

First LinkedIn

LinkedIn for Graduates

Design Sprint

Product Manager: Vincent Lee



Set the stage

Set the stage for the Design Sprint by framing the problem

Initial PRD

Background

- College graduates today are less likely to be in the labor force or employed than their predecessors
- Half of recent graduates either are unemployed or underemployed.
- For an applicant, it takes 21 to 80 job applications to get one job offer, on average.
- An average corporate job opening receives roughly 250 applications, up from 100 in 2017

Problem

The cost (time, money) required to find a match between enterprises and candidates are increasing. Both candidates and Enterprises can benefit from better matching, preparations, networking/exchanges and recommendations

Insights: For the applicant, they are applying to work either through knowing about the company name or through job title, they can definitely stand to gain from opening their palette to be open to other opportunities. For the 90% of enterprises that do not have a good brand recognition, they stand to gain from an expanded reach and help with processing applications

Goals

- % labor force participation amongst App Users vs Industry
- Average Time to Placement (Industry ~3-6 months)
- Applications per average corporate job opening
- Time spend on processing applications

Understand

Create a shared understanding of the space, problem, and goals

How Might We

How might we help graduates find more relevant work that suits their competences?

How might we improve the efficiency of the job placements between applicants and enterprises?

How might we help users better understand their skills and competences?

How might we reimagine how enterprises hire prospects today?

How might we increase an enterprise's exposure and understanding amongst job seekers

How might we help people find new avenues into the workplace?

How might we help graduates understand the full range of job options available to them?

How might we reimagine how graduates look for work today?

How might we help enterprises productively handle the increased job applications they receive today?

How might we increase the labor force participation for graduates?

How might we help graduates be more gainful employed?

How might we help graduates be more open to new or different career opportunities?

How might we help job seekers feel ready for work?

How might we help graduates understand the types of jobs that are available when they finish their studies?

How might we help graduates apply to the right jobs?

How might we help employers find the best talent?

How might we reduce the uncertainty that job seekers face before graduation?

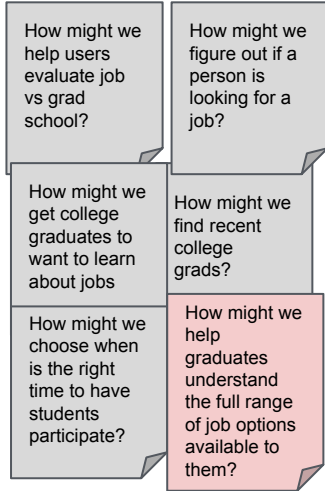
How might we make the transition from higher education to work more seamless?

How might we communicate to job seekers what employers look for and steps that are important in the recruitment process?

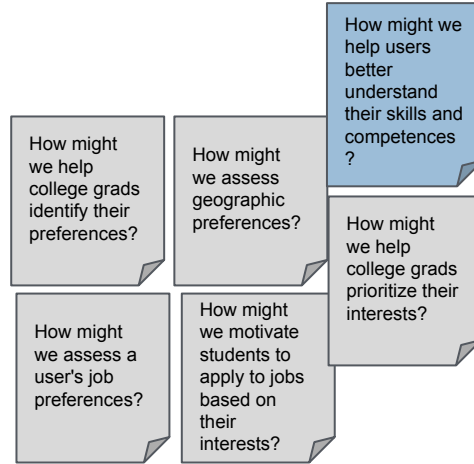
How might we help graduates feel supported throughout the job seeking process

How might we simplify the application process so employers don't miss out on top talent?

Best Job Seeker Experience



Identify Job Seekers



Understand Interests & Preferences



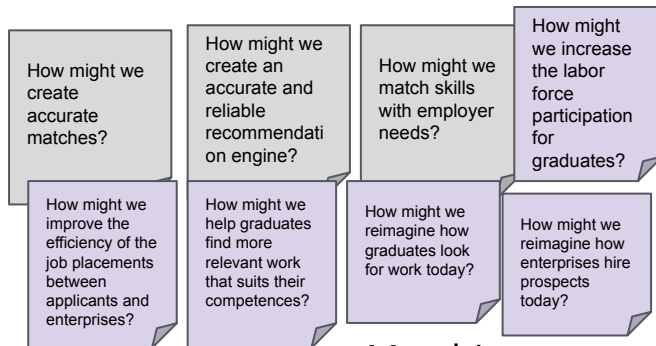
Discover new opportunities

Job Insights

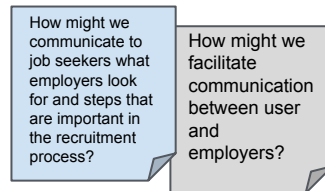
Great Employee/Employer Matching



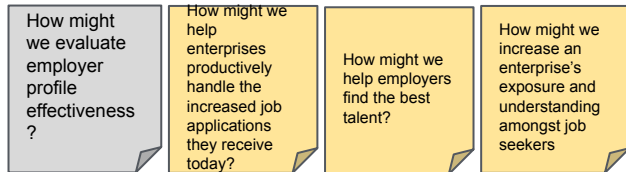
Identify Open Roles



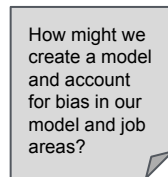
Matching



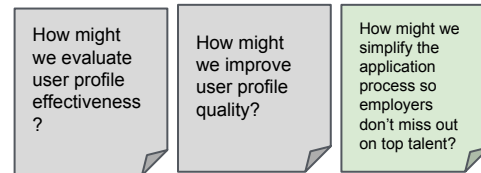
Communication



Employer Needs

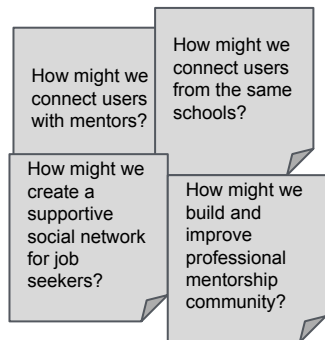


Bias

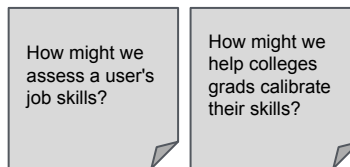


High Quality Profiles

Tools & Support



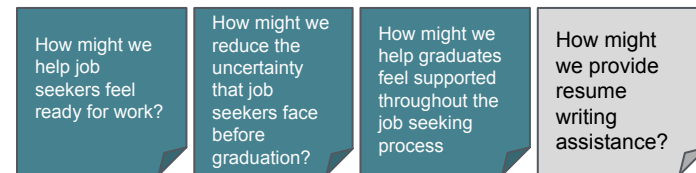
Community & Mentorship



Skill Assessment

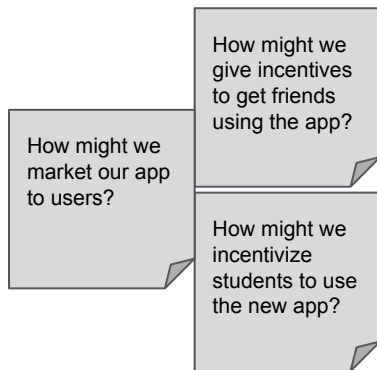


Ongoing Education



General Support

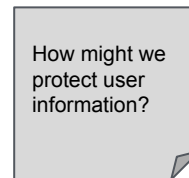
Other



Adoption



Partnerships



Privacy

Sprint Focus

| | |
|--------------------------------------|--|
| Focus | Best Job Seeker Experience |
| Slide # | 6 |
| I selected this theme because | <p>At the core, our target users for this app are the graduates they are our paying customers.</p> <p>Helping them with their jobs-to-be-done should be our mission</p> <p>Jobs-to-be-done:</p> <ul style="list-style-type: none">• Find a purposeful role that matches their competences and preferences through:<ol style="list-style-type: none">a. Better discovery (self + work opportunities)b. Better preparation and readinessc. Better insights into what work will be liked. Secure a job (access industries and careers) |

Define

With an understanding of the problem space, create focus and align on specific outcomes for the Design Sprint

Enabling graduates play a winning hand in their job search

Financial Times

In a study done in the UK, researchers found that about ~30% of graduates end up being “mismatched” to the jobs they find after leaving university. The people who were mismatched faced both lower earnings and prospects compared to their peers who found roles that were a better fit for their competences and knowledge.

So what could be wrong here? Recently LinkedIn, after year long study into graduate employment has some insights. “From our research data, students need better careers advice to help them define their skills and attributes, and how that translates to career options for them”, mentioned Vincent Lee, a product manager. In particular, they found out that graduates with specific industry related skills found more success breaking into certain sectors. A survey done with employers also found that most prefer hiring young professionals with some experience because of the soft skills they provide.

Thus, in the goal of helping graduates conquer these hurdles, today LinkedIn has launched a new app. It aims to find the right jobs for them, by making career advice, self discovery and insights more accessible and personalized. In a beta test launch with San Diego State University, initial results show that 80% of students who tried out the app were able to land a job within 6 months post graduation vs. 60% who did not.

Stephanie, a user who tested out the app testified, “*First LinkedIn* definitely helped in preparing me for the job application process, it removed a lot of the uncertainty that I felt during the job search. Also, it provided some great features that allowed me to learn of available opportunities that fit my interests and skills.”

| Success Metrics | Goals | Signals | Metrics |
|-----------------|---|--|---|
| Happiness | Finding a Job that fits user's competence and interest | App Store Rating | App Store Rating above 4.5 |
| | Reduce stress and uncertainty during Job Search | Track scores from Net Promoter Score (NPS) survey | NPS score 8+ |
| Engagement | Completion of the Skills Finder Module Applied to Jobs # of courses completed (work prep) | Job Postings Clicked Signups for Courses Start Skills Finder | Average Time Spent # of applications per user # of courses completed per user # of users (Skills Finder Module) # of users who applied for <1 job # of users who completed <1 course (work prep) |
| Adoption | Share with Friends Download App | Referrals App Store Downloads | Referral Signup Rate Number of Downloads per week App Store Downloads |
| Retention | Return users | Relaunched app on a weekly basis | Weekly Active Users (WAUs) Avg app launches per week |
| Task Success | Complete Skills Finder Complete prep courses Apply to jobs | # of Jobs saved Start Course Start Application | Minimize # of jobs that were saved but not applied to Minimize # of courses that were started but not completed Maximize completion rates to Skills Finder in first 24h from downloading app |

Sketch

Generate tons of ideas, then narrow them down to two in depth solution sketches

Questionnaire

Choose your industries.

☒ Tech channels

☐ Consumer

☐ Software

☐ Bio

Tinder like

Title: Product manager

Key
& responsible: _____

Skills: _____

Qualifying: _____



Game + actions.

Scenario:



What will you do:

A: _____

B: _____

C: _____

D: _____

Cartez Service

What do product managers do?

video

Reaction: ☐ like ☐ dislike

Comment: _____

Insight manager.

Analyzing 1000 profiles of product managers.

They possess skills in



example product manager profiles.

Resume builder

CC Chris Collins.

Summary

Professional experience

Education

Extra Curricular

Career prep tool

Improve your resume

Research

before interview

HR interview

Questions you should ask

Salary & referral

Job recommendations.

Have you considered these roles?

role A

role B

role C

role D.

TikTok / Tinder Recommendation Engine



Tinder-like service, where user can choose if they like or dislike the job post

User will be presented several job posts. Their interactions on each post will train the recommendation engine to learn about their preferences

After X number of posts, the app will prompt them to check out a curated list of jobs that is personalized for their preferences

Skills and Strengths Finder

Skills finder -
fill in your experience

Education -----

Projects -----

Volunteer work -----

Hobbies -----

Resume Builder page, where it helps guide the user through the different sections that are most important to build a CV

Strengths Finder

Start 20%. Finish

strongly describes me neutral strength describes me

Question...

"


"


"


"


After building up the CV, the tool will next bring the user through a strengths finder questionnaire. User will see 177 paired statements and choose which one best describes them.

Your Report:

executing 

influencing 

relationship building 

strategic thinking 

recommended professors A, B, C, D
E, F, G

At the end, the assessment will show users their unique talents and categorizes them into the 34 [CliftonStrengths](#) themes. It will help them chart their course to accomplish great things using the true north of what they naturally do best.

Decide

Pick the final concept that you develop into a prototype


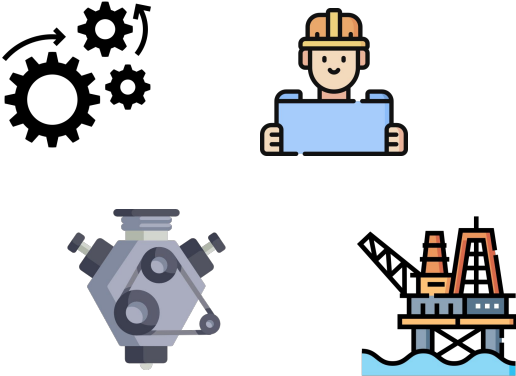

Decision

| | |
|------------------|--|
| Decision | Tiktok / Tinder Recommendation Engine |
| Rationale | <ul style="list-style-type: none">• It is the most compelling concept because we are already using something that the generation Z cohort are familiar with. Social media and dating apps are frequently used by students. The beauty of consumer facing apps are friction free which offers a seamless experience• Today, job search and preparation process is often described as daunting and uncertain for students, thus, allowing them to immerse in similar experiences to apps they love using will reset their mindset towards this transition in their lives• In summary, our desire is to help users be at ease, discover new opportunities while allowing them to be confident, comfortable, true selves |


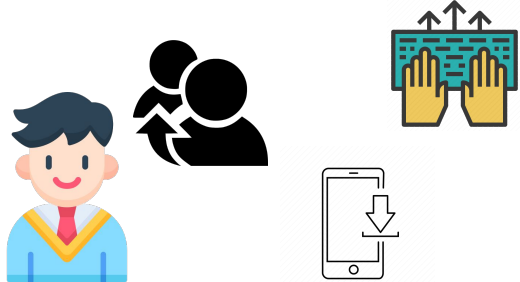
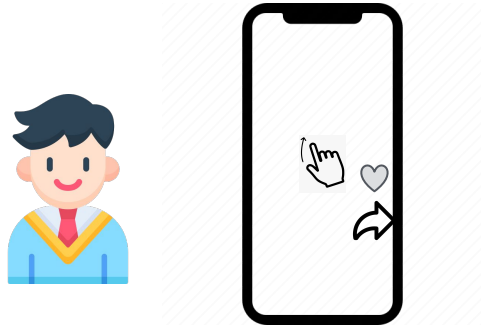
Prototype

Turn your concept into a realistic, interactive prototype that you will use to validate your assumptions and ideas

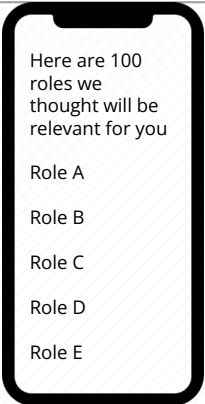
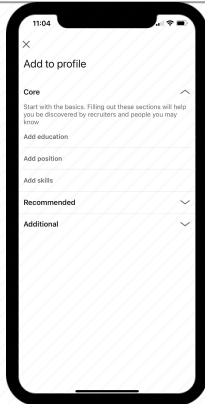

Storyboard

| | | |
|--|---|--|
|  |  |  |
| <p>Tom is in his last year of his studies in Purdue University. He has always been a good student who has decent results at school. Having thoughts of graduation, he sets his sights on looking for a job. Although he is excited, he feels some anxiety and does not really know how and where to start...</p> | <p>While Tom does have a rough idea on what roles and industries his seniors go on to work in, he felt that it only focusing on just his specialization/education, and not other aspects of himself, like his skills, hobbies, interest or even his character traits.</p> | <p>Tom enjoys the intuitive nature of consumer apps today such as Youtube, Tinder, Netflix and Tiktok. In his words, he love using them primarily because of its ease of use and power recommendation engines. It is through these apps that he learn that he has a keen eye on Design, Programming, Sustainability, Problem Solving and loves Prototyping</p> |

Storyboard

| | | |
|---|---|---|
|  |  |  |
| <p>Tom was discussing his plans over coffee with some friends when he found out that Jill and Jim were beta testing an app from Linkedin for Graduates.</p> <p>Jill highly recommends this app by saying, "it is super simple to use, you just use the app just like you watch videos on youtube or tiktok, you do not really need to upload your CV until much later. Based on your interactions and usage, the service recommends you roles that are relevant. Jim attests, "I was able to discover many more opportunities!"</p> | <p>Tom got a referral link from Jim and downloaded the app. Tom is prompted to login using his linkedin account or create a new one.</p> <p>He is asked to put in his university name, major, minor subjects and specializations, if any.</p> <p>Next, he was ask to choose his interested industries, passions</p> | <p>Immediately, it starts with: For you and Following</p> <p>Swipe up to keep discovering more jobs</p> <p>Double tap to like the role, follow the organization, click to learn more about the org, share to, etc</p> <p>The more you look, the better your recommendations gets.</p> |

Storyboard

| | | |
|---|--|---|
|  |  |  |
| <p>After using the app intermittently over a few days, scrolling, liking and pinning jobs.</p> <p>She was prompted to check out the “For You” page.</p> <p>It lists recommended jobs for Tom to apply to. He is also prompted to build his profile before applying.</p> | <p>Build your profile</p> <p>Core: First Name, Last Name, Birthday, Add Photo, Add Photos, Education, Experience</p> <p>Recommended: Featured work, licenses, certifications, courses, recommendations</p> <p>Additional: Volunteer work, publications, patents, projects, honors, awards, test scores, languages, causes, contact info</p> | <p>After a few days, Tom get a notification from the app showing that he had a match.</p> <p>An interview will be scheduled between himself and the company.</p> <p>Tom is super stoked about this prospect. He did not think that he would be a relevant candidate for this role.</p> <p>He has a renewed sense of confidence on his job search.</p> |

Prototype

[Link your
prototype](#)



Description

- High level overview of the prototype
- What does it do?

The prototype hopes to reimagine how graduate job search can be done through 2 innovative ways, firstly by marrying your passions together with your education. Secondly, by suggesting new opportunities after taking into account user preferences as expressed through:

- interactions on the app, like posting a comment, questions, following an account, engagement on the job post, etc
- Job post information, which might include details like captions, hashtags
- Device and account settings like language preference, country, state setting

Every new interaction helps the system learn about your interests and suggest content – so the best way to curate your job recommendations is to simply use and enjoy the app. Over time, it should increasingly be able to surface recommendations that are relevant to your interests.

Assumptions

- Any assumptions within the prototype

List all assumptions you have made about the prototype

- Users want to expand beyond the scope of their education when it comes to job search
- Users are interested in looking for synergies between their passions and work
- Bringing consumer apps experiences into the world of job search would improve usage and onboarding of the app

Tasks

- What are the tasks that a user can complete in the prototype?

Describe the flows/tasks that a user can complete in the prototype

- User onboarding (App) with short questionnaire
- Job Post Feed and associated interactions (like, comment, share)
- Resume Builder
- Apply for Jobs

Validate

Users will go through your prototype and provide feedback on your concept. This is also an opportunity to have an engineering feasibility discussion

First LinkedIn Research Plan

PM: Vincent
STATUS: DRAFT

Objectives

- Do graduating students know what type of roles and industries are available for them today?
- How do you currently conduct their job search today and if there are any challenges or limitations to them?
- The service of recommending job opportunities through understanding their passions and subtle subconscious preferences solves a real need
- The curated list of job recommendations are relevant

Methodology

- Sessions will be conducted over video calls
- The sessions will be recorded
- Participants will be ask to use and interact with the prototype
- They are encourage to think aloud and speak through what they are doing

Participants

- 2 university students who are graduating and are in the midst of their job search
- They can be from any faculty

First LinkedIn: Interview Sessions

Introduction

Hello, my name is Vincent, i work as a Product Manager at LinkedIn. We are looking out for ways to help graduating students find their best work and have been working on some exciting new ideas about the job search experience and we would like to share them with you and get your feedback.

Background Questions

- Could you think me more about your studies and school? What do you like about it?
- Do you participate in any other activities/passions beyond school? What part does it play in your work expectations if any
- How are you looking out for roles and companies today?
- How do you feel about your job search process so far?
- Think of some moments in this process, where was it challenging?

First LinkedIn: Interview Sessions

Tasks

- Prototype-- not everything may work. You're not being tested. Want your feedback on what we've built. Please think out loud

Task 1

- Navigate to Landing Page > Register New User > Questionnaire
- What do you see on this landing page? What would be your guess if i were to ask you what service this app is hoping to provide based on what you see here
- What do you think of the questionnaire?
- How you do find the flow so far?

Task 2

- Job Feed > Job List > Build Profile > Apply Role
- What do you think of recommendation engines? What are some apps you use that have them?
- What do you like/dislike about them? Are they able to help you discover more than what you are looking for?
- Imagine this concept applied to your job search, would that pique your interest?
- Now feel free to navigate through the app, feel free to talk through what's on your mind
- If you can improve anything about this experience, what would it be?
- Compare to your existing job search journey, what would you say about this service?

First LinkedIn: Interview Sessions

Wrap Up

- It was an awesome session with you! Thank you so much for your valuable time and going through the prototype with us. The feedback you have given were really insightful and this would really help us refine the prototype even more.
- Do you think this is something you would use?
- Why or why not? Is there anything you think could be improved?
- Is there any last words you want to share with the team?

User Testing: Participant 1 Key Findings



[Link to recording](#)

What worked well

The Tiktok Style Feed and Recommendation Engine

Ease of use

Simplicity

Job related information such as Salary Ranges

FAQs/Comment section

Where participants got stuck

Build your Profile - Perhaps ability to upload CV and autofill the fields required in building up one's CV

Showing the number of likes may be counterproductive as too many likes stops the user from getting interested in the role

Jumping straight to the tiktok styled feed after questionnaire

Other observations

Would love that job posts would include examples of actual tasks the hired person will be working on.

Save to draft option vs Submitting

Some sense of discrimination with the question on University

More categories in entry level positions that are filtered for Graduates

- *Entry Level*
- *No experience*
- *Internships*

Question: Does academia count as experience?

User Testing: Participant 2 Key Findings



[Link to recording](#)

What worked well

Tiktok Inspired Recommendation Engine

Complementing education with other aspects that are could/should play a part in the job search requirements

Where participants got stuck

Filling up, selecting passions as they felt that it could be quite generic/nuance

Example: Policy could lead you to governmental orgs, software/tech companies, and even law/legal

Desire to specify a specific domain within a keyword

Suggestion: Adding an additional questionnaire on values, company culture that are important to the user, and using the response to tie it to glassdoor reviews/company values

Other observations

Beyond selecting passions, users can fill up values, ethos, cultures they live by and have it be used as inputs to the job recommendations

Example: Feminism, ethical work, sustainability, etc

Both users mentioned that they count on their alumni network/portal mostly/more reliably for opportunities

Linkedin is used primarily for alerts from their list of interested companies

Would love to see a video showing a person in the job explaining their work/workday

Handoff

Updated PRD

Background

- College graduates today are less likely to be in the labor force or employed than their predecessors
- Half of recent graduates either are unemployed or underemployed.
- For an applicant, it takes 21 to 80 job applications to get one job offer, on average.
- The Great Resignation with record numbers of people leaving their jobs after the COVID-19 pandemic ends.
 - Record number of open positions in USA

Problem

The cost (time, money) required to find a match between enterprises and candidates are increasing. Both candidates and Enterprises can benefit from better matching and recommendations.

Insights: For the graduate applicant, they are applying to work either through alumni networks, searching up a company or through keyword search, they can definitely stand to gain from expanding their opportunities beyond such means. In addition, the Great Resignation has shown that money is not everything anymore, purposeful work that align with the employee's values (why) and quality of life (how - work flexibility) are beginning to count as well.

Goals

- % labor force participation amongst App Users vs Industry
- Average Time to Placement (Industry ~3-6 months)
- Number of Applications per User vs Control Group
- Applications per average corporate job opening

Updated PRD (page 2)

Key Features & Scope

| Priority | Feature | Description |
|----------|---------------------------|--|
| P0 | Register / Login Function | The system must allow users to log into their account on mobile by entering their email and password or google/facebook/apple accounts Otherwise, the system must allow users to register a new account with their full name, email and password or google/facebook/apple accounts |
| P0 | Questionnaire | User can be guided through a 4 part onboarding process consisting of a questionnaire that is a mixed multiple choice questions: <ul style="list-style-type: none">- Their University- Their specializations- Their passions- Values & Culture |
| P1 | Tiktok Styled Job Feed | Based on the initial user inputs from the questionnaire, they will be presented jobs that matches their preferences, at this point, they are not refined yet but based on the implicit and explicit information that users provide the app, it will informs what job posts they might see in the future. |

Updated PRD (page 3)

Key Features & Scope

| Priority | Feature | Description |
|----------|----------------------|---|
| P0 | Recommended Job List | Users will be presented a personalized, curated recommended job list based on the outputs from recommendation engine. It uses the inputs and interactions from the questionnaire and job feed to train the algorithm for suggestions. |
| P2 | Resume Builder | User will be provided a structure to build up a resume, it is divided into sections: <ul style="list-style-type: none">- Core (Education, Experience, Skills)- Recommended (Featured, Certifications, Courses, Recommendations)- Additional (Volunteer work, publications, test scores, languages, etc) |
| P3 | Upload CV | Ability for the user to upload their CV (pdf, doc, txt) and the program will read the files and distinguish different sections and their contents to autofill the structure of the resume builder for fast, simple document processing |

Updated PRD (page 4)

Key Features & Scope

| Priority | Feature | Description |
|----------|---------------------------------|---|
| P2 | Apply to Job | User can apply to Job directly on the app without going to the job portal of the hiring company. Notification/Success Screen to show users that they have submitted to a job post |
| P0 | Basic Functions / Notifications | Development of the main Home page, discover, inbox, profile page and their respective landing pages Users should have reminders/prompts about the deadline for applications. It should be remembered that the phone is a mean of distraction and will compete with many other apps |
| P1 | Company Profile | Hiring companies can set up their own specific profile page. Sections can include their company website link, size of company, type of company, revenue related information, FAQs sections, videos, images, etc. General information for users to learn more about the organization |

Updated PRD (page 5)

Core UX Flow

[Link to Mocks](#)