



Accelerating Information Technology Innovation

<http://aiti.mit.edu>

Cali, Colombia
Verano 2012
Lectura 07



Agenda

- Pitch Ideas Sigue
- Votamos – 5 votos a la persona
- Caso 4: Formando Equipos Extraordinarios

- Preguntas & Respuestas

DESCANSO

Equipo

- Drive
- Entrepreneurial instincts
- Domain knowledge
- Intelligence
- Track record
- Credentials
- Past collaboration
- Shared vision and values

“The Hard Part is Not the Technology, It is the People”

BUILDING INSANELY GREAT TEAMS

Posibilidades?

- Start interviewing people
- Ask your friends
- Post your interest on a job site
- Build a job description
- Understand your company's culture
- Define a process
- Research salary requirements

Caso 4

- **You are completely maxed out with your current resources in building your business – but all the signs are positive and you want to add another person.**
- ***What do you do?***

La manera de encontrar gente maravillosa

1. Understand your company's culture
2. Define a process
3. Build a job description
4. Research market compensation for job
5. Look at your "I'd Love to Hire Them" list
6. Ask your friends
7. Post your interest on an appropriate site
8. Start interviewing people

Consumidores/Clients, Dinero y Socios

- Idea of the Sole Charismatic or Brilliant Entrepreneur is a Myth
- Choice of Who You Bring on Your Team and How You Do It is Fundamental to Achieving Escape Velocity
- Picking the Right People and Having Processes to Successfully Recruit Them, Incent Them, Retain Them & Grow Them, Will Allow You to Have a Long Term Success

Most Important Characteristic When Looking
for Partner and Employees ...

Integrity

or

“Trust and Confidence”

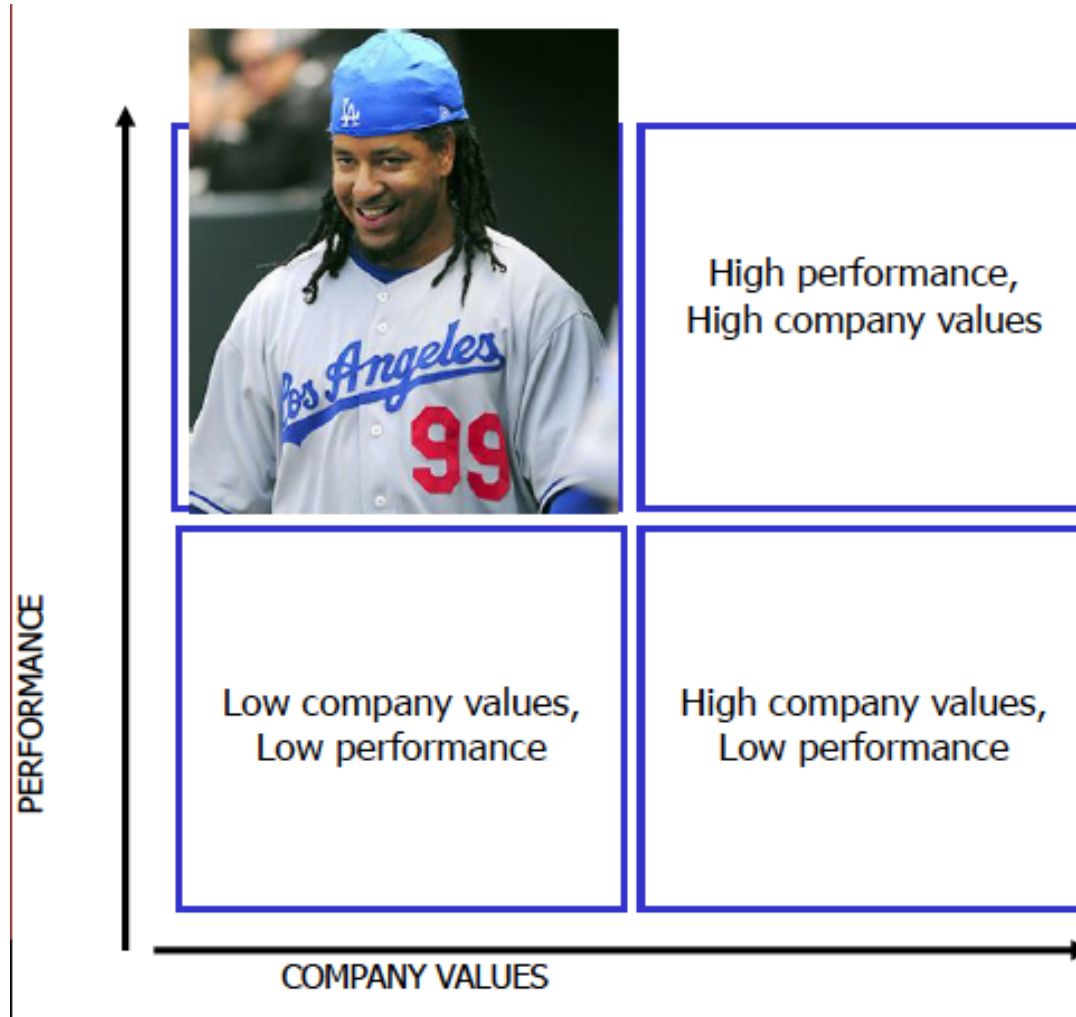
When it comes to people ...

$$1 + 1 \neq 2$$

Como Atraer Gente Maravillosa

1. Clear Alignment
2. Hire for values, ambition & talent and train for skills --don't hire strictly to a job spec
3. Good enough never is or bad breath is better than no breath
4. Love your stars and deal with non-performance
5. WOM

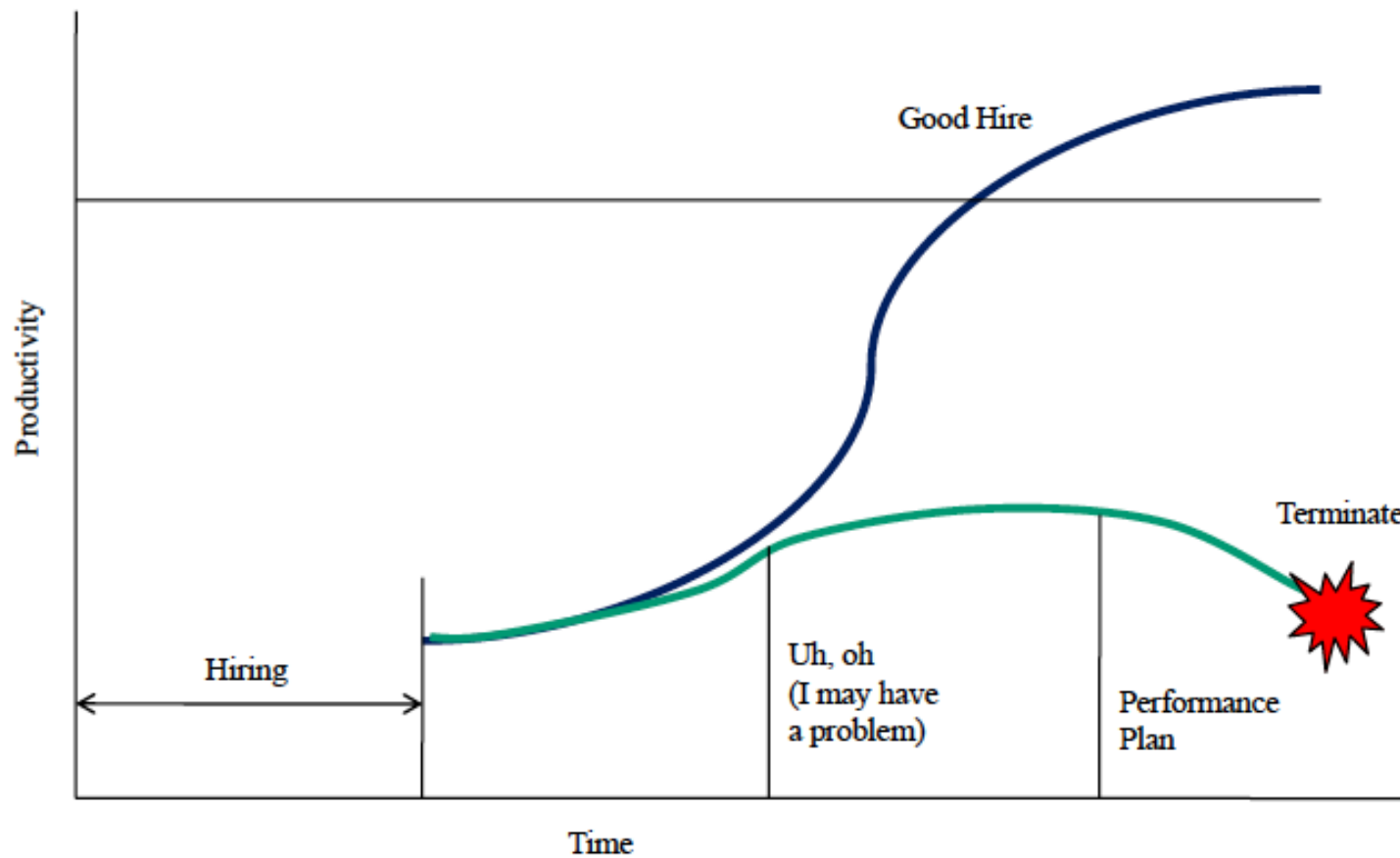
Estructura para Evaluacion



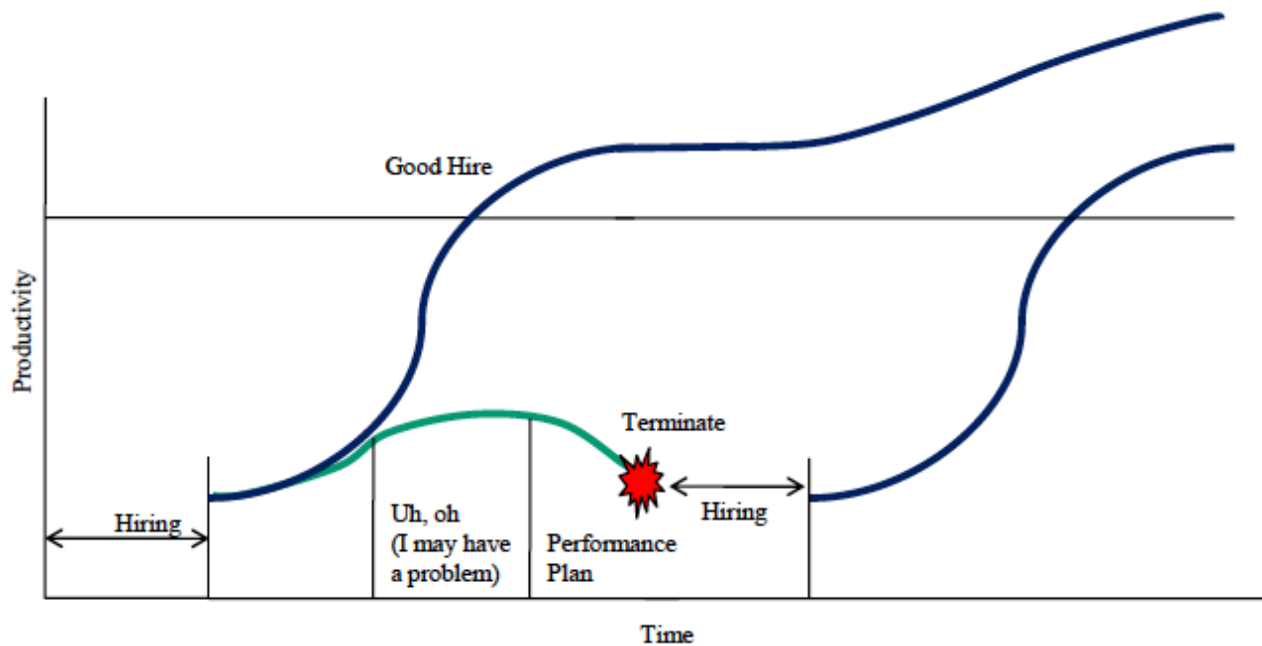
How to use this framework:

- Evaluate employees, against the two axes: Overall job performance and adherence and support of the company values
- Rank your employees based on their relative position on the graph.
- Compare employees in similar jobs and salary levels to ensure consistency
- Recommend salary increases based on fair market value for a job and ranking/rating. Taking into consideration: current salary, contribution, time since last increase, etc.

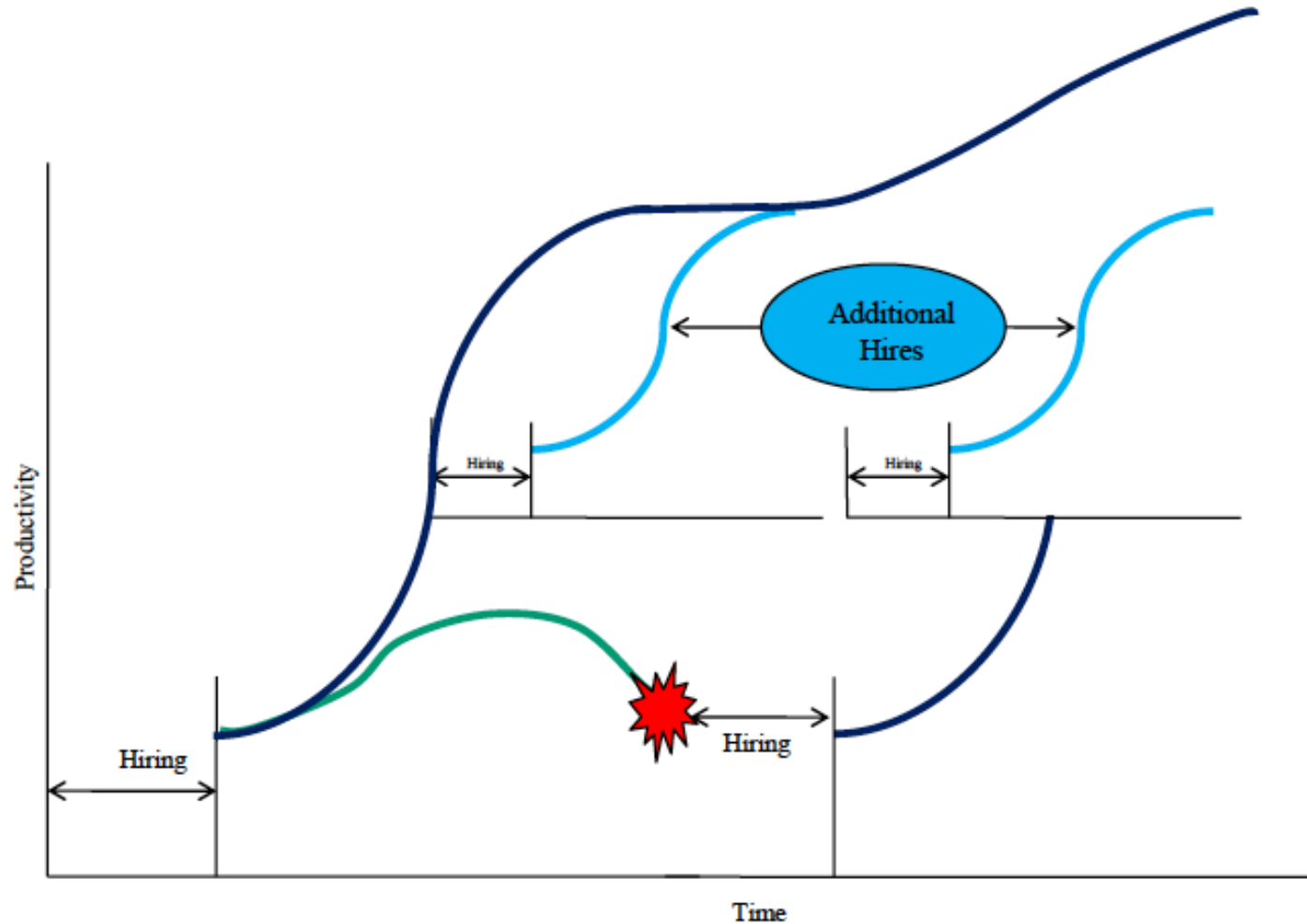
Impact of making a good or bad hire



The impact of a bad hire is worse than the failure of that hire



Hiring failures can compound



**And if you ignore the problem
and think it will go away with
success...**

**You are wrong. It gets
worse.**

References

- Typically useless, if not counterproductive
 - ▶ Three pre-selected names...what do you expect?
- Making references useful
 - ▶ TORC (Threat of Reference Check)
 - ▶ “What will they say when I call them?”
 - ▶ Call after hours to leave msg. Do they call back?
 - ▶ Listen for absence of enthusiasm

Hiring Process

- A good hiring process can enhance performance
- Always look to add contributors who strengthen the team (are better, faster, stronger, more creative than you are)

Summary

- $1 + 1 = ?$
- HR is critical, and you can't delegate
 - ▶ Esp. sourcing, performance reviews
- Train your staff how to interview
 - ▶ Beware “skilled interviewers”
- Manage out underperformers
 - ▶ does this person raise or lower the mean?
- Careful with co-founders

The Turtle Lives On



APPENDIX

Mercado/Clientes/Oportunidad

- Identifiable people and pain points (demand)
- Size
- Addressability
- Tops down and bottoms up
- Know your first 10 customers
- The Decision Making Unit (DMU) & the Decision Making Process (DMP)
- Stage of purchase decision (early adopter, mission critical, etc.)
- Ready to pay you to solve their problem?

Rompecielos II

- Juego Barceleno
 - Dividen en tres grupos
 - Cuenta hasta 10, pero recuerden de cumplir con las reglas de Danny