

# Project Thrive - Agile Hiring Manager Certification Program Project Plan

Version 1.01 | September 2025

**Version notes:** Drafts of all project deliverables can be [found in this folder](#).  
Updated with v2 / global rollout / future proofing notes.

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## Executive Summary

**Launch:** Early September 2025 (NAM SB) → Global rollout 2026

**Target:** 90% NAM SB managers certified by Q1 2026

**Time Investment:** ~2 hours total

The Manager Certification Program is a critical component of Project Thrive's Hiring Pod, designed to equip sales managers with the skills, behaviors, and processes needed to consistently make great hires aligned with our ideal hiring profile.

## Key Benefits for Managers

- Build stronger, more stable teams
  - Reduce time spent on re-hiring and re-training
  - Improve team performance and quota attainment
  - Develop transferable leadership skills
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## Table of Contents

1. [Program Overview](#)
2. [Certification Path Components](#)
3. [Change Management Strategy](#)
4. [Enablement Components](#)
5. [Director Evaluation Process](#)
6. [Success Metrics & KPIs](#)

7. [Implementation Timeline](#)
  8. [Risk Mitigation](#)
  9. [Budget Considerations](#)
  10. [Governance Structure](#)
  11. [Recommendations](#)
  12. [Appendix: Tenor AI Scenarios](#)
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## Program Overview

### Vision

To create a standardized, data-driven approach to hiring that equips sales reps with the skills needed to succeed in HubSpot's evolving environment, significantly reducing attrition and improving new-hire performance in an ever-changing market.

### Learning Objectives

After completing this certification, managers will be able to:

- Consistently apply Agile Hiring principles in candidate evaluation.
- Demonstrate effective interviewing skills, particularly in asking follow-up questions.
- Utilize BrightHire to enhance interview quality.
- Make hiring decisions aligned with our ideal candidate profile.

# Certification Path Components

## Component Overview

Component	Duration	Format	Assessment
1. Agile Hiring E-Learning	30 min	LMS Module	Built-in knowledge checks
2. BrightHire Training	20-30 min	Video Tutorial	Practice exercises
3. Tenor AI Practice	30 min	2 scenarios	Automated evaluation
4. Hiring Scorecard Assessment	5-10 min	Mock Greenhouse scorecards in LMS	Automated scoring

## Detailed Component Descriptions

### 1. Agile Hiring E-Learning Module

- **Focus:** Agile Hiring principles and attributes
  - Introduction to Agile Hiring
  - Agile Interview Process
  - Attributes and Skills for Global Alignment
  - Interview Techniques / Candidate Summaries / Candidate Experience
  - Interview Pathways
- **Format:** Revision of existing LMS module
- **SME:** Claire McCarthy
- **Build:** Leslie Markley (with contractor as needed)
- **Recommendations:**
  - Break existing e-learning into a series of micro-learnings aligned with focus areas listed above for improved retention and spread-out time commitment.

- Update content to align with latest agile hiring practices and candidate attributes.
- Remove information-heavy graphics for improved accessibility
  - Possibly change these to takeaway handouts that can be referenced again in a references section at the end of the training.
- Incorporate scenario knowledge checks throughout content as needs dictate
- All managers should retake this training in spite of prior completion to align on updates and as part of completed certification.

## 2. BrightHire Training

- **Focus:** Platform navigation and new features that managers could be leveraging
  - **Note: Additional features pending legal approval**
- **Format:** Video tutorials with hands-on practice
- **SME:** Kelsey Freedman
- **Build:** Kelsey Freedman and BrightHire team
- **Recommendations:**
  - V1 of the content lives in Seismic Learning and focuses on basic BrightHire usage
  - V2 of the content could potentially live in the BrightHire internal training tab so that content is available to managers in the tool as they use it.
    - V2 Would expand to include the new features that legal approves for wider usage.
    - Per Kelsey Freedman we won't be able to use BrightHire for coaching purposes until 2026.

## 3. Tenor AI Practice Sessions

- **Focus:** Identifying and scoring candidates who align closely with our ideal hiring profile.
- **Format:** AI Roleplay
- **SME:** Leslie Markley
- **Build:** Leslie Markley (with contractor as needed)
- **Recommendations:**
  - Two scenarios lasting ~ 15 minutes
  - **Scenario 1:** Interviewing for resiliency (strong candidate)
    - Candidate aligns closely with the hiring profile and demonstrates strong resiliency.
    - LLM instructions for roleplay can be found in the [appendix](#).
    - Tenor roleplay should be set emphasizing a Calm, Assertive and Happy individual with Anxious/Easeful set at 50% to mimic interview nervousness.

- **Scenario 2:** Practicing follow-up questions (challenging candidate)
  - Demonstrates weak resiliency.
  - LLM instructions for roleplay can be found in the [appendix](#).
  - Tenor roleplay should be set emphasizing a more Reactive, Passive candidate with Happiness and Anxious/Easeful set at 50% to mimic interview nervousness.

#### 4. Hiring Scorecard Assessment

- **Focus:** Correctly scoring candidates
- **Format:** Short LMS course using assessment tools to mimic Greenhouse scorecard
- **SME:** Claire McCarthy & Leslie Markley
- **Build:** Leslie Markley (with contractor as needed)
- **Recommendations:**
  - The mock scorecard should mimic Greenhouse scorecards as closely as possible.
    - Claire has provided a screenshot of the sample Greenhouse scorecard to Leslie and will be built from there.
    - The e-learning should provide feedback based on how the scorecard is completed. The manager will complete it twice, once for each Tenor practice interview, indicating whether they'd hire the AI candidate they have just spoken to.

#### 5. Final Certification

- Certification will be based on:
  - Completion of all components
  - Score of 5 on both Tenor roleplays
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## Additional Enablement Components

### Resources & Job Aids

Resource Type	Contents	Access
Quick Reference Guides	<ul style="list-style-type: none"> <li>● Attribute definitions &amp; rubrics</li> <li>● Follow-up question bank</li> <li>● Scorecard checklist</li> </ul>	Google Drive

Video Libraries	<ul style="list-style-type: none"> <li>• Example interviews (WGLL)</li> <li>• Microlearnings</li> <li>• Success stories</li> </ul>	LMS
Practice Tools	<ul style="list-style-type: none"> <li>• Tenor AI scenarios</li> <li>• Self-assessments</li> </ul>	LMS

## Change Management Strategy

### Core Messaging

“Investing in Better Hiring to Build Stronger, More Resilient Teams”

Communication Timeline ([Full Comms Plan for SB Launch can be found here](#))

Phase	Timing	Activities
Pre-Launch	End of August 2025	<p><b>Week 1:</b> Announcement by Tessa del Rio to NAM SB Managers including 9/12 completion deadline and expectations for completion scores.</p> <p><b>Week 2:</b> VP/Director Cascades during manager team meetings</p>
Launch	First week of September	<p><b>Day 1:</b> Kick-off email</p> <p><b>Week 1 through 4:</b> Drip campaign of interviewing tips</p>

Post-Launch	Ongoing	<b>Monthly:</b> Progress dashboard with content from BrightHire dashboards and hiring metrics from PeopleOps Looker dashboard  <b>Quarterly:</b> Success stories
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Communication Channels

- **Primary:** Direct email for SMB rollout. Existing leadership email outlets and Slack channels for larger rollout

Success Metrics & KPIs

Certification Requirements

- **Minimum Standard:** "Rising Star" designation or higher
- **BrightHire Usage:** 80%+ for all interviews post-certification

Key Performance Indicators

Metric Category	Baseline	Target	Timeline
Scorecard Completion	92%	100%+	3-6 months
Time to Scorecard Completion	48 hours	24 hours	3-6 months
Attribute Compliance	89%	95%	3-6 months
0 to 6 Month Retention	80-85%	90-95%	6-12 months

TTR (Time for a new hire to consistently achieve 70% of a 13+ MIF rep PPR)	8 months	6 months	6-12 months
% of Managers Certified		100%	3-6 months
Interview Performance Rating	<p>Current baseline:</p> <p>'New Contributor' (2.4%)</p> <p>'Strong Influencer; Poorly Calibrated' (2.4%)</p> <p>'Rising Star' (26.5%)</p> <p>'Top Assessor' (42%)</p> <p>*It does not add up to 100% because a portion of the managers (~26.7%) didn't have enough data to be categorised into one of these buckets (e.g. they had too few interviews or incomplete downstream outcome data)</p>	50% Top Assessor	6 months

## Tracking Cadence

- **Weekly/Monthly:** Certification progress, dashboard engagement
- **Monthly:** Process metrics via BrightHire



- Quarterly: Business impact and ROI

## Implementation Timeline

Dates	Timeline
Phase 1: NAM SB Pilot (Aug 2025 - Jan 2026)	
September	Launch & baseline metrics
October - Dec	Drive adoption
October 1, 2025	Official tracking begins
January 2026	90% certification target
Phase 2: Global Planning (Q4 2025)	
October 2025	Gather feedback
November 2025	Regional adaptation
December 2025	Prepare Materials
Phase 3: Global Rollout (2026)	
Q1	EMEA & LATAM Rollout
Q2	APAC Rollout
Q3	Full Implementation
Phase 4: Evolution (2026)	
Q1	In-platform training
Q2	Maintenance requirements

## Risk Mitigation

Risk	Impact	Mitigation Strategy
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<b>Manager Overwhelm / SB Being a Frequent Test Case</b>	Medium	<ul style="list-style-type: none"> <li>• Bite-sized content</li> <li>• Flexible timeline</li> <li>• Clear ROI messaging</li> <li>• Content that meets managers where they are</li> </ul>
<b>Certification Tracking - Three Possibilities</b>	High	<ul style="list-style-type: none"> <li>• Directors review live manager interview recorded in BrightHire then certify completion in Totara. <ul style="list-style-type: none"> <li>◦ Excessive time commitment for directors.</li> <li>◦ Historically poor ability to rely on managers/directors getting in the LMS to track completion.</li> <li>◦ Requires Director training and VP buy-in for tracking.</li> </ul> </li> </ul>
		<ul style="list-style-type: none"> <li>• Train HQ Certification - managers complete train HQ roleplay to become certified. <ul style="list-style-type: none"> <li>◦ Train HQ is not well received, particularly with SB stakeholders.</li> <li>◦ Difficulty getting scenarios into TrainHQ.</li> </ul> </li> </ul>
		<ul style="list-style-type: none"> <li>• AI integration with BrightHire or use of BrightHire's internal AI for certification. <ul style="list-style-type: none"> <li>◦ For now the focus is on getting BrightHire rolled out to the rest of HS. Training / coaching integration isn't on the roadmap till 2026.</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>○ Would require tech help if bringing in an external system via API.</li> <li>○ Would require legal buy-in regardless especially for DACH.</li> </ul>
Technology Limitations	Medium	<ul style="list-style-type: none"> <li>● Google-based interim solutions</li> <li>● Phased feature rollout</li> </ul>

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## V2 / Global Rollout / Future Proofing

### Challenges Identified From v1

#### Content Hosting

We pivoted to hosting on the HubSpot Academy platform because we're able to provide Academy and LinkedIn certifications upon completion. Unfortunately there were a number of issues with this move [which are outlined in detail in this Loom](#). In summary:

- Exams have a 12 hour cooldown before they can be retaken. This cannot be overridden.
- Managers can't be assigned content based on their Workday role. Academy has to assign all content.
- We can't provide feedback to learners on the exam questions.
- Communications with Academy have been difficult due to their busy schedules.

All of these issues created unnecessary challenges for our learners so we've been evaluating a move off the Academy platform. However, this would mean sacrificing the LinkedIn certifications which managers have been overwhelmingly positive about.

## Localization

We launched v1 of Agile Hiring in English only. French and Spanish speaking managers cited difficulty with the Tenor AI roleplay portion of the certification given that they were being forced to interview in their second language. The lack of localization is also a barrier for rollout to JAPAC.

## Reporting

The data analysts on the Agile Hiring Enablement pod don't have access to the Looker corp environment and aren't familiar with the data in it so they were unable to assist with better report structuring. We also faced limitations because data from Tenor doesn't feed to Looker so it has to be tracked manually via CSV download. [I created a completion dashboard](#) that automatically receives data from Looker every morning at 8 a.m. However I still have to manually download the Tenor CSV file and import the latest version to update the tracker. We also don't currently have a way to track managers on sabbatical / LOA other than their directors updating the information on the tracker sheet.

## Proposed Solutions

The following solutions have been investigated to address the many shortcomings of the v1 training while also preparing for a global rollout to MM and Corp.

### Project Thrive - Hiring

## Content Hosting

- We have explored moving away from the Academy platform to solve for the feedback, enrollment and exam cooldown issues.
  - Given our move away from Seismic Learning the content would move to whatever LMS LT&D chooses at an enterprise level since this certification is not only taken by sales managers but by People Ops recruiters.
    - Degreed would continue to be the front door housing the learning path.
  - Leslie Markley has been in discussions with LT&D management about the new LMS and the potential for integration with Credly for badging and LinkedIn Certifications. This platform could also be used for other high profile GTME initiatives including onboarding, The HubSpot Way and Winning the AI Turn. The current barriers to adopting Credly are:
    - Determination as to whether the new LMS HubSpot chooses will work with Credly.

- A chance that HubSpot may choose to use the HubSpot Academy platform as its LMS of choice. Leslie Markley has met with LT&D leadership about the challenges the platform has presented for the Agile Hiring certification.
  - A funding deficit. Leslie Markley [prepared an executive presentation](#) so that she and Tessa del Rio could approach David Cohen to ask if sales would be willing to cover a portion of the funding.
- Conversations for a potential solution are ongoing and Leslie Markley and Tessa del Rio are partnering closely to identify the best path forward while trying to maintain the current content on the Academy platform with the understanding that the program should not be rolled out globally without a concrete plan to address v1 limitations.

## Localization

- All e-learning and exam content has been submitted to the L10N team for localization to Spanish, French and Japanese. It should be ready by EOM September 2025.
- AI Roleplays continue to remain a blocker.
  - Tenor doesn't currently support localized content on their manager coaching platform. However, it has been identified as a priority on their hard skills platform. We have questions out to the vendor about the potential for escalating the localization rollout on their roadmap.
  - We've ported the existing roleplays to TrainHQ and begun user acceptance testing. French and Spanish users both found the conversations to feel unacceptably artificial and found the platform itself to be clunky.
    - The development of the roleplays has also been hampered by our inability to directly edit TrainHQ roleplays with all edits needing to be made by the vendor.
  - The new Gong AI Roleplay feature is also a potential solution. However, it's currently in early evaluation stages and it may not be a feature we choose to invest in. Leslie Markley has been in contact with the Ops Gong administrator to determine if it could be a potential solution.
  - BrightHire, the call recording platform used for interviews is also a possible solution, however it's unknown if they clearly have AI roleplays on their development roadmap.
    - We also faced challenges with rolling out other BrightHire features because of concerns from the legal team, so that may be a blocker for any future AI roleplay features.

## Reporting

- Reporting continues to have blockers because of the inability to pull Tenor completion data into Looker.
  - Part of this is because of the inherent psychologically safe nature of Tenor with the company understandably not wanting to divulge managers practicing sensitive conversation topics.
    - We have, however, worked with Tenor to have Learning Path completion made visible to admins so it's possible this data could be fed in to Looker in the future.
    - We've made requests to the vendor for this feature to be added.
- Ideally, whatever platform is chosen to meet our content solution needs will feed its data into Looker so that we can build a more intuitive dashboard that can be used not only by the Agile Hiring team but by sales directors to drive manager adoption of the content.

## Summary

We currently have numerous roadblocks standing in the way of a satisfactory global rollout of the Agile Hiring training. Most of them are unfortunately time-bound so Leslie Markley will continue pursuing conversations with the appropriate parties as needed so the steering committee can make a determination on the best path forward.