

Fortune Favors the Prepared, and Hiring Managers Favor the Fortunate

by Andrew O'Connell

Do You Feel Lucky, Punk?

The Anatomy of the Perfect Technical Interview from a Former Amazon VP

First Round Capital

When they're hiring, companies are looking to find out what candidates have really done — not what they've participated in or watched, but what they've *done*. At least, that's what Neil Roseman was looking for when he was Technology VP for Amazon and Zynga. "Even at the greatest companies," he says in this illuminating piece from First Round Capital, "there's a gap between those who get the most stuff done and those who don't get much done. You need to try and figure that out during an interview." Roseman explains how he designs interview processes to build effective organizations, but he also has a lot to say about what the interviewer should be thinking about. For example: "Once you form an initial impression of someone — which usually happens within the first 60 seconds — you should spend the rest of the interview trying to invalidate that impression." And dig for the who, what, where, when, why, and how of the candidate's accomplishments. He also asks everyone he interviews whether they consider themselves lucky — but without the threatening edge that Clint Eastwood's Dirty Harry character puts into the question. Why? "I'm looking for the people who embody the

phrase, ‘Fortune favors the prepared,’” Roseman says. “It’s the willingness to be ready and take advantage of every opportunity that presents itself.”

Selling the Hacker Mind-Set

That Cookie-Killing Student? An Ad Agency Just Hired Her

AdAge

If you’re young and entrepreneurial and have a radical streak, you can always start your own company. Or join the big boys. Twenty-five-year-old Rachel Law, whose master’s thesis at Parsons New School recently caused shock waves of distress in the world of digital-ad targeting, has taken a job with, of all things, a creative ad agency, CHI & Partners. Her browser extension, Vortex, is designed to misinform and confuse ad-targeting technologies by collecting cookies that have no ties to actual user behavior, says *AdAge*. Jeff Anderson, co-executive creative director of the agency’s New York office, says Law’s hacker mind-set was partly why she was hired. “We think that ideas can come from anywhere in the agency; it’s not just up to the creatives anymore...and in order to do that we need all different types of brains,” Anderson says, adding, “She has a brain that I don’t think I’ve ever met before.”

The Great Beyond

When the Next Ernest Hemingway Dies, Who Will Own His Facebook Account?

Quartz

Suppose the amazing idea you’ve never told anyone about actually panned out and you became famous...but then you died. While your soul ascended to join the pantheon of the great, your writing would remain stuck in limbo. On Facebook. Once Facebook is notified of your death, it turns your account into a memorial and locks it.

Friends can leave messages and see posts, but no one can log in and use the account, including people who had access prior to your death. The executor of your will (you had a will, right?) can request a copy of your content, but, Facebook says, he or she isn't guaranteed to receive it, even with a court order. Simone Foxman of Quartz tells the story of a couple whose son committed suicide at age 21; Facebook gave them limited rights to their son's content, but only after a months-long legal nightmare. The best thing, for now, is for your heirs not to inform Facebook about your demise. And to make sure the executor of your will has your passwords readily available.

No More Mister Nice Board

A 4-Point Guide to Fighting Bill Ackman

Fortune

Almost as soon as Ron Johnson was fired by JC Penney, blame for the retailer's *annus horribilis* shifted to board member and billionaire hedge-fund manager Bill Ackman, who had lured Johnson to Penney from Apple in 2011. Now Ackman is out too, and Fraser P. Seitel of *Fortune* offers the board members (and someday board members) among us some useful advice on how not to do what Penney's board did. Under threat from a renegade member, the rest of the board should quickly get its act together, be tough with the miscreant, and go to the media with a unified message. And not just any media. The New York media. "The only way a company or a board can expect a fair fight with a street hustler like Ackman or Einhorn or Icahn is to meet them, mano-a-mano, on their hometown New York City turf."

BONUS BITS

Creative Minds

Marimba! How Apple's Default Text-Message Alert Was Born
(The Atlantic)

Why I Started a Business: 5 Unusual Founder Stories (Inc.)

Your Thoughts Can Release Abilities Beyond Normal Limits (Scientific American)

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Andrew O'Connell, an editor with the Harvard Business Review Group, is the author of **Stats and Curiosities from Harvard Business Review**.