TALENT ACQUISITION

HOW DOES IT LOOK ON THE OTHER SIDE OF THE TABLE?

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JUNE 10, 2021 :: GOTO AARHUS

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GREETINGS

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About me

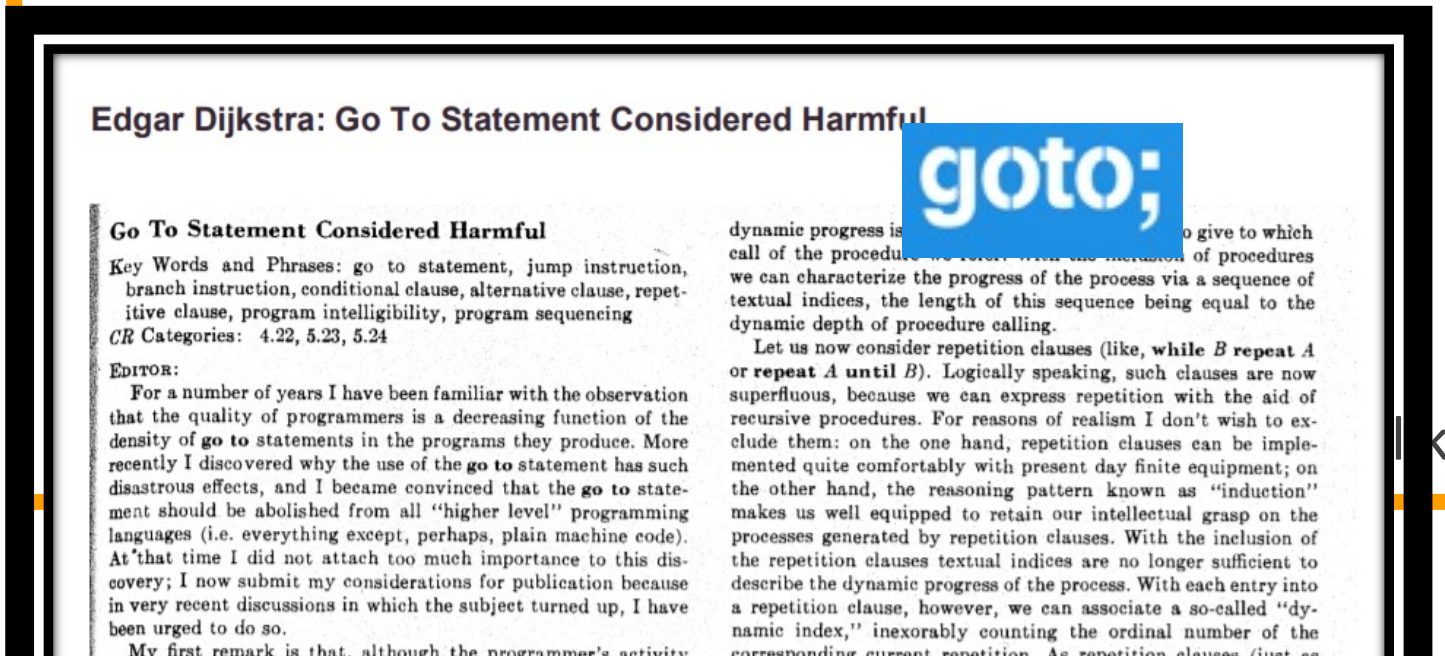
I am **Ender***

My job is ***growing people and teams***, and I love it.

I am here because I believe that ***sharing is caring***.

And, I am a big fan of ***GOTO***.

[EDU] BSc, MSc, PhD in Computer Science
[WORK] Postdoctoral Researcher, Software Engineer, Scrum Master, Development Manager
[PASSION] Continuous learning and continuous improvement, along with an emphasis on software craftsmanship.


Edgar Dijkstra: Go To Statement Considered Harmful

goto;

Go To Statement Considered Harmful

Key Words and Phrases: go to statement, jump instruction, branch instruction, conditional clause, alternative clause, repetitive clause, program intelligibility, program sequencing
CR Categories: 4.22, 5.23, 5.24

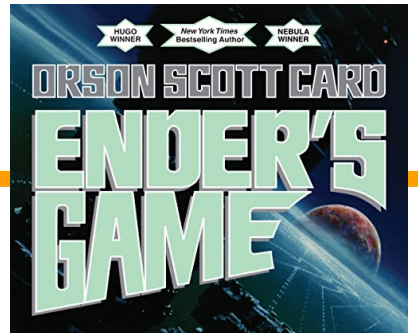
EDITOR:

For a number of years I have been familiar with the observation that the quality of programmers is a decreasing function of the density of **go to** statements in the programs they produce. More recently I discovered why the use of the **go to** statement has such disastrous effects, and I became convinced that the **go to** statement should be abolished from all "higher level" programming languages (i.e. everything except, perhaps, plain machine code). At that time I did not attach too much importance to this discovery; I now submit my considerations for publication because in very recent discussions in which the subject turned up, I have been urged to do so.

dynamic progress is … o give to which call of the procedu… of procedures we can characterize the progress of the process via a sequence of textual indices, the length of this sequence being equal to the dynamic depth of procedure calling.

Let us now consider repetition clauses (like, **while** *B* **repeat** *A* or **repeat** *A* **until** *B*). Logically speaking, such clauses are now superfluous, because we can express repetition with the aid of recursive procedures. For reasons of realism I don't wish to exclude them: on the one hand, repetition clauses can be implemented quite comfortably with present day finite equipment; on the other hand, the reasoning pattern known as "induction" makes us well equipped to retain our intellectual grasp on the processes generated by repetition clauses. With the inclusion of the repetition clauses textual indices are no longer sufficient to describe the dynamic progress of the process. With each entry into a repetition clause, however, we can associate a so-called "dynamic index," inexorably counting the ordinal number of the

…ke in



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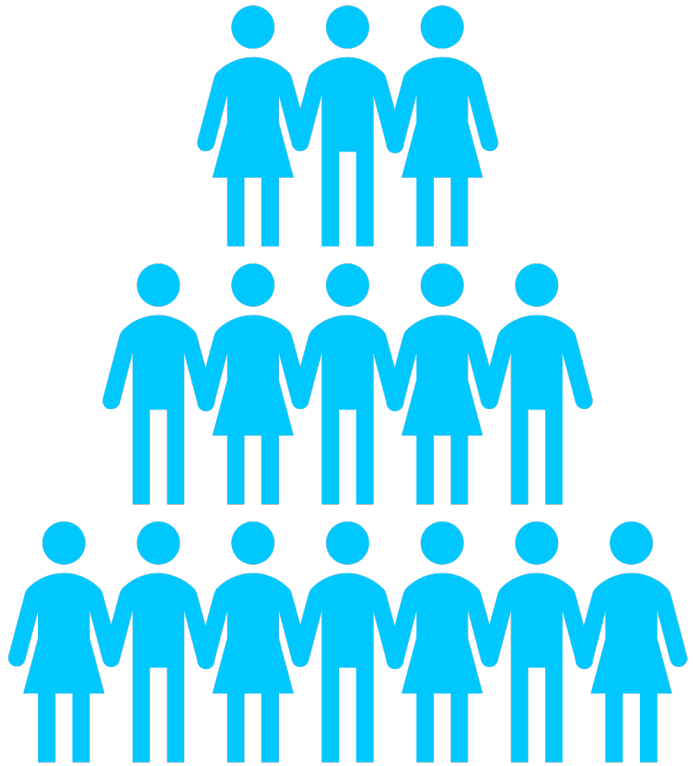
About you



Pull up your phone

Visit menti.com

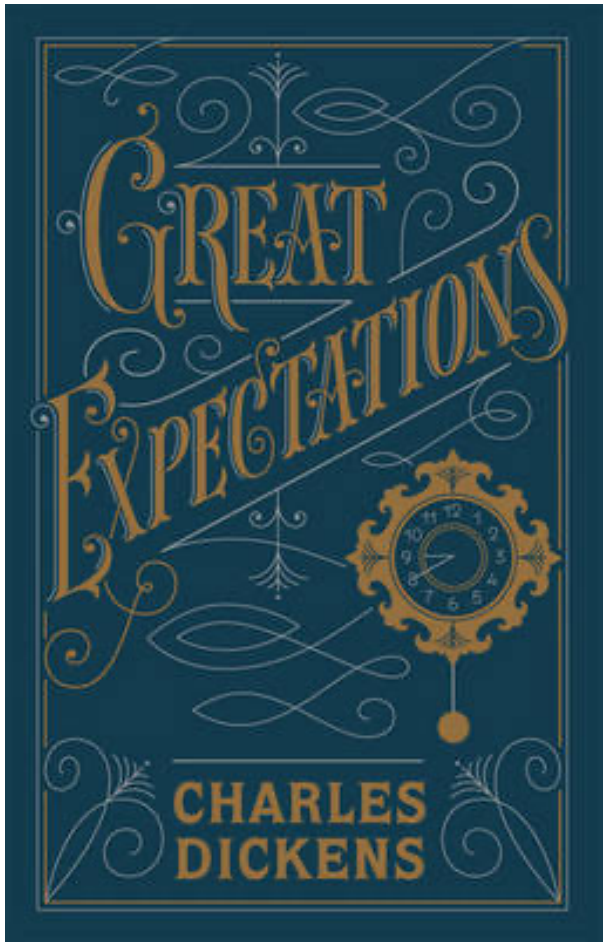
Enter the code 8613 3884

Answer the question, by dragging the sliders

Scale: 0 to 10, 0: Not at all, 10: Absolutely

WHAT TO EXPECT FROM THIS TALK?

- ***Something new***
- ***Some take-away for you***
- ***Inspiration***
- ***Real life experience***
- ***And hopefully, answers to your questions***



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TALENT

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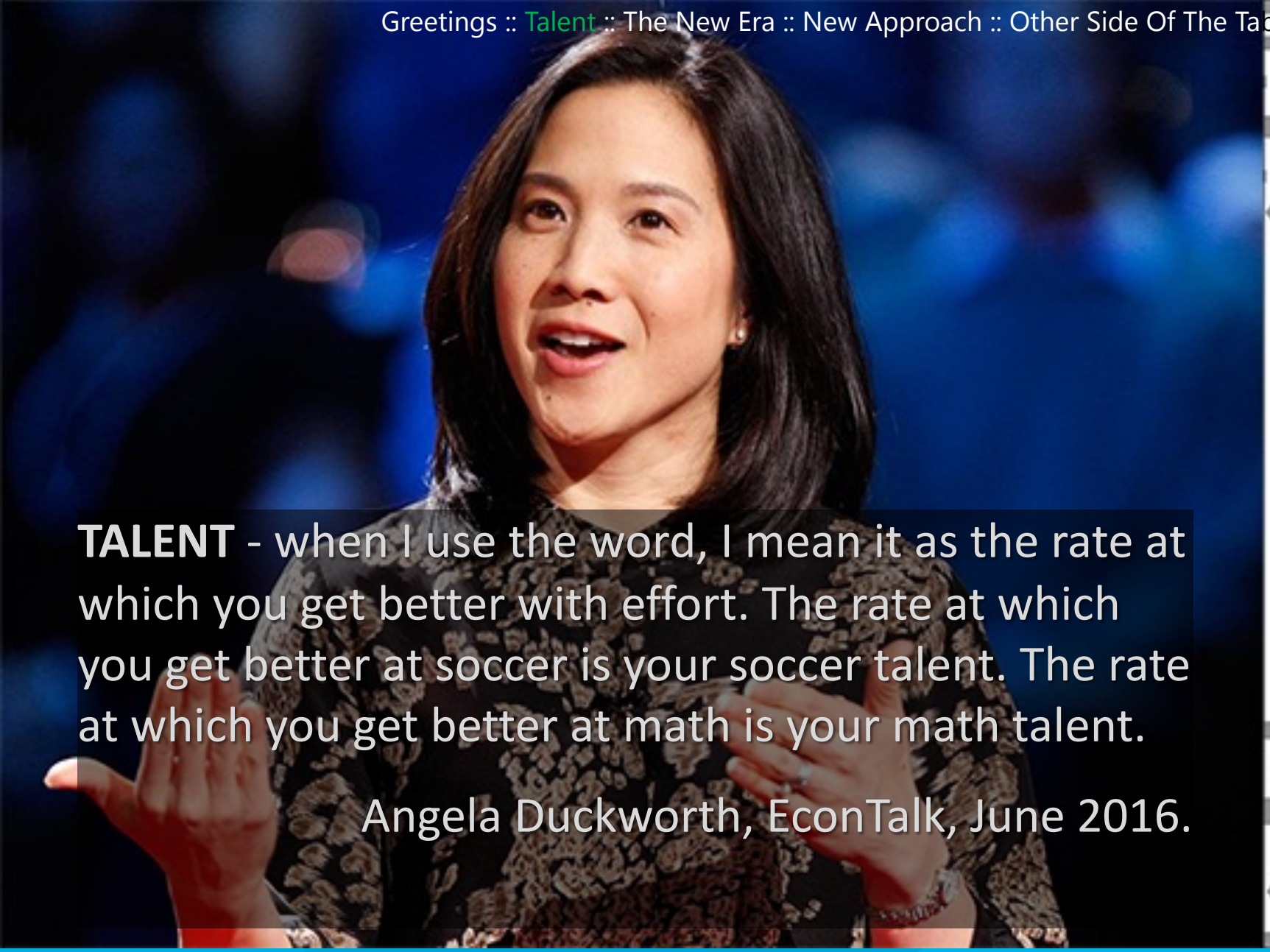
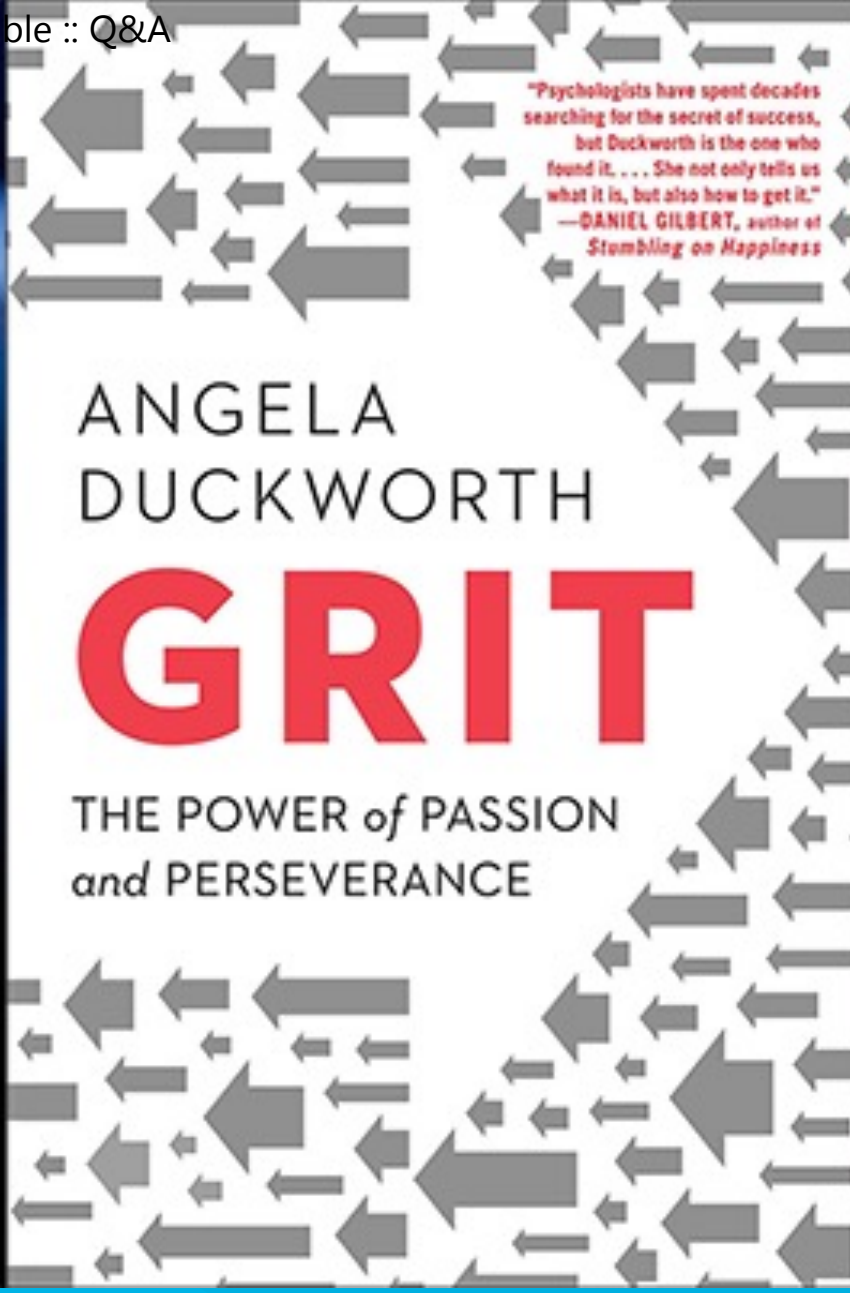


TALENT - when I use the word, I mean it as the rate at which you get better with effort. The rate at which you get better at soccer is your soccer talent. The rate at which you get better at math is your math talent.

Angela Duckworth, EconTalk, June 2016.



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A NEW ERA IN TALENT SPOTTING

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TALENT MANAGEMENT

21st-Century Talent Spotting

by Claudio Fernández-Aráoz

From the June 2014 Issue

A few years ago, I was asked to help find a new CEO for a family-owned electronics retailer that wanted to professionalize its management and expand its operations. I worked closely with the outgoing chief executive and the board to pinpoint the relevant competencies for the job and then seek out and assess candidates. The man we hired had all the right credentials: He'd attended top professional schools and worked for some of the best organizations in the industry, and he was a successful country manager in one of the world's most admired companies. Even more important, he'd scored above the target level for each of the competencies we'd identified. But none of that mattered. Despite his impressive background and great fit, he could not adjust to the massive technological, competitive, and regulatory changes occurring in the market at the time. Following three years of lackluster performance, he was asked to leave.

Compare that story with one from the start of my executive search career. My task was to fill a project manager role at a small brewery owned by Quinsa, which then dominated the beer market in the southern cone of Latin America. In those days, I hadn't yet heard the term "competency." I was working in a new office without research support (in the pre-internet era), and Quinsa was the only serious beverage industry player in the region, so I was simply unable to identify a large pool of people with the right industry and functional background. Ultimately, I contacted Pedro Algorta, an executive I'd met in 1981, while we were both studying at Stanford University. A survivor of the infamous 1972 plane crash in the Andes, which has been chronicled in several books and the movie *Alive*, Algorta was certainly an interesting choice. But he had no experience in the consumer goods business; was unfamiliar with Corrientes, the [illegible] where the brewery was located; and had never worked in marketing or sales,

It is not about whether you have the right skills; it's about whether you have the potential to **learn** new ones

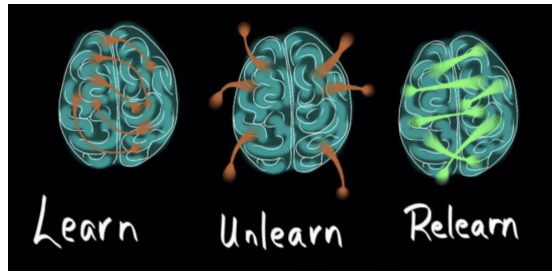
First Era: **Physical attributes**

Second Era: **Intelligence, Experien**

Third Era: **Competence**

Comptency Movement
"Testing for Competence Rather than for Intelligence"
David McClelland, 1973

New Era: **Potential**



Source: **21st-Century Talent Spotting,** Claudio Fernández-Aráoz, Harvard Business Review, June 2014.
Illustration: Ender Yüksel. Used images are under the Creative Commons license.

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HOW TO SPOT POTENTIAL

Think about how you can highlight the hallmarks of potential, when you have the chance.

- Motivation
- Curiosity
- Insight
- Engagement
- Determination

~~Are you curious?~~

How do you react when someone challenges you?

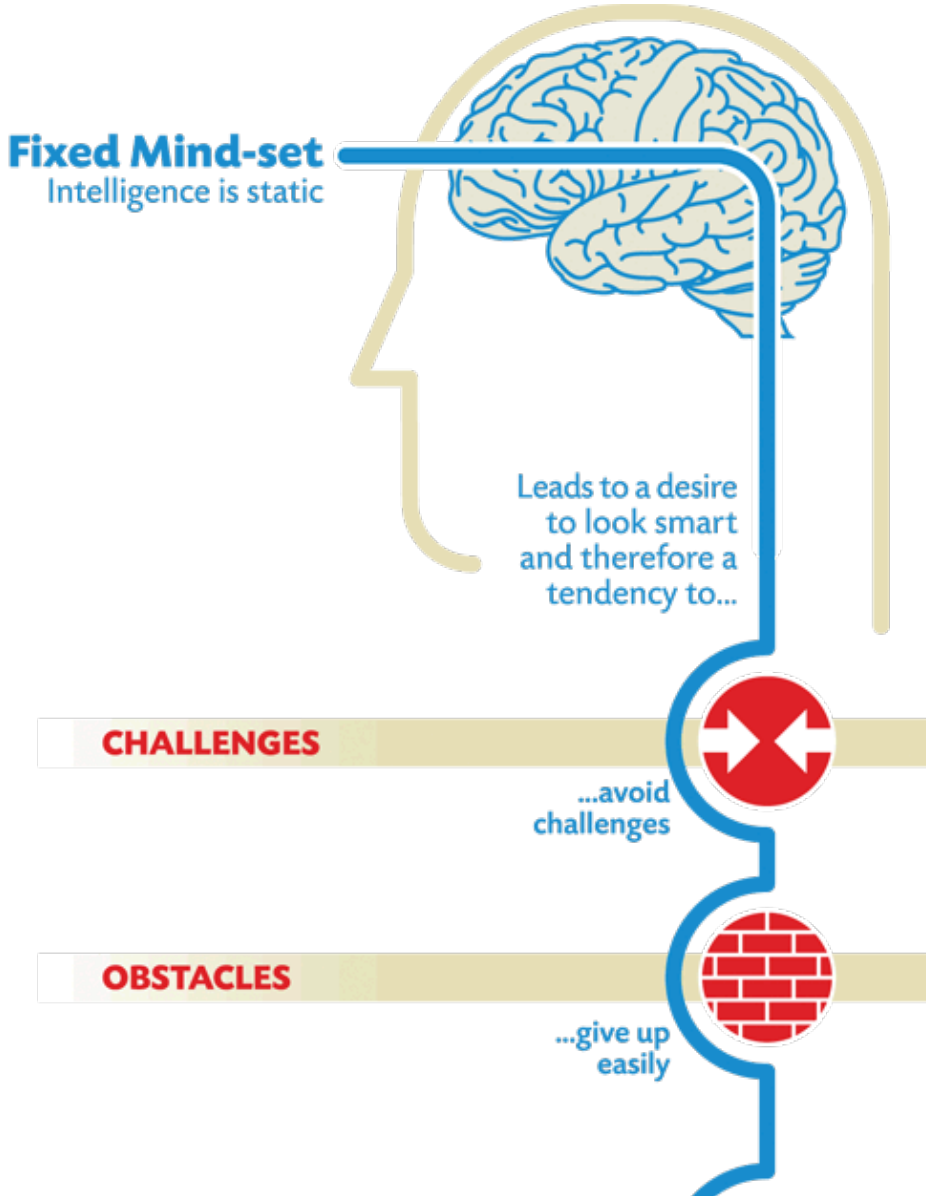
How do you invite input from others on your team?

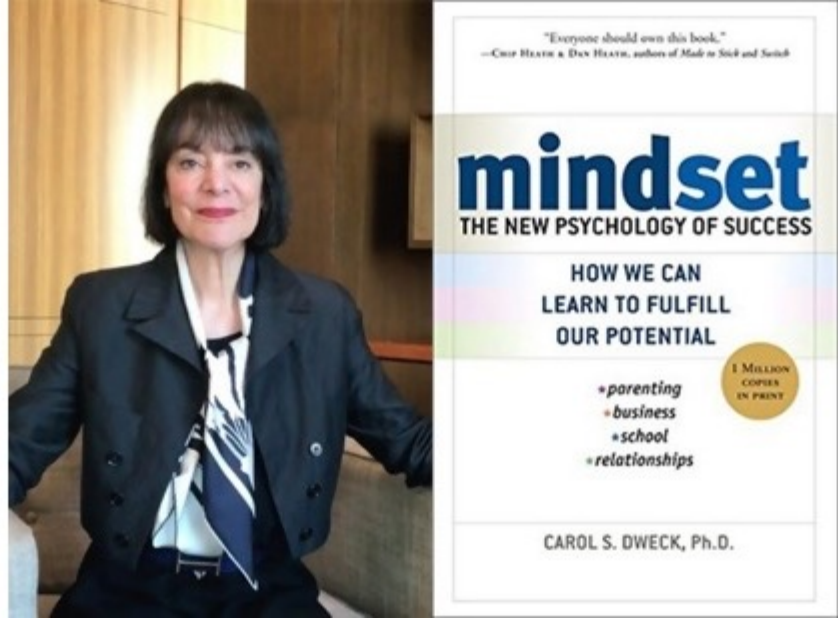
What do you do to broaden your thinking

Source: **21st-Century Talent Spotting,** Claudio Fernández-Aráoz, Harvard Business Review, June 2014.

From a know-it-all culture to a learn-it-all culture

(*incorrectly attributed to Satya Nadella)





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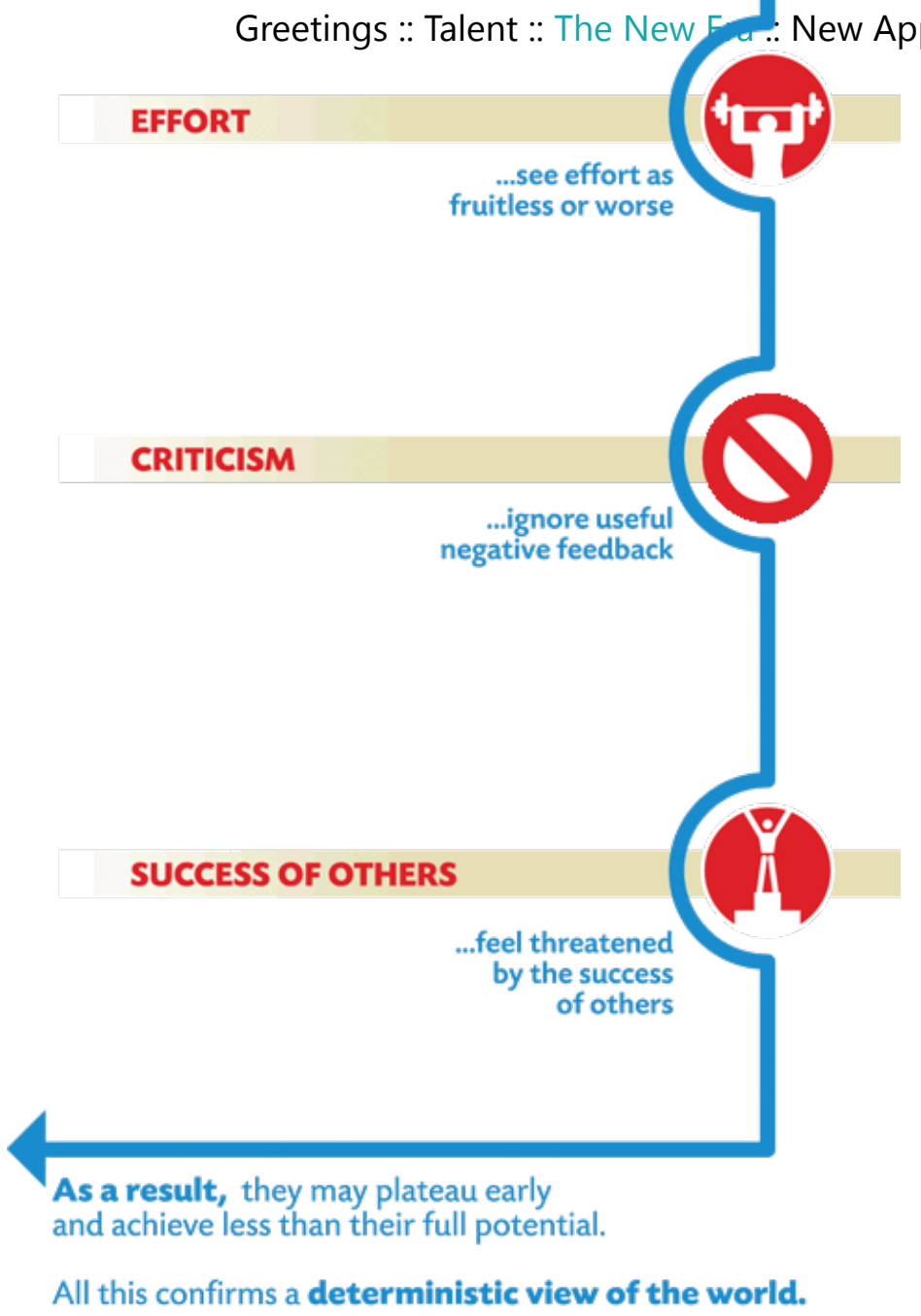

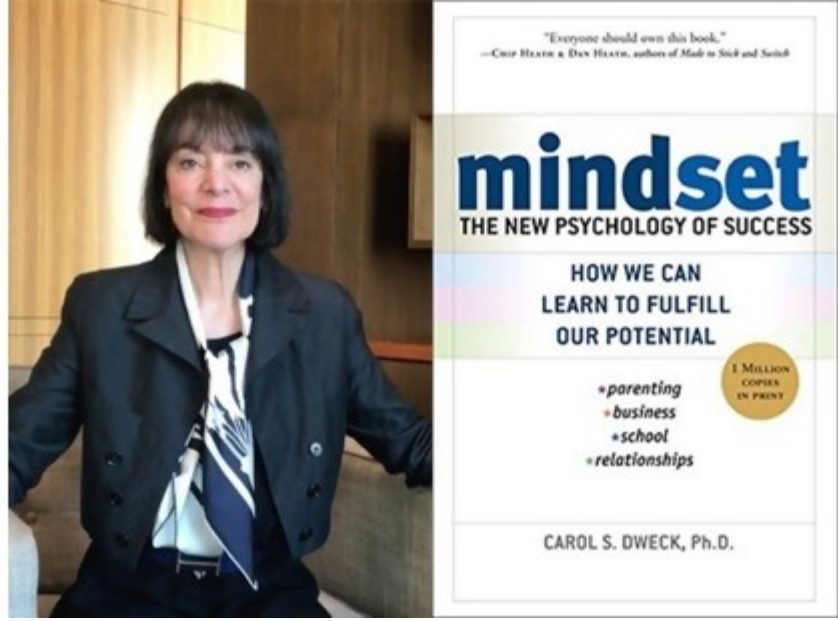

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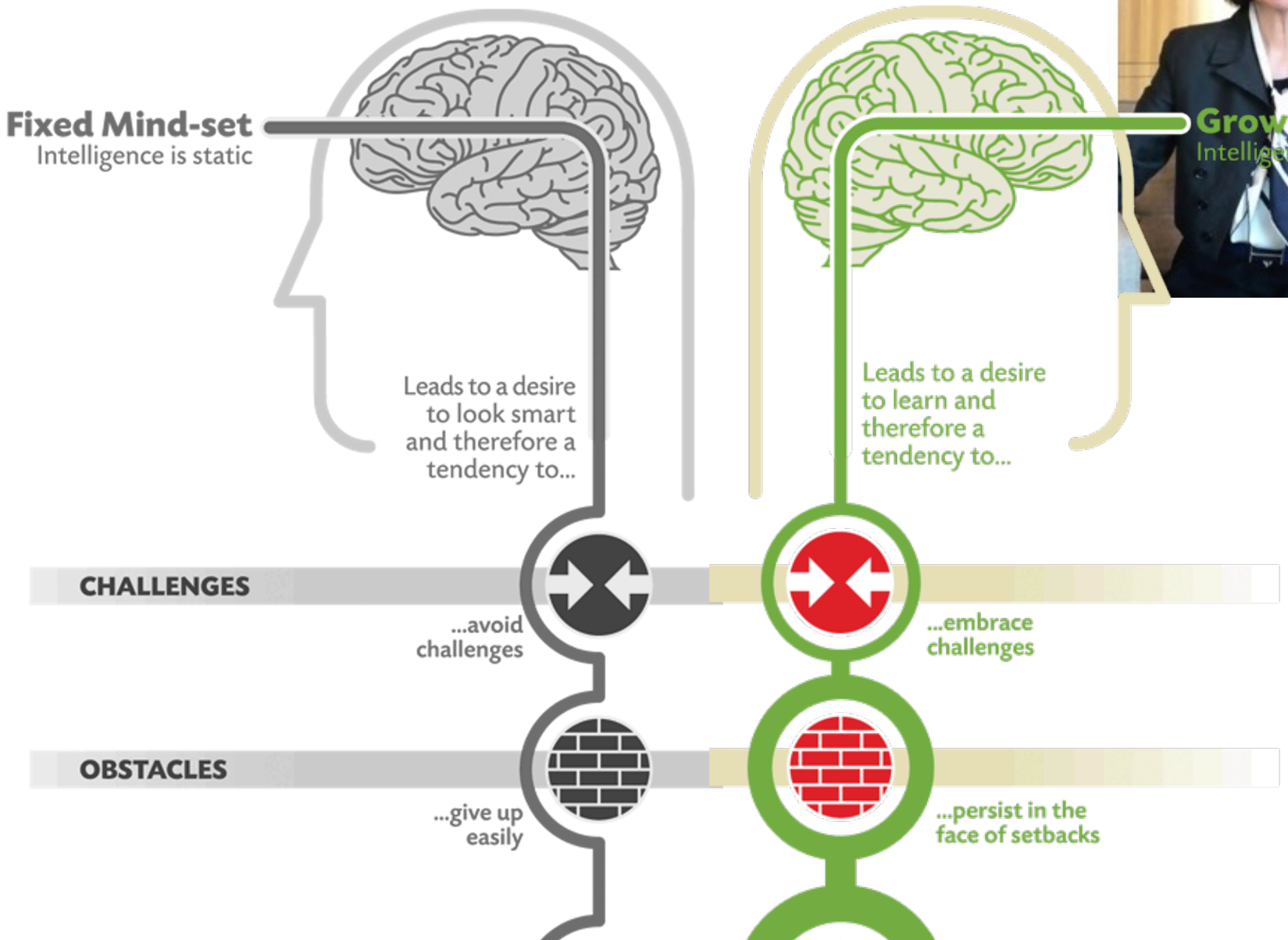

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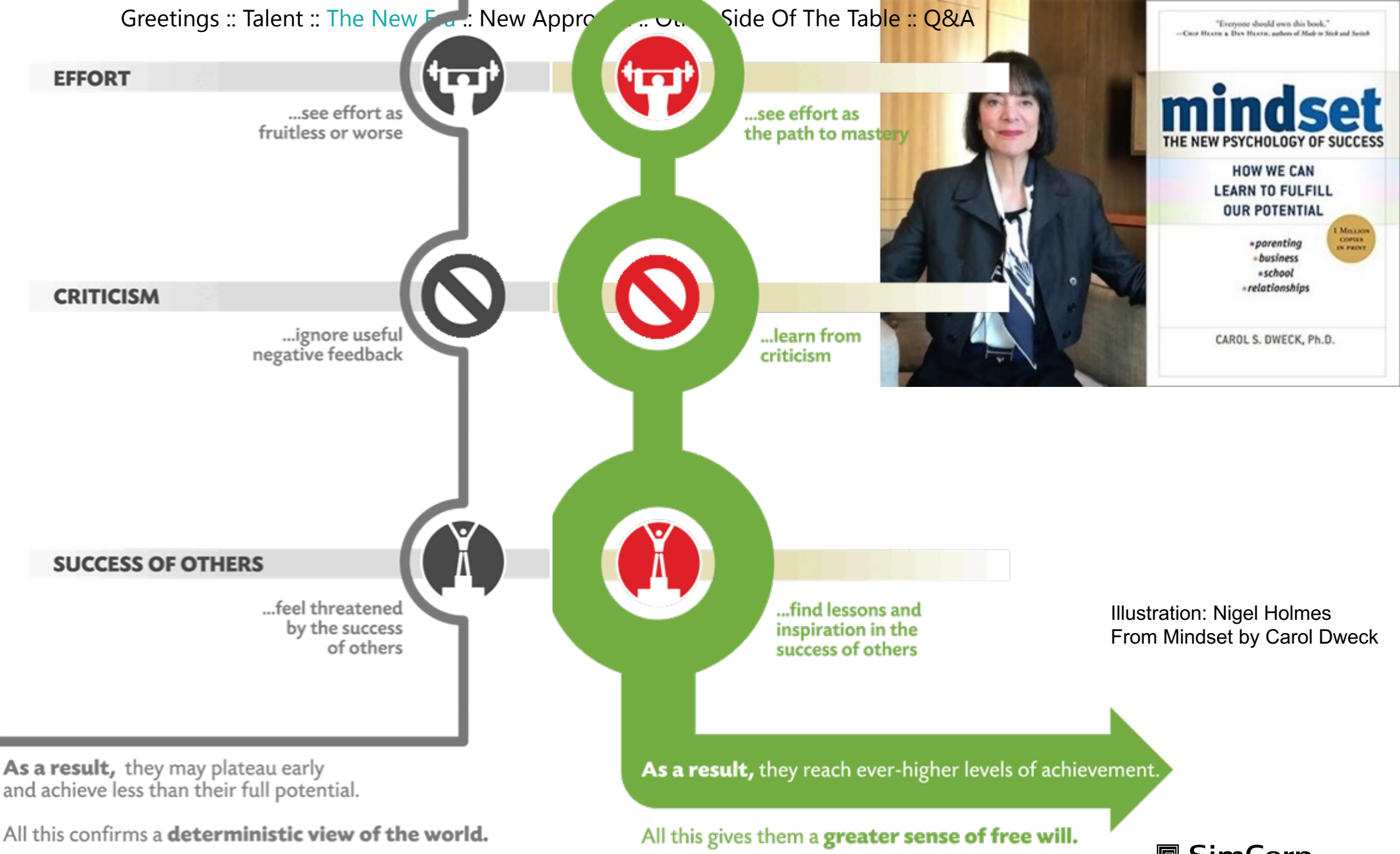

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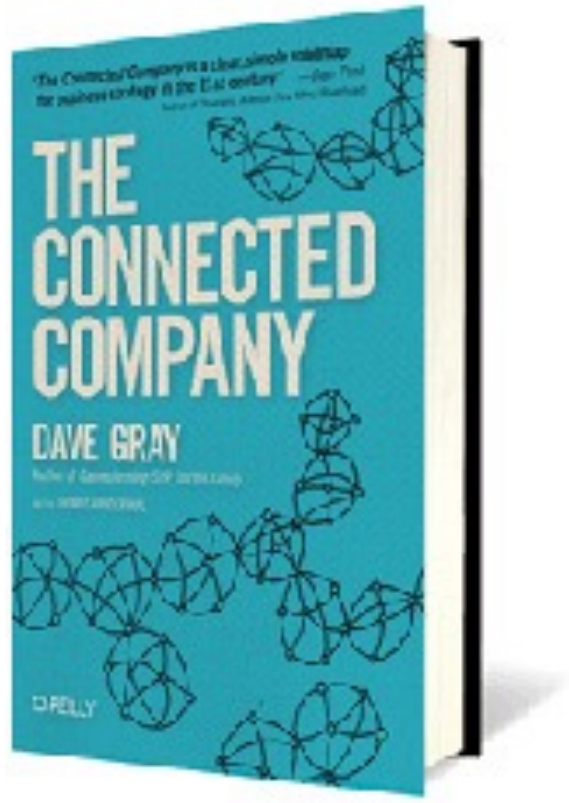
HIRING FOR POTENTIAL

Attitude

Cultural fit



”Hire for attitude,
Orient for values, and
Train for skills”
Dave Gray, The Connected Company

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NEW APPROACH TO RECRUITMENT AND ONBOARDING

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What have we learned from recruiting and onboarding for agile teams?

XP 2020

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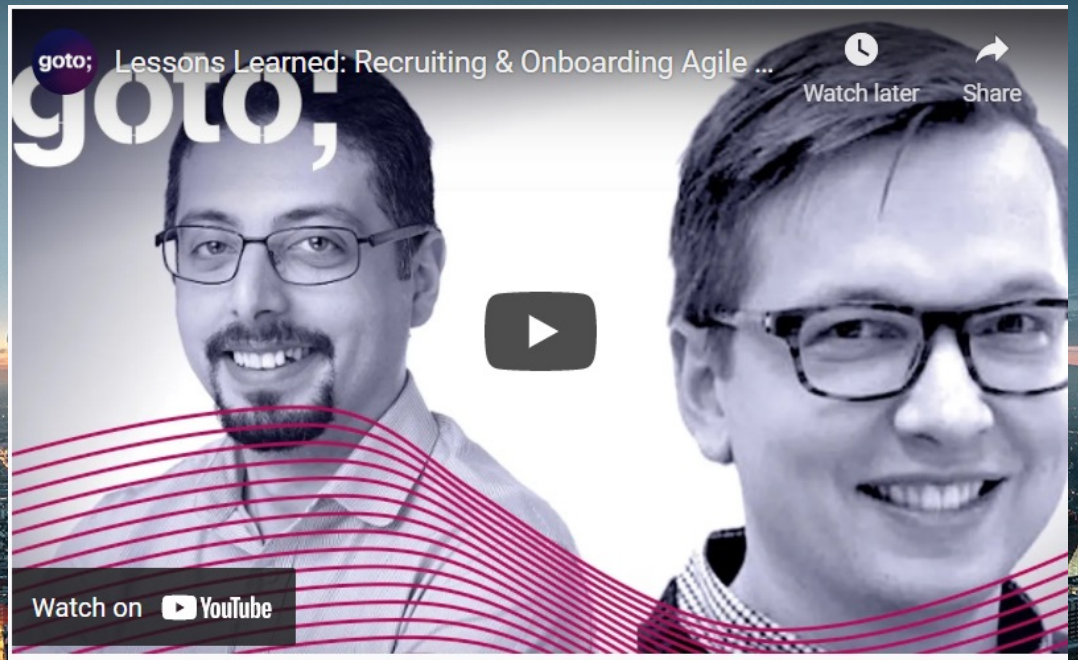
Experience Report

About this Publication

Recruiting for an agile team and ensuring a decent onboarding for the new recruit, are not trivial activities in a world, where turnover statistics indicate that professionals change jobs more often than before. As agile teams strive for continuous improvement, we wanted to share our experience on how teams can

Author:

Ender Yuksel
Christian.E.Bruun



GOTO 2020 • Lessons Learned: Recruiting & Onboarding Agile Teams • Ender Yüksel & Christian E. Bruun

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OUR APPRO

RECRUITMENT CANVAS
Score Range: 0-4 (0: absent, 1: poor, 2: average, 3: good, 4: outstanding)

	Lars	James	Kirk	Robert	Jason
STATUS:	Rejected before interview.	Rejected after 1st interview	Rejected after team interview.	Hired	Withdrew application
Screening					
- C# skills	2	2	0	3	2
- Work experience	3	1	3	2	3
- Flexibility	2	2	3	2	2
- Positive attitude	2	3	3	2	2
- Pet projects (github, blog, hackathon)	0	0	0	2	2
- Loyalty	2	3	2	2	2
SUBTOTAL	11	11	11	13	13
Any reference?	Dave	Bruce	none	none	none
Before Interview					
- Test 1	N/A	OK	OK	OK	N/A
- Test 2	N/A	50/200	125/200	143/200	N/A
During Interview Round 1					
- Language/tool Agnostic	2	2	3	2	
- Learner	3	3	3	3	
- Edu background	2	2	2	2	
- Testing	0	0	1	2	
- Architecture	0	0	2	2	
- Humbleness	2	2	1	3	
- Communication	2	3	2	2	
- Diversity	3	3	2	3	
SUBTOTAL	14	15	16	19	
When can you start?					
Salary expectation?					
After Interview Round 2 (team)			Team did not find him good enough.	Team gave the green light.	

•Onboarding

utes (actionable items
ten using bold-face)

d experience report about
cruitment canvas idea:
ific Method to Hire Great
Masters. Pavel Dabrytski,

OTHER SIDE OF THE TABLE

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Agent Keen, Profiler

- Creates psychological profiles
- Develops interview techniques
- **Assessing an individual's potential**

Image source: The Blacklist Wiki on Fandom.com

YOU

How can I find a job?

My CV was matching but they didn't even invite for interview!

I have applied a month ago, still no response!

They didn't bother to give any reason for rejecting me!

What a lousy interview, they didn't even read my CV!

ME

How can I find people?

Cover letter starts with "*I am the best candidate for this position*"

Dishonesty

Strong opinions

Learning stopped

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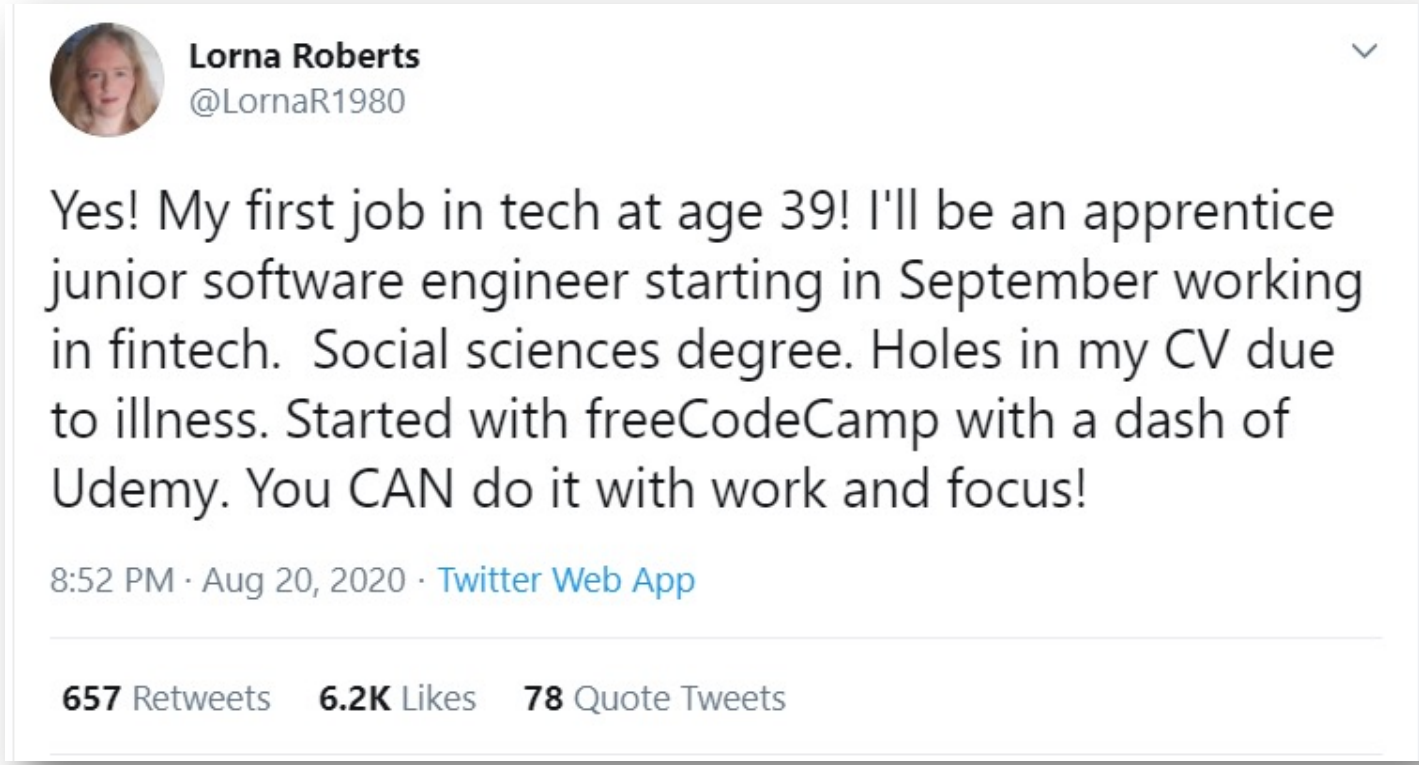
How to convey the aptitude for learning and growth?



QUESTIONS

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THANK YOU FOR ASKING THE FIRST* QUESTION!

* Non-trivial

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QUESTIONS

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goto;

THANK YOU!

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