

**New Employee**  
**Should we hire this**  
**person?**





# **Smart**

## **Get things Done**

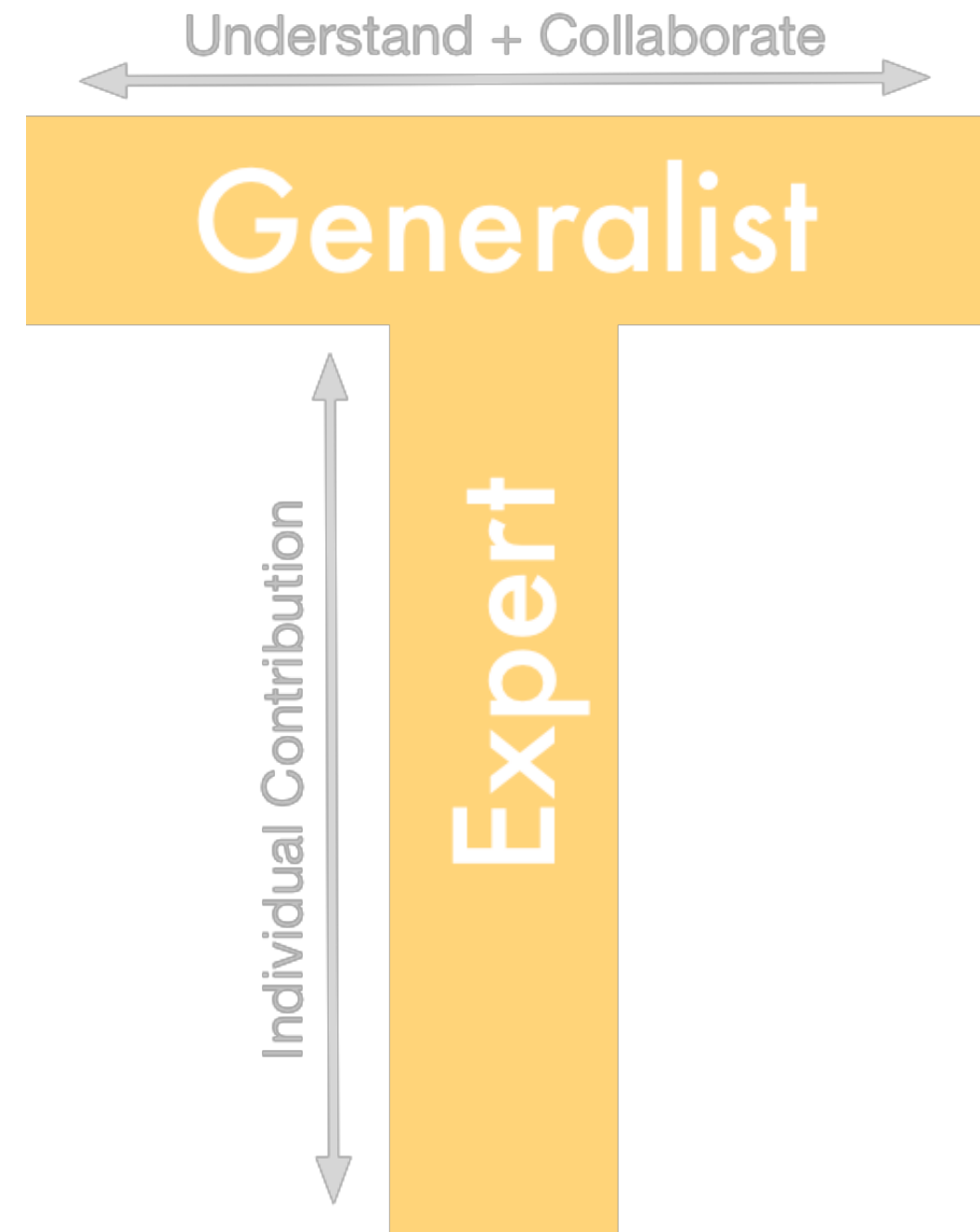
# What to Look for

- Smart and Gets Things Done
- Can they do this job?
- Are they going to get better at this job?
- Relevant experience is a plus but not a requirement
- Somebody who is constantly improving
- Somebody who can intelligently discuss technology
- Somebody who knows what they don't know



# T-Shaped

- **Generalist:** Highly skilled in a broad set of valuable things  
*A generalist who does not go deep enough in a single area ends up on the margins, not really contributing as an individual*
- **Expert:** Among the best in their field within a narrow discipline  
*A expert who is too narrow has difficulty collaborating*



**Amazing**

**Great**

**Good**

# Ask Yourself

- What value does this person ultimately provide to our customers?
- What if this person went to work for our competition?
- What rare and valuable skills do they offer?
- What "little bets" have they made to get to where they are today?
- Would I learn a significant amount from him or her?

# References

**Valve Employee Handbook**

**The Effective Engineer**

**So Good They Can't Ignore You**

**You Suck at Technical Interviews**

**The Guerrilla Guide to Interviewing (version 3.0)**