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## Who would you hire worksheet

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We hold a weekly all-business meeting where we share with society what our teams have achieved. View current work openings So you have a job interview in your next future. Congratulations! Prepared as you could be to deliver all the right answers, sometimes it's just nice to have a sense of rules. Having been through the horror of the job search process as both an applicant and as a recruiter, analyst Elisabeth Fosslien offers these useful visual guidelines. I was recently asked for the interview board. These are guidelines and examples. Do not repeat them verbatim. Do I have to say that? Maybe. Contrary to what many people seem to believe, interviews are not a time to spit a bunch of jargon and formulaic crap. Be smart, be honest, and be yourself, why those BS answers you think I (the interviewer) can't see through? Surprise! I can't cover the specific questions of the sector. For example, consulting likes to ask for further questions such as how many names are verbed in the geographical location per unit of time. Ibanking likes to throw out letters like DCF andetc. For those of you "interviews" to "hip" companies with "started" crops, get ready to answer "out-of-the-box questions" as "are you suggesting that our internal chef is preparing for lunch today?" \*\*\*\*\* I disclaimer myself enough? Probably no.interview Objective: Subscribe to 180 Å ° Club Clockwhat You made snowy months that I guarantee that what will happen before your interview that you should do to what port leads Installation that you should bring the tube is not a "fashionable fashionable" party there is no enthusiastic handshakedown you should look like the category Overview of the category: what I have (the interviewer) I'm really trying to understand from you about you what they are Your strengths? What are your weaknesses? Your phonedescribe you have once had difficulty working with a colleague. What was your biggest mistake? Describe your ideal workplaceut you know about this company? Why do you want this job? Do you have any questions for me? Lunch: price Considerations: limits your pickinesslunch: appropriate Bac Levellunch: very important additional consideration to remember as regards an e-mail of Thanksgiving \*\*\*dear companies at the hip / startup, sarcastic quotes are just jealousy. For the record, I apologize. Even for the record, I like grilled cheese sandwiches and strawberry smoothies banana.get hired | Fossliendisabeth Fosslien, an analyst at the Leo Burnett advertising agency, transforms data into art and graphs on his website Fosslien.com.want to see your work on Lifehacker? Send an email to Invli on Lifehacker.com. Look at the Fast Company Innovation Festival live now. Is the hardest Å å å,~ "and the most important challenge - today in business. Netscape lessons, Cisco and Yahoo! on how to find the right people and take them up to speed - Fast,jim Barksdale, CEO of Netscape Communications ; It is standing in front of 50 new recruits in an guidance session. It is a congenial boy with a sense of humor. Old enough to be the father of many people in the room, which is exactly what he doesn't want to Being. First asking a question: Å å å,~ "What is the purpose of this business? Å å,~ Å "to make money, Å å å,~" responds to a new employee. Å å,~ Å "Brong! Å å,~ Barksdale Snaps. Å å å,~" Our goal Å " To create and maintain customers. Somehow each of you must be part of this purpose. "Next establishes the objectives: Netscape wants to land 200 new corporate accounts by the end of the quarter, to deliver his software in time all the time, and to double revenues every year. So it makes some adjustment of the attitude: Å å Å, ~ "We are not a family in Netscape, Å å å,~" insists. Å å å,~ "This would put a lot of pressure on me. I would mean they are the father. Think of Netscape as a basketball team, suggests, opportunistic on the crime, tenacious on defense. Å å å,~ "So I can be the coach.å å The coach crosses a set of hand signals, the last that the fists have punched towards the sky. Then lead a group slow motion: Å å å,~ Å "NetCape! From all sides! Team! Fight! Å, Å, Å å å,~ " What happens today on the Netscape campus in mountain views, California takes place every day in rapidly growing companies throughout the country. The sharing merchandise in Business is not customer or technological capital. It is people. More and more companies simply fail to recruit great people quite fast. This talented shortage is the largest obstacle to growth; the resolution is their largest strategic company. The Barksdale society focuses incessantly on the acquisition of talent. Netscape has distributed more product (at the last count, 60 million copies of its web browser) and generated more revenue than any software starts in the history. Which means that it means that it means that it means that must account Now to add people to a fierce rhythm. Netscape was founded in February 1994 with 2 employees. A year later he had 350 employees. Now it has more than 2,000 employees. Margie Mader, who manages recruitment and staff, is clear: Å å å,~ "is a strategic initiative here. Every person is involved in the process." Netscape is not alone. Cisco systems, the Manufacturer of rapidly growing network equipment based in San Jose, California takes the maximum of 1,200 Every three months is Å å å,~ "but still has hundreds of open slots. All told, there are 18,000 positions not filled in Silicon Valley today. Austin's high-tech companies, Texas expect to add 15,000 people quest' Year. Last year Boeing has taken on 20,000 employees' mentality, sometimes up to 500 people in a single week. We grise power staff. If you want to continue to grow you have to continue to take. Hire. True challenge is not to find people. He is finding the right people and transforming them into Topflight contributors å å "fast. First of all there is recruitment. Most big people already have great jobs. Why should they work for you? Then there is the selection. How do you choose the right people without compromising your standards? And don't forget the learning curve. What good is to add new members to your team if they don't know how to play the game? A handful of rapidly growing companies, including innovators such as Netscape, Cisco and Yahoo!, Are so rigorous than sourcing, selection and shaping new people as it is about to design new products and conquer new markets. Their experiences, and the tools they have developed to continue moving faster, can help create their own techniques for feeding personnel. First the bad news: rapidly growing companies are chronically talented. Now the good news: rapidly growing companies are in a unique location to attract the best and the best candidates - if they exploit their success to build a buzz. Simply put the best way to find great people is to encourage them to see you. Consider Netsca. Of course, the company is adding people to a fever shooting. But even more people have Netscape ever. The company receives over 6,000 curriculum and interviews up to 700 candidates per month. (This is 60 curriculum for each assumed person.) In Netscape the talented question creates its offer. This wave of interest is not an accident. From the beginning, says the CEO BARKSDALE, the company's basic recruitment strategy has been å å åTo to get knownå å. This is, to become the kind of place where great people want to work. This is easier for some companies than for others. Netscape is more than a simple rapidly growing software. It is a cultural icon, the Punta del Web company. Netscape recruiters are full of stories about people going to extraordinary lengths to get their attention. Hope has wrapped its curriculum around a cookie package. Another arrived for his interview on a skateboard. Not every company sits at the serious business intersection and pop celebrities. But this does not mean that they cannot become talented magnets. Cisco is a point to the point. The company is a competitive juggernaut, with revenues of over 4 billion dollars and a market value of over 40 billion dollars. But there is no possibility that Cisco will ever capture popular imagination as Netscape has. Then use guerrilla techniques to increase his profile. The Cisco-The-Buzz strategy focuses on the primary market for its products: the Internet itself. The company's website ( has become a turbocharged recruitment tool. Looking for a job in Cisco? Search by keyword to match your skills with openings. You can also store a curriculum or create one online using Cisco's Ré SumÅ © builder. The most important, the site couples you with a volunteer å å åmícoå å all within the company. Your new friend will teach you Cisco, will introduce you to the right people, and will lead you through the process of hiring. But the real power of the Cisco website is not that it helps active work seekers move more quickly. It sells the company to people who are so happy in their current jobs that have never thought of working in Cisco. å å åNo! We actively targeted the passive work researcher, å å says Michael McNeal, director of corporate work That's why the company advertises the site in places where its kind of people hang out. Cisco lied to the Dilbert web page (www. Dilbert.com), the treasure of disinherited programmers. Last winter, right before the Super Bowl among the Bay Packers and the New England Patriots, Cisco has advertised on the Boston electronic guide (www.boston.com). The site was recording 2.5 million hits a day, many engineers and Net-savvy managers from Route 128. Cisco also buys space on sites like TravelQuest (www.travelquest.com), bookingThe software allows Cisco to read the URLs of web browsers, combining them to the clothes that likes to recruit (like 3Com and Bay Reti competitors), and then, and only then, paint a banner with a link to the company's workpage page. Thanks to these and other Savvy tactics, the Cisco works page records up to 500,000 accesses per month. Cisco generates a report flow on who is visiting the site and optimizes its strategy accordingly. For example, the society knows that most of the successes come from the Pacific time zone between 10 A.M. and 2 p.m. The conclusion? A lot of people are trolming for jobs on corporate time, always a nervous racking tracking. So Cisco is developing the software to make life easier for stealth work researchers. Allows users to click on the drop-down menus, answer the questions and the profile themselves in just 10 minutes. They even cover their backsides. If the head walks, users can hit a key that activates a disguise screen Å å å,~ "by changing it in" list of comments for the leader and workmates "or" even successful habits of a great employee. Combining Lessyou, desperate to fill that marketing slot. You're losing business. In the end you have a decent candidate. It's not exactly what you're looking for, but someone beats anyone right? Wrong. A rule of the cardinal of power staff is that you should never hire people you wouldn't want to take if the lack of lack of people is not so severe. Quick desire does not mean that you have to lower your standards. And refusing to resolve does not mean that you have to slow down to a gattonium. The secret is to decide in front of the types of people you want to hire, quickly identify misalignments, then develop techniques to evaluate the remaining candidates for the sections you need. EEMC, the red-hot manufacturer of corporate storage products Hopkinton, Massachusetts, uses only this approach. Four years ago, when it was still a relatively manageable 700 people, the company understood that the demand of its products was taking off. He was about to go on growth (and hiring). But the top management wondered how the company could literally add thousands of new people without losing its identity - cultural attributes that had made such a success in the first place. So a team of elderly managers and human resources specialists started Brainstorming: what characterized large EMC employees? Those sessions have led to the emc success profile ". Å å å,~" a detailed definition of those who make it to EMC. It is built around seven categories: technical competence, lens orientation, sense of urgency, responsibility, external and internal and international reactivity, functional and integrity behavior. Å å å,~ "This is kept quickly to those attributes like base noses, says John Gangley, director of EMC of corporate staff. This is why he claims, EMC is still the same company that It was four years ago, although now 5,100 employees.yahoo!, the internet research company in Santa Clara, California, is also in the middle of a tearing growth. Built-in in April 1995 by two graduate students of Stanford University , Yahoo! has become a year later. Users consider an average of 30 million pages a day, until only 4 million in 1995.No society can make this fast grow without adding people. At the time of his IPO Yahoo! had 65 employees. Now it has three times more, with an average of 50 slots open at any time. Not very surprised that senior executives spend 30% of their time, taking and maintaining people Å å å,~ Å "Right ". But who are the right people? Jeff Mallett, Yahoo! Å, Å å å,~ Å "å å s senior business operations, says the company has identified the main attributes behind great yahoo! people. says the company will simply not add new people unless they vote on these four factors: people's skills: "We assume that in a short period of time, any person we hire will be responsible for managing other people. åå" says mallett. å å "We always look at good interpersonal skills, the spheres of influence: åå" å "Rental should have its own very talented lists," Mallett says "The little black books of our people are our best form of recruitment. "Zoom in, Zoom out: "We need people who can get so tactical it hurts," Mallett says, "they can make blockage and contact to make a project happen. This is 'zooming in.' But take some people must also 'shake out,' to look at the big picture: How will this project affect the competitive landscape? Passion for life: "We want people passionate about their thematic areas," says Mallett. "And it turns out that most people who have a passion for something specific — sports, arts and culture — also have a passion for life. It's not just about doing great things for the company, but also great things in life." You don't have to be high-tech to be highly selective about the people you hire, or to design highly refined techniques to quickly evaluate candidates. Five years ago, Christopher Shipp, director of training and development at Prudential Securities, spent nine months understanding what kind of people did great financial advisers. He studied the company's 800 best performers and identified a dozen measurable criteria. For the last three years, Prudential has used these 12 criteria to hire new financial consultants, including 1,000 people only last year. Applicants take a written test by experience, endure a structured interview battery, write a financial plan, and visit Prudential up to four times. Approximately 10 candidates apply for each person hired. The rental investment? Between \$60,000 and \$100,000, Shipp estimates, including evaluation fees, first-year training, and pulls against the commission. "There are no shortcuts," he says. But there can be big payments. By 1996, after three years of work, the first class of consultants hired according to the 12 criteria had generated an average of \$14.5 million client assets each — comfortably over the best scenarios of the company. Getting a Fast Startit is difficult for fast growing companies to generate a pool of candidates large enough to meet their voracious appetites for talent. It is even more difficult to quickly select the right people. But there is another challenge: transform new dissatisfied into productive contributors. Calling the process what will be — guidance, indoctrination, basic training — is a critical element of the staff of power. Beau Parnell, Cisco's Director of Human Resource Development, calls on the first day of a new employee "the eight most important hours of the world". His personal mission, he says, is to help Cisco achieve "the fastest time for productivity for new recruits in the industry". This requires work and technology. Last year, Cisco employee surveys showed that some new hires felt like lost luggage rather than the company's most valuable assets. Their phones didn't work. They had computers, but no software. They had software but they have no idea how to use it. Unbelievably, in a company synonymous with the Internet, they were not getting email addresses for two weeks. Parnell informed CEO John Chambers and obtained the authorization to create Fast Start, a collection of employee orientation initiatives. Today, the computer software tracks the recruitment process and alerts the facilities teams just before a new recruit arrives. As a result, each new employee begins with a fully functional workspace and a full day of training in desktop tools (computers, phones, voicemail), but Fast Start does not only eliminate headaches. Opens people's eyes to life insideEach new rental is awarded a "buddy" (an equal in the company) that answers questions about how Cisco works. New employees take a two-day course called "Cisco Business Essentials", covering business history, the networking market and Cisco business units. Two weeks after the start of new hires, their managers receive an email generated automatically that reminds them to review department departmentand personal goals. Some companies transform the orientation in a self-managed project. MEMC Electronic Materials in St. Peters, Missouri, the second biggest manufacturer of silicon wafers worldwide, has been taking on more quickly as possible with regard to the later years. It was difficult for MEMC find great people. But it was even more difficult to get them to work effectively in one of the most technological industries most demanding in the world. Operations Manager Management Mike Benton remembers the way the new manager of the factory acquired have used what they needed to know: Å å ~ "We cretato throat in two weeks. But while the company continued to grow, it was not unusual find coaches with a month of experience managing operators with less than one year of experience. Å å å ~ "We had the blind leading the blind," says Benton. So he started to assign the paper. Today when new coaches come to MEMC, the last thing they do is start working. Instead they spend four weeks of research and writing of a report documenting how the company handles all performance parameters for a stage of the production process. once you run out of paper, they taggano with a company veteran for several weeks. Only then will the new take on the responsibility to assist gestione.Nuovi engineers also spend two days exploring the stor ia and in the Society operations. Then they receive a workbook full of questions about every part of society - from the production of computer systems for the purchase of employee benefits. Engineers have three months to respond to literally hundreds of questions. Course, the only way to complete the workbook is talk to people across the enterprise. Å å ~ "Designed to get people outside of their departementoÅ" says Don Otto, director of employee relations. The network of new employees like crazy to learn as much as possible. That might be the best way to get a faster speed. Back to Netscape, after he led the company encouraged, CEO Barksdale explains his theory of the virtuous circle Å å ~ "behind successful companies. The great people build great products, it tells the recruits. Great products generate large profits, which provide resources to attract more great people. Å å ~ "You did go, it's a self-sustaining cycle. Å å ~" he says. Å å ~ "You do not have more to manage the business. The business performs. Å» Bill Birchard (Bbirchard@aol.com) writes about business and technology from Amherst, New Hampshire. Hampshire.

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