

# LOVE to be ELITE - Discussions Over Interviews

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## Vision

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Interviews should be fun. Let's Put the fun back in the interview and interviewing.

## About

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Interview is the first exposure of the candidate to the hiring brand.

Organisations must believe that **ability to deliver results periodically trumps over anything else**. We must thus believe in people, along with process. People are the bloodstream of a firm, and candidate, at any experience level must see that this is being followed in the firm [s]he is being interviewed for.

It has been a norm in the "software" industry that *"your experience and your credential takes you only to the interview and then it is all about mental gymnastics and competitive coding."*

### Organisations must behave differently.

- This is not easy to achieve. We, of all people have to let our individual biases go, and coherently come to terms of what it means to deliver result to the customer at Organisation.
- We must adhere to the principle that is "Engineering" and not "Puzzle Solving". Engineering is puzzle solving under the pretext of optimisation for resource being scarce.
- As Einstein apparently remarked : No One should judge a Fish by how fast it can climb a Tree. Not everyone enjoys every aspect of computing. We have to be unbiased and non judgmental about it.

Thus the following goals are formulated - we will call it the principle of LOVE.

# Goals

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1. Candidate must feel special.
2. Candidate must feel his/her experience is valued:
  1. It must not become a quiz - no matter whatever you have done with your career, we shall **only** ask you our stuff.
  2. It must not become a theatre to showcase how technically smart interviewers are.
3. Each interview must end with the note that candidate becoming a fan for Organisation Culture.
4. Organisation must become an aspirational brand - post interview.
5. Organisation must have plethora of candidate hired who can deliver results no matter what the odds are.

# How To ?

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## [L] Listen to the Candidate

1. Do not ask "Tell me about yourself". It has no meaning. We have the resume.
2. Definitely ask about what great things [s]he did - that [s]he thought was awesome.
3. Start thinking about how it can be done better - also - ask the candidate.
4. Make candidate comfortable - take him/her to a discussion where they love talking about

## [O] Overhear - Overhaul - Observe

By now, the candidate is pretty comfortable. By now, you have to find a problem that suits the sort of thing the candidate loves and experienced.

1. Come up with the formulation of a problem which candidate agrees as a great thing to solve, because same sort of problem [s]he faced earlier.
  1. This is incredibly hard.
  2. This requires access to 1000 of questions - at a glance.
  3. This repository can be built and indexed
2. Any question which gets solved once - get purged forever - for same candidate characteristic.
3. Objective of this is to overhaul the candidate - to suddenly see something [s]he never saw in his/her work or earlier projects.
4. Observe, how the candidate is taking this newfound idea to his/her old problem.

Interview should be bi-directional. If the interviewer cannot solve candidates problem - [s]he cannot judge candidate.

## [V] Value Proposition of the Solution

Previous discussion flows into one singular thing what brings value to the candidate for his/her value system? In short, the choice of problem to solve itself garners insight into what candidate treats of value.

1. Talk to the candidate to see if they see value in solving the problem.
2. If not change it to something where [s]he sees value.
3. Feynman has shown [2] people tend to solve problem better, faster - when they know why it needs to be solved. They have to be interested. Just cracking an interview is not enough incentive. ***We do not want desperate people in the Organisation - we want people who love to be at the Organisation.***
4. Let the candidate try to ease their way in - allow all possible online access ( StackOverFlow, Google, Tech Docs)

## [E] Evaluate : That is why it is an Interview

At this step one should evaluate.

1. Every problem has a **history**.
  1. Understand the history - understand how **chronologically** it got solved.
  2. All the steps - blocks and **bottlenecks** .
  3. Where is candidate stuck? Is it something that foundered a lot of people or was it easy leap for people?
2. Problems do have weight - use It to **calibrate** the response
  1. How important that problem/block is from day to day work **perspective** ?
    1. Is that something that will be trivial ?
    2. Is that something that might come about once in a blue moon?
  2. What **methodology** was used to solve it? What does it show?
    1. Diligence ?
    2. Grit?
    3. Expertise ?
    4. Experience ?
3. Can we calibrate each from the **response** against experience?
  1. Can we have expected / actual calibrated for each interview?
  2. Have a summary of what is missing and why? What was **expected**?

## Conclusion : Hiring ELITE

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It must be noted that most of the basis of this document comes from multiple world class organisations standard : which believed there is something called **transfer learning**. You can be great at X and by using some technique one can simply transfer the learning to Y.

So, people with high IQ (Intelligence) and interest can crack a problem if they are diligent and Expert enough. Sometimes all of this does not matter too, and you have to be exceptional.

Notice that IQ is given, diligence is given, interest comes and goes and expertise is via trainability what gets acquired. Being exceptional is sometimes a combination of all of these.

Thus, as the panel our job is to extend offers towards the hiring traits:

1. Highly **EXCEPTIONAL** ( track record )
2. **LABORIOUS** ( gets job done )
3. **INTELLIGENT** people who are **INTERESTED** in solving problems which we have
4. Who also are **TRAINABLE**
5. So that they can acquire **EXPERTISE** if they not have already

An upcoming Organisation should aspire not to be the Manchester United but should try to be more like Arsenal. People must come to Organisation for the aspirational and the learning value, and later must become staunch supporter of the Organisation culture.

## Success Metric

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1. Asking the rejected candidate how they enjoyed the interview : 90% should say they loved it.
2. Asking the accepted candidates what they did not enjoy in the interview : 10% or below should say negative.
3. Post Facto : After 3 months managers must give candid feedback about work quality of the hire.

## References

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1. Einstein did not say it : <https://quoteinvestigator.com/2013/04/06/fish-climb/>
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