

Extreme Interview Hiring for agile environment



MENLO
innovations



2013

CEE-SEC(R)

Software Engineering
Conference in Russia

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October 24, Moscow

Agenda

- ❖ About me
- ❖ About Menlo
- ❖ Learn WHY
- ❖ Learn HOW
- ❖ Questions and Answers

About me

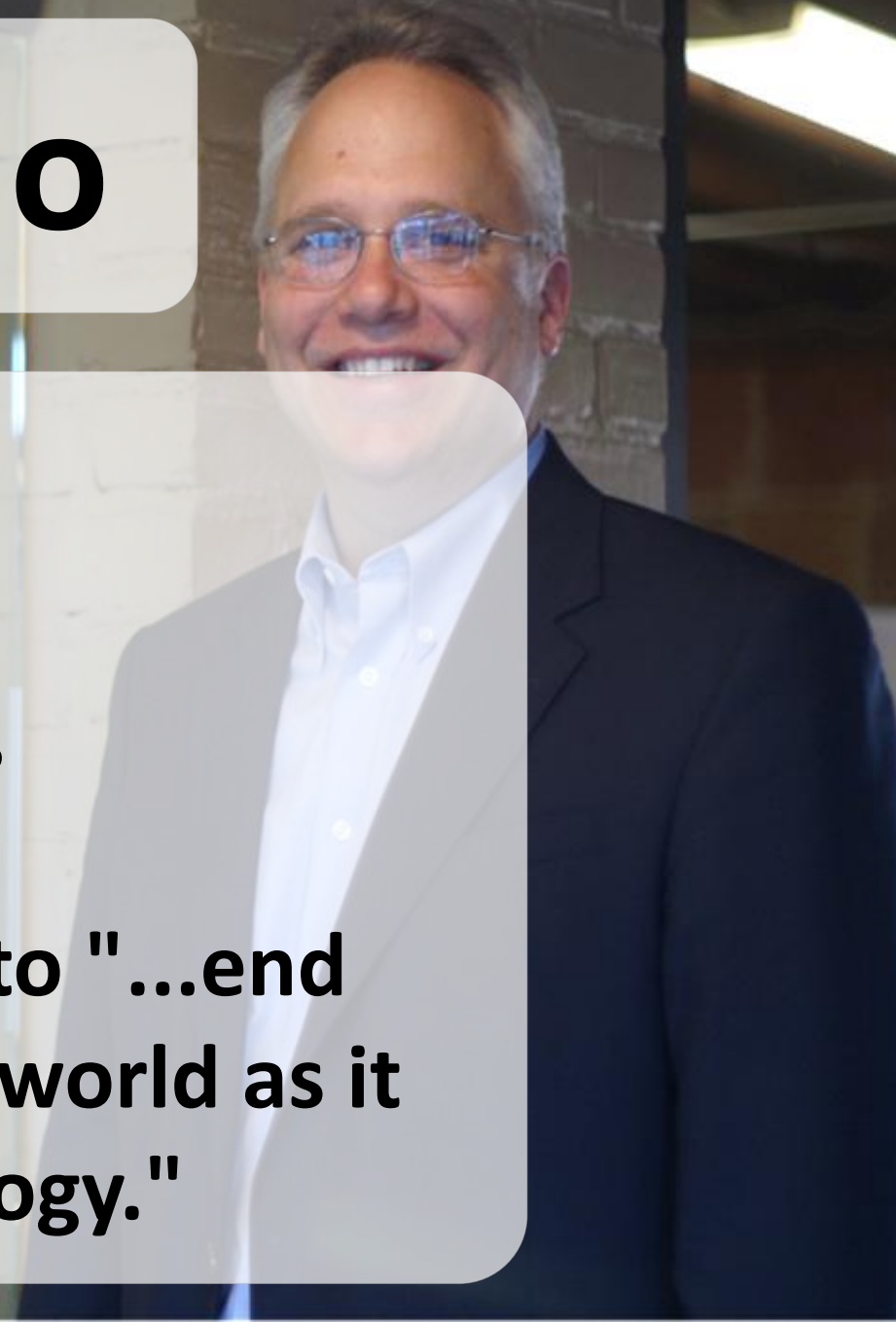
- ❖ **Software Engineer**
- ❖ **Entrepreneur**
- ❖ **Agile Enthusiast**
- ❖ **My role in Menlo**

About Menlo

- ❖ **Ann Arbor, MI, USA**
- ❖ **Founded in 2001**
- ❖ **About 50 employees**

MENLO INNOVATIONS
software design and development

Self-stated mission is to "...end human suffering in the world as it relates to technology."



Open Workspace



Working in pairs



Fast interactions, Project-Switching



We believe...

- ❖ **In building a learning organization**
 - ❖ Languages and technology can be taught
 - ❖ Good kindergarten skills cannot
- ❖ **We are willing to invest in our people**
 - ❖ A person`s aptitudes are more important that his or her current skills
 - ❖ We are not interested as much in what you already know but what can you learn?



Learn why...

Traditional Interview

What is your communication style?

How do you handle conflict at work?

What type of work culture are you looking for?

Which is more important: team success or individual achievement?

What is broken?

- ❖ Slow
- ❖ Inefficient
- ❖ Risky
- ❖ Boring

Agile teams are unique



...What if?

- ❖ **Fast**
- ❖ **Efficient**
- ❖ **Confident**
- ❖ **Fun**

**No Questions
No Resumes**

...What if?

- ❖ You could interview 50 candidates in 1 morning?
- ❖ You could effectively learn how they might interact with others in your work environment? (e.g. pairing behaviors)?
- ❖ Candidates could learn if they really like working this way before they took the job?
- ❖ No one reads the resumes first?

Mandate for Management



- ❖ **Double the team (from 14 to 28)**
- ❖ **Not simply increase body count, but increase productive output**
- ❖ **New team members must embrace XP**

The Menlo Way

Pair observation, team debrief

Job candidates paired with each other to complete the job

3 Activities, new pair and facilitator for each

Single-role pairs, and cross-functional pairs

Facilitators and Participants



A photograph of a group of people at a conference or meeting. In the foreground, two men are seated at a table, looking at papers. One man is wearing a colorful patterned shirt and a name tag that says "Don W.". The other man is wearing a dark shirt and glasses. There are coffee cups and papers on the table. In the background, other people are standing and talking. The image has several semi-transparent text boxes overlaid on it.

What are we looking for?

Kindergarten skills

Engagement, rapport

Fun

Would I pair with him/her?



Activity 1 Planning Game

You have 10 mins to complete the task

The background consists of several sticky notes of various colors (red, orange, yellow) scattered on a light-colored surface. The notes contain handwritten text in black ink. Some visible phrases include "I want my questions", "I want to be", "I want to", "I want to be listen to", "I want to", and "I want to be know". A central yellow sticky note has the number "2" written on it.

Activity 2 Unit Testing

You have 10 mins to complete the task

A black binder is shown with a blue tab labeled '3' and a stack of papers. The binder is open, and the papers are visible. The background is dark.

Activity 3 Estimation

You have 10 mins to complete the task

What did you see?



Dinner time

Simple Evaluation

Thumbs up?

Thumbs down?

**Thumbs up?
Thumbs down?**

Eric
Taylor

Thumbs up?
Thumbs down?

Angela
Dwyer

Sx in 3 yrs

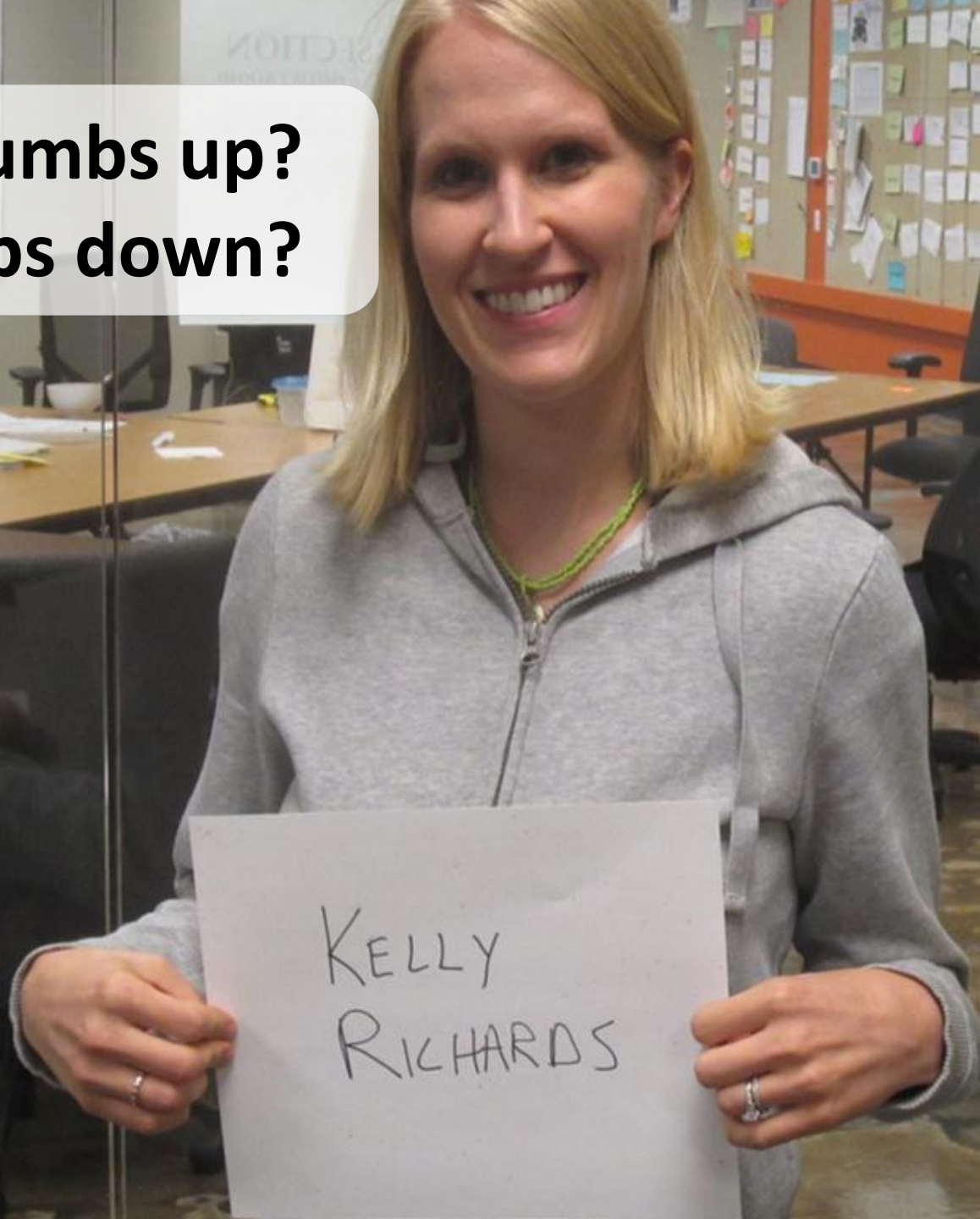
SW
incorporates the SW

* all derivatives thereof

Sx * 50 / hr * 400 hrs

= 100

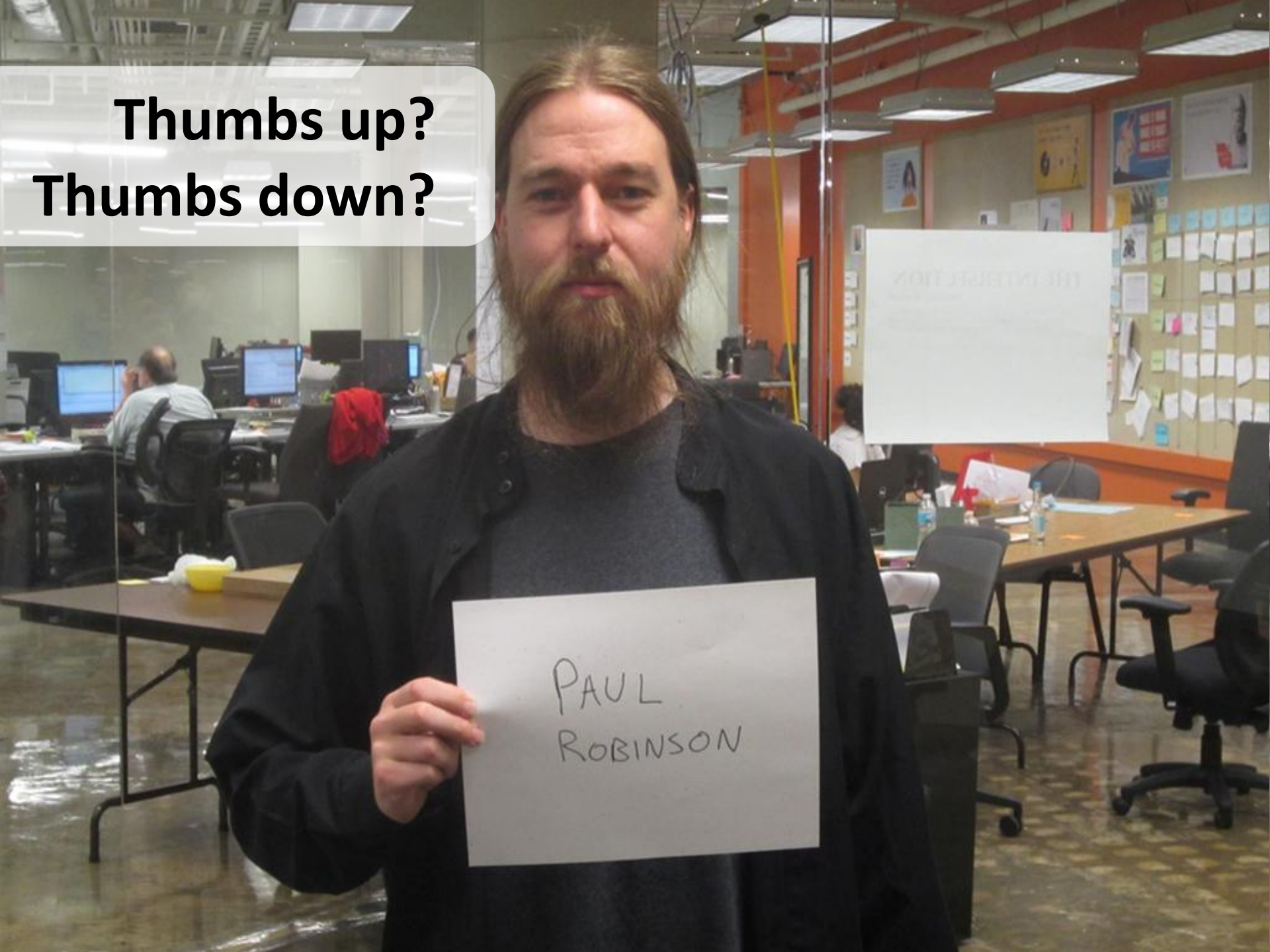
**Thumbs up?
Thumbs down?**



KELLY
RICHARDS

**Thumbs up?
Thumbs down?**

PAUL
ROBINSON






What next...?

**One day on the job
two different partners**

Three-week trial period

...and happily ever after



Bring it to your shop

Cultural values

Team driven

Pairing activities

Followups

Let's Crunch Some Numbers

1 hour interview

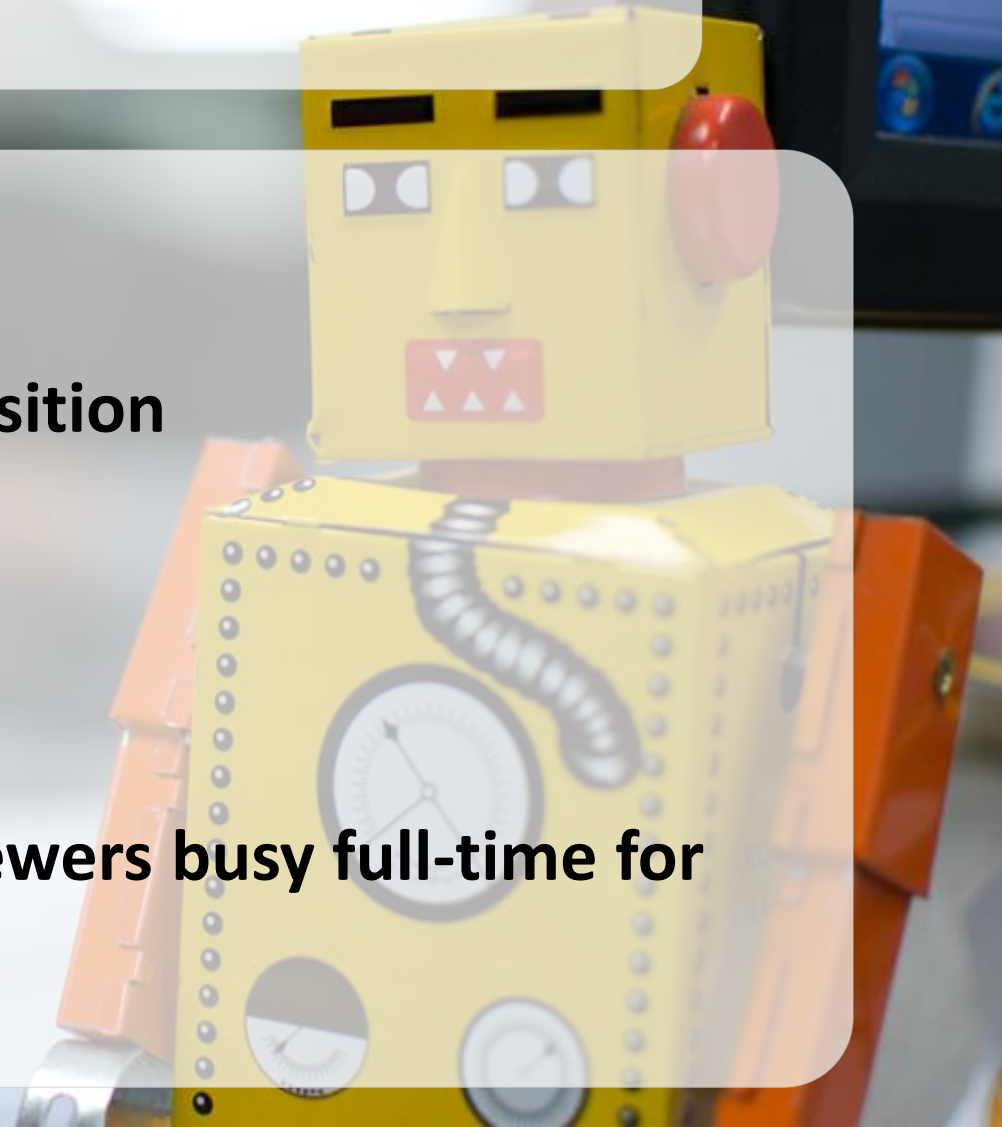
X 3 interviewers

X 8 candidates per position

X 14 positions

= 336 man hours

This would keep 3 interviewers busy full-time for almost 3 weeks!



Questions and Answers



Thank you



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