

HeyJobs GmbH

CASE STUDY

Firm Name	Country	City / Region	No. of Employees
HeyJobs	Germany	Berlin	156

Description of the organisation

HeyJobs is a high performing Talent Acquisition Platform (TAP). We use a set of machine learning algorithms to deliver quality candidates to our clients. Through our powerful self-service solution, hiring at scale suddenly becomes easy. HeyJobs is used by over 1000 organizations in Germany including the country’s very largest employers.

Workplace Innovation practices implemented

Most team leads have progressed from an expert role within the company and are in the biggest role of their career. As young leaders, they struggle with their new challenge of balancing operational tasks and building a motivated and productive team for the first time.

At the same time, we saw that there was very little knowledge and experience sharing on a peer level, where team leads could learn from and support each other in similar leadership challenges. With a scaling environment, we saw the importance of clarifying for them what situations and tasks they are required to deal with as leaders and providing them with a way to develop the skills to successfully coach their teams into accomplishing their goals. For that we set out to create a strong support community that can share experiences and evolve together.

Objectives

- Reach a common understanding about what it means to be a HeyJobs Team Lead and clarify role expectations;
- Create a HeyJobs Leadership Playbook and make it accessible to everyone;
- Provide a way for Team Leads to translate leadership principles into everyday actions;
- Create a self-assessment tool for team leads to define their learning goals and learning journey;
- Design a peer-learning and action-based program that guides team leads in how to bring their skills into their day-to-day.

Actions implemented

We co-created the Leadership Journey together with the Employee Experience Lab in Berlin. They helped us to follow an employee-centric approach to develop the curriculum and format of this leadership program. Therefore, we did qualitative research to find out employees’ expectations from their team leads first and include them in the Leadership Toolbox that we as People Team had developed



with the company’s expectations.

This enhanced Leadership Toolbox served as the basis for a self-reflection tool that guided the team leads to set up their learning goals and therefore define the curriculum for this learning journey. The following curriculum was designed to go in parallel with the activities a team lead needs to perform along the year: to bring their skills into their day-to-day.

- Translate the company strategy in a team vision, purpose and mission
- Situational leadership: identify skills and lead according to employees’ needs and goals
- Setting clear expectations
- How to get better at upward management & saying no
- Coaching skills for people development
- Handling hard conversations around performance

The Leadership Journey was designed as a peer-learning experience that takes place remotely every three weeks. Where team leads exchange struggles and best practices and learn bite-sized actionable frameworks they can apply quickly in their busy day-to-days. Sessions and learnings were documented in a Leadership Playbook set up in the internal wiki, which will not only be used by the team leads of this journey but by participants in the ones to come.



Positive Outcomes

Team leads have more clarity of what is expected from them. The Leadership Toolbox truly helped team leads to have clarity about the expectations for their role from both the company and their reports. This has helped them to identify and define learning goals for themselves and understood the importance of constantly questioning oneself in one's role as a team leader.

Team Leads in the journey increasingly aim to devote more time to the development of the team than to the many daily, operational tasks. We've increasingly observed how team leads feel more comfortable to share struggles with their peers and find solutions together. This has had an impact on their overall confidence, as they feel they are not the only ones struggling with certain situations.

We've observed new bonds across teams that otherwise wouldn't collaborate.

"The leadership journey showed me that I am not alone with my struggles. Other team leads have the same problems but found ways to solve them. It is so great to share experiences and learn from each other. I am happy to be part of a group that works on a playbook to tackle future challenges together." - Stefan Head of Accounting





Challenges

HeyJobs is a scale up in hypergrowth this means our team leads are extremely busy so we had to be flexible to schedule sessions around workload peaks and seasonal tasks like performance review.

Purely peer-lead sessions were challenging for team leads because they felt as if their own input for the session was not enough. They truly wanted to have theory

and frameworks from outside. We assume it is because of how new they are in their role, they have difficulties to trust that what they're doing can be shared as a best practice. Which they slowly realize is not true!

Main Achievements

-  Team leads have introduced people centered management practices into their day-to-day work
-  Leaders are more equipped to handle unknown or difficult situations by having the Leadership Playbook and their peers always as a go to resource
-  Inspired by this peer-learning experience, team leads have taken the initiative to organize community events to deepen their exchange
-  This Leadership Journey peer-learning experience is setting the ground for creating a safe space for all our leaders, which will be an integral part of our team leads training concept.

