

How Employers Can Play by The New Rules of Work

themuse

What's Inside:

Rule #1

Candidates Want to Work for a Place That Aligns with Their Values

Rule #2

Employers Must Use Creative Tactics to Get Discovered by Candidates

Rule #3

An Amazing Candidate Experience is Required, So Create It

The world of work is changing, and that's due, in large part, to the rise of technology. Not only are we constantly connected—to our friends, our co-workers, our bosses—but we can also access information anytime, anywhere at the touch of a button.

The upshot? Candidates are no longer applying to jobs without doing their research. And they're not looking to just fill a desk at any old company. Living their lives online (and being tethered to work 24/7), means they want to work at a place that aligns with their values and be in roles where they can feel fulfilled.

This shift means that you, the employer, have to adapt if you want to attract, hire, and retain top talent. Recruiters have to think like

marketers and build relationships with candidates. Companies have to look at potential employees as customers. Why should a candidate "buy" your company over another? How can you show talented individuals why your mission and values are unique?

If you want to be a major player in the new world of talent and adapt to what job seekers really want, it's time to start playing by the New Rules of Work.

Rule #1:

**Candidates Want to
Work for a Place That
Aligns with Their Values**



44%

of Millennials
turned down a job
offer because of an
organization's values

2016 Deloitte Millennial Survey

RULE #1

Candidates Want to Work for a Place That Aligns with Their Values

Translation: Employers must take a **values-driven approach** to recruiting and hiring in order to attract great talent.

As the hiring landscape has shifted, candidates have taken an increasingly active role in carving their career paths. Job seekers are evaluating companies based on their mission and values, ultimately looking for that perfect match: an organization they believe in with principles that reflect their own. This presents companies with a unique opportunity to be the next chapter in someone's career story, while simultaneously discovering people who will add value to their culture and mission.

So how do you communicate what you're committed to as a company in order to capture the attention of potential employees and attract the best-fit talent?

Tell a great story.

“*Storytelling is being able to create something compelling that has meaning for the intended audience.*”

— Sharon Feder,
Chief Content Officer at the Muse

RULE #1

Candidates Want to Work for a Place That Aligns with Their Values

Telling a Great Story

BE YOURSELF

It might sound cliché, but if you truly want to find the right people to join your team, you have to paint a picture that accurately reflects your company values and the experiences of your employees.

DARE TO BE DIFFERENT

Think about what sets you apart from other companies and how you can craft a narrative that represents what you stand for.

CUT THROUGH THE CLUTTER

Shareable stories don't have to be groundbreaking, but they do need to grab the attention of your audience. Ask yourself: Is this content only interesting because it has to do with my company? Would someone else be just as excited about it? **When in doubt, get a second opinion** from a friend outside of the office.

FANTASTIC STORIES AND WHERE TO FIND THEM

If you practice what you preach, you won't have to look too far to find great stories. But you can (and should) enlist your employees to help you collect anecdotes that will speak to your company character.

Is It Storytelling?

Focus on core beliefs rather than fun perks to tell a unique story that gets below the surface.

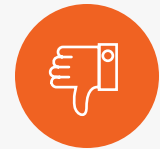


Work Perk

Baby at Work Program
(That allows new parents to bring their babies to the office)

What It Says

We support working parents and have progressive policies!



Work Perk

Ping-Pong Table

What It Says

We like to have fun and play games!



3 (Quick and Easy) Ways to Collect Stories from Your Employees

1. Ask for Volunteers.

You may be pleasantly surprised by the people who participate and what they're able to contribute.

2. Set Up Casual Office Hours.

This makes it easy for people to come to you directly to share their experiences and learn more about why their stories are so important.

3. Send out an Online Form.

Crowdsourcing employee stories this way might encourage quieter individuals to get involved, too.

RULE #1

Candidates Want to Work for a Place That Aligns with Their Values

WHERE (AND HOW) TO SPREAD THE WORD

Once you've gathered your stories, you have to get them in front of great candidates. Think about the channels you own—like social media, your website, blog, or newsletter—and how you can use them to distribute your content.



Pro Tip: Partner with your marketing and content teams to tell your stories across multiple channels.

DO

- ✓ Use conversational language
- ✓ Include a good photo (like an at-the-office action shot) when sharing stories about people
- ✓ Put time into getting a headline or title just right

DON'T

- ✗ Use jargon or too many acronyms
- ✗ Use a stiff corporate headshot or an overly posed group shot
- ✗ Share content without context



Pro Tip: Strong photography makes stories more shareable

Rule #2:

**Employers Must Use
Creative Tactics to Get
Discovered by Candidates**



16

The number of touchpoints candidates engage with before they apply to a job

CareerBuilder's 2016 Candidate Behaviour Study

RULE #2

Employers Must Use Creative Tactics to Get Discovered by Candidates

Old-school job searching was a pretty simple process. Comb through online job listings. Review a text-only job description. Apply with a resume and cover letter. Done and done.

Today, the road to clicking “Apply” is a lot more involved. Job seekers want more information before they toss their hats into the ring—and they’re not shy about doing their research to find out **what a company is all about**.

Simply put: Employers need to build their brand across multiple channels to stay top of mind and meet (active and passive) candidates at every touchpoint.

BEFORE YOU START BUILDING, THINK ABOUT...

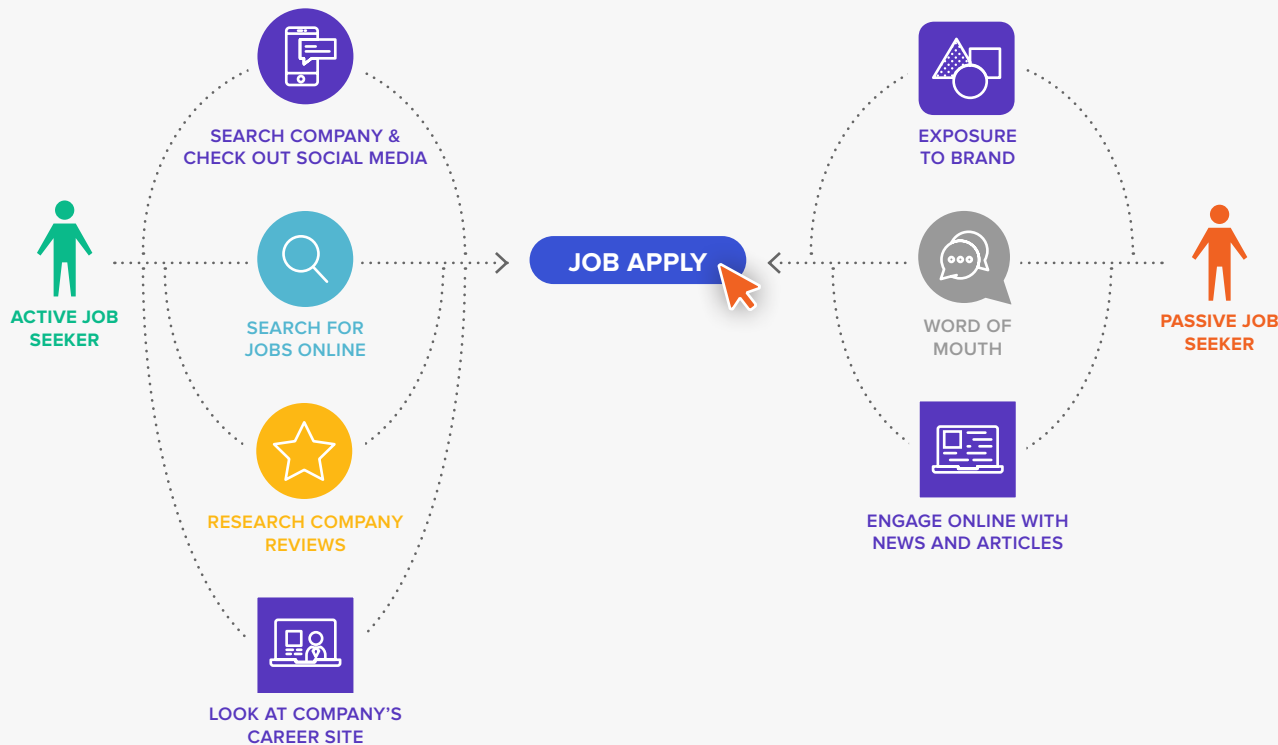
- The kind of people you’re trying to attract
- Key messaging you want to communicate to potential employees
- How to effectively tailor and deliver the right candidate experience

Once you know your audience and message, it’s time to get your company name out there. And one of the best ways to do that is to **give your employees a voice**.



Old-school Job Search

Today's Job Search



RULE #2

Employers Must Use Creative Tactics to Get Discovered by Candidates

EMPLOYEES AS BRAND ADVOCATES

When people are excited about something, they want to talk about it. The same goes for your employees. When they love their work, feel connected to your mission, and identify with the culture, they can quickly become your biggest advocates.

That's why it's so important to give your workforce a stake in your hiring process.

“Employees are the most trusted source of information when it comes to how companies treat both their staff and their customers.”

— 2016 Edelman Trust Barometer



Employee Advocacy, Three Ways

79%

of candidates first seek out a company's sites and social media presence to learn more about an employer

Adopto.eu

Way #1: Networking, Networking, and More Networking

Think about a time when you were on the hunt for a new job. Did you reach out to your network, or ask a friend to connect you with someone for an informational interview? Chances are the answer is yes.

And since candidates want to hear directly from the people they could potentially call co-workers, your employees are the perfect people to help get your company in front of top talent.

Big Ideas

1. Share relevant networking events with your employees.

And if you can cover the cost, even better!

2. Have employees join your talent acquisition team at recruiting and networking events.

This gives candidates the chance to learn about the jobs they want, from people who do them every day.

3. Encourage employees to set up informational coffees with potential candidates.

Consider offering a monthly voucher or stipend to boost participation.

4. Host an event to build your network of talent.

Make a list of people who you think would make great additions to your team and invite them to eat, drink, and mingle at your office.

81%

of candidates will share positive experiences with their inner circle

Talent Board's 2016 CandE Report

83%

of candidates are extremely likely to refer friends, family and co-workers if they had a positive experience

Talent Board's 2016 CandE Report

RULE #2

Employers Must Use Creative Tactics to Get Discovered by Candidates

Way #2: Refer a Friend

Candidates do a lot of research before they apply for a job. But no matter what they see when they search your company, **they still consider information that comes directly from the source to be most trustworthy.** It should come as no surprise, then, that employee referrals typically bring in higher quality applicants than any other recruiting source. (It's also generally faster and cheaper, but that's just a bonus.)

CREATING AN EFFECTIVE REFERRAL PROGRAM

DO

- ✓ **Focus on recognition.** Try rewarding employees with prizes, gamifying the experience, or even creating a leaderboard.
- ✓ **Encourage collaboration.** If multiple employees know a referral, turn it into an opportunity for each of them to provide feedback on the candidate fit.

DON'T

- ✗ Make money the main incentive, as this can lead to lower-value referrals.
- ✗ Create a process that's too linear, like having a rule that says if multiple people know a person, only one employee can refer them.
- 👉 **Remember:** There's no "right formula" when it comes to referral programs. Play around with different types of incentives and processes until you find a format that works best for you and your team.



49%

of candidates who have a positive candidate experience share that through social media and online

Talent Board's 2016 CandE Report

33%

of candidates who have a negative candidate experience share that through social media and online

Talent Board's 2016 CandE Report

45%

of people say they're more likely to apply for a job if they saw a friend post about the position on social, rather than if they found out about it through other means

Bambu by Sprout Social

RULE #2

Employers Must Use Creative Tactics to Get Discovered by Candidates

Way #3: Get Social

Social media is a powerful tool for amplifying your employer brand. It allows you to show people exciting things happening at your company, highlight your culture, and even give candidates an inside look at your office. But when your employees use their own channels to share these kinds of stories, it becomes a hub for employee advocacy.

While there are likely people on your team who will share company updates and snapshots from their work life without being prompted, it's in your best interest to provide your workforce with the tools to be great advocates.



Social Media Toolbox

1. Create a **dedicated hashtag** employees can use to share their stories.
2. Encourage people to **capture moments** from company events, and post **photos and videos** on their own channels.
3. Share links to **company news** for people to promote, including sample copy employees can easily cut, paste, and post to their feeds.
4. Hiring? Have your team help spread the word by sharing **job postings**.

RULE #2

Employers Must Use Creative Tactics to Get Discovered by Candidates

PUT YOURSELF (AND YOUR COMPANY) OUT THERE

If you want candidates to discover that your company is an awesome place to work, you have to establish yourself (and your company) as a thought leader.

4 WAYS TO BE A THOUGHT LEADER

- Apply for company awards and best places to work lists.
- Set-up speaking engagements around topics that align with your values.
- Be a panel speaker at conferences attended by your target candidates.
- Share company news that demonstrates your values.



Remember: Defining your employer brand, driving awareness, and building employee advocacy is a process. It may take some trial and error to get your messaging and content style just right, so don't be afraid to experiment!

Rule #3:

**An Amazing Candidate
Experience Is Expected,
So Create It**



64%

of candidates who have a 5-star experience will increase their business relationship

Talent Board's 2016 CandE Report

67%

of candidates will share negative experiences with their inner circle

Talent Board's 2016 CandE Report

40%

of candidates are likely to NOT refer others if they had a negative experience

Talent Board's 2016 CandE Report

RULE #3

An Amazing Candidate Experience Is Expected, So Create It

If employer branding is what attracts top talent to your company, then the candidate experience is what motivates them to accept an offer. But there are a lot of steps between Point A and Point B, and candidates take stock of how they're being treated throughout the entire hiring process—from how intuitive your application is, to how they're greeted when they come to your office for an interview, to how they're told whether or not they got the job.

“Candidate experience is all recruiting experiences, from pre-application to onboarding and beyond.”

— Kevin Grossman,
Talent Board President of Global CandE Programs

RULE #3

An Amazing Candidate Experience Is Expected, So Create It



MAKE A GREAT FIRST IMPRESSION—EVERYWHERE

Candidates today don't just look at job descriptions and your careers page. They research your company on social media, they read reviews on sites like Glassdoor, and they ask around. That means you have to make sure you're sending a clear and consistent message to both active and passive candidates across all your channels. If your careers page says "we support learning and development," for example, you want that sentiment to be echoed in employee testimonials.

HOW CAN YOU BE PROACTIVE IN THIS PROCESS?

- **Be transparent.** Show candidates what it's really like to work at your company.
- **Listen to your employees.** Read their reviews on Glassdoor and ask them to write a few words about why they love coming to work every day.
- **Keep it simple.** Don't make applicants retype their entire resume into your system. Instead, make it user-friendly (and mobile friendly, if you really want to impress them).

Your Guide to Consistent Communication

1. Respond in a timely fashion!

If you get a high volume of submissions, try an automated message. Either way, always let candidates know their application has been received.

2. Details matter.

When scheduling interviews, provide an agenda so the candidate can come prepared. Let them know who they'll be meeting with and how long they can expect to be on site.

3. Provide feedback.

Don't go radio silent after an interview. Let candidates know when you'll be in touch again with next steps.

4. Make the offer.

Try not to draw the hiring process out longer than necessary.

5. Be honest.

If you're no longer considering a candidate, let them know.

6. Connect the dots.

When you make a new hire, be sure the transition from candidate to employee is seamless.



20%

of candidates received an email from a recruiter or hiring manager notifying them they were not being considered

Talent Board's 2016 CandE Report

8%

received a phone call from a recruiter or hiring manager notifying them they were not being considered

Talent Board's 2016 CandE Report

43%

of candidates who have a negative candidate experience will sever their business with a company

Talent Board's 2016 CandE Report

RULE #3

An Amazing Candidate Experience Is Expected, So Create It

STEP BY STEP COMMUNICATION

Nothing is worse for a candidate than submitting a job application and getting nothing in return, not even an automated reply acknowledging receipt of their resume and cover letter. **Letting candidates know where they stand** throughout the entire application process, outlining time commitments, and providing next steps are crucial when it comes to communicating with potential employees—and making sure they have good things to say about your company, whether or not they get the job.

REMEMBER: YOUR REPUTATION PRECEDES YOU

Candidates talk, and their words have a lot of power. In fact, the things they say about your company and candidate experience can have a huge impact on your business—good or bad.

The New Rules of Work

The Muse co-founders, Alexandra Cavoulacos and Kathryn Minshew, recently published a book in April 2017 called [The New Rules of Work: The Modern Playbook to Navigating Your Career](#). The book was written to help job seekers navigate the career journey and how they can use the New Rules of Work to be successful. But the way we see it, only good things can come from employers gaining a deeper understanding of what job seekers and current employees alike want in order to be happy in their work lives. And that's exactly why we wrote this guide, exploring how employers can adapt.

Want to learn even more about the New Rules of Work for employers?

Watch our webinar series:

[Rule #1: How to Bring Your Values to Life Through Storytelling](#)

[Rule #2: Amplify Your Employer Brand and Get Discovered](#)

[Rule #3: How to Craft a Standout Candidate Experience for Top Talent](#)

ADDITIONAL EXPERT INSIGHT FROM

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ADDITIONAL SOURCES USED

2016 Deloitte Millennial Survey

CareerBuilder's 2016 Candidate Behaviour Study

2016 Edelman Trust Barometer

Bambu by Sprout Social

Talent Board

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The Muse strives to make work more human by being a trusted resource for millions of people as they seek career satisfaction—not just another job. Companies partner with The Muse as they look to attract and retain the best talent by telling an authentic and compelling employer story. Our mission is to create meaningful connections between companies and candidates to make the world of work—from the job search to career development—more personal.

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