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empower  
impact  
engagement  
success  
data  
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bright ideas  
for 2022  
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differentiator  
personalize  
belonging  
truth  
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inward  
activations  
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advantage  
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humanize  
empathy  
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unbiased  
smile  
wonder  
brand

# a note

The past two years have been game-changing in an industry where change is slow and tactful. Therefore to better serve our industry and prepare them for the aftermath, we've been doing a lot of listening. We've been listening to you, our partners and customers, and industry practitioners and thought leaders.

We began the year by asking:  
**"What brings joy to your job?"**

The results were not so surprisingly similar.



The 2022 Recruitment Marketing Ideabook reinforces the feelings and values that we've felt collectively over the past year—the desire for human connection.

As we interviewed top thought leaders and practitioners in the industry, their biggest takeaways for 2022 all held this value. They're finding that successful recruitment strategies and solutions focus on doing the right thing for your employees, candidates and humanity.

We significantly impact the world in this industry. This isn't about thinking outside of the box. It's about thinking outside of ourselves.

# the thought leaders of 2022

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# empower teams

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voice  
showcase  
culture employer brand  
engagement  
passion your differentiators  
employees  
storytellers  
talent  
networks

look  
inward

# empower teams

Allow your employees to be who they really are.



**Torin Ellis**

Diversity Strategist, The Torin Ellis Brand



## Find the storytellers.

Continue telling employees great stories and ensuring that people are at the forefront of everything we do, whether big or small, empowering everyone that their story will inspire. We are also turning our Talent Marketing team into storytellers, not just marketers. The best resource is our people and hearing from them and the incredible things to change the world daily.



**Elle Davison**

Global Employer Brand and Experience Leader, IBM



## Choose the right activations for your team.

Doing the right things. There are countless things we could do, countless recruiting events we could activate, countless talent communities we could reach. But since resources are limited, it's a matter of doing the right things in the right way as a team.

There's a plethora of initiatives coming to life within the talent acquisition space: programmatic job advertising, hackathons, sourcing parties, assessment centers, campus events, alumni activations, and a broad range of other initiatives that one could activate. This, however, doesn't mean you should focus on all of them. Critical is to choose the most relevant ones for your candidates. A handful of powerful 360° recruiting activations is a lot more impactful than small and repetitive activations on all possible fronts.



**Jethro Di Meo**

Head of Global Talent Acquisition, Red Bull



## Highlight your differentiators, i.e., your team.

Suppose 2022 is anything like the 2021 candidate's market, with sign-on bonuses thrown around like candy. In that case, I think the best thing employers can do is highlight the differentiators of their culture through the voices of their current employees. Salaries, bonuses and benefits are important, but it's the organization's environment that keeps the best employees happy (and referring others to join them).



**Jessica Summerfield**

Talent Acquisition Marketing Manager  
Advocate Aurora Health



# empower teams

## Create distinct roles for your team and tap into their passions.

Create the distinct roles that should and do exist to attract talent to companies. In no other world would we make sales, marketing, brand, data analyst, copywriting, D&I consultant, assessment designer, and administrator all the same person. Recruiters are not marketers. Or if they are, equip and design the role accordingly. Recruitment marketing will never be all that it can be if you don't hire or skill true marketers to do recruitment marketing.



**Jess Von Bank**

Head of Marketing and Brand Strategy, Leapgen



## Let your employees be the voice of the brand.

Tell more stories about your employees and let them be the voice of your brand. Enlist them as employer brand advocates and leverage their networks so you can amplify your message.



**Chris Russell**

Managing Director, RecTech Media



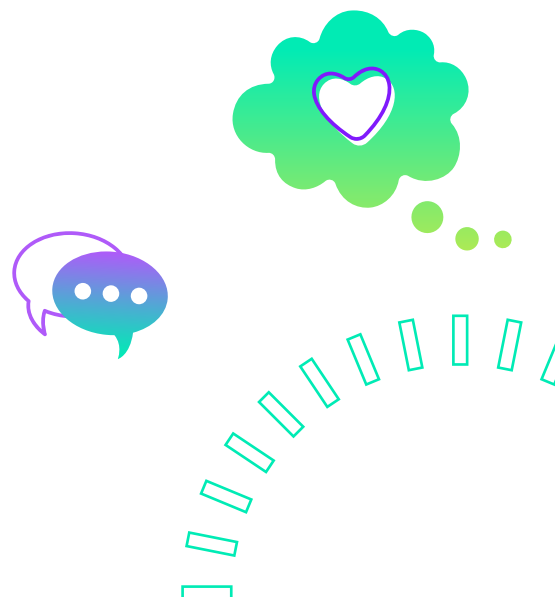
## Look inward.

Unprecedented times require innovative approaches to previously successful strategies and delivery tactics. We've made a conscious effort to look inward—we're evaluating our internal and external brand voice to ensure we're articulating the opportunities we have to offer to both our employees and external candidates. This is critical on both the hiring and retention front. With this strategy, it's also critical that we're authentic and transparent in our communications since in-person interactions are absent. Today's talent is eager to understand how we will support them in their circumstance. We saw this during the peak of COVID-19 and continue to keep this top of mind as we navigate the future of work.



**Jennifer O'Brien**

Global Talent Acquisition Leader of Candidate Attraction & Experience, Booz Allen Hamilton





## Focus on engagement.

You can have the best recruitment marketing practices, but you will not succeed if your workforce is disengaged or your employee experience falls short. All of us are navigating seismic shifts in the labor market (the much-documented “Great Resignation,” all-time-high job opening volume with concurrent war for talent). But more importantly, you must remember that every new hire is likely to join a team with varying engagement levels. If your organization lacks focus on engagement and retention, you will end up with a leaky bucket of never-ending requisitions.

Use your RM practices on your employees to re-recruit them and help them remember why they joined your organization and how they make a positive impact.



**Julia Levy**

Head of Global Talent Acquisition  
Commscope



## Showcase your culture.

The most important thing that an organization can do to improve its recruitment marketing strategy is showcase its culture and opportunities for meaningful career pathways. Over the last 18 months, the health crisis that has shaken the world has given our organization new meaning to caring for our caregivers. Creating an environment where we treat our caregivers like family is our top priority to be taken care of at home and work. Our family-like culture is a competitive advantage for attracting and retaining top talent in the communities we serve both nationally and locally. In today’s marketplace, job seekers need belonging, flexibility, inclusivity and an understanding that their employer is constantly creating new ways to support them.



**Kiersten Kanaley**  
**LSSGB, RACR**

Executive Director of Talent Acquisition Operations  
Cleveland Clinic



## Prioritize internal hiring.



**Tim Sackett**

President, HRU Technical Resources



# recognize candidates

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hiring  
job personas  
requirements  
values  
understand  
listen  
proactive  
consideration  
targeted  
strategy  
candidates  
change minds  
change  
lives



# recognize candidates

## Blow up recruitment.

Change minds & change lives for people with disabilities.



**Julie Sowash**

Executive Director, Disability Solutions



## Target your recruiting strategy.

We need to update our recruiting strategy to be more targeted to attract specific candidates for roles. This will include reviewing how, where, and when we communicate our recruitment message and a new creative look and feel to resonate with each target group, encourage consideration, and ultimately increase our candidate flow.



**Sid Levy**

VP, Talent Acquisition & Associate Engagement  
Extended Stay America



## Understand your candidates on a deeper level.

Today, our world has myriad personalities and motivations, especially coming out of the pandemic and social unrest of the last few years. We have to look at our main hiring personas and seek to understand what these individuals value and what would make them engage with our jobs. We also have to increase the frequency of when we review these as well.



**Marc Cochran**

Talent Acquisition Global COE Leader  
Trane Technologies



## Define job requirements.

Recruiting is a function of three components: Defining Job Requirements, Sourcing Candidates, and Evaluating Candidates (to Job Requirements).

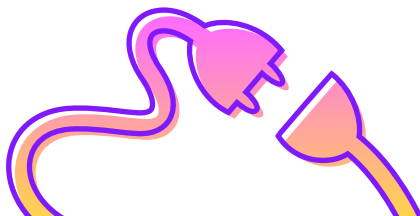
Over the past decade, we've seen substantial investment and improvements in sourcing candidates – evidence LinkedIn and a plethora of Applicant Tracking Systems. To a degree over the same period, progress in evaluating candidates' technical qualifications and work history for a job has also improved.

The x-factor opportunity lies in doing the first step much better: defining job requirements. This is the foundation from which all else builds in recruitment, and it's currently fraught with subjectivity. To prove this view, try the following in your environment: Ask three of your managers over a common role (e.g., sales reps; project managers). 'What are the 5 most critical capabilities you need by your team members for them to be successful?' I guarantee you will get five different answers – and they cannot all be correct.



**Mike Bollinger**

VP, Strategic Initiatives, Cornerstone OnDemand



# recognize candidates

## Develop hiring personas.

Upskill yourself on learning technologies to better understand how your employer might build and buy and borrow talent. Then develop personas for job families (that in the past you only hired if they were ready to hit the road running) that are usable by recruiting where it is now critical to hire for growth, not readiness.



**Gerry Crispin**

Principal & Co-Founder, CareerXroads



## Listen to your candidates with the intent to understand, not respond.

Listening with the intent to understand, not respond. Your audience is out there every day talking with friends and strangers on social media and review sites. We often see these conversations, and we want to respond, solve the problem, and help squash the sentiment. We have to stop doing this. They are trying to tell us something, and we have to listen. We have to “be curious, not judgmental” to quote my new hero, Ted Lasso. Your people and recruiters talk to your audience all the time. Get closer to them. Understand the questions candidates are asking and infer what they are looking for in those questions. You have all the tools you need in your ears and the ears of your recruiters and hiring managers. Just be brave enough to listen to them without responding.



**Tracey Parsons**

Owner & Consultant, Parsons Strategic Consulting



## Be more proactive with candidates.

We intend to find the most effective ways to enable the recruitment team and hiring managers to sell our company to candidates. It needs to go beyond simply sharing the job posting on social media and, instead, where they're playing a more active and engaged role in promoting and sourcing for the roles open on their teams. We need them to craft more compelling job descriptions; be more proactive in outreach to candidates instead of waiting for people to apply, and align on our value proposition to more effectively sell why candidates should join their team and company.

Our team recognizes that we can only get to that place by making it easier for them. So, we're designing playbooks, toolkits and training them on how to take an active role.



**Anthony Jones**

Director of Talent Brand & Employee Experience  
Rockwell Automation



## Recruit for the skills you need and find where they fit through a persona-based approach.



**Debbie Tuel**

Chief Joy Officer, Symphony Talent



# humanize connection

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connectivity  
humanize  
consistent communication  
engage  
stand out  
power of people  
standing up  
for change  
conversation  
authentic  
local partnerships  
community  
word of mouth  
connections

# humanize connection

## Stand out by standing up for change.

Competition is everywhere; we know this to be true because we help the world's leading brands attract diverse, exceptional talent.

To stand out, make universal changes that meet the expectations of today and the future of work.

That means digging in and reflecting on what change your org needs. There's no time to sugarcoat your brand or employer brand's reputation in the market. Lean in and listen to your employees, Glassdoor reviews, and the economic market at large. In today's worker-led economy, workers won't settle for wages and benefits that haven't increased in years, stale communications, slow recruit responses, or unsafe work environments. We're well past time to humanize the connection to your employees and candidates.



**Roopesh Nair**  
CEO, Symphony Talent



## Map connections through word of mouth.

In a world where candidates have become overloaded with traditional company-driven job advertisements, corporate clichés, disingenuous employee value proposition claims, email spam, and targeted social media ads, there is one thing that they still trust consistently: each other. We all understand the merit of turning employees into brand ambassadors. But why stop there? Here are a few of my personal favorites to help you get started:

- i. Ask for candidate references? Invite the person providing the reference to join your talent network.
- ii. Work with universities and educational institutions? Share your early career opportunities with the administrators and ask for recommendations.
- iii. Partner up with vendors and agencies? Having worked with different customers, they might know just the person you need.
- iv. Got an alumni network? If not yet, 2022 is an excellent year to start. If you do, catch your boomerang employees and invite them to return.
- v. Engage within your local community? Don't be afraid to spread the word within this potentially untapped talent segment.



**Jethro Di Meo**

Head of Global Talent Acquisition, Red Bull



## Understand the power of people post-pandemic.

Continue learning what belonging means to the post COVID culture in our ever-changing world of work. The Coca-Cola ad "Open Like Never Before" so prominently articulates the change in how we view the world differently. The opening of that ad says it all, "Wait, who says we have to go back to normal? What if the biggest change is you and me." We see this change start to affect our businesses with the great resignations and the scarcity of the hourly workforce. Businesses are scrambling to accommodate and formulate what work means to each generation and ensure the way we work isn't defined by how we worked before COVID.

Our greatest resource is our employees and the power of how they have transformed our businesses and adjusted in the face of great change. They are always the single greatest asset in identifying our companies' position to find great new talent. The value of their learning, innovations and passion for our businesses makes our jobs as recruitment marketers so exciting.

As great storytellers, we don't have to make up the story of our EVP; we just need to be intentional about being connected to every area of our business and highlight the great work our employees do every day.



**Debora Johnson**

Recruitment Channels & Content Manager  
The Coca-Cola Company



# humanize connection

## Differentiate with consistent communication.

Each year, the biggest competitive differentiators in the Talent Board candidate experience benchmark research are consistent communication and feedback. No matter what the world looks like, these always make a difference in the candidate experience and impact whether candidates will apply again, refer others, or for consumer-based companies, make purchases. Recruiting technologies, including conversational AI platforms, will heavily depend on delivering candidate communications at scale. Whether by text, messaging app, video, or even email and from automation or humanation, consistent communication makes all the difference.



**Kevin Grossman**  
President, Talent Board



## Be authentic.

Focus on building a clear, transparent, and authentic brand. Your communication should be consistent across all channels and should include all details around what it is about your organization and job openings candidates want to know. Avoid using terms that require them to 'learn more' or wait to be discussed during the interview process. Refresh your job descriptions, websites, job posting channels and more with everything from benefits & perks, workplace culture, company mission & goals, employee testimonials, and job requirements. The fewer actions candidates need to take to dig for details, and the more effective your talent pool will become.



**Julia Kershaw**  
Solution Design Consultant &  
Employer Brand Activation Services, ADP RPO



## Create a competitive advantage through community.

Our largest marketing impact directly comes from our community. We are very passionate about creating a fun and engaging environment for our community members and loyal customers to help one another. Through powerful connections, insightful conversations, or even offering a helping hand, our community's impact speaks volumes of what people can do when they come together for a common communal purpose.

To help our community further engage with each other, we've launched a community Discord channel and started hosting regular Zoom meetings so we can come together to talk about other interests besides our products and services.



**Shannon Pritchett**  
Head of Marketing & Community, Hiretual



# humanize connection



## Simply put, connectivity.

Connectivity! We spent the last 18-24 months living in a new paradigm. Overnight, billions of people began video conferencing, remote working and virtual schooling at all hours of the day. Many of us take connectivity for granted, not realizing that so many in rural or underrepresented areas have little to no connectivity to the internet. The digital divide makes virtual work or school a struggle for many. I am proud to work for a company that is helping bridge those gaps. Helping schools, healthcare systems, municipalities and county governments improve their infrastructure to enable



**Julia Levy**

Head of Global Talent Acquisition, Commscope



## Speak your audience's language.

Shift your mindset and learn to speak the language of your CEO and CFO. Think commercially and start expressing the impact of a broken candidate experience or employer brand in terms of the dollars and cents they cost your organization. When you can show the execs that what's good for the candidate is also good for business, you'll have their support.



**Karl Wierzbicki**

Vice President of Marketing, InFlight



## Humanize.

Humanize our candidate experience and make candidates imagine what it's like to have a purpose in what they do, work/life balance, equity, and a brighter future.



**Leo Labra**

Employer Branding Program Manager  
Southern California Edison



# reprogram leadership

leadership  
understanding  
inclusivity  
genuine change  
culture of  
belonging  
humanity  
tolerance  
reprogram  
adapt  
compassion

smile  
manage  
human  
be

# reprogram leadership



## Commit to genuine change.

Don't conflate philanthropy with a genuine commitment to change, starting with leadership accountability and zero tolerance for bad behavior. To impact the world in 2022, I need to see leaders engaging, valuing, and optimizing their people - TALENT! The best tool is talent analytics for hiring, progression, and attrition among their teams. This information should be constantly used by business line managers and leaders even more than HR.

These leaders should also align hiring and promotion criteria to the business (ideally competency-based criteria over pedigree). This encourages hiring "best talent," including internal candidates and external candidates from underrepresented backgrounds. Having these leaders held accountable for the mobility and representation of their talent ensures a strong culture, innovation and strong financial performance.



**Ginny Clarke**

Former Director of Executive Recruiting, Google



## Be human.

Early on, one of my mentors made a snarky comment that stuck with me: "recruiting is just making friends, so just act normal." That guy was ahead of his time. Candidates have more choices than ever, so it's crucial that we portray our jobs and workplaces honestly, or they'll leave and not come back (as a candidate or a customer). As people who live and breathe this work every day, it's easy to get caught up in the latest tech and compelling copy. Only when we view the candidate experience through their lens can we objectively focus on the simple things. When was the last time we completed a test? Does our employer brand content reflect reality, or does it feel forced?

- i. Are we "fast-paced" and "agile," or do we spend every hour of the day in meetings?
- ii. Do we offer "best in class benefits," or are they just inoffensive and "meh"?
- iii. Are we lean and inclusive, or does our hiring process include a lengthy application and 12 interviews?

In an increasingly remote workforce, bean bags, chairs and free cold brew won't offset the gap between workplace expectations and reality. Let's take this opportunity to look inward and ensure that our job ads, content, and process speak to our candidates the way you'd want to be engaged: clear, concise, and self-aware with a focus on what they can expect. That's a company worth working for. That's a company that knows how to 'person.'



**Adam Miller**

Manager, Talent Acquisition Strategy & Operations  
Safelite





# reprogram leadership

## Have compassion, tolerance and understanding.

The best resource for making an impact on 2022 is compassion, tolerance and understanding. Our lives continue to be turned upside down, the nature of work is changing rapidly, and we all adjust to change differently. Being human at work means bringing your whole self to work and understanding that others have a journey they are on, and we can all find paths together. I will bring more compassion to my understanding, recognizing that others adapt to change at their pace, and we can all be kinder in our communications. And it all starts from the top. Empower leaders to hold these core values in their management, and you will see the domino effect.



**Elaine Oler**

CEO and Founder,  
Talent Function - A Cielo Company



## Remove your ego and lean into your best resource.

The most important thing we can do is to throw all assumptions out the window. Remove your ego and your pride in past successes. This space has evolved quickly over the last decade, but the turbulence of the last two years has turned everything on its head. Sure, there are some foundational truths we still hold on to – things like authenticity and transparency in your employer branding. But, across everything else, the greatest thing we can do is re-evaluate everything top to bottom. Is our media strategy the best it can be? Do our EVP and brand messaging match what we offer and what candidates are seeking? Do we need to spend a bazillion dollars on this platform or that vendor? You may find that the answer is still “yes,” but it’s crucial to ask that question now. In today’s crazy labor market and turbulent world, let’s make sure we’re not doing things the same way we were in 2019 and expecting the same results because that’s just setting yourself up for disappointment.

The best resource? That has always been – and will continue to be – our teammates. The people generate the ideas, write the copy, create the campaigns, evaluate the media plans, and support the businesses’ hiring needs. Sure, it may sound cheesy, but that doesn’t mean it’s not true. Too often, I see Employment Brand teams of one, and that’s just not sustainable. As this space grows, so should our expectations of the roles we need to be dynamic, nimble and successful TEAM.



**Adam Glassman**

Director of Employment Brand & Marketing  
Cox Enterprises



## Smile.

A smile. Whether in person or on ZOOM, it is tough not to smile back when one person smiles. Once you have made that connection, you can expand on it by paying complete attention to that person. This means listening to them with your eyes, your ears and with your whole self. It is way too easy to turn off one’s video and multi-task or check one’s email while in a meeting, and I know I have done it more than I wish to admit. I, therefore, aspire to bring my complete self to every interaction and see what comes from giving others my full attention, starting with a smile.



**Janet Rossbach**

Director, Alumni Relations and  
Volunteer Engagement, Baruch College



# reprogram leadership

## Adjust your leadership approach as the economy flexes.

Uncertainty is holding back the economy and holding back many workers from returning to work. As covid and the delta variant wane (due to increased vaccination rates), the reduced uncertainty will encourage more and more workers to reenter the labor force.

2022 will be the year of economic growth, falling unemployment and rising labor force participation. To succeed, organizations must understand that we're living in a worker economy. That means you have options if you're a worker, and you have work to do if you're an employer. You need to start adjusting to the new way of work by ensuring your leaders are ready to flex with worker expectations.



**Jacob Bastian**  
Economics Professor, Rutgers University



## Reprogram for better communication.

Most firms weren't winning the war for talent pre-pandemic, and more still are failing to do so now. Two things must get addressed ASAP, and each has a major chunk of nostalgia halting progress. One challenge involves executives that have to get reprogrammed. Old management methods, nostalgia for the old normal, and invalid assumptions (about work from home productivity) are contrary to today's workforce's need, want and demand. Wrong-headed nostalgia will drive firms into failure fast. The other mindset change involves where companies will source talent. Let's face it; the old sources marginally delivered what firms needed vis-a-vis potential hires. But with record churn, resignations, etc., the pipeline that these offer will be inadequate. Firms with antiquated ideas re: alumni (i.e., former employees) are possibly missing out on one of the greatest recruitment opportunities out there. But to do so, we'll need firms to reach out to past employees, create personal relationships with them and make sure they don't work for their old bosses (remember, people often leave their boss, not the firm).



**Brian Sommer**  
Industry Analyst & Consultant, TechVentive



## Create a leadership culture of belonging.

As leaders adapt to managing teams working from home, from the office, or a beach in Mexico, the most impactful and powerful thing I will do, and I encourage other leaders to do, is to create a culture of belonging. No matter where our team members reside, we must promote a culture where each person matters; every person's presence and perspective are seen and recognized, and their contribution valued. This is a human issue, not just a diversity, equity and inclusion issue or a way to avoid FOMO (fear of missing out) on a massive scale. Companies that promote a culture of belonging within their recruitment marketing must ensure that cultivating belonging is activated company-wide across all divisions and organizational levels.



**Janet Rossbach**  
Director, Alumni Relations and  
Volunteer Engagement, Baruch College



# The #trending tools of 2022

The tool I'm most excited about in 2022 is **SmashFlyX**. We haven't had a robust recruitment CRM like this and are just about ready to go live. I'm confident in the value our recruiters will find in the tool, impressed with its modern UI, which should ensure adoption, and excited about the visibility we'll get to how effective our recruitment marketing campaigns are.



**Anthony Jones**

Director of Talent Brand & Employee Experience  
Rockwell Automation



Most organizations today struggle with HR technology adoption. Let's **reimagine our approach to adoption where it's not a post-go-live afterthought but rather a proactive, strategic approach** just as we would for a well-orchestrated marketing campaign; where we are thinking beyond the tool and creating the culture and experience that we need for our business success and to build the workforce for tomorrow.



**Sheri Ratliff**

Director of Talent Acquisition, T-Mobile



Create a new career site and employer brand based on **personalization**.



**Susan Russell**

Associate Director of Talent Acquisition  
BlueTriton Brands



**Data, data, data.** Let me say one more time: if we harness data for the power it truly offers in making effective people decisions and making those people more effective, we can truly impact the world.



**Jess Von Bank**

Lead of Marketing and Brand Strategy  
Leapgen



**Chad Sowash**



**Joel Cheesman**



Podcast Hosts, The Chad & Cheese Podcast

Social media continues to be an effective tool, but only if we evolve our strategy as the platforms evolve. **Creating programs to encourage employees to share content** with their networks will always be the most trusted, effective, and cheapest option and the most difficult to achieve!



**Jessica Summerfield**

Talent Acquisition Marketing Manager  
Advocate Aurora Health



Include **personalized videos** throughout our pipeline, including during onboarding.



**Kelly Piccininni**

Director of Talent Acquisition  
and HR Operations  
Northside Hospital



Create **gender neutral and unbiased content** for recruitment marketing, including job postings.



**Katrina Kibben**

CEO & Founder, Three Ears Media



# Join leading organizations.

Booz | Allen | Hamilton®



THE *Coca-Cola* COMPANY

T Mobile



Google



## Activate empathy.

Let's talk about the user and candidate experience and their parallel journeys to success.



## Make connections.

Personalize communications at scale and build brand affinity without barriers.



## Empower teams.

Automate tasks so users can focus on building relationships and diverse teams.

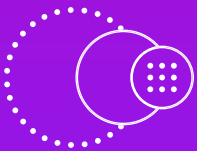


## Spark joy.

Exceptional experiences drive leading brands' success, for their recruiters, candidates and brand's reputation overall.

# Your partner for talent marketing greatness.

SmashFlyX is the ultimate engine for talent pipelining, sourcing, campaigning, interaction and reporting. As your needs shift, it remains your central hub for every talent touchpoint.



## Software that scales with you.

The platform is built on open APIs and seamlessly integrates with a wide range of applicant tracking systems and HR technologies



## Technology and creative perfectly aligned.

Symphony Talent can help tell your story and deliver it – when, where and how your candidates want to engage with it – offering creative services for employer branding, marketing campaigns, content and social media.

Symphony Talent is a recruitment marketing technology company that helps talent acquisition teams automate tasks and empower innovative candidate interactions. Symphony Talent's award-winning EVP strategy, employer brand campaigns, career site design and recruitment technology support more than 600 customers across the globe, including the world's leading brands.

Learn more at [symphonytalent.com](https://symphonytalent.com) and [thejoypipeline.com](https://thejoypipeline.com).

 Follow us on Twitter @SymphonyTalent\_