

# GRACE HOPPER CELEBRATION



/ ANITA  
B.ORG



# How We Used Design Thinking to Build a Diverse Team

Libby Maurer  
VP, User Experience



#GHC19



# Grow Better. Grow Together.

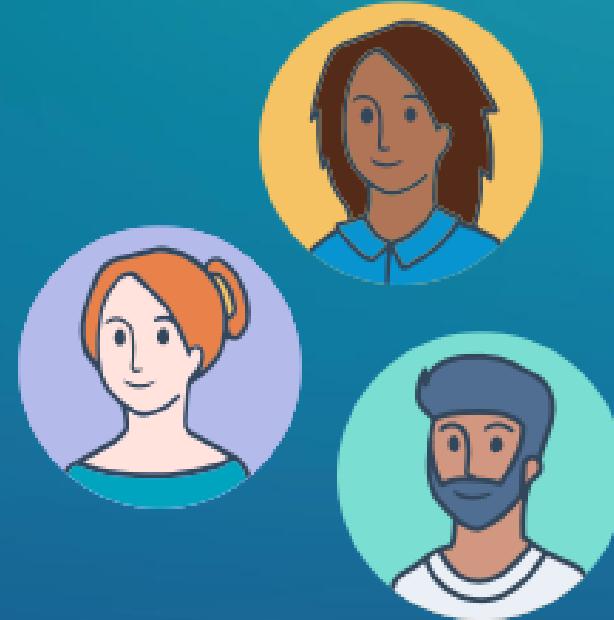




**"HubSpot isn't for  
people like me."**

- Candidates

We saw...  
diverse talent to  
strengthen our team.



They saw...  
no future with HubSpot.



#InnovationCOLAB

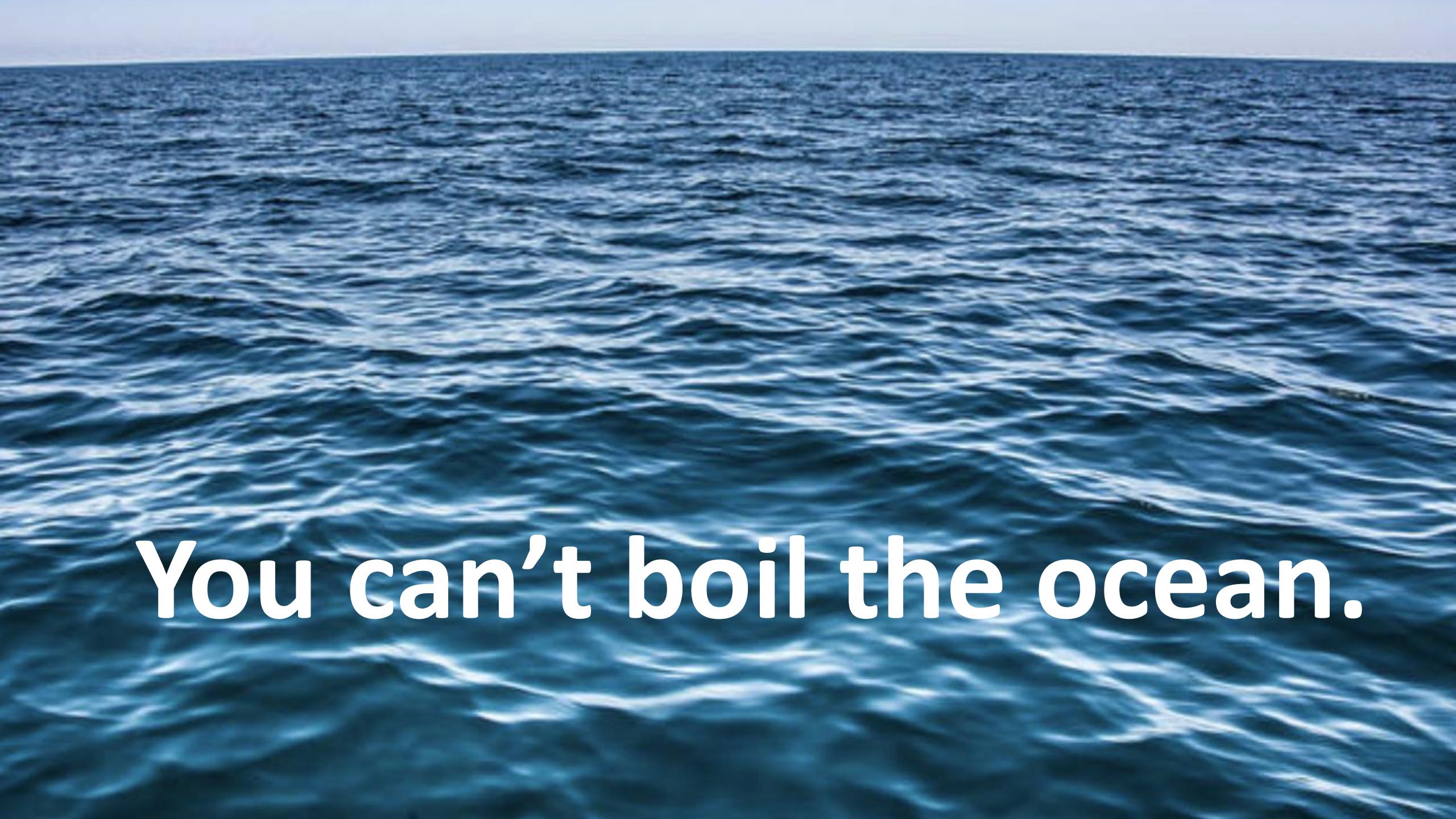
## THE HubSpot CULTURE CODE

1. We commit maniacally to both our **mission** and **metrics**.
2. We look to the long-term and **Solve For The Customer**.
3. We **share openly** and are **remarkably transparent**.
4. We favor **autonomy** and take **ownership**.
5. We believe our best perk is **amazing people**.
6. We dare to be **different** and question the status quo.
7. We recognize that **life is short**.

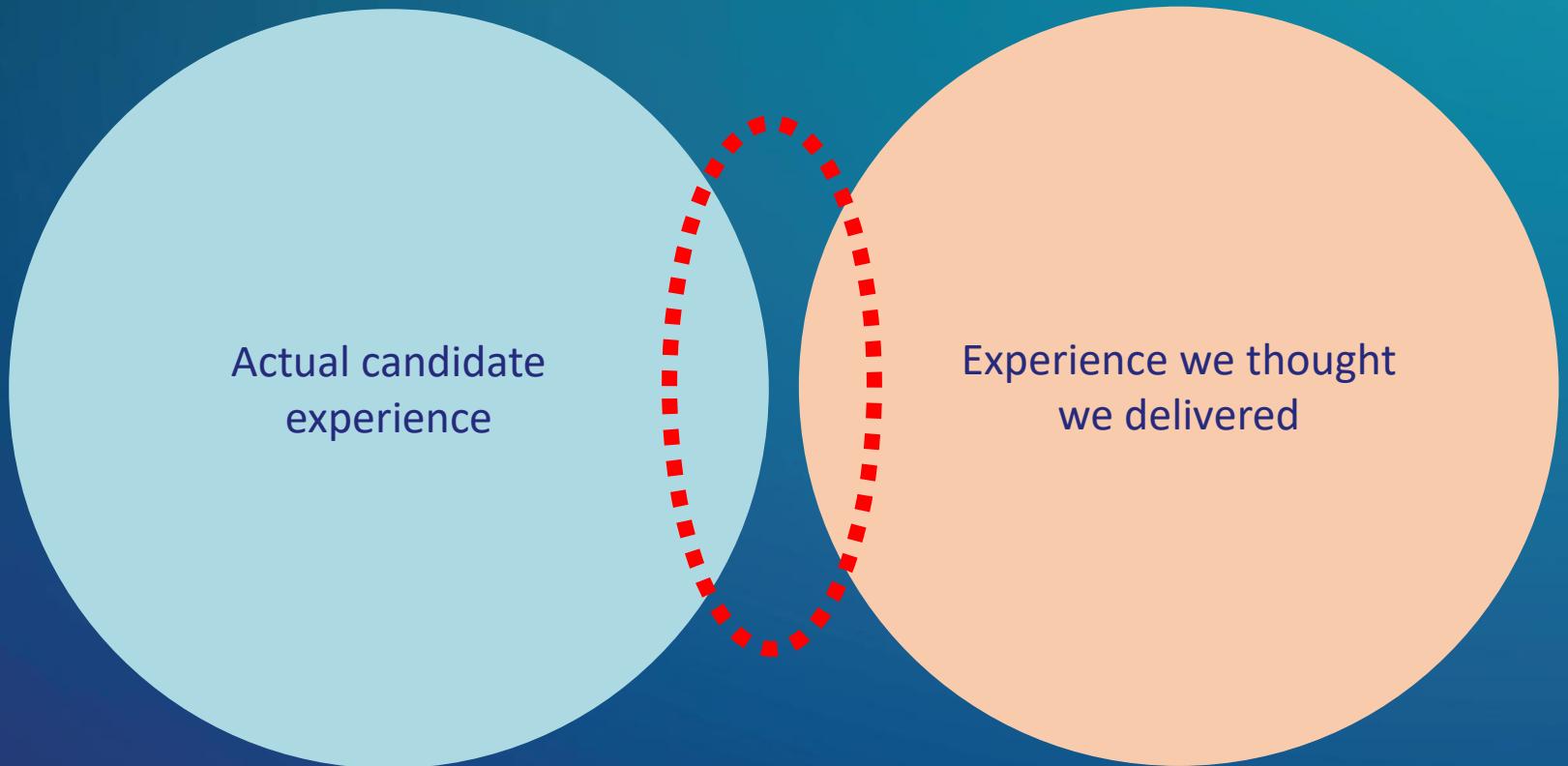


**“Diverse teams win.”**  
- HubSpot

Diversity is a state of being,  
not a project.

A wide-angle photograph of a vast ocean. The water is a deep blue, with small, gentle waves creating white foam along the surface. The horizon is visible in the distance, where the ocean meets a clear, light-colored sky.

You can't boil the ocean.

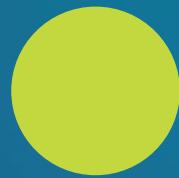


# WHY?



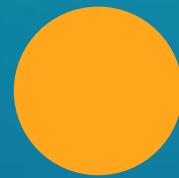
## ATTRACT

Are diverse candidates attracted to HubSpot?



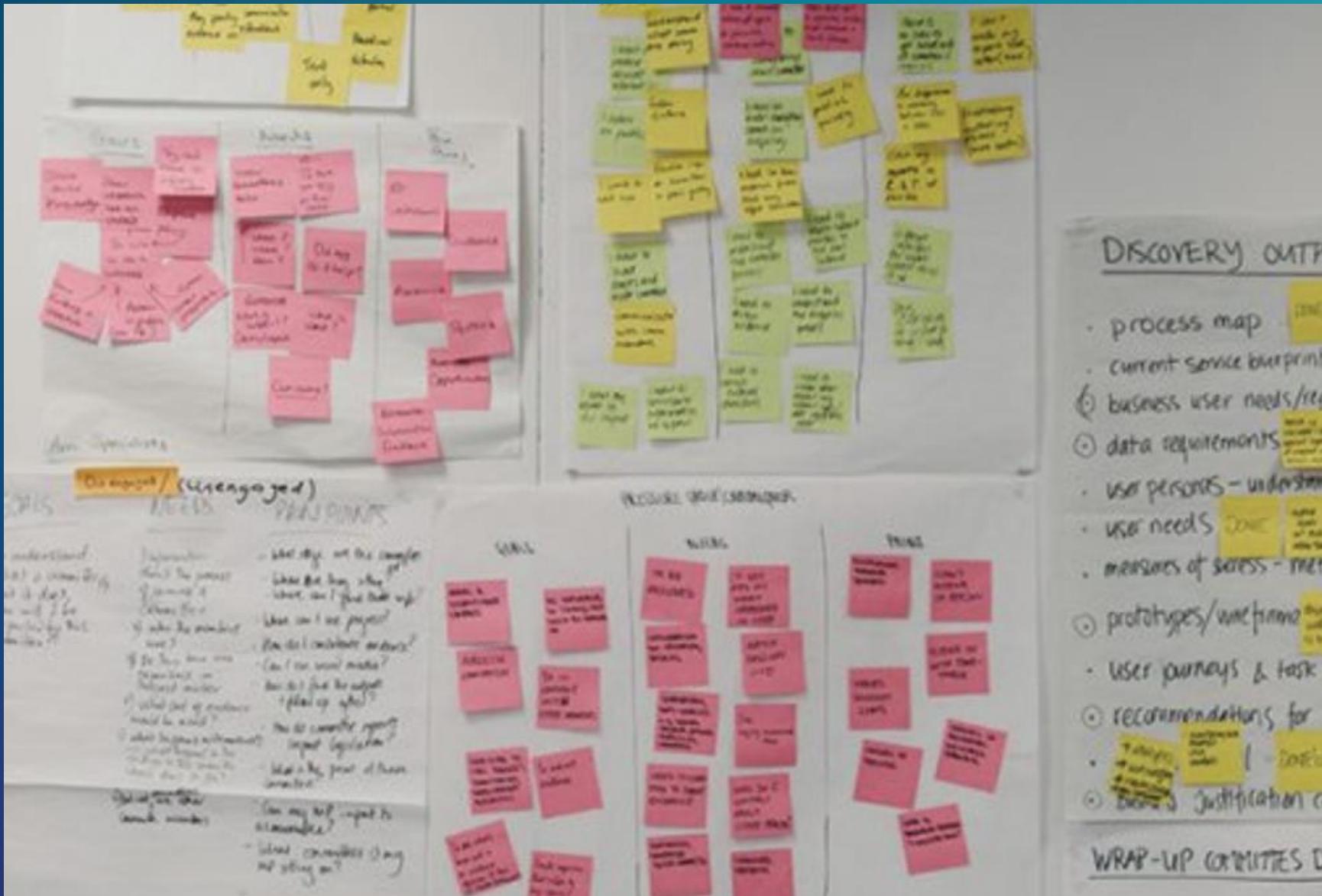
## ENGAGE

Are we engaging candidates effectively?



## RETAIN

Do new employees feel like they belong?





**Eric Richard** 9:20 AM

You know how some people can go into the woods and identify animals that have been there by there scat or their footprints?

I think I'm developing a similar skill in the office.

I think a pack of designers was here.

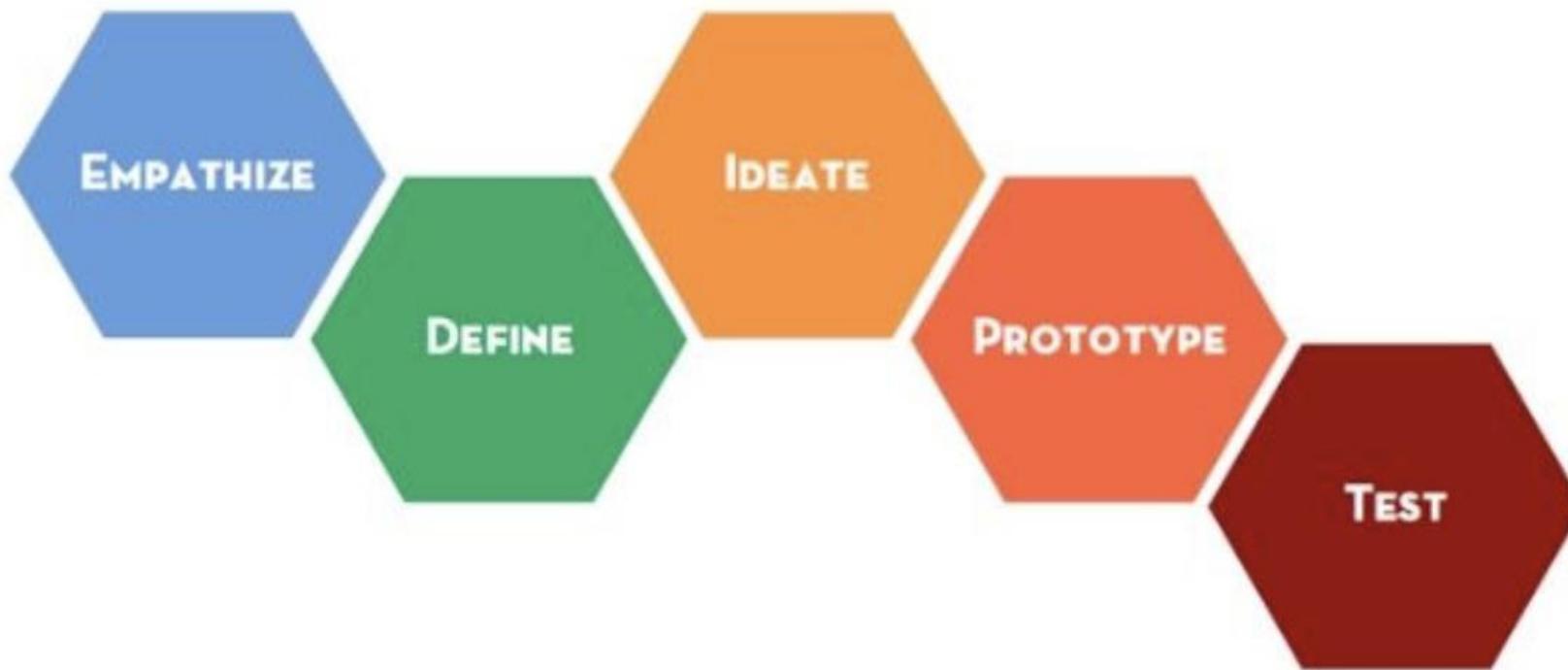


**Libby Maurer** 9:21 AM

Haha 😊

Looks like problem solving to me!

#GHC19



Design thinking  
is for solving  
human problems.

# The Path to Root Cause

1

ATTRACT: ANALYZE PIPELINE DATA

2

ENGAGE: MAP THE CANDIDATE EXPERIENCE

3

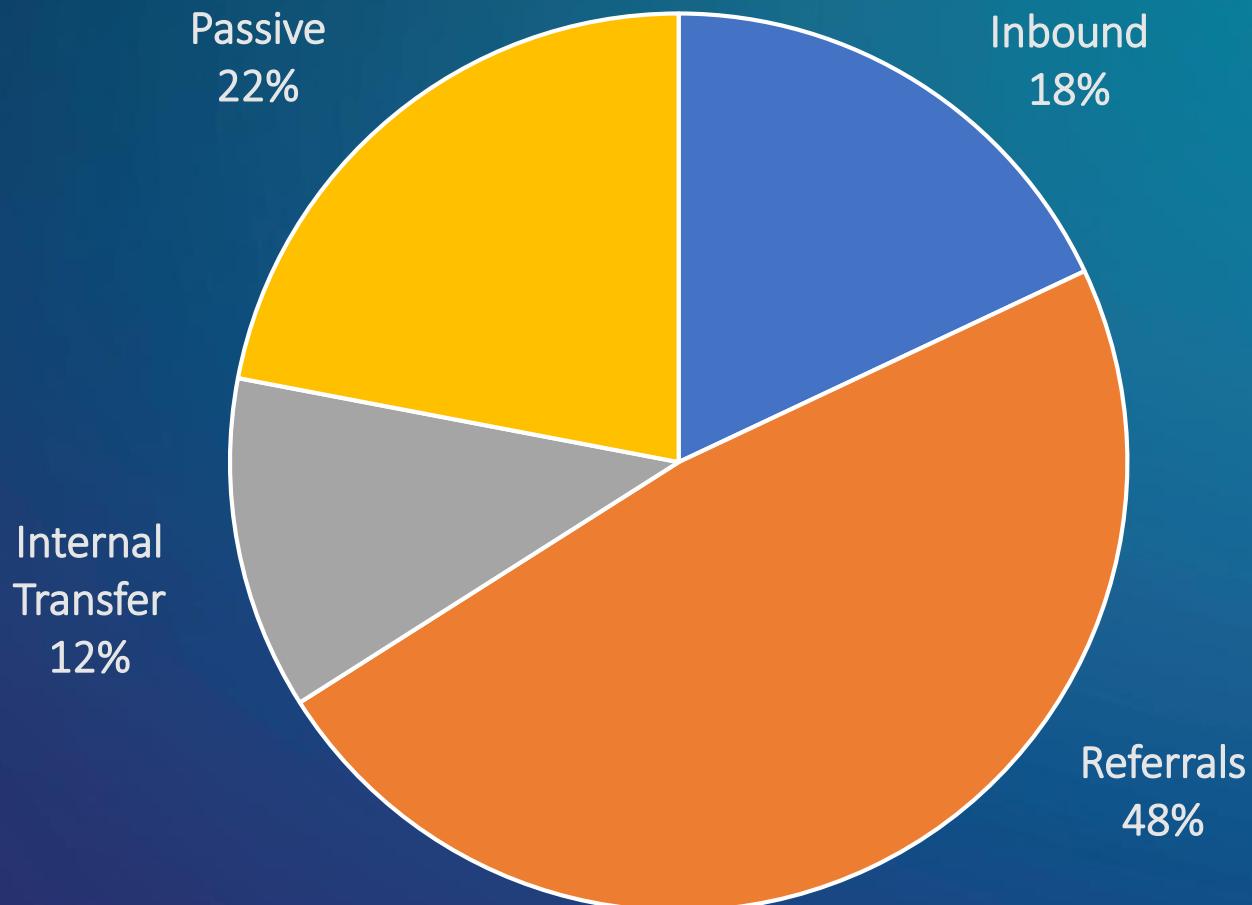
RETAIN: EMPLOYEE CONTEXTUAL INQUIRY



# **ATTRACT**

Analyze Pipeline Data

## ANALYZE PIPELINE DATA



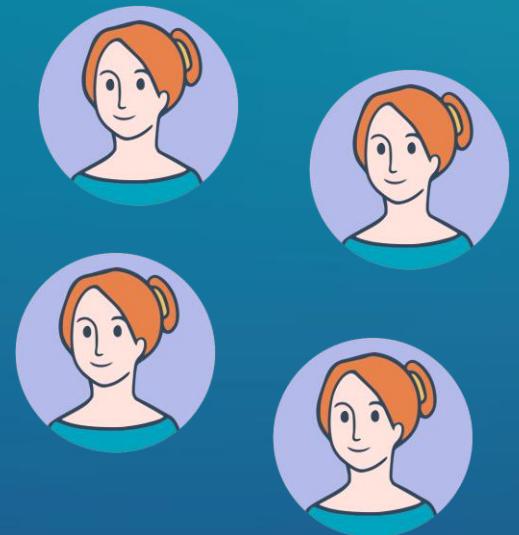
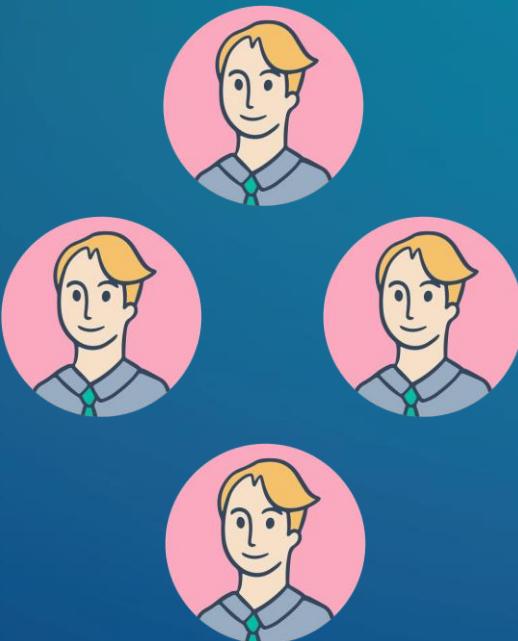
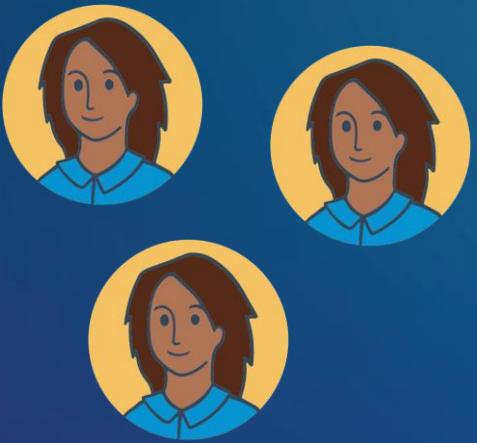
### REFERRALS

We were looking for people like us.

## ANALYZE PIPELINE DATA

Referrals pipelines help  
sustain rapid *growth*.

# ANALYZE PIPELINE DATA



## ANALYZE PIPELINE DATA

REFERRALS FAVOR  
WHITE MALES

12%

more likely to be  
hired than  
other groups

REFERRALS SURPRISS  
WOMEN OF COLOR

35%

less likely to get  
offer than  
white males

## ANALYZE PIPELINE DATA

OLD:  
Refer friends

PASSIVE

INBOUND

REFERRALS

NEW:  
More proactive sourcing

PASSIVE

INBOUND

REFERRALS

GOAL: 30%-30%-30%

## ANALYZE PIPELINE DATA

We slowed down.



1

## ANALYZE PIPELINE DATA

We set a  
clear goal.



## ANALYZE PIPELINE DATA

We introduced  
“aided recall.”

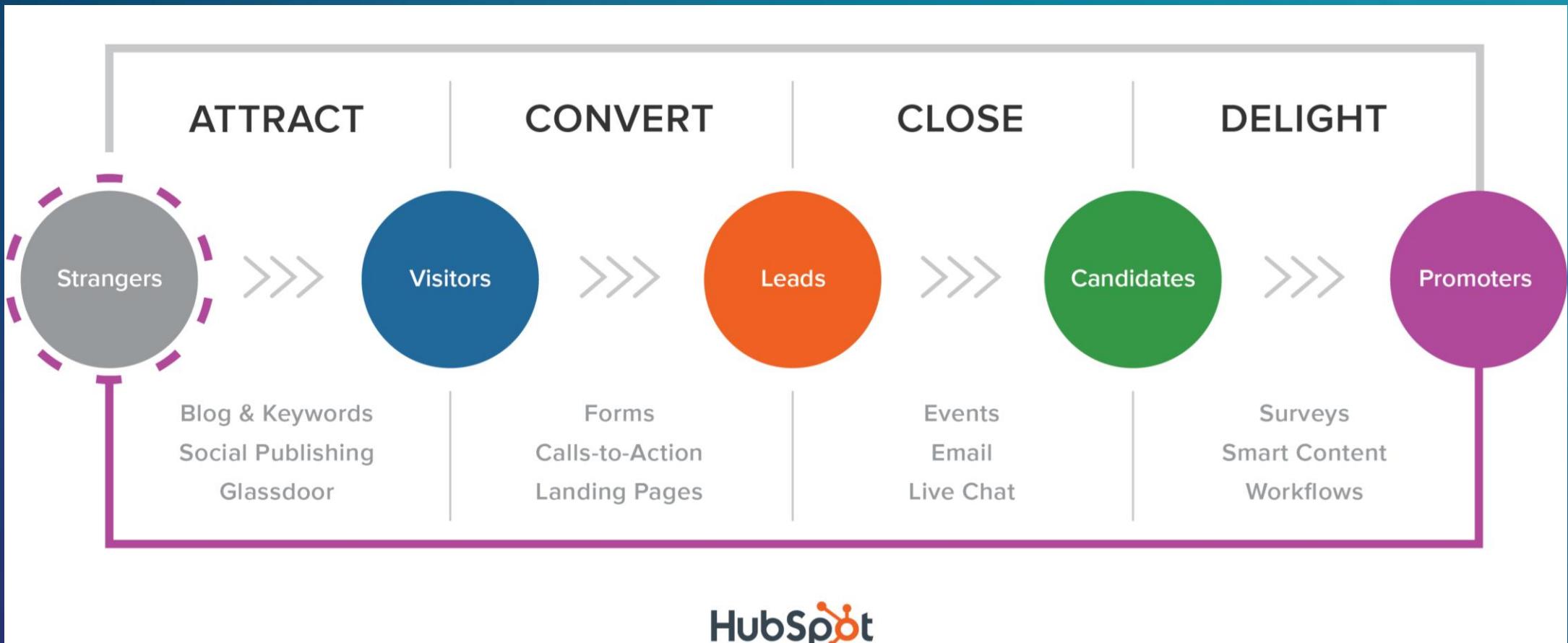




# **ENGAGE**

**Map the Candidate Experience**

## MAP THE CANDIDATE EXPERIENCE



## MAP THE CANDIDATE EXPERIENCE

### WOMEN & THE CONFIDENCE GAP

100%

—  
% job requirements  
women like to meet  
before applying

60%

—  
% job requirements  
men like to meet  
before applying

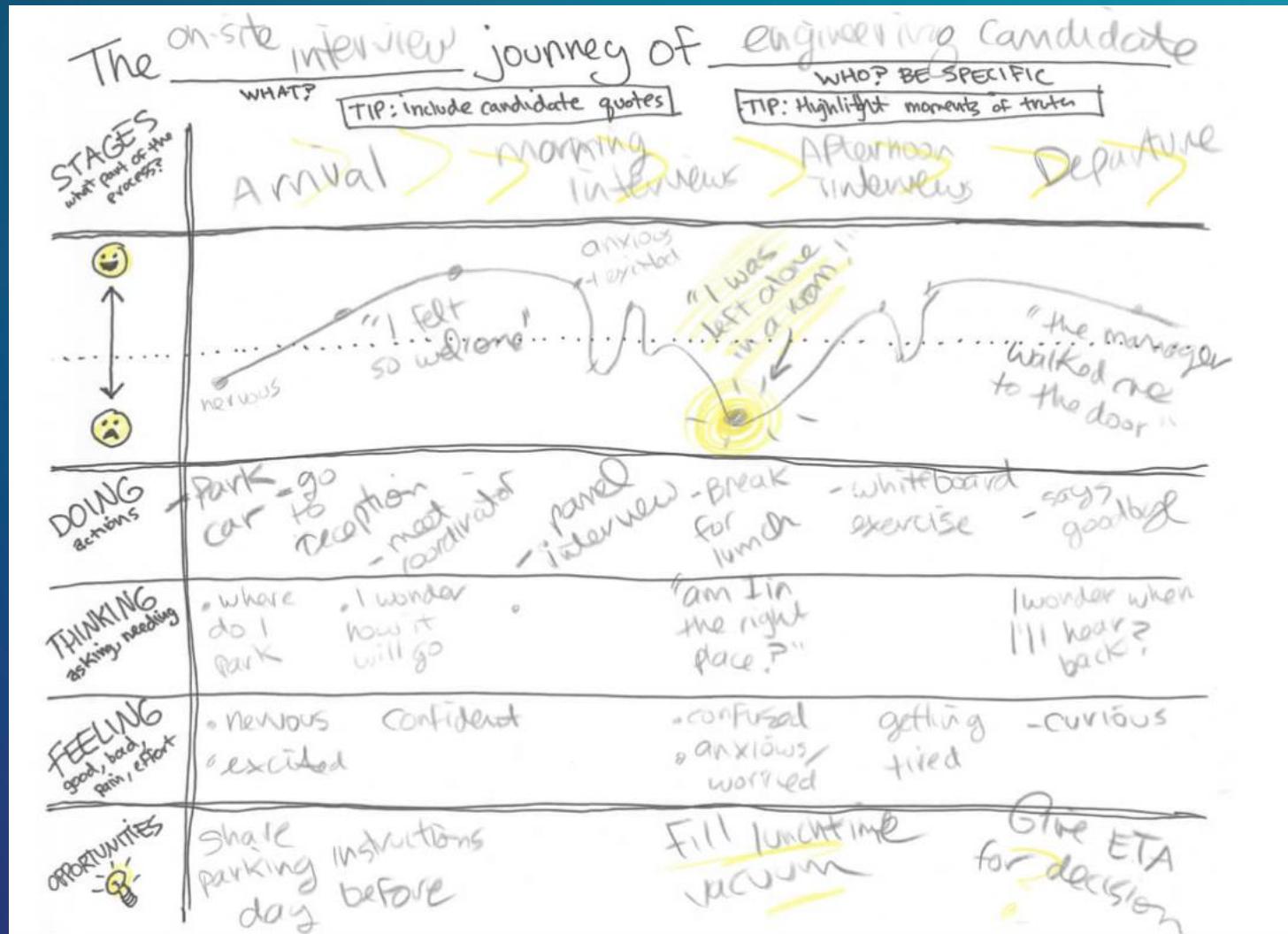
## MAP THE CANDIDATE EXPERIENCE

### PEOPLE OF COLOR & THE CONFIDENCE GAP

3x

—  
rate at which they  
turn away from  
jobs w technical  
jargon

# MAP THE CANDIDATE EXPERIENCE



## MAP THE CANDIDATE EXPERIENCE

Recruiter Interview

"It was awkward to have to ask for the information I was promised"

Manager Interview

"They told me no roles were available but turned around and hired my friend."

Interview

"Wasn't sure if it was a behavioral or technical interview – no one prepped me."

Offer

"Would they have asked a man to take that title?"

## MAP THE CANDIDATE EXPERIENCE

We created  
interview prep  
guides.



## MAP THE CANDIDATE EXPERIENCE

We recalibrated  
our interview  
questions.



## MAP THE CANDIDATE EXPERIENCE

We walked the walk on hiring for potential.





# **RETAIN**

## **Employee Contextual Inquiry**

## RETAIN: EMPLOYEE CONTEXTUAL INQUIRY

Belonging  
is the output of a  
diverse & inclusive workplace.

## RETAIN: EMPLOYEE CONTEXTUAL INQUIRY

EMOTIONAL TAX FOR  
PEOPLE OF COLOR

58%

—  
“on guard” for  
race & gender  
bias

LEADS TO  
RETENTION RISK

40%

—  
More likely to  
leave the  
company

## RETAIN: EMPLOYEE CONTEXTUAL INQUIRY

FREEDOM TO EXPRESS  
AUTHENTIC SELF IS KEY

47%

Value companies  
where they can  
be themselves

## RETAIN: EMPLOYEE CONTEXTUAL INQUIRY



Survey says...  
“HubSpot isn’t for me.”  
- Employees

## RETAIN: EMPLOYEE CONTEXTUAL INQUIRY



## RETAIN: EMPLOYEE CONTEXTUAL INQUIRY

### SEEN DIVERSITY

race gender

age language

physical ability

### UNSEEN DIVERSITY

cultural background parents

socioeconomic status

neurodiversity LGBTQ orientation

cognitive ability veterans

education

## RETAIN: EMPLOYEE CONTEXTUAL INQUIRY

We started an open dialogue about unseen diversity.



## RETAIN: EMPLOYEE CONTEXTUAL INQUIRY

We made representation part of the candidate experience.





## ATTRACT

Slow down

Diversity  
hiring goal

Practice aided  
recall



## ENGAGE

Create interview  
prep guide

Recalibrate interview  
questions

Hire for potential



## RETAIN

Educate about  
Unseen  
Diversity

Embed ERG  
Reps

# Is it working?

Diversity is never “done.”

But we track progress.



HubSpot

**HubSpot 2019  
Diversity Report**

#GHC19

The best time to start  
building diversity was 20  
years ago, but the next  
best time is now.

- Dharmesh Shah, HubSpot co-founder

Please remember to  
complete the session  
survey in the mobile  
app.

FOLLOW ME  
@libbymmaurer



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