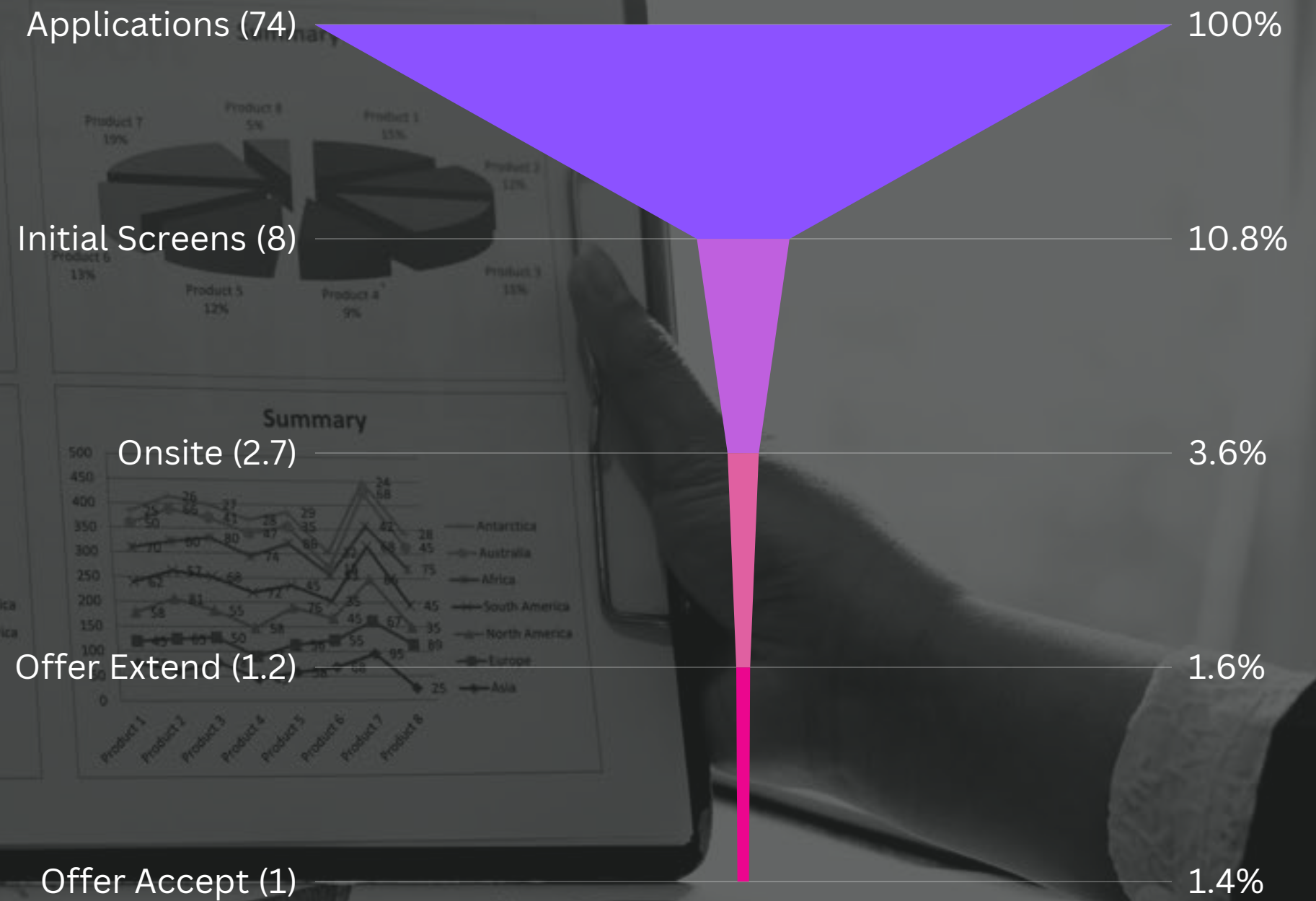Tech (39 days)   Non-Tech (20 days)

PASSTHROUGH RATES

BENCHMARKING YOUR CANDIDATE FUNNEL

Data from Gem's 2022 Recruiting Benchmarking Report (data set: 12M candidates, 2.2M outreach sequences)

On average in 2022, it took 74 applicants to make one hire (from from 89 applicants in 2021)

Applications (74) — 100%

Initial Screens (8) — 10.8%

Onsite (2.7) — 3.6%

Offer Extend (1.2) — 1.6%

Offer Accept (1) — 1.4%

DESIGNING AN INTERVIEW PROCESS IN FOUR STEPS

START WITH CLEAR REQUIREMENTS

Your role should be clearly defined and signed off on by any key stakeholders before it goes to market. Misalignment that lingers into the interview stage will blow up your interview process.

RETHINK JOB DESCRIPTIONS

Let's be honest - most job descriptions suck. The bar is low, so it's easy to jump. Get creative - visuals, audio, video. Tell a story. Share growth opportunities. Focus on the outcomes of the work, not the tasks.

STRUCTURE YOUR INTERVIEWS

Be sure all interviewers are aligned and clear on the target profile, non-negotiable "must haves," and what skills or competencies each interviewer will cover. Prioritize representation. If you like candidates, show them - playing it cool doesn't work.

SPEED WINS

In competitive hiring markets, days matter. Streamline your interview process and maximize your offer velocity. Use your speed to your advantage and take candidates off the market before you have an opportunity to lose them.

"Start with hiring excellence: invest all of your people energy initially into hiring the right people. Mishires will distract you, cause you sleepless nights, cost you an arm and a leg, and possibly derail your company before you even find product market fit."

**DANIEL ILLES
VP OF PEOPLE, VINTED**

Case Study: Optimizing Your Recruiting & Onboarding

Contributed by: Tarry Gerling

To optimize Jobscan's recruiting and onboarding, they survey new hires after 30 days after they've joined to understand and regularly optimize their recruiting and onboarding practices (and gaps). They survey again in six months to understand role alignment and quality of hire.

COST OF VACANCY

A very valuable number to keep an eye on is the cost per day to not having your priority roles filled

SOURCE OF HIRE

Double down on what's working

REASON FOR DECLINE

Understand gaps and misalignment in your employer brand and interview process

QUALITY OF HIRE

Understand the effectiveness of your recruiting efforts

DIVERSITY

Understand gender and ethnic diversity throughout your funnel

CANDIDATE EXPERIENCE

If the average hire takes 74 candidates, what do the other 73 think? Their experience will shape what they share about your company with peers

FUNNEL METRICS

Understand your funnel conversion to optimize your recruiting process

METRICS THAT MATTER

Credit: Seyka Mejeur – see how to measure these metrics in links to her startup metrics series in the appendix

Case Study: Recruiting Training for Founders

Contributed by: Kori Rahaim

To help their portfolio Founders scale their teams, 5AM Ventures created programming to teach them how to source and recruit within their networks and a blueprint for delivering excellent candidate experience consistently.

BUILDING FOR SCALE

HOW TO BUILD A FOUNDATION
ON WHICH YOU CAN GROW
(WITH MINIMAL PAIN)

TOPICS COVERED

- Avoid Over-Hiring
- The Importance of "We" Hires
- HR Principles of Scale

CRUCIAL POINTS

"As a Founder, reframing from an operating stance of "what do we have now and how we can scale it" to "what the intended future state looks like and what will it take to get there" is a force multiplier for every success measure."

AMBROSIA VERTESI
CHIEF PEOPLE OFFICER, IRONCLAD

THE NUMBER OF LAYOFFS IN
TECHNOLOGY COMPANIES IN THE
FIRST FOUR MONTHS OF 2023,
EXCEEDING THE 164,511 TECH
LAYOFFS IN 2022.

GROWTH FOR GROWTH'S SAKE IS
NOT A SUSTAINABLE MODEL.

AS A FOUNDER, YOU HAVE TO
BALANCE MARKET OPPORTUNITIES
WITH THE RISK OF OVER-HIRING.

185, 673

Source: Layoffs.fyi

FOCUS ON "WE" HIRES

"WE" HIRES > "ME" HIRES"

Startups are career growth engines. It's not uncommon to cycle through 2-3 different jobs in one year. Lean into that culture of growth and mobility and block "me" managers who hoard talent and block mobility.

1. DEFINE YOUR CULTURE AND VALUES, EMBED THEM INTO HIRING SYSTEMS
2. HIRE STRATEGICALLY
3. MASTER ONBOARDING (AND PREBOARDING)
4. INVEST IN EMPLOYEE DEVELOPMENT
5. COMMUNICATE (AND DOCUMENT FOR ASYNC OPTIMIZATION)
6. CREATE EMPLOYEE FEEDBACK LOOPS
7. OVER-INVEST IN HR INFRASTRUCTURE
8. STAY AGILE, EMBRACE MINIMUM VIABLE PROCESSES UNTIL YOU NEED MORE RIGOR

MASTERS OF SCALE

EIGHT PEOPLE TEAM KEYS FOR POWERING HYPERGROWTH AND SCALE.

"Invest early in the things that matter to you longer-term and that you want to be differentiated on. Focus on bringing in the right leaders with both the mindsets and capabilities to set the culture and drive the organizational outcomes you seek."

JEVAN SOO LENOX
CHIEF PEOPLE OFFICER, INSITRO

DIVERSITY, EQUITY, INCLUSION, & BELONGING

WHY THIS IS THE BEST TIME
TO INVEST IN DEIB

TOPICS COVERED

- Factors to Consider
- Actionable Steps to Build Inclusive and Equitable Team

CRUCIAL POINTS

AVOID DIVERSITY DEBT

Prioritizing building a diverse team early has a compounding impact on the representation of your company as you scale.

AVOID LEVELING INEQUITY

Resist the urge to create one-offs (titles, comp packages, org structures). They'll create inequity that can quickly become toxic and derail your culture.

REPRESENTATION MATTERS

Your leadership team. Your advisors, Your career site. Your interview process. Your brand ambassadors. All of it. All of these are opportunities to show candidates who you are - or who you're not.

PAY EQUITY

Legislation continues to steer organizations towards more open comp practices. Embrace compensations translucency early, and you'll build trust and avoid painful leveling efforts down the road.

FACTORS TO CONSIDER

PRACTITIONER PERSPECTIVES

"Don't over-inflate titles, don't make up titles, and don't use titles as a bargaining chip. It's unbelievable how messy (and expensive) it can be to clean up, once you get around to properly leveling the org and determining accurate pay bands."

NATALIE LEDBETTER
3X STARTUP PEOPLE LEADER & ADVISOR

ACTIONABLE STEPS

THINGS YOU CAN DO TODAY TO BEGIN BUILDING A MORE DIVERSE AND INCLUSIVE COMPANY

DIVERSIFY YOUR RECRUITING SOURCES

EDUCATE YOURSELF ON DEIB, ANTIRACISM, AND EQUITY

ROLE MODEL EQUITABLE AND INCLUSIVE PRACTICES

CONSIDER ACCESSIBILITY FOR PEOPLE WITH DISABILITIES AND NEURODIVERSE

ZERO TOLERANCE FOR DISCRIMINATION

CONFRONT BIAS DIRECTLY

PRIORITIZE REPRESENTATION IN LEADERSHIP

COMMIT TO PAY EQUITY

"Start by defining the company culture and values in a way that is real, meaningful, and attractive to potential hires. Doing so will help bring on board people who align and accelerate the vision."

DONALD KNIGHT
CHIEF PEOPLE OFFICER, GREENHOUSE

Case Study: Enabling Leader Engagement

Contributed by: Dr. Erin L. Thomas

To retain top talent, Upwork launched GlowUP, a membership community for leaders of color. GlowUP enables members to connect with themselves and each other, build camaraderie and grow together by exploring shared leadership experiences and opportunities. GlowUP members are 1.7x more engaged than their peers.

EMPLOYEE EXPERIENCE

THE KEYS TO BUILDING A
MAGNETIC EMPLOYEE EXPERIENCE

TOPICS COVERED

- Internal Communications
- Remote and Hybrid EX
- The LLAMA Method
- Engagement = Revenue

CRUCIAL POINTS

INTERNAL COMMUNICATIONS

SELECT A COMMMS PLATFORM

Slack, Teams, or whatever platform best supports your needs and budget.

TOWN HALLS

Establish a regular cadence for bringing everyone together to share updates on the business, celebrate wins and milestones, reinforce values, and Q&A.

EMBRACE VIDEO

Video is a great way for Founders to share updates and convey ideas in a personal way. Keep them short and ideally transcribe for readability/async.

OPTIMIZE MEETINGS

Be intentional about meetings (vs. async communication). Consider shortening (15, 25, 45) to avoid back-to-back scheduling. Share pre-reads. Have a clear agenda and expected outcome.

Case Study: Inclusive Communictions

Contributed by: Kim Rohrer

As a globally-distributed, fully-remote company, Oyster focuses on inclusive communications. They utilize a variety of platforms and delivery vehicles to ensure messages can be easily absorbed, whether live or asynchronous, written or video, taking into consideration the variety of languages, work habits, and learning styles present on their team.

REMOTE & HYBRID EX

CONSIDERATIONS FOR OPTIMIZING REMOTE AND HYBRID EMPLOYEE EXPERIENCE

OPTIMIZE FOR ASYNC (DOCUMENTATION, COMMUNICATION, COLLABORATION)

CREATE OPPORTUNITIES FOR SOCIAL CONNECTIONS

EMBRACE FLEXIBILITY

LEAD TRANSPARENTLY

COMMUNICATE OFTEN

MAINTAIN EQUITY

INVEST IN TOOLS & TECH SUPPORTING THE ABOVE

Case Study: Reinforcing Rest

Contributed by: Darren Murph

To normalize taking time off and reinforce *rest ethic* along with *work ethic*, GitLab created a Slack chatbot that sent a simple message on the first working day of each month. "Hi there! Have you thought about what days you may take off this month? We want to make sure you stay healthy! If you feel like you can't reasonably take time off, feel welcome to add this note to your next 1:1 with your manager and discuss further."

USE THE LLAMA METHOD FOR EX

LISTEN

Create feedback loops and other frictionless employee feedback mechanisms

LEARN

Have regular reviews to identify trends and themes

ACT

When you identify gaps in employee experience, address them. If you can't, communicate why

MEASURE

Track employee sentiment through pulse checks or surveys and compare over time for changes

ADJUST

Employee Experience is not static. Continue the cycle above and adjust to optimize EX

ENGAGEMENT DRIVES REVENUE

GALLUP RESEARCH

Businesses in the top quartile in employee engagement outperformed bottom-quartile units in customer ratings (+10%), productivity (21%), and profitability (22%). They also experienced lower absenteeism, turnover, and safety incidents.

Customer Ratings (+10%)

Productivity (+21%)

Profitability (+22%)

0   5   10   15   20   25

"Treat your people experience products with exactly the same care, importance, and design thinking principles as your customer product. Spend time understanding the personas of your ideal employees, constantly gather feedback, test, learn, and iterate."

CATHERINE ALANI
TALENT DIRECTOR, OMERS VENTURES

Case Study: Embedding Values Into Employee Experience

Contributed by: Brittany Blumenthal

Instead of words, The Block used short, rememberable phrases that were reinforced by integrating into all-hands meetings, employee praise and recognition, interviews, and 50% of performance reviews.

BUILDING A HIGH PERFORMING TEAM

HOW TO THINK ABOUT
PERFORMANCE MANAGEMENT,
LEARNING, AND DEVELOPMENT

TOPICS COVERED

- Four Ingredients of Performance
- Building Your Team's Growth Mindset

CRUCIAL POINTS

FOUR INGREDIENTS OF HIGH-PERFORMING TEAMS

SET CLEAR EXPECTATIONS

Define the goals and objectives for each team member and make sure they understand what is expected of them. Measure progress to track mis/alignment.

PROVIDE REGULAR FEEDBACK

Feedback drives performance. Make sure it's constructive, specific, and timely. It should also include both positive and negative feedback to help employees grow and improve. This should happen at least quarterly.

GROWTH AND MOBILITY

Employee growth is the engine of your business. Build career ladders and lattices.
Make internal career moves visible and build a culture of growth. This is one of your biggest retention drives.

TRANSPARENCY

Be clear about whatever performance measures you adopt - particularly as they link to compensation and promotions. This builds trust and clarity on how to be rewarded and grow.

BUILDING GROWTH MINDSET

HIRING

Hire for capability, curiosity, motivation, and drive. Don't lock into fixed profiles outside of senior specialists.

ROLE MODEL LEARNING

Build a culture of learning. Talk openly about what you've learned and what you want to learn in the future. Make it visible. Create platforms for peer-to-peer learning. Encourage learning time blocking in calendars.

PSYCHOLOGICAL SAFETY

As demonstrated earlier in this guide, normalize failure. Encourage questions.

Case Study: The DNA of High Performance

Contributed by: Milica Radojevic

To build talent density, Blinkist analyzed a range of performance data from top performers to identify a "formula" of excellence that could shape their performance, promotion, and recruiting efforts.

HOW TO HIRE YOUR HEAD OF PEOPLE

YOUR HEAD OF PEOPLE IS ONE OF YOUR MOST CRITICAL HIRES. HERE'S HOW TO GET IT RIGHT.

TOPICS COVERED

- Understanding the Field
- Impact Drivers for Modern Heads of People
- Heads of People Motivations and Drivers
- Tips for Hiring Your Head of People
- Interview Questions
- People Team Health Metrics

CRUCIAL POINTS

UNDERSTANDING THE FIELD

Let's zoom out before zooming in. The field of HR has been carrying the collective weight of the past three years - particularly in leadership roles. The pandemic, social justice flashpoints and trauma, political upheaval, geopolitical tension, war and conflict, and equality are under fire. That's just the external events that have impacted their businesses, teams, and personal lives.

The constant stress and volatility have led to experienced leaders transitioning out of the field, high levels of burnout, and an increase in companies hiring less experienced people leaders due to the shortage of senior talent.

Despite the current economic headwinds, the demand for Heads of People is still very high. You'll face competition. Timing, values alignment, candidate experience, reporting structure, resources and budget, team, and total compensation are all critical components to increase your likelihood of closing candidates.

The next several pages will give you tools and guidance to help you secure your Head of People.

Impact Drivers for Modern Chief People Officers

Resilience & Grit

Compassion

Network Equity

HR Acumen

Trust & Influence

Learning Agility

Business Acumen

Amplify
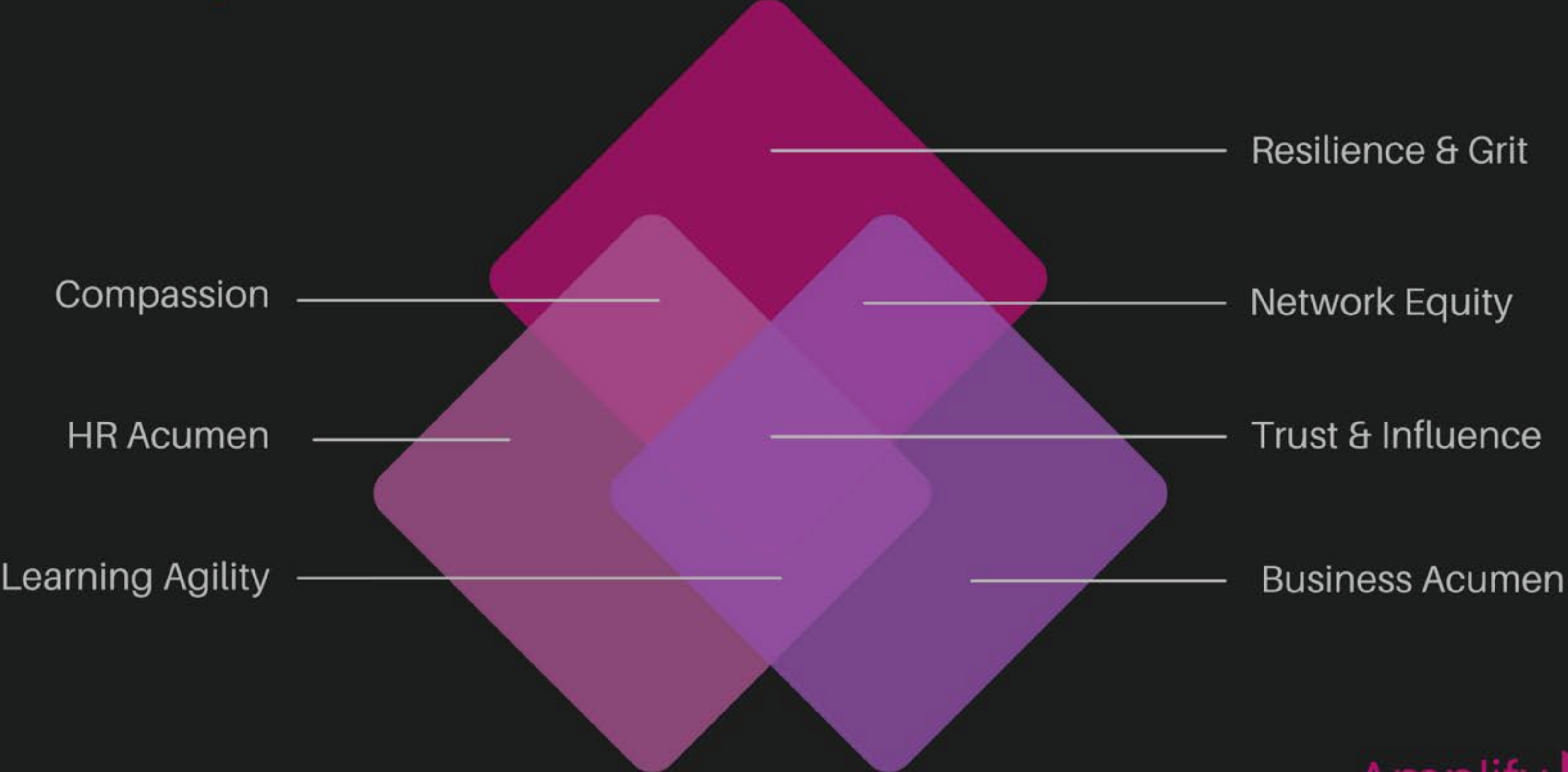
HEAD OF PEOPLE MOTIVATIONS & DRIVERS

BUSINESS IMPACT

Modern Heads of People see themselves as business leaders impacting the business through people. Don't limit them to a silo'd "HR" role only. Involve them in all areas.

VALUES ALIGNMENT

The relationship between the Founder and Head of People is one of the most important on your leadership team. Values misalignment will derail success.

AUTONOMY

To optimize the impact of your Head of People, you have to let them lead. Micromanaging and/or publicly overruling diminishes their ability to influence.

TRUST

Your Head of People is also your coach, advisor, and "truth teller". Great ones will tell you things you don't always want to hear. This feedback will make you a better leader.

TIPS FOR HIRING YOUR HEAD OF PEOPLE

INTERVIEW PROCESS

Make sure the interview process optimizes time with the Founder. This must be more than a one-hour interview as this relationship is crucial for success. Ask candidates what they need from the process - who they might want to meet, see, know.

TRANSPARENCY & OPENNESS

Present a clear and honest view of the current state, and desired future state of your business - warts and all. Share your employee surveys and/or any data to help them understand the state of your company. This open process will help candidates self-select alignment. The ideal process should attract and repel.

REPORTING STRUCTURE & COMP

Reporting directly to the Founder/CEO is a sign of how your company values HR. If this role reports elsewhere, be prepared to convey a clear why. Pay equity amongst executive peers is also a signal, as lower pay often equates to a diminished view of the role.

PREBOARDING & ONBOARDING

Successful onboarding starts with pre-boarding. Remain engaged between offer acceptance and start date. Ask what resources they might want (budgets, org charts, etc) to begin understanding the team and business. Optimize time with Founder and executive peers in early onboarding.

INTERVIEW QUESTIONS TO CONSIDER

What are your values? How do they shape your leadership style?

How do you operationalize organizational values into your HR operating system?

What's your approach to understanding and aligning the business and people strategy?

Where do you go to learn?

What does DEIB mean to you personally? How does it shape your talent strategy?

What metrics do you use to understand, adjust, and optimize your people systems?

Tell me about a time you had a conflict with your CEO or executive peer.

What environments bring out your best work? Please go deep.

TOPLINE / ORGANIZATION

Headcount, retention (turnover with analysis), demographics and representations, net promotor score, (internal), Glassdoor (external)

ATTRACT, HIRE, ONBOARD

Referral source of hire, internal % of hire, candidate experience survey, onboarding experience survey, diversity/representation recruiting goals, quality of hire

BUILD A TALENT MAGNET

Manager effectiveness score, leader training satisfaction & engagement, DEIB equity index metric, pay equity audit metric
(note: some of these metrics are more oriented toward growth-stage startups)
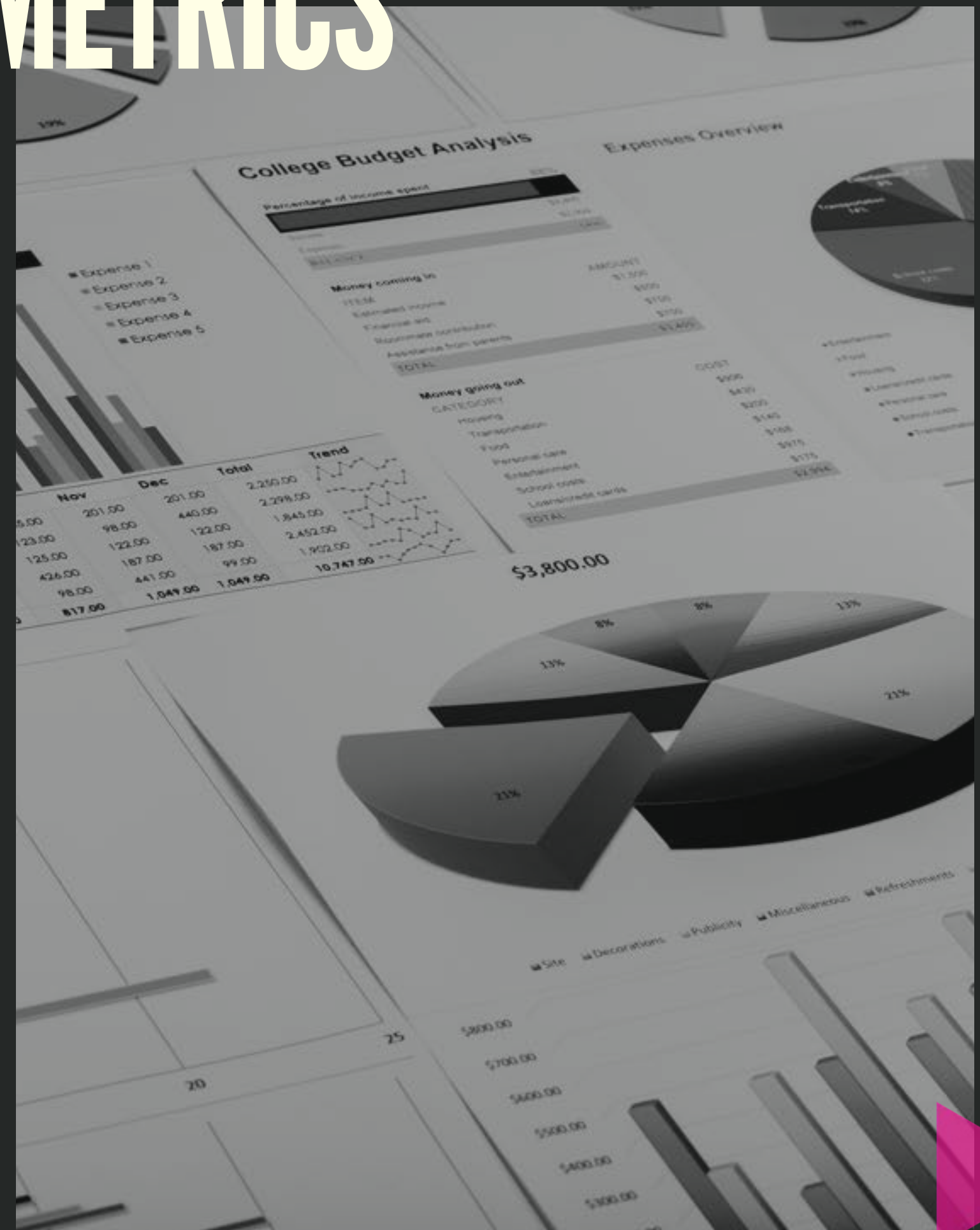
"Your head of people should be among the first 10 hires you make. Not only will your HR leader help you acquire talent, they will help you unleash it - and ensure your culture is the one you want, not the one you get."

ANGELA CHENG-CIMINI
SVP, TALENT & CHRO - HARVARD BUSINESS PUBLISHING

OPTIMIZING YOUR HR TECH STACK

AN OVERVIEW OF THE WORK TECH MARKET AND SUGGESTIONS ON IDEAL HR TECH STACKS FOR STARTUPS

TOPICS COVERED

- Work Tech Investments
- Core HR Tech Stack
- Level Up HR Tech Stack

CRUCIAL POINTS

RECORD LEVELS OF WORK TECH INVESTMENTS

WORK TECH HAS BEEN ONE OF THE HOTTEST INVESTMENT SECTORS SINCE THE PANDEMIC

2022 included 405 deals with $12.83B invested

Chart axis labels: 7,500,000,000 | 5,000,000,000 | 2,500,000,000 | 0

Categories: Q1 2020, Q2 2020, Q3 2020, Q4 2020, Q4 2021, Q2 2021, Q3 2021, Q4 2021, Q1 2022, Q2 2022, Q3 2022, Q4 2022

Source: WorkTech 2022 Global Work Tech VC Report/George LaRocque
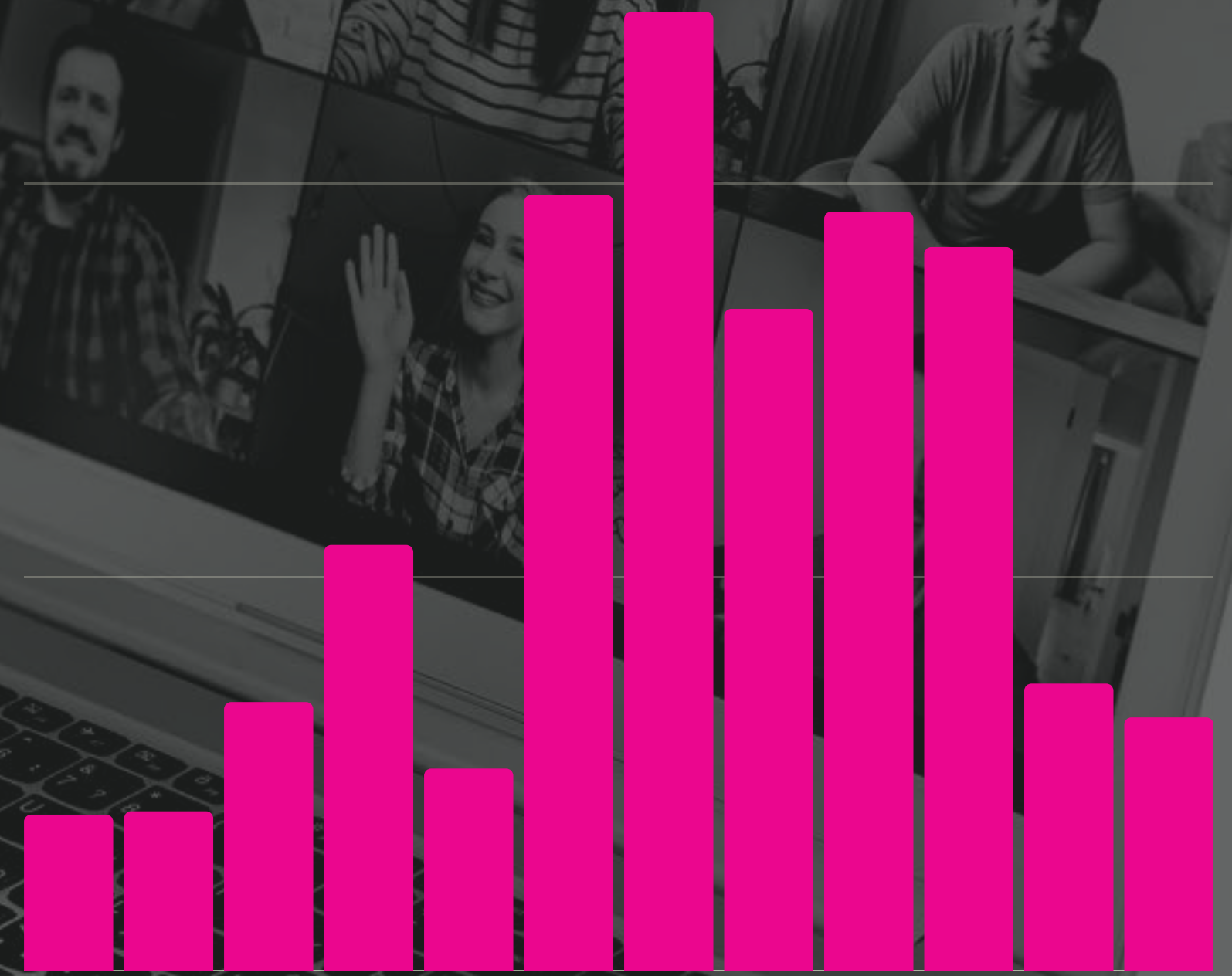
CORE HR TECH STACK

- Applicant Tracking System (ATS)
- HR Information System (HRIS)
- Performance Management System
- Communication & Collaboration Tools

LEVEL UP

- Learning Management System (LMS)
- Employee Engagement Survey Tools
- Onboarding and Automation Tools
- Analytics and Reporting Tools
- Benefits Administration Tools
- CRM
- Sourcing tools

"Automate only after you have a solid process. Some companies become enamored with tools and technology, but the systems should always support the process instead of being driven by what the tools can do."

SHANE LOIDOLT
CHRO, INFOGRID

CONNECT

BUILDING? AMPLIFY CAN HELP

- HR EXECUTIVE SEARCH
- HR TEAM TRAINING
- HR LEADERSHIP DEVELOPMENT
- ADVISORY
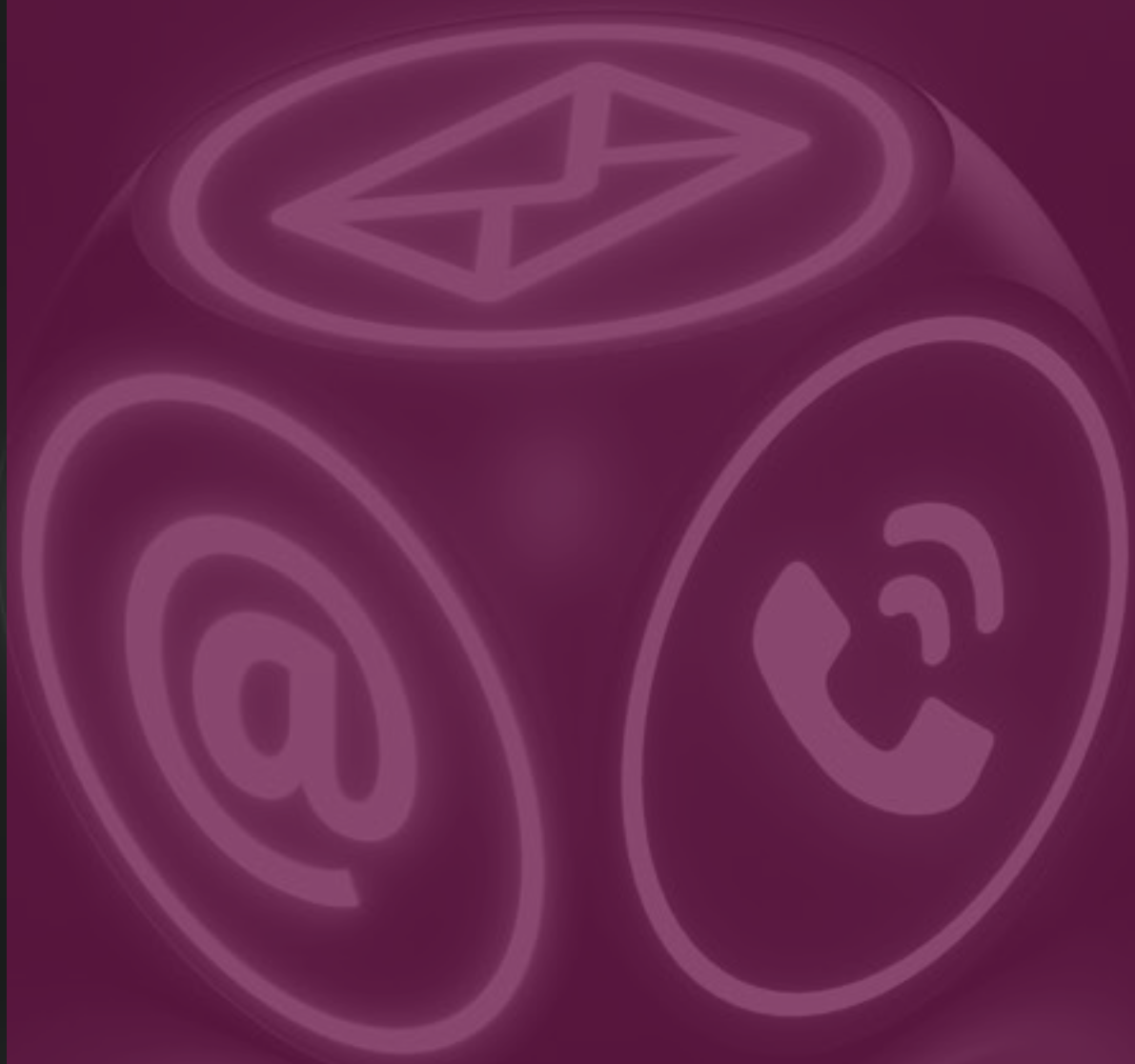
WEBSITE

AmplifyTalent.com
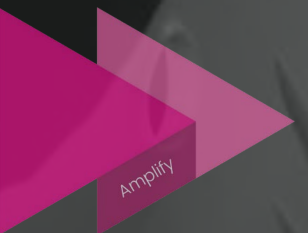
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CONTACT US

RESOURCES

A CURATED COLLECTION OF
RESOURCES TO SUPPORT FOUNDERS

Amplify

GROWTH FOR SUCCESS PLAYBOOK: FROM STARTUP TO SCALEUP (DIPTI SALOPEK/SPARK EXEC COACHING)

MINMUM VIABLE PROCESS (MOLLY GRAHAM)

THE ULTIMATE CHECKLIST FOR OPERATIONALIZING YOUR COMPANY VALUES (GATHERING EFFECT)

BUILDING THE FOUNDATIONS OF STARTUP CULTURE (REBECCA PRICE)

HOW TO SOLVE A MAJOR PROBLEM OF HYPERGROWTH - INFORMATION SILOS (THE WORKBACK)

CASE STUDY: HOW TO ACTIVATE NEW COMPANY VALUES (THE GATHERING EFFECT)

RESOURCES

WHY WE WAITED MORE THAN THREE YEARS BEFORE CREATING DOVETAIL'S VALUES (DOVETAIL)
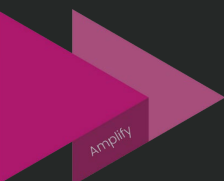
VALUES ACTIVITY WORKSHEET (ENSPIRA)

PURPOSE STATEMENT WORKSHEET (ENSPIRA)

THE ULTIMATE CHECKLIST FOR OPERATIONALIZING YOUR COMPANY VALUES (THE GATHERING EFFECT)

UNLOCKING SUCCESS: KEY HIRING METRICS EVERY STARTUP NEEDS TO TRACK (PART 1) (SEYKA MEJEUR VIA LINKEDIN)

FRONT'S GUIDE TO PRODUCTIVE & EFFECTIVE INTERNAL COMMUNICATION (FRONT)

RESOURCES

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RESOURCES

10 THINGS FOUNDERS NEED TO DO WHEN RECRUITING FOR A CHIEF PEOPLE OFFICER (REBECCA PRICE VIA LINKEDIN)

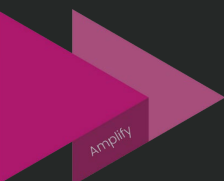THE CHRO PLAYBOOK: GETTING OFF TO A STRONG START AS A NEW CHIEF HUMAN RESOURCES OFFICER (SPENCERSTUART)

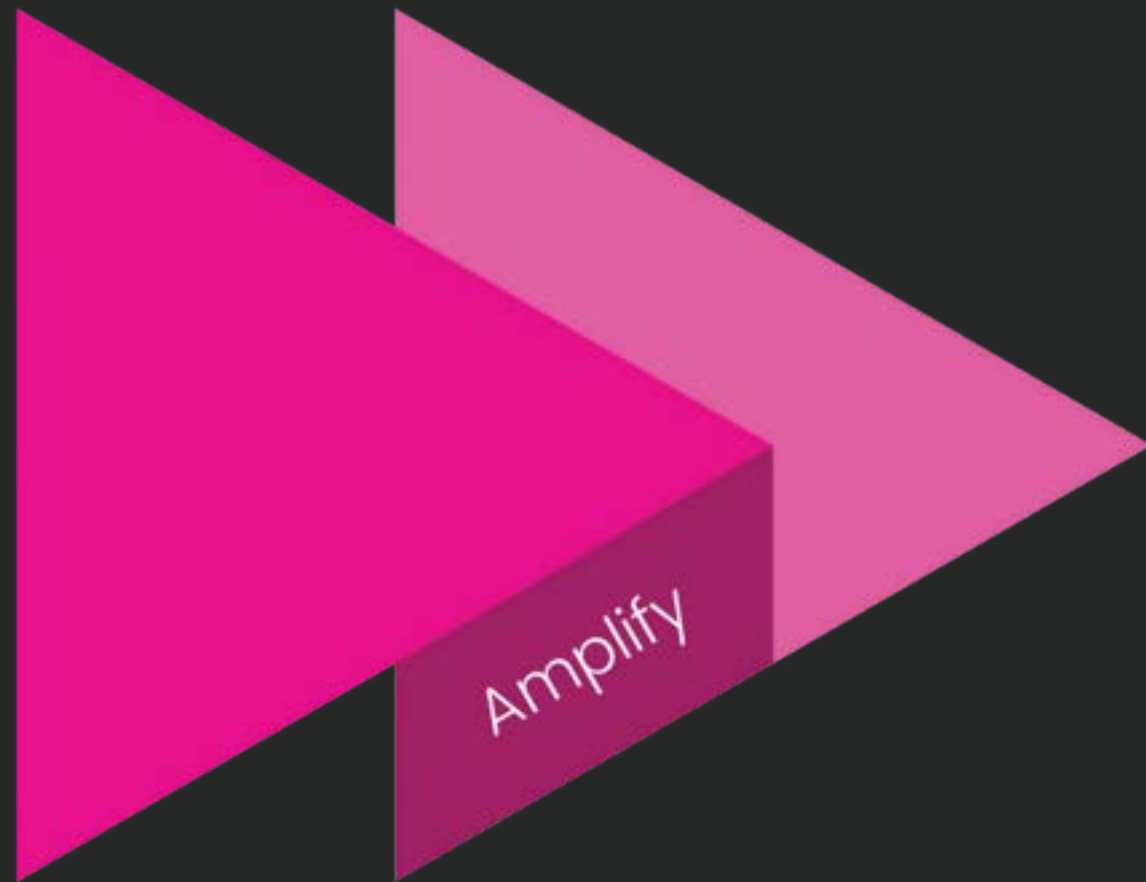THE PUSH AND PULL BETWEEN CEO AND CHRO, AND HOW IT HAS TO EVOLVE (WORKLIFE)

BUILDING DIVERSITY, EQUITY, AND INCLUSION INTO YOUR STARTUP (M13)

INCLUSION AUDIT TOOL (LIFELABS LEARNING)

IS IT POSSIBLE TO HAVE HR THAT EMPLOYEES DON'T HATE (FAST COMPANY)

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