



Hire "A" Teams

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- The world's leading social sound platform



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- Passionate Community of over 20 million people



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- Used by professional and amateur content creators in music, podcasting, journalism, field recording and more...



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- Global reach and growing fast
- Offices in Berlin, San Francisco, London and Sofia





- 150 employees



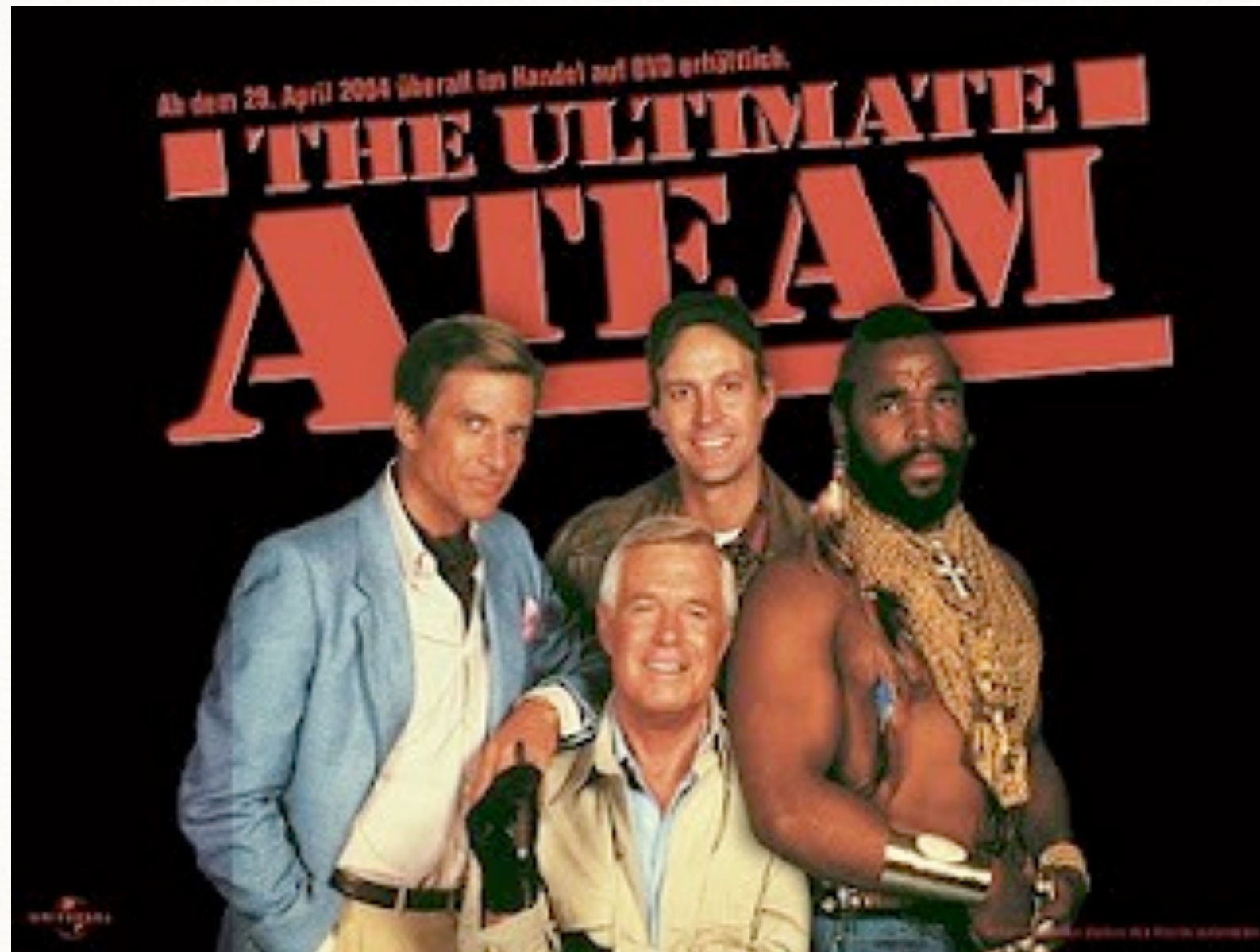
- 150 employees
- 28 different nationalities



- 150 employees
- 28 different nationalities
- growing now by 8-10 employees/month



Hiring “A” Teams





Recruiting ?



Recruiting ?

Mistakes?



Recruiting ?

Mistakes?

\$\$\$



"A" people = "A" teams?

**"hire the best technical
talent available"?**



The right fit depends on context





Smart



Smart Get things done



Smart

Get things done

Cultural Fit



Smart
Get things done
Cultural Fit
Passion



Smart
Get things done
Cultural Fit
Passion
Easy going



How many of these people exist?



How to hire?





"Hire slow, fire fast?"



“Hire slow, fire fast?”

“Hire slow, react fast”



**It's tough when you are
growing fast**

What kind of people ?





Technical Competency



Technical Competency

Cultural Fit



Technical Competency

Cultural Fit

Get Things done



Technical Competency

Cultural Fit

Get Things done

(Diversity)



Technical Competence

**“Organisations hire for
skills yet fire for
'attitude'”**



Cultural Fit

What is culture?



Engineering Culture

Definition Culture (from Wikipedia)

**A set of common norms, values, goals
and practices that shape an
organisation.**



Cultural Fit

Hire people who will enjoy working together, who fit well together, share common values, who will make each other better.



Lesson 1:

**Cultural Fit is as
important as technical
competence**



Why?



Why?

Bad hires need to be fired



Why?

Bad hires need to be fired
work environment suffers



Why?

Bad hires need to be fired

work environment suffers

good people being de-motivated



Why?

Bad hires need to be fired

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good people being de-motivated

trust eroding between co-workers



Why?

Bad hires need to be fired

work environment suffers

good people being de-motivated

trust eroding between co-workers

product moving in the wrong direction



How to screen for cultural fit?



How to screen for cultural fit?

- 'Beer test'



How to screen for cultural fit?

- 'Beer test'
- Having a lot of people interviewing



How to screen for cultural fit?

- 'Beer test'
- Having a lot of people interviewing
- Candidate long time in a different culture?



How to screen for cultural fit?



How to screen for cultural fit?

- Would all the interviewers like to work with the candidate?



How to screen for cultural fit?

- Would all the interviewers like to work with the candidate?
- Would the candidate flourish in our environment?



How to screen for cultural fit?

- Would all the interviewers like to work with the candidate?
- Would the candidate flourish in our environment?
- Where do the candidates see themselves midterm (manager/architect/engineer)?



**GET
SHIT
DONE**



Signs

- Used to a large company environment where its OK if things take a few weeks longer



Signs

- **Slow.** Taking a long time to code (or do) something simple.



Signs

- **Perfectionist.** Tendency to over design something.



Do a coding exercise!



Personality



Personality

- Follow through. Did the candidate respond to every email from me quickly? Did they follow through on everything they said they would do?



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- Excellence. Do they spend the time to become good at anything they adopt as a hobby? Open Source?



Personality

- **Follow through.** Did the candidate respond to every email from me quickly? Did they follow through on everything they said they would do?
- **Excellence.** Do they spend the time to become good at anything they adopt as a hobby? Open Source?
- **Proactivity.** Do they suggest the right next steps without prompting?



Passion

- For engineering
- For the product



Diversity

- Don't do a token hire
- Hire from all over the spectrum... as long as they fit all your criteria
- But promote diversity





Hiring process

Screening CVs

either junior or background in similar companies/
cultures



Phone Screen

rough idea about cultural fit/technical skills



Coding Challenge



Interviews



Hiring Sync



Problems with Hiring Sync's



How to make it better



Summary



Summary

- **Never compromise on culture**



Summary

- Never compromise on culture
- Always be recruiting



Summary

- Never compromise on culture
- Always be recruiting
- Trust your instincts



Summary

- Never compromise on culture
- Always be recruiting
- Trust your instincts
- Think carefully about how to make a good hiring decision (how is involved?)



Links

- <http://blog.eladgil.com/2011/09/hire-for-ability-to-get-shit-done.html>
- <http://blog.eladgil.com/2012/04/never-ever-compromise-hiring-for.html>
- http://www.avc.com/a_vc/2012/05/mba-mondays-culture-and-fit.html



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We are hiring!

www.soundcloud.com/jobs

