

# Hiring Revolution / RESOURCE

## A Guide to Disrupt Racism + Sexism



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### SAMPLE JOB DESCRIPTION

#### *Intentional About Equity*

Team Dynamics has successfully built and retained a mixed team across a variety of differences that make a difference. For the first time ever, we are sharing our “secret sauce” with you. Below are the core components of our job postings. You are welcome to borrow from them (with attribution).

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As you read:

- Jot down some notes about what **sections, sentences, words, and phrases catch your attention** and why.
  - What appears **new or different than** what you have seen and/or used in a job posting before?
  - What do you think are **some of the implications** of approaching a job announcement this way?
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Here is a truncated version of one of our real-life job announcements:

#### **Team Dynamics LLC Job Announcement Vice President—Growth + Infrastructure**

**Status** \ Full Time, Salaried

**Reports to** \ Cofounder and President (Alfonso T. Wenker)

**Supervises** \ Currently 4 staff and contractors, likely more as we grow.  
Currently includes—Operations Associate, Bookkeeper (contract),  
Storyteller, Digital Engagement and Growth Manager

**Key Relationships** \ CEO, VP—Capacity Building, Director of Client  
Experience

**Salary** \ \$110,000 annually and benefits

#### **WHO WE ARE + WHAT WE DO**

Team Dynamics is a People of Color-, woman-, and LGBTQ+-owned company. We are expert coaches and facilitators focused on helping leaders and workplaces live up to their potential through intentional and meaningful culture change. We believe that going to work can and should feel fundamentally different.

**RACIAL EQUITY-CENTERED LEADERSHIP DEVELOPMENT  
IS THE CENTER OF OUR PRACTICE.**

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Due to the COVID-19 global pandemic, we are all working from home. Following a functioning and accessible vaccine, we plan to resume a hybrid service delivery model: a mix of in-person and digital training, coaching, and support. Our employees are welcome to work anywhere on the globe where they can get access to phone and internet and are available for calls and work time during Central Standard Time (Minnesota).

Read more about our team, our clients, and the services we offer at [www.TeamDynamicsMN.com](http://www.TeamDynamicsMN.com).

### HOW YOU'D FIT IN + STAND OUT

The Team Dynamics' VP—Growth and Infrastructure will play a critical leadership role in this pivotal time for our company. Our Cofounder and President has been overseeing much of our day-to-day operations and finance work; we are ready for an experienced peer to take on leadership of these functions while simultaneously designing enterprise-wide systems to allow both growth and efficiency in alignment with our values.

When we say “Infrastructure,” we are including things like operations, finance, information and technology systems, sales and marketing, communications, and project management.

We don't imagine the incoming VP is an expert in all these areas, but rather that they have experience overseeing smart leaders to grow in these areas. In other companies, this role might have a title like COO or Managing Director.

### PRIMARY RESPONSIBILITIES + EXPECTATIONS

This VP will manage the day-to-day operations of the company to allow the CEO and the President focus on strategic priorities. This VP will partner as a peer with the VP—Capacity Building and Client Experience Director to create infrastructure solutions to meet company goals.

#### **Growth Strategy + Implementation**

- Facilitate a process to create a growth strategy and corresponding infrastructure in alignment with company goals
- Hire relevant staff and vendors to achieve that plan

#### **Finance**

- Oversee financial strategy, annual budgeting, and sales projections
- Supervise Bookkeeper
- Prepare reports and projections
- Make meaning of the money—tell the CEO and the President what it means and what choices we should and should not make given the story the money is telling us

#### **Operations**

- Oversee and implement HR including handbook updates, insurance selection, and new hire paperwork and systems
- Supervise Operations Associate who will do most day-to-day implementation
- Hire and supervise relevant staff and vendors

#### **Information + Technology**

- Assess our current technology solutions in partnership with existing staff and determine what tools, systems, apps, and databases are needed to meet growth goals
- Hire and supervise relevant staff and vendors

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### Management + Leadership

- Participate as a member of a supervisors/managers group with CEO, President, VP—Capacity Building, Director of Client Experience
- Periodically serve as spokesperson for managers group internally or externally for the company
- Make day-to-day operational decisions for the CEO and the President

This is a “desk job.” The VP will spend most days designing and implementing infrastructure solutions and supervising their team. We are seeking someone passionate about playing a critically important leadership role at a fast growing firm.

If you do not currently own a laptop, Team Dynamics will provide a MacBook Pro laptop computer.

### THIS JOB IS FOR YOU IF YOU . . .

- Currently feel motivated/compelled by growth
- Enjoy driving multiple projects at one time
- Find joy in problem-solving/pivoting/finding solutions
- Possess strong written and verbal communication skills in English
- Are proficient in Microsoft Office and Google Suite
- Are comfortable communicating using Zoom and Slack

**Ready to Lead + Have Skills Needed**—We need an experienced peer who has understanding of business growth and operations to join us. You will have supervised people and company-wide projects before. Experience does not mean older, more, or bigger to us—just that when you read the responsibilities above, you have done about 60 percent or more of the things listed.

**Personable**—Appreciation for communicating by Slack, Zoom, phone, and/or email for most of your workday is ideal (this doesn’t mean you have to be an extrovert; it means that you’ll be spending a lot of time communicating with many different people each day).

**Detail Lover**—You like charts, graphs, spreadsheets, and lists, and using them to meet goals brings you joy.

**Creative Problem Solver → “Get to Yes” Person**—Your job is to find a way to say “Yes, and . . .” to our team, not “We can’t.”

**Relational**—To be successful in this role, you will be motivated by and enjoy developing meaningful professional relationships with each member of the team and external partners.

**Unflappable**—Our current pace of growth may feel highly intense at times; we need a person committed to creative problem-solving, even under pressure.

**Diplomatic**—You must be able to balance competing priorities and requests without compromising our organizational integrity.

**Mindful**—An ability to find the interdependencies in each activity and plan accordingly is essential. For example, the CEO assigns a project, your supervisee is out sick, and you need to finish a report to present tomorrow; you have a demo from a new vendor all in the same day. Each is important, and you have the ability to determine what is urgent and what is important that day.

**Team Player**—Our success is based on what we do together; we need someone who enjoys working with internal and external teams to meet deadlines and achieve goals.

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### HOURS

Generally available to work 32 hours per week, via phone/Zoom/email. We are very flexible for caregivers who might need to provide rides or support, attend appointments, or be available for caregiving. We also need you to be working when engagement is at its peak.

### IDENTITY + OUR WORKPLACE

At Team Dynamics, People of Color and white folks, people across spectrums of masculinity and femininity, partner together to advance race/gender equity and build a world we can all be proud of. In this role you would report to the Alfonso Wenker, Cofounder + President, a Latinx gay man born in 1986.

**Black, Indigenous, Asian Pacific Islander, Middle Eastern/North African, women, and LGBTQIA2S (i.e. lesbian, gay, bisexual, transgender, queer, intersex, allied, Two Spirit) people are strongly encouraged to apply. We will not close the search until the candidate pool is 75 percent People of Color.**

Our current team race and gender identity demographics are as follows (based on full-time equivalents). Our people may have checked more than one category since their identities fall into multiple categories.

Black	3
Indigenous	1
Latinx	5
Asian Pacific Islander	1
Middle East/North African	0
White	3

Women	7
Nonbinary	2
Trans	1
Men	6

### TO APPLY

Fill out this online form. In the form we ask for:

**2–3 paragraphs in the email** (not attached, write in the body of the email) telling us **why you are interested in this position and how you believe you meet the qualifications.**

- By paragraph we mean a set of 3–7 sentences, meaning we expect the length to be no longer than 21 sentences.
- You will not receive more or less consideration because of a shorter or longer email.
- DO NOT send us a cover letter. In this process we are seeking someone that pays attention to detail and follows direction. If you send a cover letter, this will be considered not following directions.

**Your work/skills/training history as an attachment** (as a .doc, .docx or .pdf) **OR link to your LinkedIn profile.**

- We do not have a preference on which one.
- You will not receive special consideration for sending both.

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- Our aim is to understand where you have worked before and the types of roles you have had. Maybe you've been an operations manager or a COO before, maybe you've been a nonprofit director, maybe you've been a serial entrepreneur ready to support someone else—we are open and interested in learning from folks across the spectrum of experience and industry.

Qualified applicants will receive a reply within five business days to schedule a conversation.

Position open until filled. Start date flexible—ideally someone will begin full time by October 1.

### COMPENSATION + BENEFITS

- \$110,000/year, full-time salaried, paid electronically every other Wednesday
- Benefits include health care, dental + vision coverage, 30 days of paid vacation per year, unlimited sick/personal time, cell phone stipend, 4-day work week

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## Section by Section

Let's consciously consider the why and how of each section of our job announcement sample.

### WHO WE ARE + WHAT WE DO

Name a goal and link it to values. Notice at the end we say “using our time in strategic ways . . . develop our business and lead whole, healthy lives.”

### HOW YOU'D FIT IN + STAND OUT

Explicitly name who this person will primarily interact with.

### PRIMARY RESPONSIBILITIES + EXPECTATIONS

Short, specific description of the kind of activities this person would do. Notice that most of the bullet points have an example. What does this person need to be able to do?

### THIS JOB IS FOR YOU IF YOU . . .

Name some QUALITIES, remembering that value words are highly cultural: be specific about what the values mean to YOU as the person hiring and to your company.

### HOURS

Describe precise expectations so folks can decide for themselves whether to apply based on whether this does or doesn't work for them.

### IDENTITY + OUR WORKPLACE

What is the mix of your team, and who specifically would you like to see apply? What lengths are you going to in order to ensure the process does not preference whiteness or masculinity?

### TO APPLY

Over-the-top clarity of instructions so as not to reinforce assumptions or preferences for whiteness and masculinity. Notice we give examples in the resume section of what we think the types of transferrable experiences are to indicate that you would not have to have had the exact job before. Plus, when will they receive communication from you?

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*Be Precise: Don't assume everyone shares cultural norms. Precise instructions help eliminate hidden rubrics. If you're not specific in your listing, you could fall into the trap of preferencing job candidates who have access to whiteness and masculinity.*

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**Practice reimagining and rewriting** one of the job descriptions at your organization using the sections above. Be more specific, stripping away the elements you may have included in past drafts that inadvertently preferred whiteness and masculinity.

**WHO WE ARE + WHAT WE DO:** Name a goal and link it to values.

**HOW YOU'D FIT IN + STAND OUT:** Explicitly name who this person will primarily interact with.

**PRIMARY RESPONSIBILITIES + EXPECTATIONS:** What this person needs to be able to do + examples

**THIS JOB IS FOR YOU IF YOU:** Name some QUALITIES, being specific about what the values mean

**HOURS:** Describe precise expectations so folks can decide for themselves whether or not to apply

**IDENTITY + OUR WORKPLACE:** What is the mix of your team, and who do you want to apply?

**TO APPLY:** Over-the-top clarity of instructions