

INCLUDED INSIDE

- Empathy & persona mapping
- Experience design & validation
- Storytelling & storyboarding technique



Candidate Experience Mapping & Design

A Complete Guide

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01 Why is Candidate Experience Design essential to business

Candidate Experience (CX) is the entire journey your audience has with your brand.

Ultimately, your recruitment process influences the overall candidate and customer experience, determining the public perception of who you are and what you do.

If a customer or candidate has a great brand experience with a leading company like Netflix or Amazon, in their eyes, why should a great experience with your brand be any less in demand? Or any less valued? Devising a high quality brand experience is a necessity, regardless of the size or success of the company.



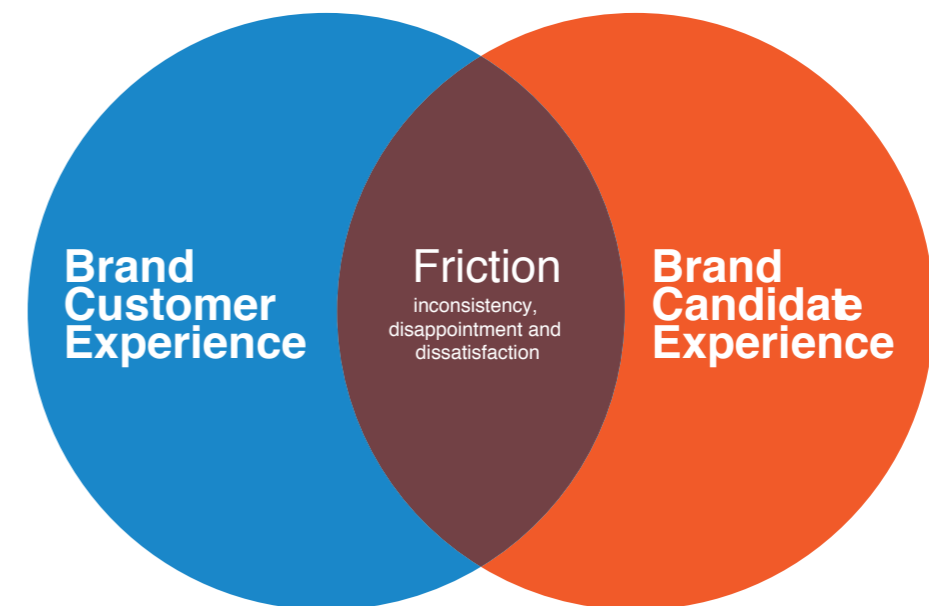
Every brand offers some degree of Candidate Experience. Whether the process has been mapped and designed to suit ideal candidates is another question!

In a recent survey, we found that only 3 brands in every 100 have ever mapped and designed their Candidate Experience from start to finish, so the chances are that by improving your CX journey, you could easily find yourself ahead of the game.

In a war for talent, the small improvements, marginal gains and your attention to detail influence the calibre of talent you attract. In some cases, these factors also influence whether you align with their expectations and ensure that they don't begin to look elsewhere.

The reality is, if your customer facing brand offers an excellent brand experience, the potential disparity between candidate and customer brand experience can be fatal.

Brand customer Experience Vs Brand Candidate Experience:
Overlap = Friction, inconsistency, disappointment and dissatisfaction





The Story of Virgin Media

Back in 2014, Virgin Media approached us with one big question:

“How do we deliver an exceptional candidate experience so that we can attract and retain the world’s best talent?”

Since then, we’ve worked closely with Virgin Media, delving into every step of their recruitment process to revitalize it, pushing them closer to reaching candidate centricity.

We found that 18% of Virgin Media’s candidates were also their customers. The problem was that due to poor brand experience as a candidate, approximately 7,500 of the total number of Virgin Media applicants were switching to one of their direct, leading competitors after they’d completed the process.

Equating to roughly £4.5m in lost revenue, this means for every one person hired, they lost 2 customers as a result. Poor Candidate Experience can send even the most loyal customers looking elsewhere, and they were in droves.

Due to our collaboration we are now underway to reversing a £4.5 million loss every year into a positive £5 million revenue generating opportunity.

So, the first new commitment was to make every single person that applies for a job at Virgin Media more employable having experienced their recruitment process, whether they work for Virgin Media or not.

The second was to evolve into the good guys of recruitment and become world famous for a positive Candidate Experience. Using the information we had mapped through workshops, we were able to design each scene of their CX journey to improve how the candidate is feeling, control what they’re thinking, make it easier to progress and make it a more memorable occasion.

This also created a new challenge: devising software that aims to measure the thoughts and feelings of candidates as they go along the process.

Embracing the power of technology for refreshing your recruitment process can enable you to experience the journey through the eyes of your candidate, pushing you much closer to candidate centricity.



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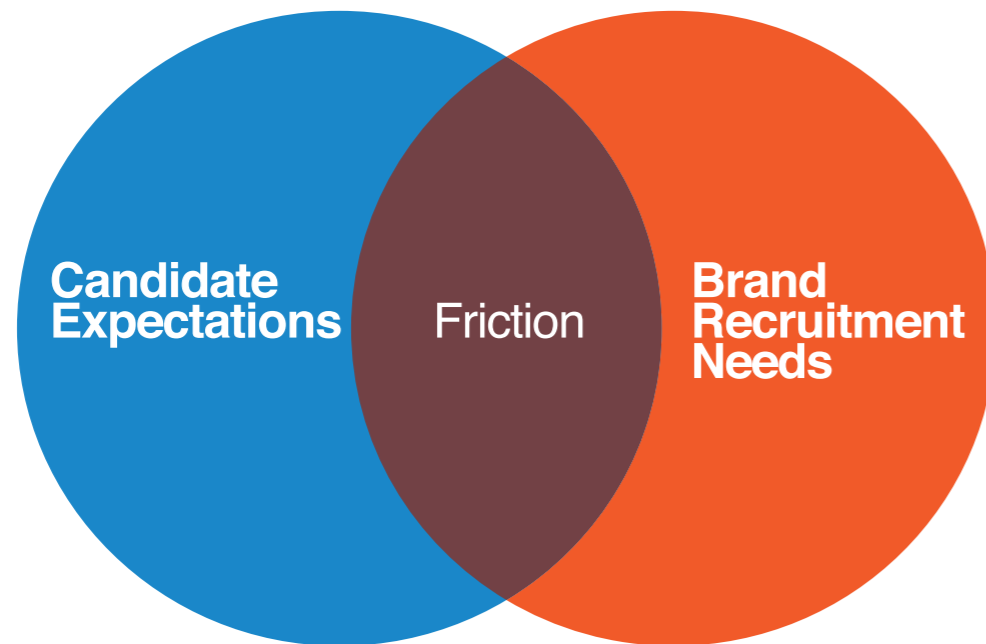
The business case benefits and outcomes of a better candidate experience

- Reduced time to hire: a more attractive/organized and considered process can make decision making easier and quicker. It can also keep silver medalists coming back and applying for other available roles
- Reduced cost per hire: more efficient, clear process attracts the right people towards your brand
- More successful onboarding rates: attractive to the right people, not so attractive to the wrong people
- Increased retention of good people: vibe and culture fit
- Increased employee referral response
- Increased talent pooling growth
- Increased brand loyalty

02
Why hasn't
CX been high
on the agenda
of the
recruitment
industry
before now?

The priority of internal recruitment departments has primarily been to deliver the ideal people each year for as little cost as possible, reducing how much is spent on job boards and agency fees.

However, this mindset has often resulted in an under resourced department with a fixation on cost.



Candidate Expectations Vs Brand Recruitment Needs:
Overlap = Friction

Traditional recruitment technology, pressure and process can take away control over the candidate's journey and any possibility of aligning the recruitment process to your internal or external brand values.

Quite often, you can be pressured to drive quantity, rather than quality, which down the line only leads to time and efforts wasted.

In the world of talent, where there are lots of people selling hammers, we've started to believe the problem looks like a nail.

There are many disparities in how customers and candidates are treated. In reality, the standards need to be exactly the same.



This mindset has often resulted in an under resourced department with a fixation on cost.

To begin forming an effective Candidate Experience you should begin with the following steps:

1. Survey your candidates - understand how they feel before and after key interactions with you (interviews, assessment centres, outcome conversations)
2. Put yourself in your candidate's shoes - walk through your own recruitment process to see how feels
3. Identify the big/easy items to fix – Identify them, and focus your team on fixing them quickly
4. Understand who your audience is, and what they want and need from you generally
5. Create relevant content that will give your candidates what they want and need, whether they are successful or not – and strip away any content that is unhelpful or unnecessary
6. Measure the true cost of good and bad experience, put a £ on it, share it widely internally and put it on the agenda at the top table, and share the horror stories with your hiring managers
7. Get help internally and externally – marketing, brand, analytics, customer experience, and executive leadership – they all have a role to play to help you improve

03 Defining your success

There are many reasons for mapping and designing a new Candidate Experience, however you must ensure you have clarity on why you're creating a new process and what value this has to your business.

To help you do this, simply and clearly define your own success criteria stay specific with current costs and the new cost targets you hope to reach.

List your biggest known weaknesses

Identify the areas you need to improve upon. Once identified, list these in order of importance and start outlining how you may go about making said improvements.

List the biggest wins you want to achieve

There are a number of things that could represent a win for your internal recruitment strategies. This could mean:

- Reduce time to hire
- Reduce cost per hire
- Improve Glassdoor ratings
- Improve referral and team advocacy levels
- Increase talent pooling capabilities
- Reduce cost of on-boarding
- Increase silver and bronze medalist retention
- List the constraints you can't avoid
- Predict what obstacles or limitation you may stumble upon during the course of your improvements.

Once you've made this list, you can then review whether these really are constraints, or are they areas you can either avoid or overcome?

04 How to ensure a positive, effective candidate experience for your brand

A Candidate Experience journey needs to be crafted with care, monitored and nurtured to ensure it is always effectively representing your brand.

With this in mind, there are a number of steps to the process, each one providing you with valuable information and enabling you to make candidate first decisions.

Here are our 8 steps to delivering a better candidate experience. The following chapters will walk you through each one of them...

1. **Persona and empathy stakeholder mapping**

Who are we trying to attract? Who are we employing to help us?

2. **Persona and empathy validation**

Is our audience who we think they are?

3. **Candidate Experience Mapping**

What happens at each stage vs what do we want to happen? How does each stakeholder think, feel and remember at each stage of the journey? And how easy is it to achieve each step?

4. **Candidate Experience validation**

Is what we think is happening really happening? Is what we want to happen what our candidates really want to happen?

5. **Storyboarding**

With every scene of our experience, what are we trying to achieve, who's involved, what's their role, what dialogue is needed, how do we know it's been successful or not?

6. **Storytelling**

What are the purpose told stories we can use in each critical point to emotionally connect, convince and persuade our candidate to believe in our message? How repeatable and believable are they? How do you make them stick?

7. **Candidate Experience design**

Putting every consideration together to detail a robust, optimized candidate experience by design.

8. **Final internal validation and iteration**

How do candidates respond? How easy is it to implement? Is it the experience and result we set out to achieve?

05 Persona and empathy mapping



If you don't know your audience well enough, you can't hope to design an optimum experience that will be appreciated and will benefit them





Persona mapping

Background and Circumstance			
Name			
Age			
Job Title			
Industry			
Location			
Family			
Characteristics and Personality			
Personality			
Hobbies			
Lifestyle			
Routine			
What they value			
Influencers			
Ambitions Plans, Hopes and dreams			
Goals			
Motivations			
Miscellaneous Notes			

To develop empathy for your customers or candidates, you need to place yourself in their shoes.

From their everyday routines, career aspirations and the challenges holding them back, persona mapping allows you to dig deeper and devise long-term solutions.

It is essential to identify the number of personas you are targeting before you can move further. For example: call centre staff, graduates, management, senior executives and so on!



Persona mapping allows you to dig deeper and devise long-term solutions.

Starting from the beginning, consider each of these steps:

This list is not exhaustive, there will be many questions you can add yourself that are important to your audience, however these are enough to get you going!

What

- Types of content/messages they will react well to when first exposed to your brand.
- Types of content/messages they will react well to when first considering you as a potential solution and what are the key factors.
- Types of content/messages they react well to when making a buying decision.
- Types of content/messages they will most appreciate receiving after they've bought from you.
- What messages will they [not] appreciate / respect?
- What are the benefits that will resonate the most?

Where

- Where do they hang out?
- Where do they go to research things?
- What do they ask/type?
- Where do they go to relax?
- Where do they go to get things done? (work, life, family)
- In what environment do they feel most at ease?
- What environment makes them uncomfortable?

Who

- General worries, concerns, aspirations, pains, pleasure, perceptions, beliefs, influencers etc
- The language and tone of voice they will respond to
- Habits, behaviours and traits that distinguish them from others
- Who do they listen to the most? What is their best friend's opinion of the challenge?

Think

- Perceived risk and how it's rationalized and endured
- Perceived challenge and what it might take to overcome
- Perceived cost (financial, time, effort, resource)
- Armed with this success, what else becomes possible for them?
- Armed with failure what else could go wrong that would be important to them?
- Perceived success criteria, financial, circumstance, location

Feel

- Their inward and outward motivation
- Feelings they desire and associate with success
- Feelings they fear and associate with failure
- 3 typical phrases to describe the problem / obstacle and associated feelings
- 3 typical phrases to describe success and associated feelings
- 3 typical phrases to offer reassurance, 'Don't worry because...'
- 3 typical phrases to help imagine success?

06 Candidate Experience Mapping

Every touch point of your Candidate Experience matters. At Ph.Creative we implement the model Feel, Think, Ease and Memory.

Each key element of this model is designed to ensure that your candidates move consistently further along the process, so that they finish their journey with a positive and lasting memory of your brand.

Firstly, consider:

- What's the purpose of the event?
- Where must the event take place?
- What is the most important focal point of the event/scene?
- What one sentence sums up this scene?
- Finish this sentence: 'In this scene, the candidate must...'
- Finish this sentence: 'In this scene, we must...'
- What are the success criteria of the event?
- What are the potential risks to the event?
- What technology is being used?
- What information must be captured?
- What else must be achieved during this event?
- What are the steps involved?
- Who is involved in this event? What's their role / purpose?



CX Journey mapping process

The Complete Guide to Improving your Candidate Experience by Design **01-03**

1. APPLY		2. ONLINE TEST		3. CV SENT TO HIRING MANAGER	
Actions	Rating	Actions	Rating	Actions	Rating
Purpose	/10	Purpose	/10	Purpose	/10
Process	/10	Process	/10	Process	/10
Feel	/10	Feel	/10	Feel	/10
Think	/10	Think	/10	Think	/10
Easy to	/10	Easy to	/10	Easy to	/10
Memory	/10	Memory	/10	Memory	/10
Technology	/10	Technology	/10	Technology	/10



CX Journey mapping process

The Complete Guide to Improving your Candidate Experience by Design **02-03**

4. SHORTLIST		5. INTERVIEW		6. OFFER	
Actions	Rating	Actions	Rating	Actions	Rating
Purpose	/10	Purpose	/10	Purpose	/10
Process	/10	Process	/10	Process	/10
Feel	/10	Feel	/10	Feel	/10
Think	/10	Think	/10	Think	/10
Easy to	/10	Easy to	/10	Easy to	/10
Memory	/10	Memory	/10	Memory	/10
Technology	/10	Technology	/10	Technology	/10



ADD ADDITIONAL HERE		Rating
Actions		
Purpose		/10
Process		/10
Feel		/10
Think		/10
Expect to		/10
Memory		/10
Technology		/10

ADD ADDITIONAL HERE		Rating
Actions		
Purpose		/10
Process		/10
Feel		/10
Think		/10
Expect to		/10
Memory		/10
Technology		/10

7. REJECT		Rating
Actions		
Purpose		/10
Process		/10
Feel		/10
Think		/10
Expect to		/10
Memory		/10
Technology		/10

Feel

In order to understand how candidates are feeling every step of the way, you need to understand who they are. This requires more than their basic details. It's their needs, their ambitions, their personalities and what makes them tick. Each piece of information you can gather will equip you with the insight to devise a Candidate Experience that works.

- What are they feeling? (what emotion?)
- How are they feeling? (intensity 1-10)



Think

What are your candidates thinking? If you're placing yourself in their shoes, they should never be left to chase up feedback themselves. It's in your own interest as a brand to follow up after an interview, send out a survey or simply ask for some feedback on the process so far. You need to know what your candidates are thinking wherever possible.

- What are they thinking?
- Importance of the thought? (scale 1-10)



Ease

How smooth is your Candidate Experience? It's not worth risking the loss of high-quality candidates because your application process put them off. If you wouldn't be happy filling in a long and complicated form, the chances are that your candidates won't be either. If unsuccessful candidates found the application process comfortable, they're far more likely to reapply in future. This factor of your Candidate Experience determines the calibre of your candidates and the reputation associated with your brand.

- How easy is the experience for the candidate?



Memory

Don't let unsuccessful candidates fall into the abyss. A successful Candidate Experience will be memorable for all the right reasons. Your focus should be to inspire rather than dishearten your candidates. Ensure that they see value in the overall interaction with your brand. After all, when they spread the word, you want them to say something positive.

- How memorable is the experience? (scale 1-10)
- What is the most memorable moment?



Purpose

Consider the purpose of every stage of your candidate journey. Closely monitor whether sections of the experience feel unnecessary, don't appear to resonate with the candidate or simply just fail to push the candidate towards the next part of the journey.

It's far better to eliminate that section of the journey early on rather than to risk ideal candidates dropping out later down the line.



People/Stakeholders

Stakeholders includes the people who become involved in your candidate's journey. This includes anyone from managers and directors to external recruiters.

No matter who it is telling your brand story, your vision and values should remain precise and consistent. For example, when external recruiters are involved, their perception of your brand should align with the story told by your internal employees.





Technology

Technology can be a game changer for your recruitment process, pushing you ahead of competitors in the long run.

For example, the software we began devising while working with Virgin Media aims to measure the happiness of candidates as they complete their journey, while also offering all applicants valuable insight that will strengthen their employability, leaving them feeling positive about the brand, whatever the outcome.



Candidate Experience Validation

You can't be sure that your Candidate Experience is right for your candidates without testing the water first. Invest time in using the following techniques to validate your Candidate Experience.

Validation techniques:

- Surveying customers, team members
- Public polls
- Desk research: media, journalists, published reports, universities
- Pilot observations

07 Storyboarding

When you sit down to devise your Candidate Experience, think of the process as putting together a storyboard.

Just like planning out film scenes, you need to think about the touch points as separate scenes of the candidate journey.

There's no doubt that Pixar Animation Studios are experts when it comes to storyboarding. The first version of a storyboard should never be your final version. Pixar use "re-boarding" to add the fresh changes that help enhance their films through aligning with their audiences, often by igniting widespread emotional responses.



AirBnB have also mastered this through their project 'Snow White', which they utilized to visualize the experience of their guests from start to finish. Who better to help with their storyboarding process than a Pixar animator?

AirBnB worked closely with animator Nick Sung to develop an impressive process based on storyboarding. Discussing the process, Nate Blecharczyk shared,



Whenever there's a question about what should be a priority, we ask ourselves "Which frame will this product or idea serve?"



The key is to plan out exactly how and why candidates move from one scene to the next. Ensure that every step of the process is relevant and worthwhile. If you find one scene doesn't flow naturally onto the next, it's probably time to say "cut!" and scrap it.



Think about the touch points as separate scenes.

If only it was as simple as designing one single Candidate Experience.

Of course, by now you've probably mapped more than one audience persona and you will already be aware that each of their experiences need to be different.

Storyboarding an experience for each persona is essential. Your senior executives will probably expect a different experience to your graduates or call centre staff for example. Once you have a candidate apply for a job, you have much more control of the experience you offer.

The variations of experience could be as simple as serving up different messages, content and events at different times. As you can see from the following diagram, each persona of your audience might first start to engage with your brand and possibly discover your vacancies from various different sources, therefore each having a slightly different experience from the get go.



Storyboarding an experience for each persona is essential.

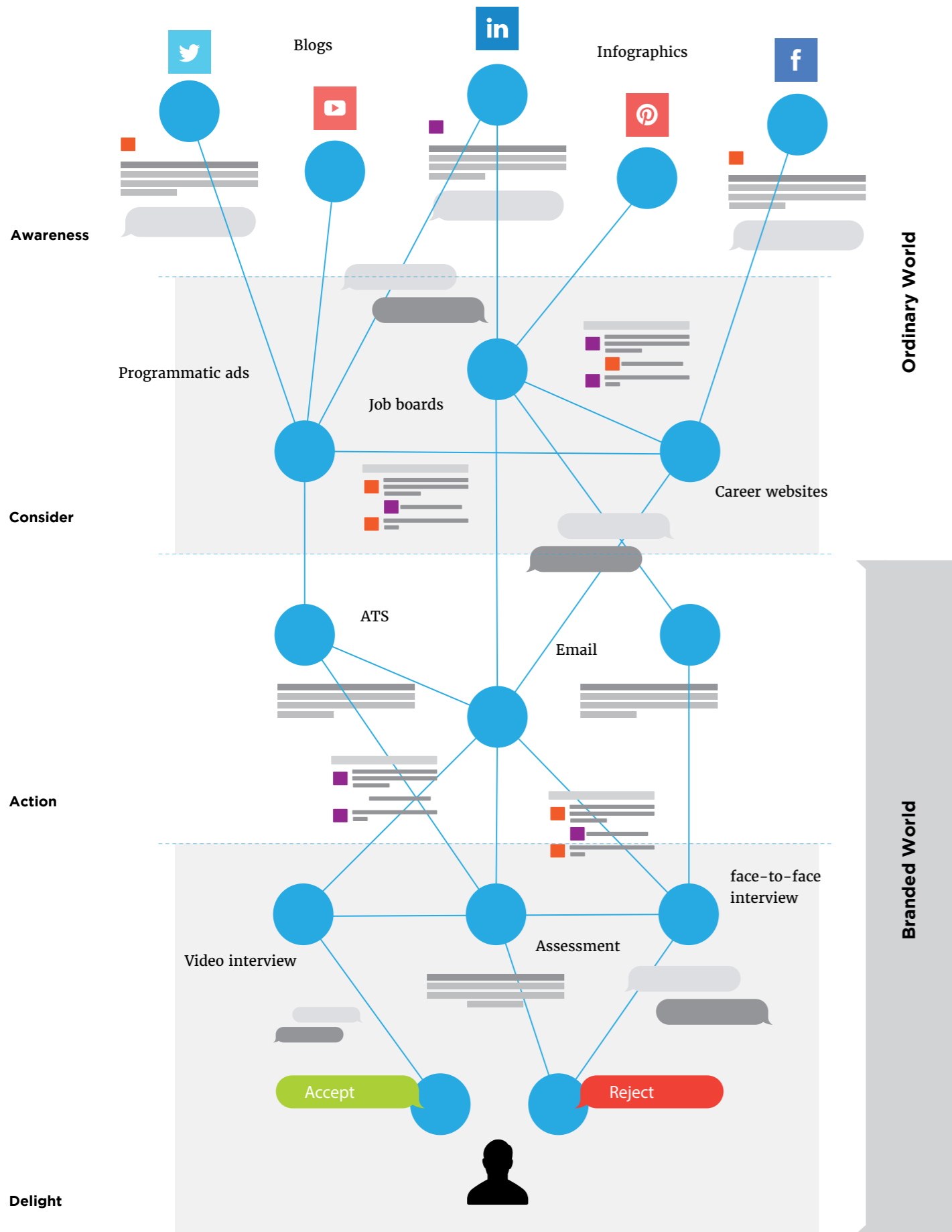
The diagram overleaf illustrates potential journeys of just one persona. Even if you currently focus activity and content in multiple places, this is probably a more realistic map of how your audience is currently finding you.

The more proactive you become with targeted content and deliberately chosen locations/channels, the more predictable this can become.

By investigating your full attribution of where your candidates come from, combined with researching where your personas hangout, you can begin to make informed decisions as to where you plan to put content to attract people towards your brand. For example, if you stop advertising on job boards and invest in YouTube or Snapchat content, that's where you'll start to see candidates filter down from if you execute the right digital attraction strategy, from controlling the candidate experience at an early stage.

If you don't like how people are currently finding you, you can radically change this by investing elsewhere, or controlling the experience much better whilst you plan a different strategy.

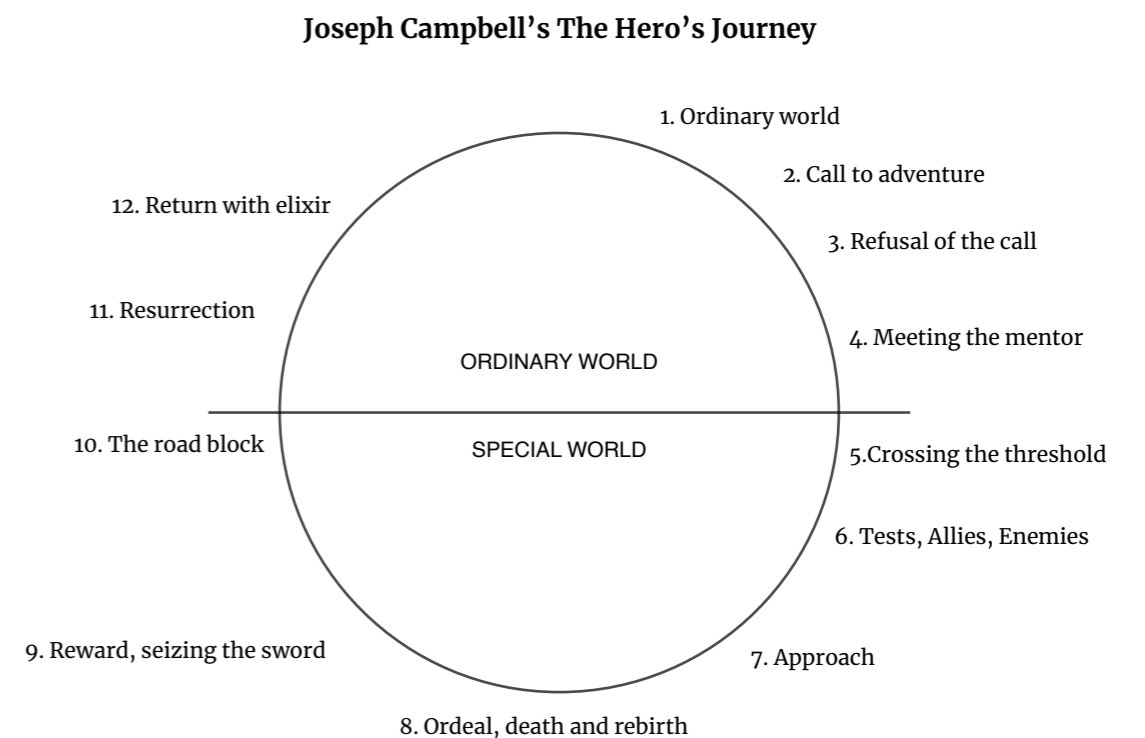
Why not spend a few minutes sketching a flow of how you think candidates currently find you at each stage? Then, you could do some investigation to see if you're right. Making solid informed decisions as to where each 'scene' takes place during the storyboarding process is critical to your success.



There are more recruitment lessons to learn from Hollywood than you may imagine.

Just like every successful Hollywood film, your candidates are called to adventure when they make their decision to apply for the job. The hero may be reluctant to move further at this stage. After feeling hesitant, your candidates will be convinced to 'meet the mentor'.

The Hero's Journey was established by American scholar Joseph Campbell. Following carefully crafted stages, Campbell outlines the adventure completed by the traditional archetype of The Hero of a story.



From the beginning of The Hero's Journey to the end, each stage of the process carries the hero forward towards completing their end goal.

When the adventure comes to an end, the hero takes away value and knowledge. Ultimately, despite facing conflict, the hero walks away better off than they were before.

Hero

- The reluctant hero
- The elixir
- The mentor

- The reflection characters

- The shape shifters

- The threshold guardians

- The nemesis/enemy

Candidate

- The candidate
- The job or opportunity
- The brand or organisation guiding the candidate's journey
- The most empathetic others
- The people or factors who could add or reduce value to the experience
- Details that influence the quality of the branded world
- The challenges and conflicts along the way

Applying Campbell's Hero's Journey to candidate experience, the key is to understand that your candidates are the hero of the story, not your brand. Fundamentally, you're there to ease them along their journey, through all the conflicts that arise after crossing the threshold.

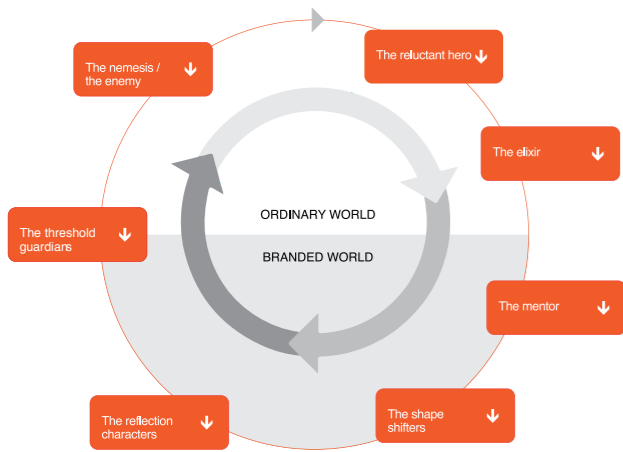
From the moment candidates make the transition from their world to your branded world, you should be there to mentor and support them along their adventure.

From researching your brand from the comfort of their bedroom, to the moment a candidate meets you for an interview, applying the Hero's Journey directly to CX allows you to develop the best, most effective stages possible for your candidate experience.



Understand that your candidates are the hero of the story, not your brand

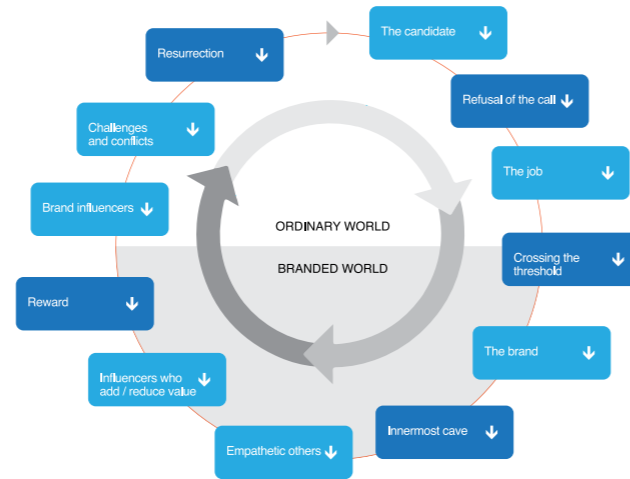
The Hero's Journey



In The Hero's Journey, Campbell outlines that the transition from the ordinary world to the special world takes place when the hero crosses the threshold.

Typically, this occurs when the hero of the story enters a new place or condition, where they are unfamiliar with the rules, values or what to expect next.

CX Mapping



When candidates make the shift from their world to your world, there is an extra pressure to ensure that the journey runs smoothly.

Unlike the starting stages of the candidate journey, their thoughts and feelings are now largely placed in your hands.

Breaking down the journey

The moments between the moments are more important than you may think. Stages such as crossing the threshold and the innermost cave are largely in the hands of the candidate.

However, this doesn't mean that brands can't enhance or influence these moments by making the stages around them as effective as possible.

A Hero's Journey	Candidate Journey	Who's in control	Moments between the moments
The reluctant hero ↓	The candidate ↓	Their world ↓	
The elixir ↓	The job ↓	Their world ↓	Refusal of the call ↓
The mentor ↓	The brand ↓	Your world ↓	Crossing the threshold ↓
The reflection characters ↓	Empathetic others ↓	Your world ↓	Innermost cave ↓
The shape shifters ↓	Influencers who add / reduce value ↓	Your world ↓	Reward ↓
The threshold guardians ↓	Brand influencers ↓	Your world ↓	Resurrection ↓
The nemesis / the enemy ↓	Challenges and conflicts ↓	Your world ↓	

08 Story ingredients from the greats

Donald Miller **Define the conflict: What's the challenge? Problem? Obstacle? Hurdle?**

Donald Miller focuses on the importance of conflict for a great story. This requires four critical elements: character, purpose (what the character wants to achieve), conflict and a resolution.

Miller places the most emphasis however, on conflict. It's the ups and downs of life that really push people forward and allow them to realize their capabilities.

For your candidate experience, focus on conflict by demonstrating adversity of the role and current situation. Demonstrate why they are needed so much. This adds purpose, appeals to their inward motivation, sense of adventure and self-worth.

Blake Snyder **Create empathy as soon as possible**

Blake Snyder advises that to provoke empathy from an audience, the hero of the story must 'save the cat'. The act of saving a cat may seem small, but it's enough of an achievement to ignite emotion and encourage people to root for them.

As a brand, you should be looking for ways to express empathy towards your candidates as soon as possible. This doesn't always need to be extravagant; it could be a small gesture through social media, just to thank your candidates for their time.

Small gestures like this can ignite big results for your brand by showing your candidates that you're willing to go the extra mile. People enjoy feeling valued, especially in a stressful situation. A personalized message can go a long way.

Michael Hauge **Inward/outward motivation -** **emotional goal, rational goal**

Story Master Michael Hauge teaches that strengthening the inner journey results in a stronger outward journey.

The outward motivation of candidates is to succeed and progress, with the outcome of being hired. The inward motivations are more personal. These are their inner passions and goals.

So, help your candidates and existing employees to feel as though they're working towards their personal goals, and you're more likely to see them succeed and progress in the recruitment process or their current roles.

Robert McKee **Be the underdog: Demonstrate** **adversity for hero and the** **circumstance**

As Robert McKee suggests, make your brand the underdog of your larger story. Brands with a successful recruitment process let their candidates take centre stage. Shifting the focus away from them, the key is to make candidates the hero of the brand story. Allow your brand to ease the hero through the journey, while encouraging the candidate to believe in your brand and want to help you win.

Emotion is the **side effect of change**

Robert McKee also emphasizes that emotion is the side effect of change. To make an audience feel something, there must be change within the story. It's a common mistake made by executives to assume that widespread audiences identify solely with success. People relate to stories of everyday heroes, including the ups, downs, and obstacles that challenge protagonists along the way.

So, tell these stories in your recruitment process. Decide how to weave them into your candidate experience to inspire or motivate your ideal talent. Don't shy away from talking about a previous failure or an ongoing challenge, walk them through the scenes of this by demonstrating how they will grow as a result of joining your brand.

The Magic of Jaws

Aside from the iconic music, the anticipation we feel watching Jaws is ignited by a well-devised story structure. It's one that we've seen time and time again. The set-up of Jaws bears close similarity to Anglo-Saxon poem Beowulf. Beginning with a calm setting, anticipation is soon built up by an event (in this case, applying for the job).

The Jerry Maguire Mentality


To really revitalize your candidate experience, you may need a Jerry Maguire moment. Think "help me, help you". Ask for insights and tailor their experience based on Michael Hauge's story advice. Ultimately, you want your candidates to help you help them!

The Wizard of Oz Was a Fake


I'm sure we all remember the disappointment of discovering the Wizard of Oz was a fake. Avoid this conflict by telling the truth about the challenge at hand. Creating desire under false pretences is a disaster waiting to happen. After all, when you pull the curtain back and a successful candidate sees the everyday reality of your brand, they don't want to feel deceived. The reality is that disappointed successful candidates are likely to leave after a short period of time. Use the truth to attract the right person from the beginning, and you'll be far better off in the long-run.

09 Plotting the new optimal experience

Plotting the new optimal experience means identify the critical elements of the story, without the dialogue. Here, we're taking Robert McKee's advice to,



Write the story without words first



1

Draw out all the scenes from your mapping session and write the following under each box.

What's the purpose?

The purpose of every scene isn't necessarily to make the candidate happy. Some scenes may be there to intensify an emotion, evoke a memory or to create an environment that helps you uncover the characters that push your hero along their journey. The goal is to find the right candidate as effectively as possible. The challenge is to do it as effectively as possible whilst making it easy, memorable and enjoyable for the candidate.

To help achieve this, use the following questions:

- Finish this sentence: 'In this scene, the candidate must...'
- Finish this sentence: 'In this scene, we must...'
- What information must be captured?
- What else must be achieved during this event?
- Where is the scene?
- Who's in the scene? (write each name and why they're there)
- How will you know you've achieved success?
- How should the candidate feel at the beginning and then at the end?
- What does the candidate think at the start and then at the end?
- How easy must it be for the candidate to progress? (1-10)
- What will the candidate remember from this scene?
- What does the candidate think at the start and then at the end?
- What will the candidate remember from this scene?

2
Now, give the scene a name. For example, think of one stage as the scene where your [hero] must [task] without [risk] of [negative outcome].

3
Next, by answering the questions below, edit the story within the scene and record your notes.

4
What is the biggest risk to the scene? How can it go wrong? How and why does it most frequently not go to plan? How can you rectify that?

5
What other considerations and ideas can be applied to the new scene within the realms of practicality from your mapping session?

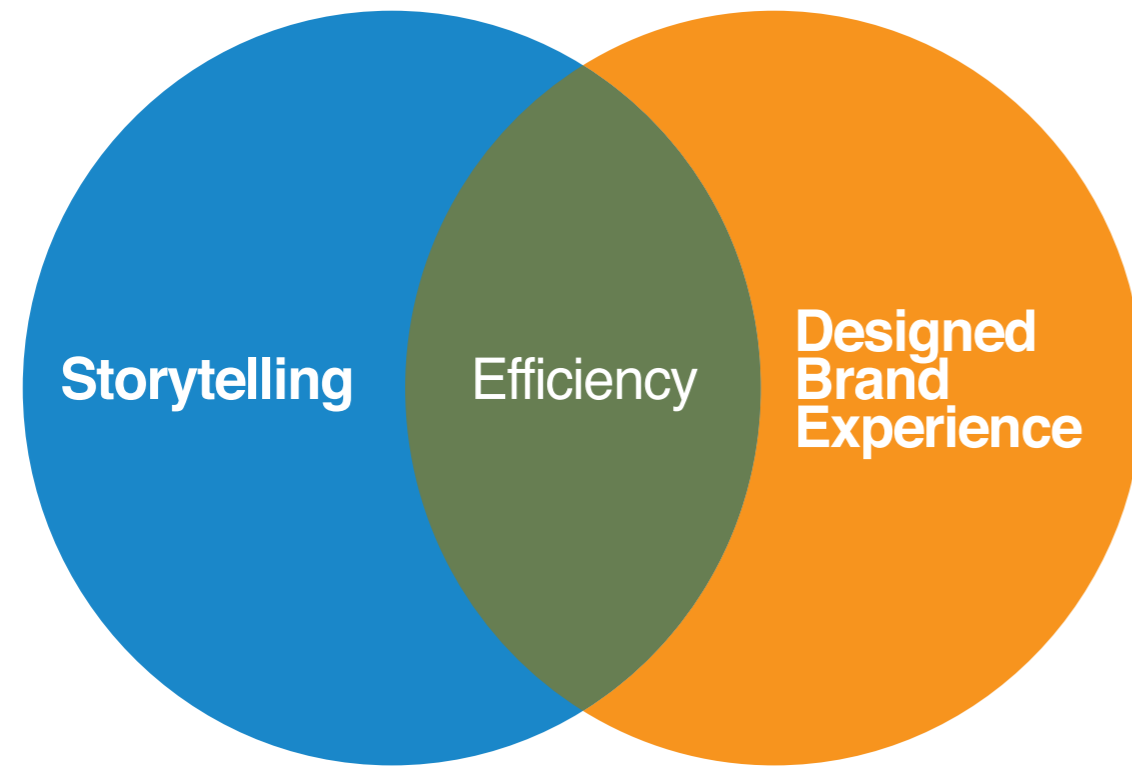
6
Score the Feel, Think, Ease and Memory out of 10 again and assess if the improvement is achievable and appropriate.

7
Identify the moment between the moments. How can you influence it and turn it to your advantage?

8
Stand back and reassess all of the elements once they're assembled. Can the scene be shortened, changed or even deleted and still have the hero moving forward through the story?

9
Don't stop there! Repeat the steps for each scene in your full candidate experience journey.

10 Storytelling



The principles of a purpose told story

A purpose told story is possibly the most powerful way to illuminate, cement and amplify a message you would like to deliver....



Facts tell, stories sell



A purpose told story is a well-devised story that evokes empathy from the audience through its characters, keeps the audience hooked throughout, shocks the audience with a conflict, provides value and of course, comes to a useful solution. A purpose told story should always provide a clear solution.

Questions to answer in your preparation for a purpose told story

- Who is your specific audience?
- Define the pain. Where does it hurt / what do they need?
- Define the core value you want to communicate
- Define the action you want the audience to take as a result of the story
- Find the core characters and ensure they're a reflection of the audience
- Define the change that will occur from negative to positive (or vice versa). Without change, there's no story

The key ingredients of a purpose told story

- Empathy - they must identify with the central character
- Provoke curiosity - the audience asks, 'how will this turn out' in order to keep their attention
- Surprise - it shouldn't quite turn out as expected - surprise equals memorable
- A rush of insight - what does it mean? What have we learned? This delivers satisfaction to the audience
- A trigger to take action - provide the solution quickly and clearly and lead your audience to your conclusion effectively

Great questions to ask when on the hunt for stories to inspire others

- Most memorable achievement?
- Proudest professional moment?
- What stories do you tell when... (selling, explaining x, educating etc)
- What stories have people told you about...

Follow up questions to get a little more information and raw emotion

- How did it feel?
- What did you learn?
- How did that change you and/or your team?
- Why do you think it worked out?
- What did it allow to happen next? What changed afterwards?
- Why was that important to you/team?

Where to look for stories to use in your business

- Speak to your customer service department for stories about how they've helped their customers
- Speak to managers about how they've achieved team goals together
- Speak to newly inducted staff for stories about how they felt during their CX, and what it means to work for you
- Speak to your marketing team and unearth stories about your brand
- Speak to your CEO and top management for memorable moments, key learning, core messages and insight worth exploring elsewhere

Structures to try out quickly and easily

- Feel, Felt, Found (I know how you feel, others felt like you previously too, but what they found was...)
- ABT (x AND y, BUT then z, THEREFORE a,b and c)

What other types of stories should you be looking for?



Connection

Shows the audience what makes you tick and that you're similar to them.



Influence

You can beat a story with fact, you beat it with a better story, so find it... or generate a one.



Success

Focus on the character, how did they feel when faced with the challenge. Bring it back to people helping people (P2P).



Clarity

A simple story to answer the question: Why?



Collaborative

Stories to show what can be achieved together - this gives a sense of achievement and belonging.

11 Candidate Experience Design

Revisit the success criteria you defined at the start. Do you think you've got an experience mapped that will achieve your success?

Audit your technology and decide if it's up to scratch. Can it be changed or altered to offer improvements?

Write a short business case for the changes you're recommending including:

- The financial savings
- The efficiencies created
- The team morale and other 'soft' benefits expected
- The risk of non-implementation
- The improved competitive edge / improvement over competition
- Look for additional ways to retain silver / bronze medalists - fast track through future process
- Create 'natural' referral opportunities amongst your talent pool
- Build a community of talent outside of the process
- Overlay practicalities or constraints that will not allow full implementation of any element, any scene and document a fallback position/scenario
- Be clear with the 'owner' of each scene and how they will ensure success: scene essentials (What must happen? How must it be presented? What is the vibe? What is the focus? What is the outcome?)
- KPIs
- How they will measure success themselves

Organise a dress rehearsal. Pilot each change and find the issues/challenges in the real world.

Sign off each stage as you're comfortable with it. Document the essential ingredients and compile checklists for the 'owner' of each scene.

Design and document each stage with the key stakeholders involved. Devise a training plan for stakeholders and define minimum performance criteria in line with KPIs. Define ways you're going to measure success during and after any recruitment process.

Overall validation techniques

Finally, validate using the following techniques:

- Present to all stakeholders and poll / survey their reaction to improvements
- Monitor behaviour and reaction to a small pilot - compare key metrics to legacy data
- Analyse test results and interview stakeholders afterwards
- Surveying wider team members
- Monitor key metrics as you roll out further and analyse the data as much as possible
- Surveying candidates throughout the process and afterwards within 30 days of the experience - the more real time data you can reach to the better



The Complete Guide to Improving your Candidate Experience by Design

www.ph-attraction.com

