HIRING KEY MANAGEMENT

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Hiring key management

- Who to hire
- How to hire

Roles

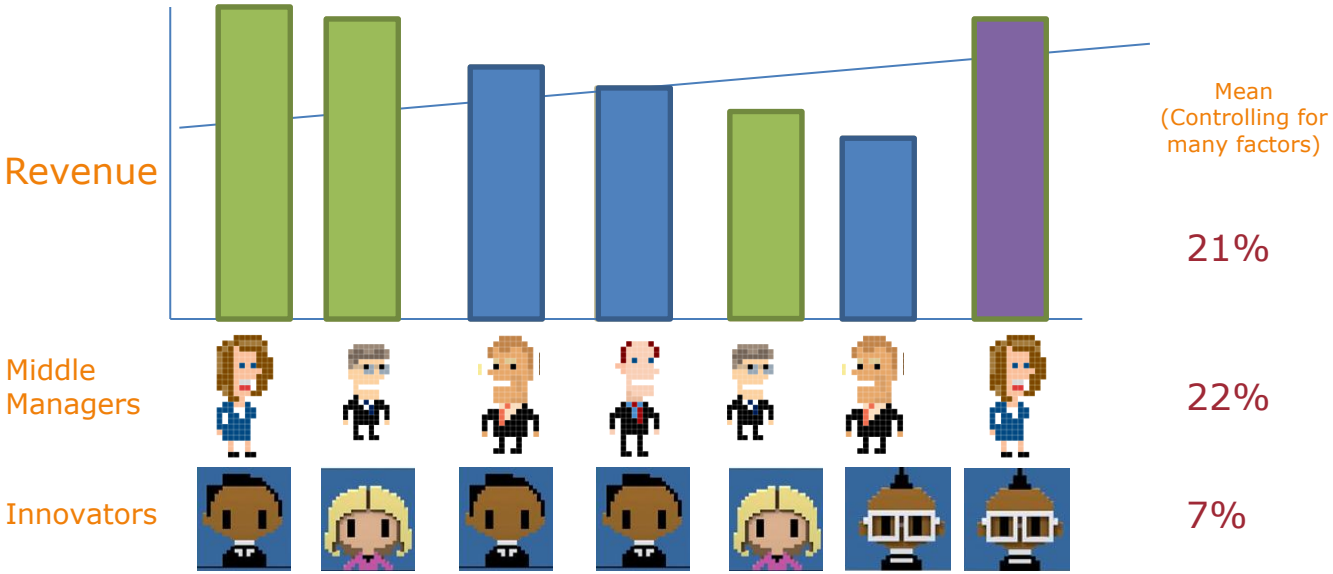
- Consider growing by “division”
- Know the danger of imprints
- List skills (functional, managerial, industry/domain)
- Sourcing:
  - “A” hires attract “A” hires

First your network, then…		Specificity of Skills: High	Specificity of Skills: 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.

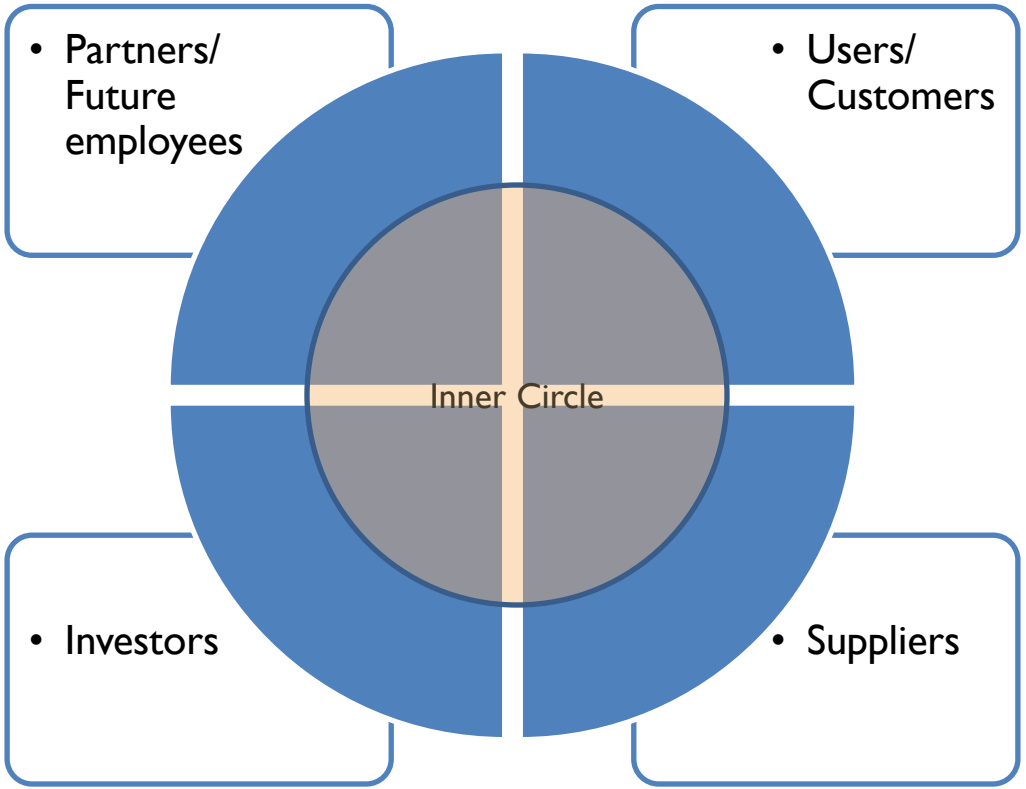
Credit: Matt Marx

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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