Meghan M. Biro:	00:00	Is your organization finding the rockstars you need to succeed? And no, I'm not talking about the energy drink. On today's episode of WorkTrends we're talking about how the new technology and a new way to think about talent acquisition can help you find game-changing candidates.
Meghan M. Biro:	00:27	Welcome to the WorkTrends podcast from TalentCulture. I'm your host, Meghan M. Biro. Every week we interview interesting people who are re-imagining work, and join us on Twitter every Wednesday 1:30 PM Eastern using the hashtag WorkTrends.
Meghan M. Biro:	00:43	First, let's look at these headlines. I saw this in The Washington Post, and I think it really speaks to this new era we're all living in. Spoiler alert, I actually have what I think is good news about diversity inclusion, I swear. According to the US Department of Labor, minority hires have overtaken white hires for the first time since the Labor Department began collecting data on this topic in the '70s. The biggest reason for this; more minority women are being hired than ever before. I think I hear a slow clap out there WorkTrends community. Is that what I'm hearing? On today's show we're going to be talking about how hiring is changing. Let's dig deeper with today's guest.
Meghan M. Biro:	01:33	So if you haven't been living under, say, a rock the past few years, you know that technology and automation have radically transformed hiring. If you've been under that rock, hello there, take a shower please. You might want to just Google who the President is right now just to get that out of the way. I look forward to hearing your feedback on that one. Then maybe you want to listen to our conversation today with Genevieve Jurvetson. Genevieve is the co-founder of Fetcher, an automated recruiting platform that is helping lead the revolution in talent acquisition. Welcome to WorkTrends, Genevieve.
Genevieve J.:	02:09	Thank you. Thank you so much for having me.
Meghan M. Biro:	02:11	Well, what's going on in your world today?
Genevieve J.:	02:13	Well, I'm just building Fetcher. So it's a nonstop effort with a team of about 240 around the world. So we're just trying to reimagine recruiting, and make recruiting a fun process again.
Meghan M. Biro:	02:26	Well, that's probably why you're here in the TalentCulture house. We love that.

Geneviev J.:	02:31	Oh, thank you. And thanks for your interest in what we've been building.
Meghan M. Biro:	02:34	You got it. So talk to us about your story. How did you get into the world of HR technology?
Geneviev J.:	02:40	Yeah. So I'd say my kind of path to HR tech has not been a very direct or deliberate one. I started my career in investment banking, many moons ago, working on mergers and acquisitions. Went to graduate school at MIT to kind of get away from finance. Actually that's where I met my co-founder Andres. But even though I had an intention of leaving finance, I went to school right during the financial crisis and landed right back where I started in finance at Goldman Sachs, in the investment management group there. I think at the time I just felt fortunate to have a job offer, giving the world felt like it was collapsing. But in any event, that experience at Goldman Sachs let me meet with a ton of absolutely incredible entrepreneurs like Elon Musk, like the founders of Uber, the founders of Instagram.
Geneviev J.:	03:21	I just got bit by the startup bug. I think I've just been fascinated with young, high growth companies who kind of go up against the odds, ever since. So joined the startup world, and actually while I'm a founder of Fetcher I was a late add to the team. I started more as an advisor, and in order to kind of learn the product I sat in on a bunch of sales calls with my co-founder and every single sales call... And I should add, I was completely silent on the call, and nor is my co-founder a salesy kind of guy. Every single sales call turned into a sale. I said, "God, you guys are really onto something. You're either selling this thing for way too little, or you've really tapped into a problem that's super real for people, that they're willing to take a risk on this young startup."
Geneviev J.:	04:00	So, and I think to be honest, it was some combination of the two of those things, but things really went crazy for Fetcher and they asked me to join the team and I was delighted to kind of join them. That's how I found myself here.
Meghan M. Biro:	04:12	Oh, nice. Where do you hail from originally?
Geneviev J.:	04:15	So I'm from a small town in Northern Georgia called Woodstock, Georgia.

Meghan M. Biro:	04:19	Oh, wow. Okay, cool. I don't think I've ever met anybody from Woodstock, Georgia.
Genevieve J.:	04:23	Yeah, I'm a long way from home.
Meghan M. Biro:	04:26	That's nice. There you are outside of San Francisco, where all the hubbub is happening.
Genevieve J.:	04:32	Exactly.
Meghan M. Biro:	04:33	There's a lot of activity in the HR tech world obviously. It's got to be an exciting time for you. So with all this excitement comes ups and downs, as we know. So what were the big problems you saw initially that you wanted to solve?
Genevieve J.:	04:48	Yeah, so I think just being exposed to a lot of startups, I think a challenge for all of them is, how do I find amazing people? Particularly amazing technical people, and fast. So I think, if you're in growth mode or scaling mode, having the time to be thoughtful about recruiting is tough. So I think one of the big problems was just, can we automate parts of this really time-consuming process so that people can be really thoughtful about making hiring decisions?
Genevieve J.:	05:13	Then I think the other big problem, having primarily worked in really male-dominated industries and companies, was diversity and addressing bias. So those are, I think, the two things that we really focus on at Fetcher; in terms of the problems we're trying to solve.
Meghan M. Biro:	05:26	And doing it, well we hope quickly, which adds a whole 'nother layer of complexity on this, right?
Genevieve J.:	05:32	Yeah. I think it's this interesting thing where automation allows you to do things so much faster, but I think doing things too fast is where we make a lot of mistakes and rely on a lot of our biases and cognitive shortcuts as human beings. So there's some balance here.
Meghan M. Biro:	05:45	I know you're personally really passionate about changing hiring, kind of like I am. So tell me more about what your point of view is on this.
Genevieve J.:	05:54	I think the area of hiring that I'm most passionate about is probably diversity and inclusion and belonging, as a part of that.

		I think that comes from, going back to my experience of often being the only woman, or one of very few women. I think back to my experience at Goldman Sachs and we were a group of about 30 people, of which like two of them were women.
Genevieve J.:	06:13	I think being a young woman going into a business where there was really no one to kind of look up to, or no one mentoring me, made me feel a little alone and that's not a great feeling. Then the feedback I would receive would be like, "Hey, Genevieve. Why don't you smile less, laugh less." I always felt like the feedback was, "You need to do a better job fitting in and being a little less of a woman."
Meghan M. Biro:	06:36	Oh, yeah.
Genevieve J.:	06:38	I think that's really... Yeah.
Meghan M. Biro:	06:39	Yeah.
Genevieve J.:	06:39	That's not awesome.
Meghan M. Biro:	06:42	No, it's not. I mean, I appreciate you being real about that because that's out there. I've experienced that in my own life over the years. I mean, I was lucky enough, I was brought up with two older brothers so I was sort of the only girl in the house. Then I think I learned early on how to overcome some of that and come into my own. But that's not everybody's reality. Let's get real. I think talking about bias is so important right now.
Meghan M. Biro:	07:08	So speaking of, it's something we all have, is bias. Whether that's conscious or unconscious; what steps can we take to eliminate bias from the recruiting process?
Genevieve J.:	07:19	A great question. So I think it's a couple things. So first, I think it's just admitting and being totally okay about the fact that we are all hardwired to be biased. It is in our DNA, and it's a protective mechanism, and it's okay. Even people like myself, who like claim to be a feminist; I'm biased against women, and most feminists are. And just, I think, removing the shame around that as a first step.
Genevieve J.:	07:43	Then I think thinking about processes and systems that can allow us to remove bias, I think in terms of the hiring process, but it can creep into other areas of life. But removing the human from the process where we're most likely to bring in our

own biases, and then counter that with, we have a belief at Fetcher, and I have a personal belief, that you need to bring in humans where you need their thoughtful oversight. You need to make sure that the algorithms you've put in place, or systems in place, are working in a way that you want them to. Or that the data sets that you're using to train these systems are not biased themselves.

| Genevieve J.: | 08:17 | So I think it's this interesting mix of both putting the human in the loop, and pulling the human out of the loop where they're most likely to kind of cause problems; if that makes sense. |

| Meghan M. Biro: | 08:25 | Makes perfect sense. So what are some of the new signals we can look for in job candidates? I think for so long we've relied on a lot of old school signals; that someone's going to be an effective employee, they went to a good school, they worked at a big brand company. But what should we look at instead? |

| Genevieve J.: | 08:44 | Yeah. Thank you for mentioning it, because I think this is a conversation we all need to be having in the people space, and that is kind of looking beyond these traditional proxies that might be really bias laden. So often a company will come to us and say, "We're desperate to hire engineers. Give me all the engineering candidates from the top 20 universities who worked at these big name tech companies." We really think that you can move beyond that, and look for other signals that might align better with... Ultimately you want to know, is the person going to perform well in the job? Not what school did they go to. |

| Genevieve J.: | 09:16 | So we look for things like career progression. Did they do an amazing job moving up in an organization? That might be a signal that they're the kind of hard worker that you want on the team. There's also other interesting data signals you can look to, like has the engineer contribute a lot to open source projects? Even looking at signals like that can be problematic, because if they work at a company where they're not allowed to work on those types of projects, that's not going to be helpful. |

| Genevieve J.: | 09:39 | But maybe I'll share an example with like a sales rep; if they're willing to disclose all of their quotas and numbers on their resume, or in their online profiles, that might be a signal that they're really proud of their performance. That might be far more important than the fact that they worked at Google, Facebook, Apple. |

Meghan M. Biro:	09:54	Do you mean that? What you're saying right now? Because I mean, part of me is going, "Okay. You went to MIT. You're living in the San Francisco and suburban, may I say this in all due respect bubble? Do you really mean that? You deep in the bubble, you know what I mean? You're there. You're living it." I mean, some people might... I'm just playing devil's advocate with you today.
Genevieve J.:	10:19	No, it is totally fair. When I look at even my own career; why did I go work at Goldman Sachs? Because that's where I thought smart people work, and it's a good brand. I thought that would look good on my resume.
Genevieve J.:	10:29	But I think being deep in this hiring space, I see that you've got to move beyond that. When I think about the most extraordinary players on our team at Fetcher, they're not MIT grads, they're not Harvard grads. A lot of the most spectacular humans I've ever worked with in my career maybe don't carry that same pedigree. I think that's going away. I think people don't place the same value on those things anymore. It's more about, what have you done versus where did you go to school? It sounds a little weird, because it's almost like in some ways it's like we're saying, "Lower your expectations, or something, of the candidates." But we're saying, "Look for stronger signals of competency. Were they a rockstar at their previous organization?" Maybe that tells us more than where they went to undergrad.
Meghan M. Biro:	11:10	Well, and we're looking at people in 3D. We're looking at beyond what's on your resume. We're looking at somebody's personality, and their passions, and their behaviors; most importantly, when we talk about this. So no matter how many times I talk about automation, or we talk about automation, people fear it simply because they feel like they're going to be losing their jobs somewhere in this equation. What do you think automation means for us humans grinding away, say in HR?
Genevieve J.:	11:42	I think it's really exciting in our space, because what I think automation will do is pull away the most tedious, time consuming, and frankly really boring parts of the job; and allow people leaders to do what they do best, and what they're uniquely qualified to do as humans. Which is really connect with other human beings, bring on the very best talent, make sure that talent is nurtured and engaged in their organizations.

Genevieve J.:	12:06	So to me, offloading the kind of the crap part of the job, and upleveling to more interesting stuff. Frankly the stuff that people leaders get into the people business in the first place, because they love humans. That's actually really exciting to me. So I think if we think about it as an opportunity rather than a threat, it's an exciting world.
Meghan M. Biro:	12:24	Mm-hmm (affirmative). I love it! All right, so we're at that place where we're thinking about the future. It's crystal ball time. I hope you're sitting down, you've got your seatbelt on. When we talk about automation, in AI for example, or bias, any of these notions; what do you predict is going to change about the way we're working, in the next say five, 10 years? You can even have different breakdowns; the next three years, and then three years after that, et cetera. Talk to us about that, because I know it's on your mind right now.
Genevieve J.:	12:57	Okay. So this is going to sound a little cheeky and a little controversial, but hear me out. So I think manual sourcing is dead in the next five to 10 years. So if we keep in mind that computers over this timeframe are going to be a thousand times more powerful than they are today, thanks to Moore's Law; imagine what automation, and what machine learning algorithms can kind of do to that part of the business, in this time frame. So my view is that this task of manual sourcing gets handed over to machines, with human oversight, but allowing these humans to kind of elevate their role. I think what will that mean for the folks who are sitting in the people leadership roles, or even for quite frankly sourcer roles. I think they're going to uplevel their jobs, and become actually the most critical part of an organization.
Genevieve J.:	13:43	I mean that so authentically, because as we think about the companies of the future; what matters more than anything? The quality of the people that you hire, and how engaged, productive and happy they are in these roles. So that they can continue to be innovative, incredibly productive employees. So that's where I see... So I know it's a little bit cheeky to say that a whole role is going away, but I think it means it's being replaced by better stuff.
Meghan M. Biro:	14:06	Hello if you're out there listening in the WorkTrends community; sourcing is dead. That role may indeed, in your vision of this Genevieve, go away completely. Not even just a little bit, right? Completely? Yes?

Genevieve J.:	14:21	In 10 years? Yeah. In five years may be debatable. But I see this in so many other areas of our economy that it's almost becoming non-debatable. We could say, are drivers going away in the next five years? Probably not. In 10? Yeah! The signs are pointing in that direction. I think that we have to think about these roles that involve so much manual repetitive work, and be open to the idea that, if computers over the same timeframe are going to be a thousand times more powerful, what does that really mean? What's the opportunity there versus the threat?
Meghan M. Biro:	14:50	Love the fact that you're focusing on opportunity. Genevieve, thank you so much for stopping by today. This has been really enlightening.
Genevieve J.:	14:58	Oh, thank you so much for having me. I really appreciate it.
Meghan M. Biro:	15:06	All right, all right. Let's keep this conversation moving. Join us for our WorkTrends Twitter chat. We are going to be on the Twitters with Genevieve Jurvetson on Wednesday, October 16th, 1:30 PM Eastern, 10:30 AM Pacific. Join us to talk about how technology is transforming hiring. If you'd like to get our Twitter Chat questions in advance, I know you do, okay, sign up for our newsletter at talentculture.com.
Meghan M. Biro:	15:41	Thanks for listening to WorkTrends from TalentCulture. Join us every Wednesday at 1:30 PM Eastern for a live Twitter Chat with our podcast guest. To learn more about guests featured on today's show, visit the show notes for this episode at talentculture.com. Help us spread the word. Subscribe to WorkTrends wherever you listen to podcasts, leave us a rating, review in iTunes, share WorkTrends with your coworkers, your friends. Look forward to it. See you next time.