

HIRING KEY MANAGEMENT

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Hiring key management

- Who to hire
- How to hire

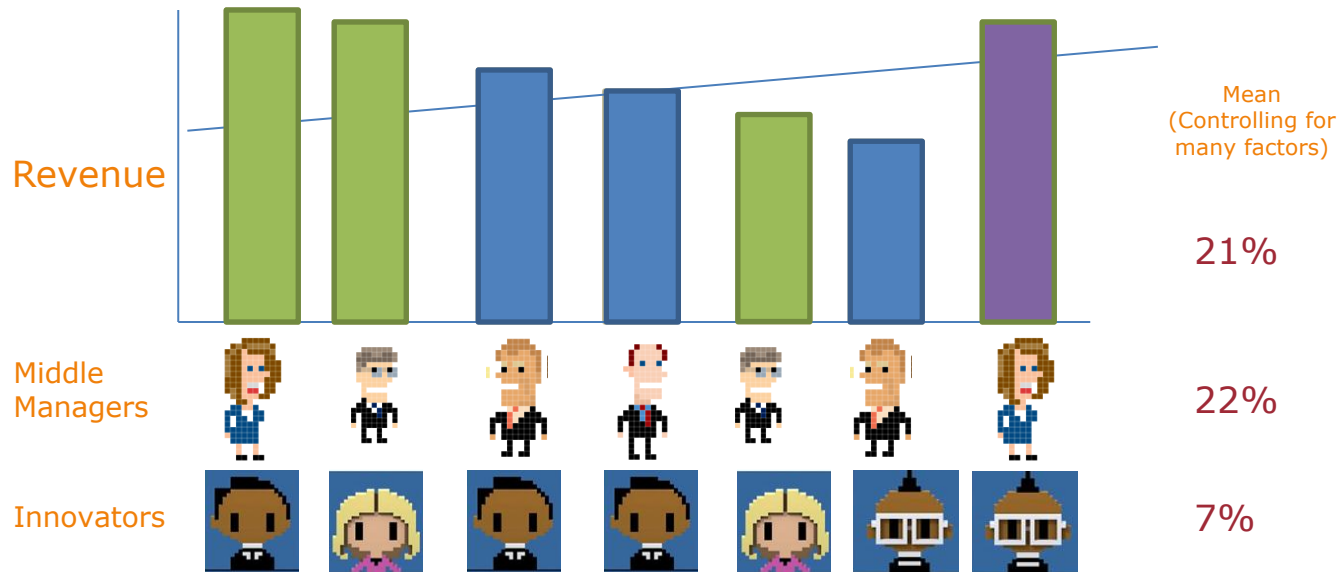
Roles

- Consider growing by “division”
- Know the danger of imprints
- List skills (functional, managerial, industry/domain)
- Sourcing:
 - “A” hires attract “A” hires

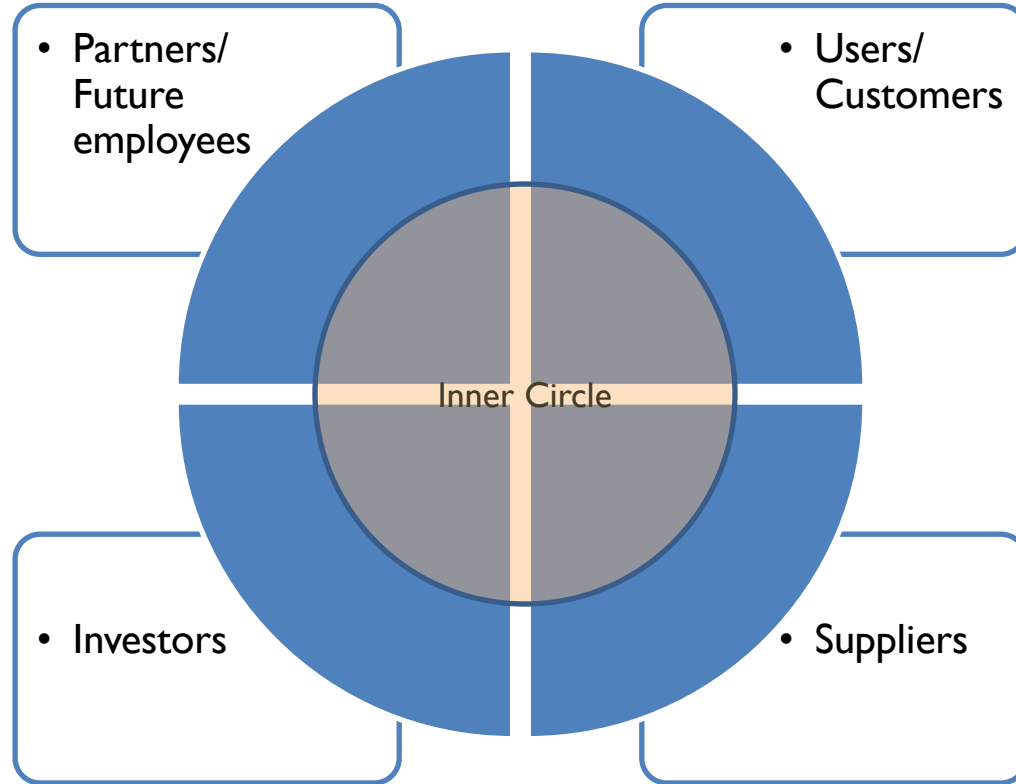
		Specificity of Skills	
		High	Low
Prominence of Role	High	Headhunters go after competitors	Advertise with good filters
	Low	You go after key people at competitors	Advertising, university visits, etc.

Skills

- Differences between top and bottom hires are profound.



Networks – Diversity and depth



Hiring: Pre-interview

- Come up with a score-card based on roles
- Talk with other interviewers about what you will ask
 - Structure matters, have a formal approach
 - 3-5 interviews
- Consider screening to gather basic information
 - Lunch/phone call
 - Avoid homophily
- Assign pre-work*

Hiring: The interview



After the interview

- References should be important, but....
 - TORC (Threat of Reference Check)
 - “What will they say when I call them?”
- All interviewers make a go/no go decision based on scorecard
- Close hard

Conclusions

- Hiring is really important!
- Consider roles, skills, and networks
 - Roles – be wary of imprints, grow by division
 - Skills – the best and worst are very different. Use history to judge
 - Networks – Consider diversity and coverage



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