
AWS
re:Invent
NOV. 28 – DEC. 2, 2022 | LAS VEGAS, NV

STP214

Making the right hiring decisions to build impactful products

Ali Heron (she/her)

Chief Technology Officer
Petal

Greeshma Nallapareddy (she/her)

Startup Solutions Architecture Manager
Amazon Web Services

aws

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Petal Card

MISSION: To expand access to opportunity, with modern and responsible financial services for everyone.

WHY?

- 150M Americans shut out of mainstream credit due to missing or thin file credit score
- Black and Hispanic consumers are 2x more likely to lack a credit score

SOLUTION: CashScore

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Petal Card

MISSION: To expand access to opportunity, with modern and responsible financial services for everyone.

WHY?

- 150M Americans shut out of mainstream credit due to missing or thin file credit score
- Black and Hispanic consumers are 2x more likely to lack a credit score

SOLUTION: CashScore

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Agenda

Phases of hiring growth at a startup

Case study: Growth of tech teams at Petal

Setting up scalable hiring practices

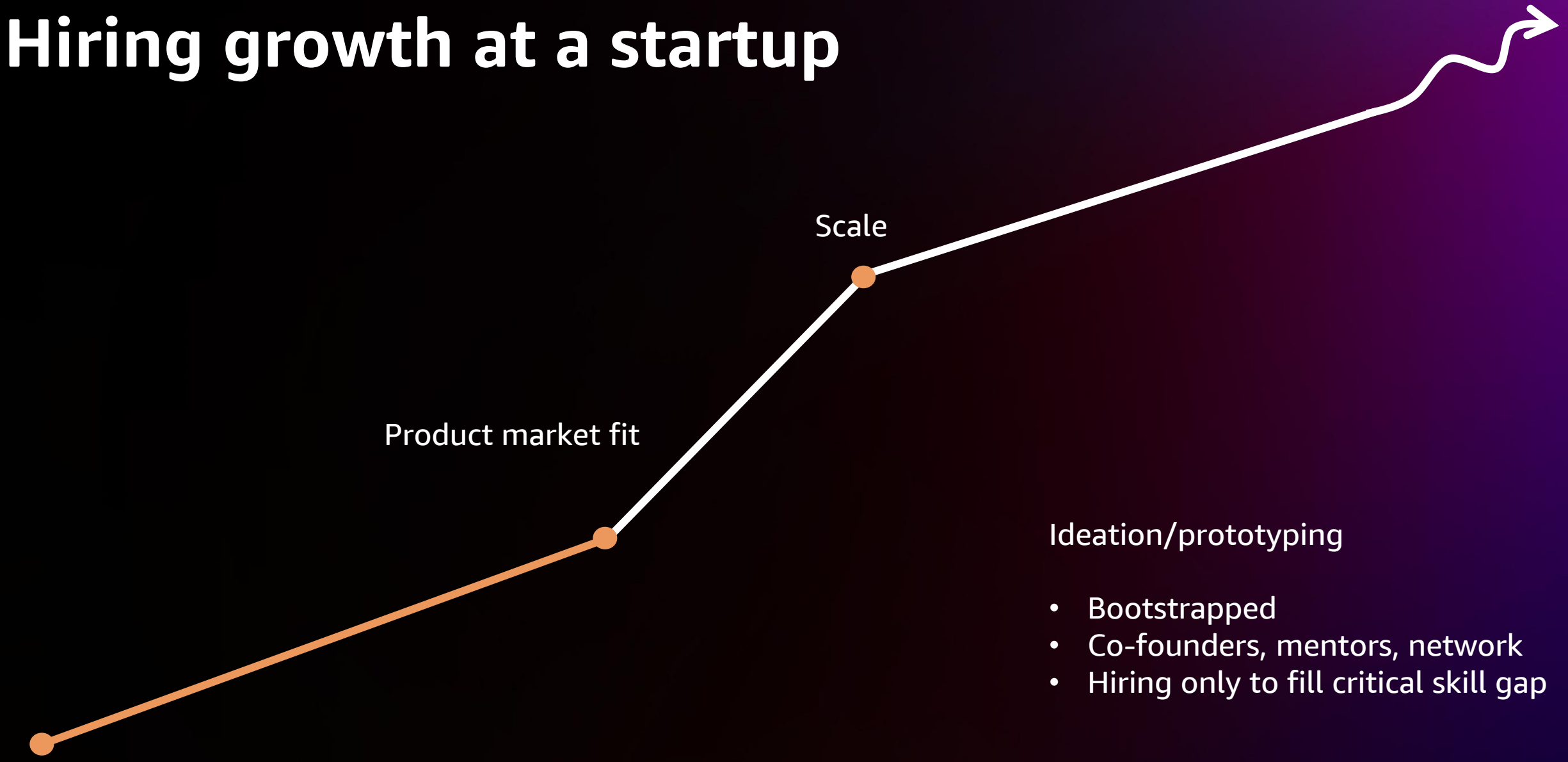
Growing pains of growth at a startup

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Phases of hiring growth at a startup

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Hiring growth at a startup

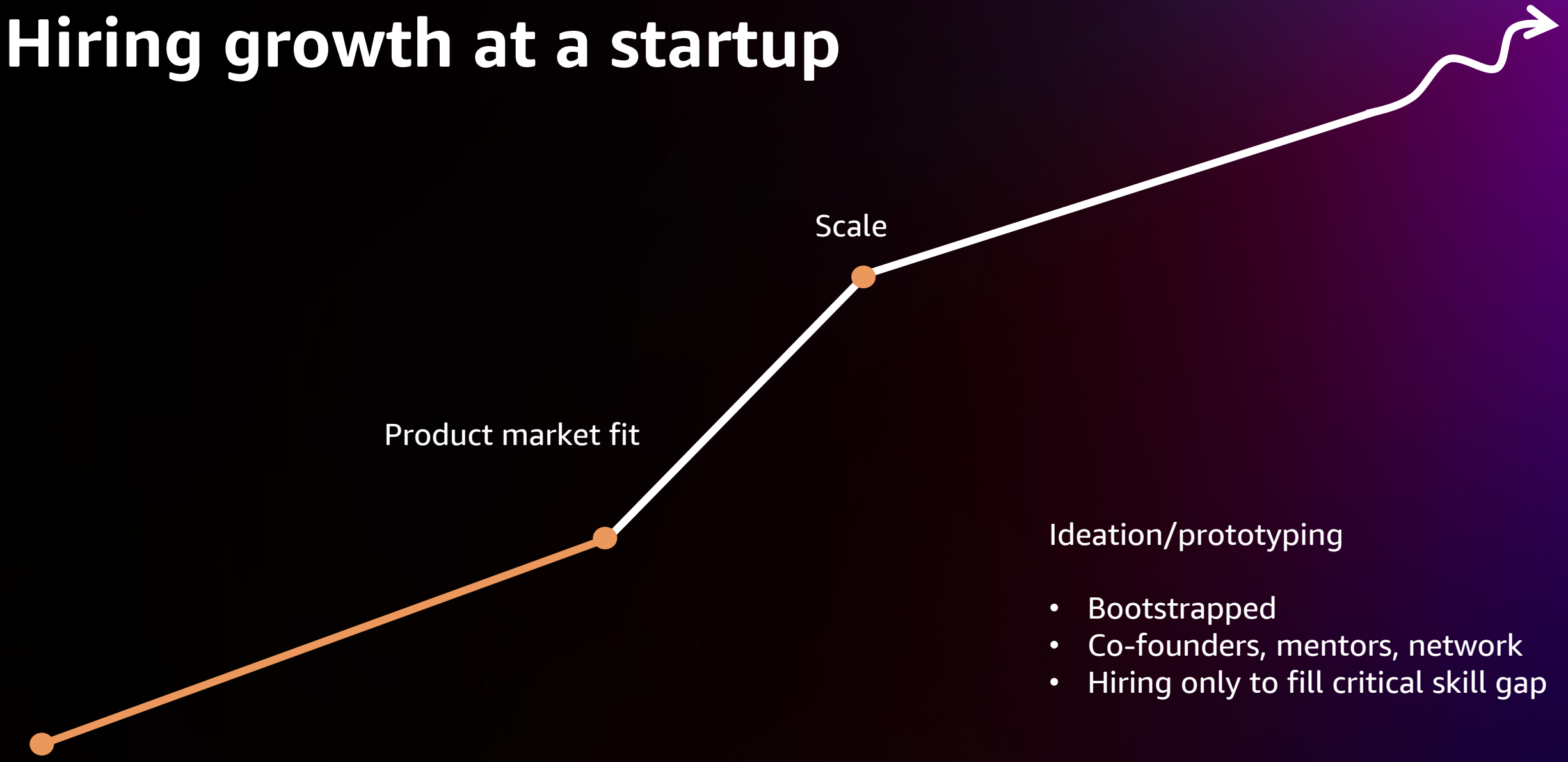


Ideation/prototyping

- Bootstrapped
- Co-founders, mentors, network
- Hiring only to fill critical skill gap

aws
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Hiring growth at a startup

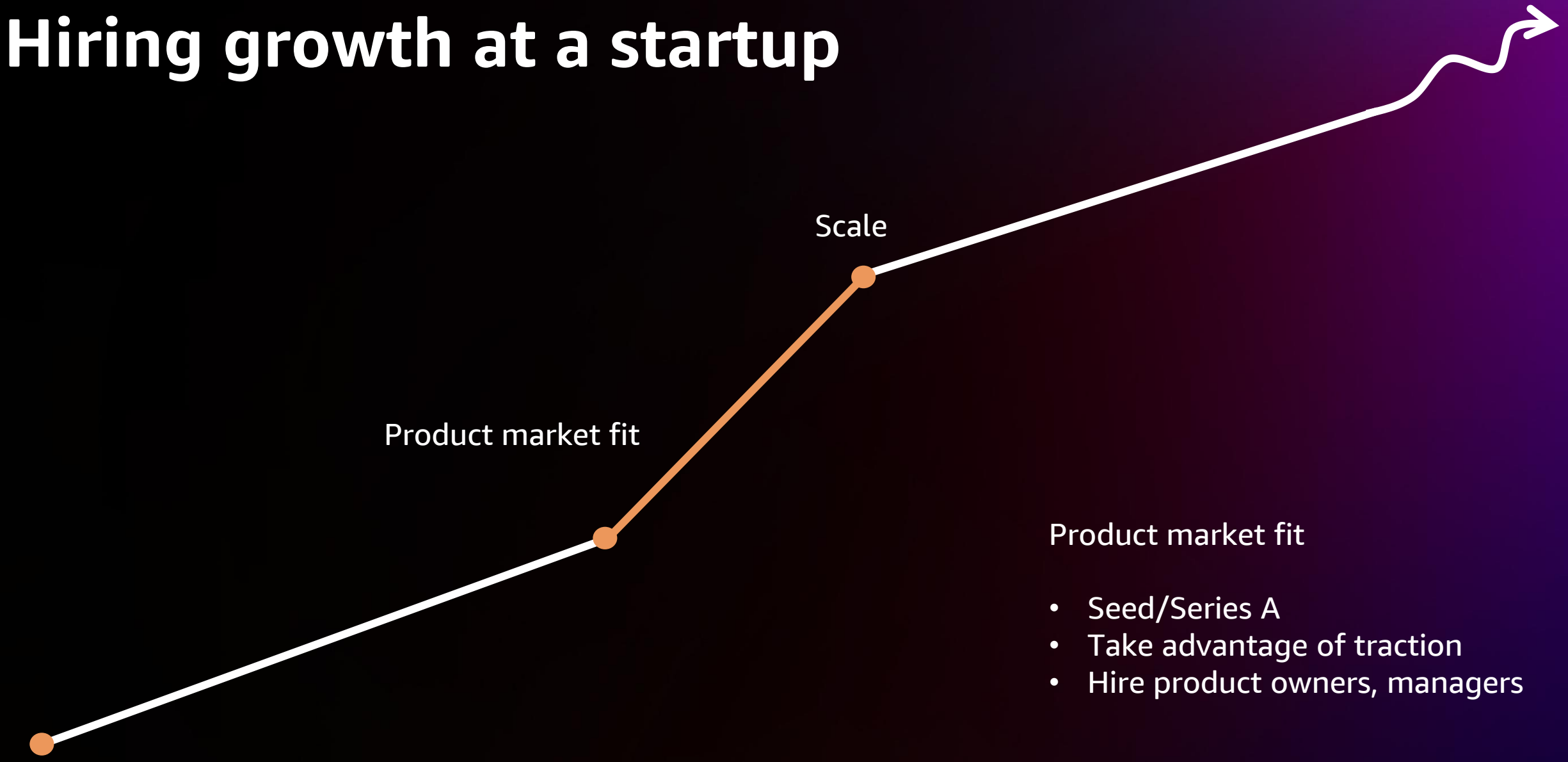


Ideation/prototyping

- Bootstrapped
- Co-founders, mentors, network
- Hiring only to fill critical skill gap

aws
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Hiring growth at a startup

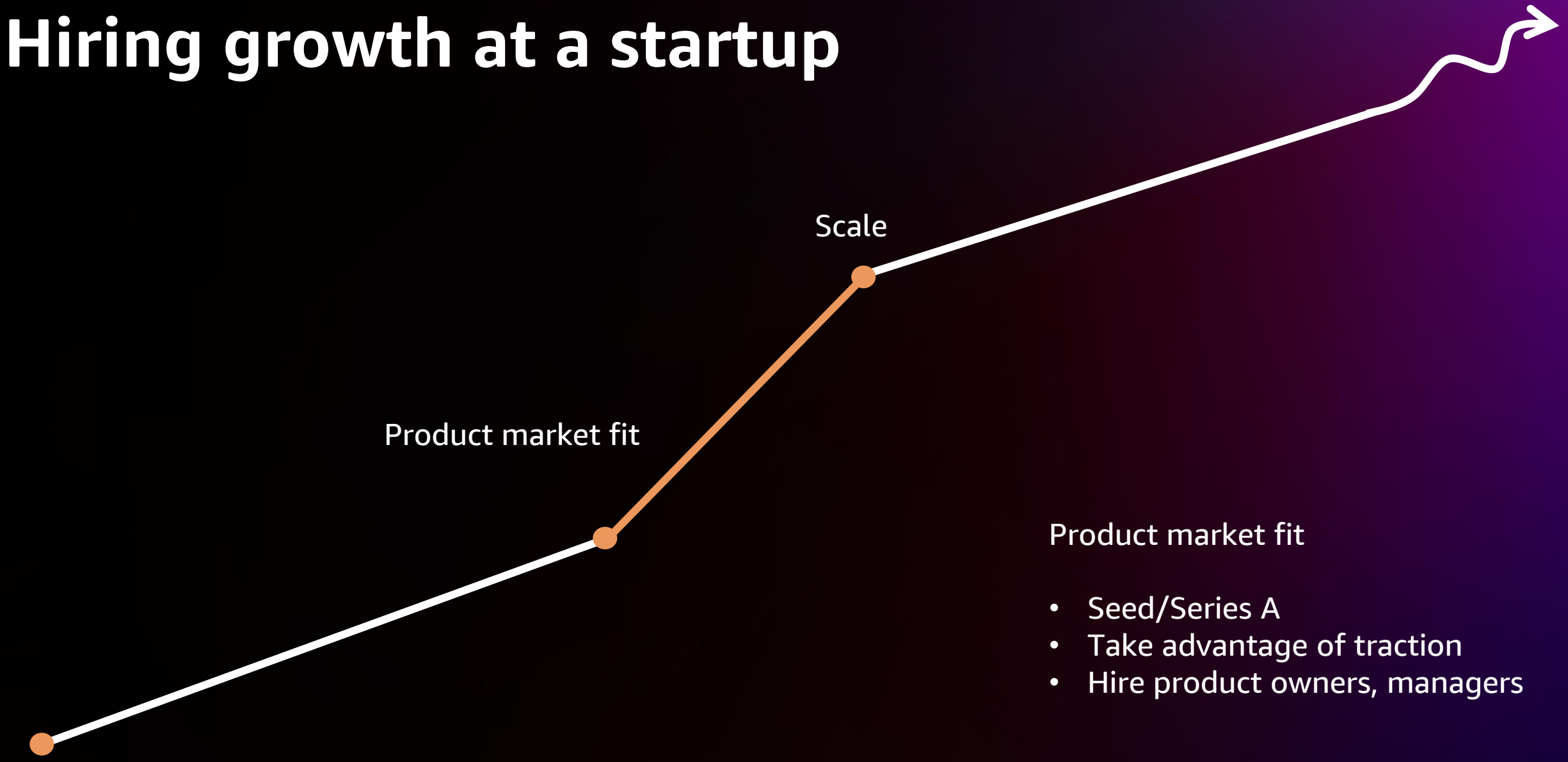


Product market fit

- Seed/Series A
- Take advantage of traction
- Hire product owners, managers

aws
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Hiring growth at a startup

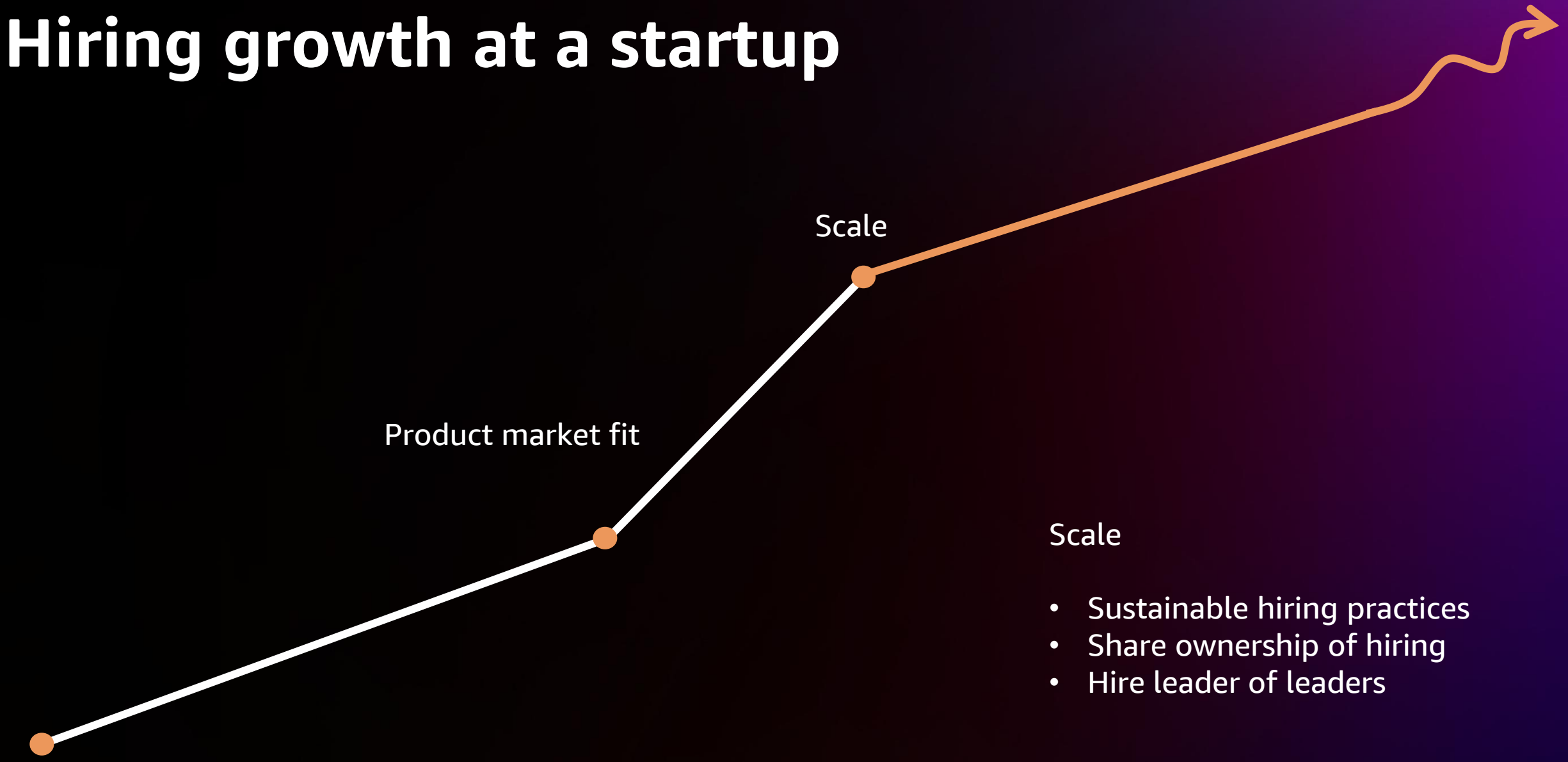


Product market fit

- Seed/Series A
- Take advantage of traction
- Hire product owners, managers

aws
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Hiring growth at a startup



Scale

- Sustainable hiring practices
- Share ownership of hiring
- Hire leader of leaders

aws
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Case study: Tech hiring at Petal

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Case study: Petal tech hiring (scale)

Q3

Assess team



© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Case study: Petal tech hiring (scale)

Q3

Assess team



© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Case study: Petal tech hiring (scale)

Q4

Hiring plan

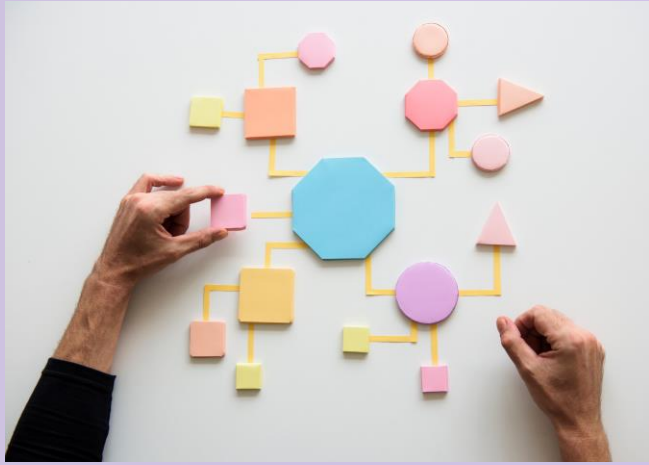


© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Case study: Petal tech hiring (scale)

Q4/Q1

Hiring processes

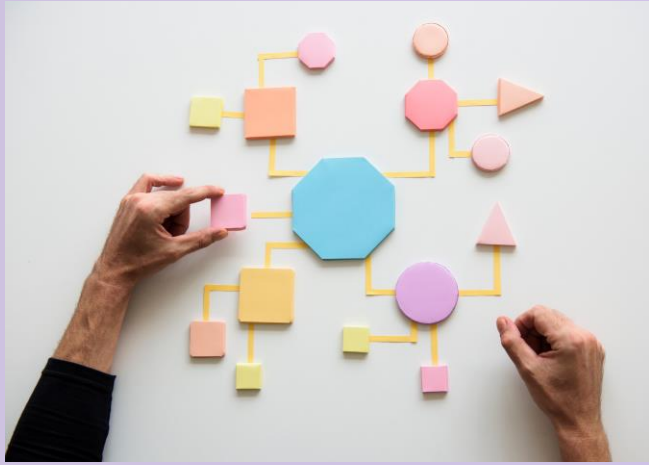


© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Case study: Petal tech hiring (scale)

Q4/Q1

Hiring processes



© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Case study: Petal tech hiring (scale)

Q1+

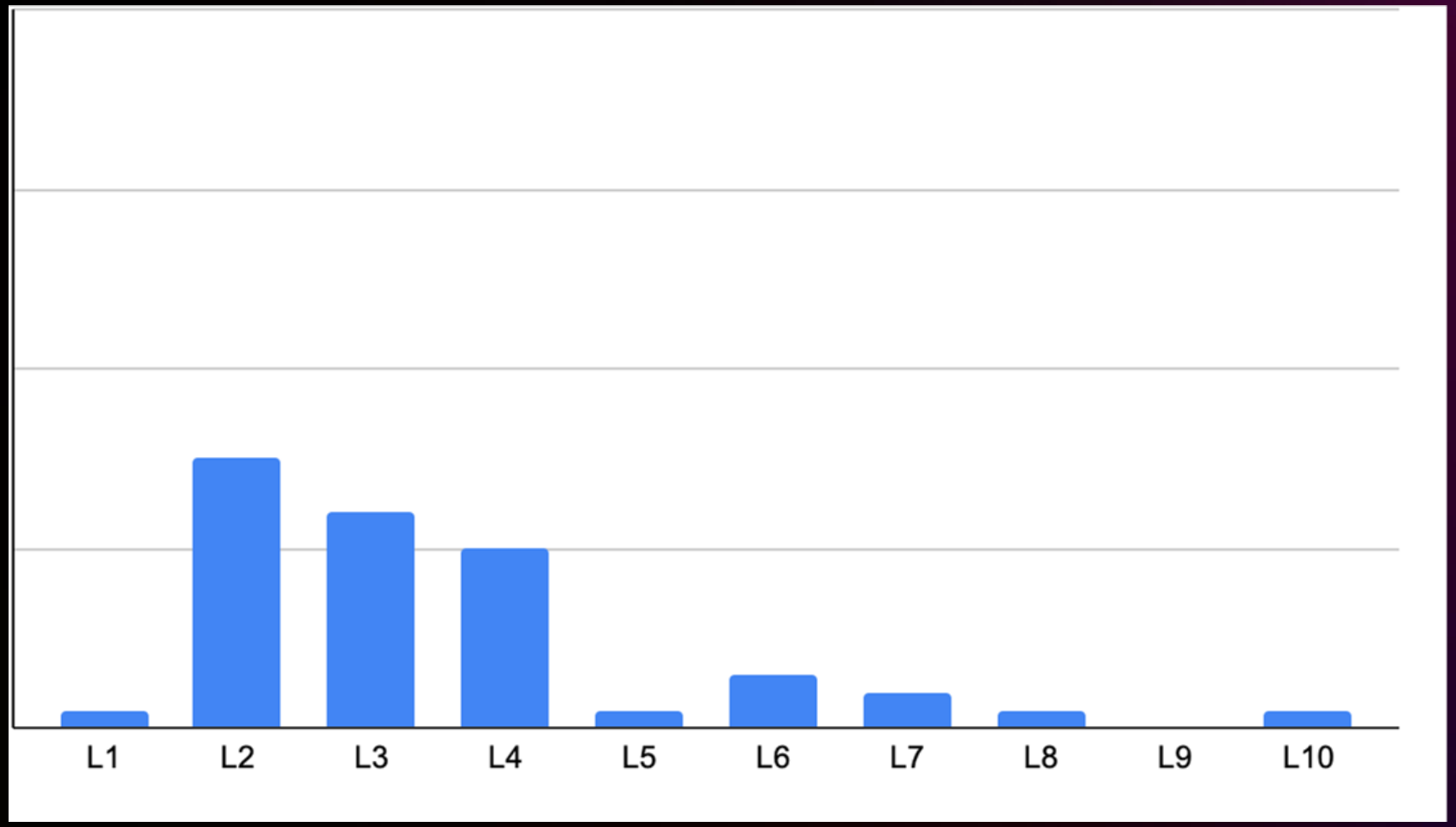
HIRE!



aws

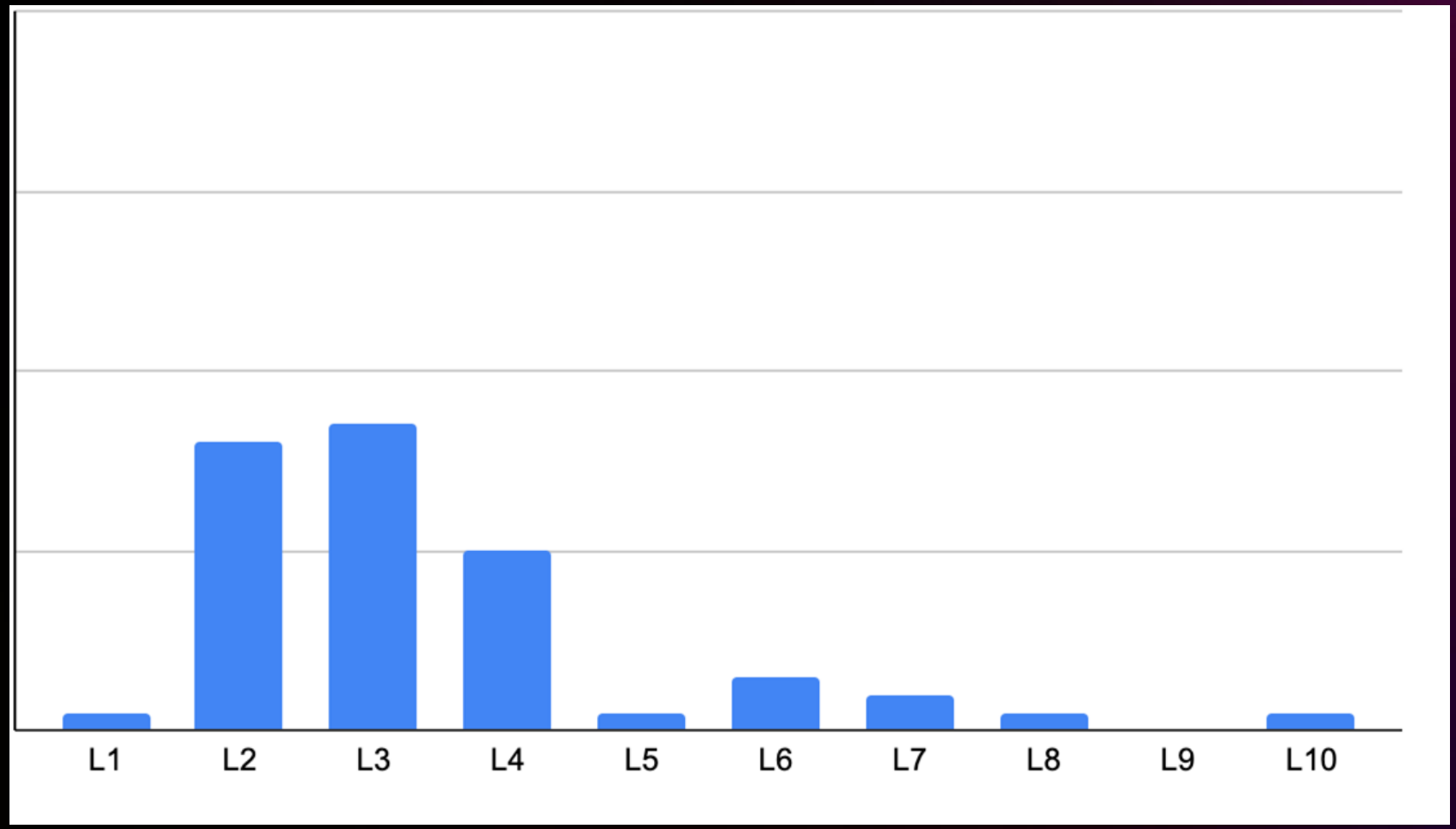
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Change over 12 months: Q2, 2021



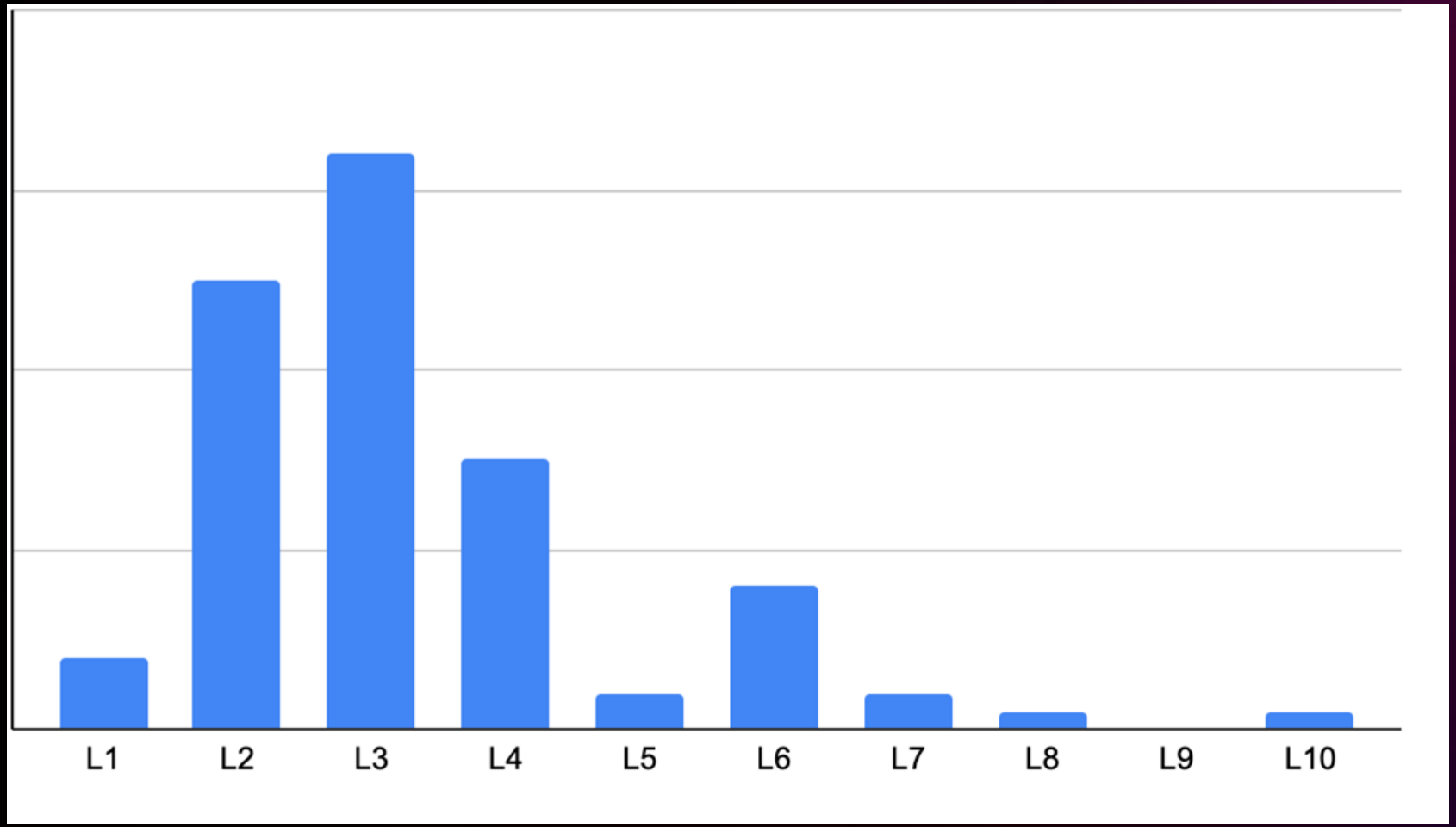
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Change over 12 months: Q4, 2021



© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Change over 12 months: Q2, 2022



© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Case study: Petal tech hiring (scale)

Q3	Assess team
Q4	Hiring plan
Q4/Q1	Hiring processes
Q1+	HIRE!

aws
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

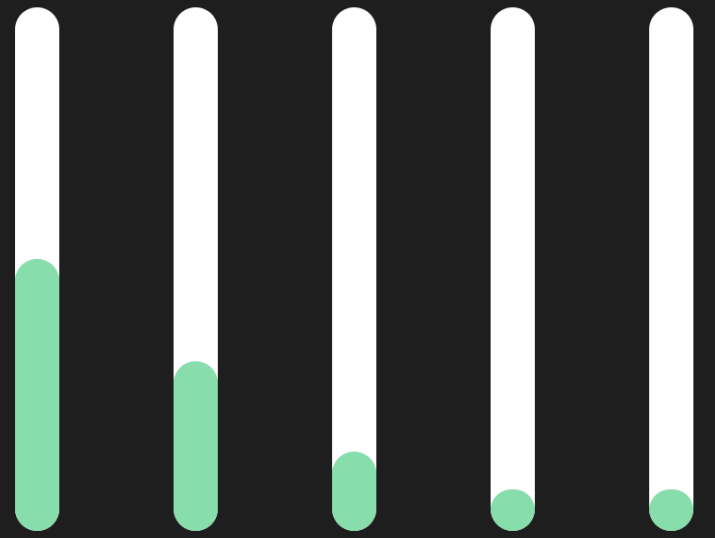
Diversity at Petal

2022 | 2021 | 2020 | 2019 | 2018 | 2017/16

46%
Women

53%
Men

1%
Non-Binary



49%	25%	14%	6%	6%
White	Asian	Black or African American	Hispanic or LatinX	2 or more races

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Why is it important?

Driving Business Performance

Top quartile companies for diversity are **45% more likely** to improve market share and **57% better** team collaboration

– Ernst & Young

Delivering Excellent Customer Experiences

When employees feel included, employees report **31% better responsiveness** to changing customer needs

– Deloitte

Attracting and Retaining Talent

New employees are **42% more likely** to stay in an inclusive workplace

– HBR

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Establishing scalable hiring practices

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Establishing scalable hiring practices

Make diversity an inherent part of your hiring culture

- Metrics/goals
- Diversify your hiring pipeline

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Establishing scalable hiring practices

Make diversity an inherent part of your hiring culture

- Metrics/goals
- Diversify your hiring pipeline

Make calibrated decisions

- Structured guidance for interviewers

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Establishing scalable hiring practices

Make diversity an inherent part of your hiring culture

- Metrics/goals
- Diversify your hiring pipeline

Make calibrated decisions

- Structured guidance for interviewers

Establish a culture of hiring throughout the company

- Employer brand

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Growing pains of growth

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Growing pains of growth

- Hiring practices should work backwards from your customers
- Optimize predicting headcount
- Orchestrating teamwork with new/growing teams

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Growing pains of growth

- Hiring practices should work backwards from your customers
- Optimize predicting headcount
- Orchestrating teamwork with new/growing teams

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Stages of team development





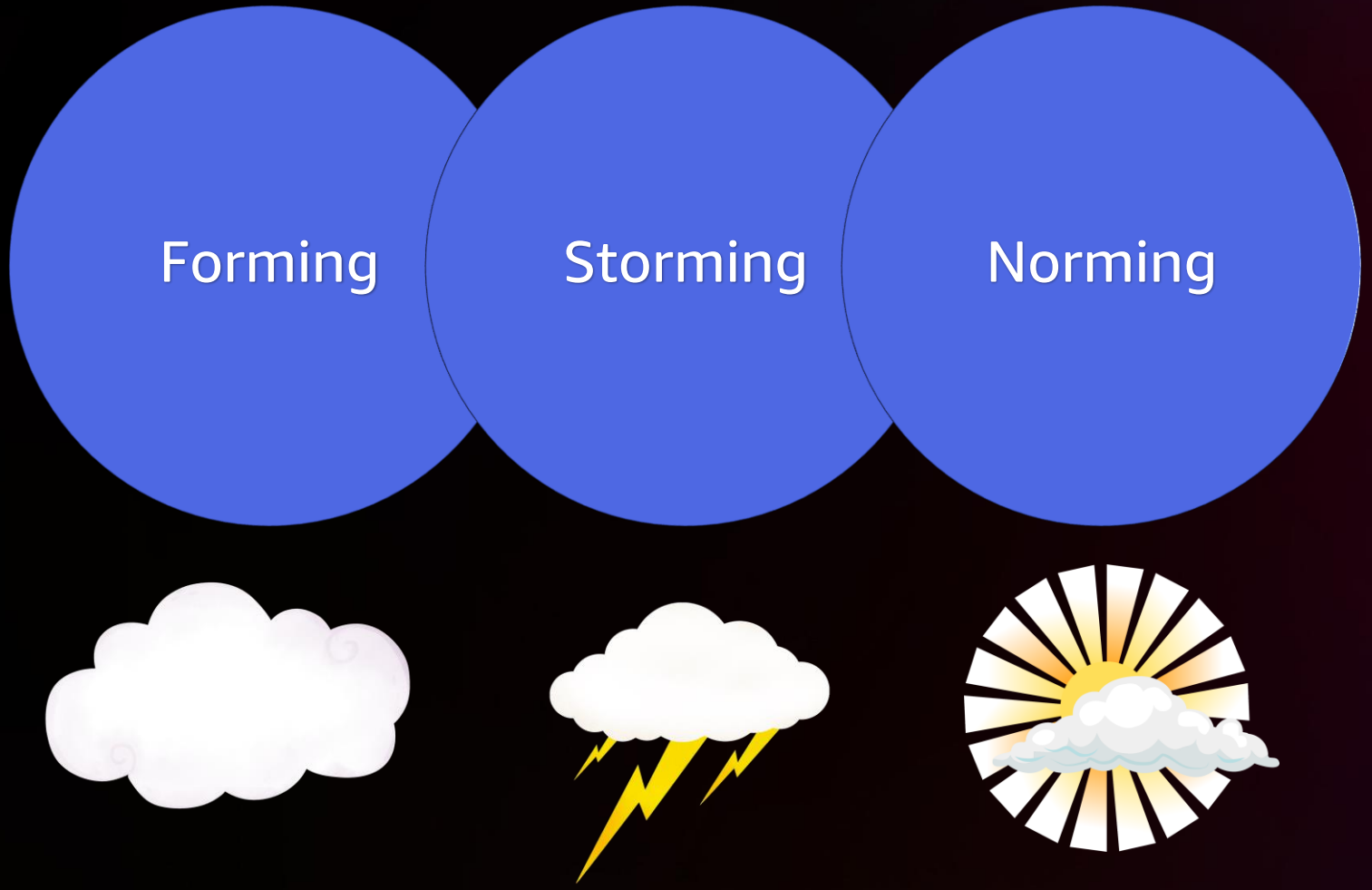
© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Stages of team development



© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Stages of team development



© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Stages of team development

Forming

Storming

Norming

Performing









aws

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Key takeaways

- Hiring is a long-term investment
- Diversity from Day 1
- Know when it’s time to be scalable
- Teams take time to settle
- Intentional organization structure

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Next steps

- What phase is your startup in?
- Do you know your team? What do/can they do?
- Who do you need to hire to be successful?
- How do you want new team members to work together?

aws

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.

Thank you!

Ali Heron
@aheron
ali.heron@petalcard.com

Greeshma Nallapareddy
greeshmn@amazon.com



Please complete the session survey in the **mobile app**

© 2022, Amazon Web Services, Inc. or its affiliates. All rights reserved.