



PROJECT MANAGEMENT  
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING  
Civil & Environmental Engineering Department



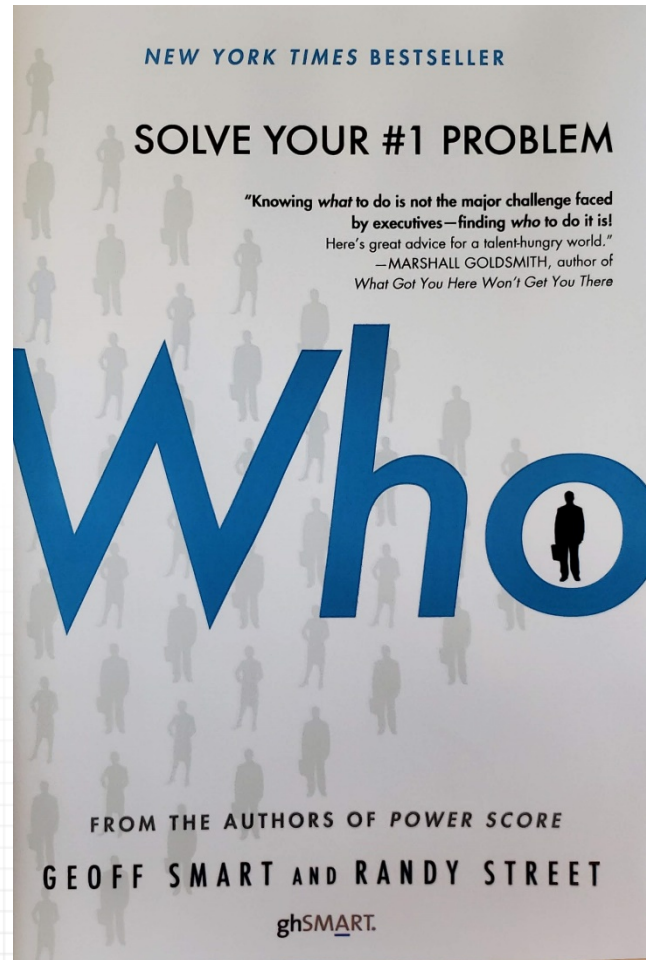
# WHO AND RADICAL CANDOR: HIRING “A” PLAYERS AND RETAINING ROCKSTARS AND SUPERSTARS

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*2020 Project Management Symposium*



***“Who is your number-one problem. Not *what*.”***



# "A" Player

a candidate that has at least a 90% chance of achieving a set of outcomes that only the top 10% of possible candidates could achieve."

# Four Components of the “Who” Process

- **Scorecard**
  - What do you want person to accomplish in a role
- **Source**
  - Systematic sourcing before the needs is even there
- **Select**
  - Series of structured interviews to gather relevant facts
- **Sell**
  - Persuade them to join

# Scorecard

- **Mission**
  - Plain language and direct
- **Outcomes**
  - What needs to be accomplished
- **Competencies**
  - How is the candidate expected to operate

## Software Engineer, Distributed Computing – Scorecard

### Mission

To develop and deploy to production a distributed computing framework based on Hadoop, and to provide linkage between that framework and front-end production visualization applications.

### Outcomes

1. Deploy Raptor instance that fully supports North Carolina to production within 6 months of start date.
2. Perform analysis and decide on whether to host North Carolina instance of Raptor locally or in AWS within 6 months of start date.
3. Based on decision in #2, develop an architecture for Raptor scaling to national coverage within 12 months of start date.
4. Develop MapReduce jobs to support new functionality in front-end visualization applications.
5. Provide guidance and leadership to 4 software engineers on the team.

### Competencies

1. Efficiency – Produce code quickly with minimal wasted effort.
2. Organization and planning – Plan, organize, and schedule development work with focus on key priorities.
3. Proactivity – Act without being told what to do. Provide feedback on progress.
4. Work ethic – Complete tasks on time even if that requires additional hours or effort.
5. Work quality – Take pride in work output and challenge QC with 100% certainty in correctness of the deployed code.
6. Enthusiasm – Motivate team members to perform by leading and providing feedback.
7. Openness to criticism and ideas – Accept criticism and new ideas gracefully and use them to grow and improve.

# Source

- Everyone is a recruiter
- Always source
- Referrals



["Dell Women's Entrepreneur Network event - NYC"](#), by [Dell, Inc.](#) is licensed under [CC BY 2.0](#)

# Select

- Phone Screen
  - Screen out “B” and “C” players
- Who Interview
  - Learn about how they got to where they are
- Focused Interview
  - Assess their alignment to competencies in the scorecard
- Reference Interview
  - Go beyond listed references

What were you hired to do?

Your answer

What accomplishments are you most proud of?

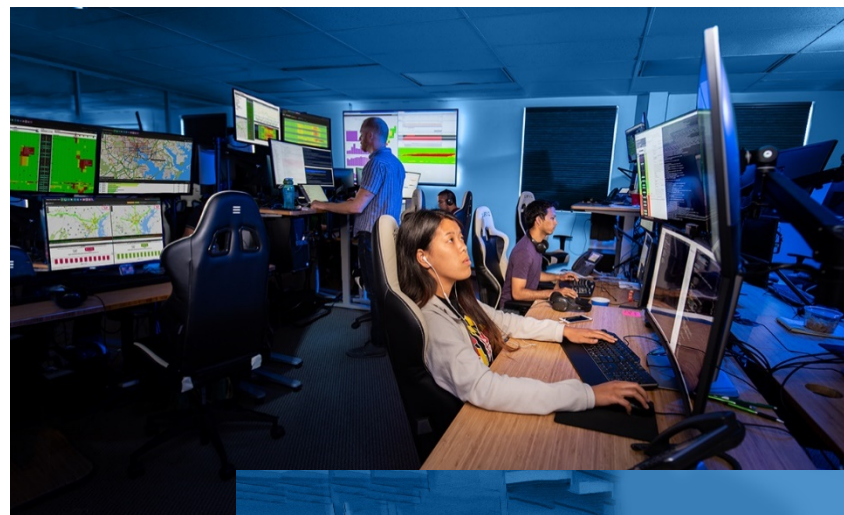
Your answer

What were some low points (mistakes, weaknesses, unpleasant tasks) during that job?

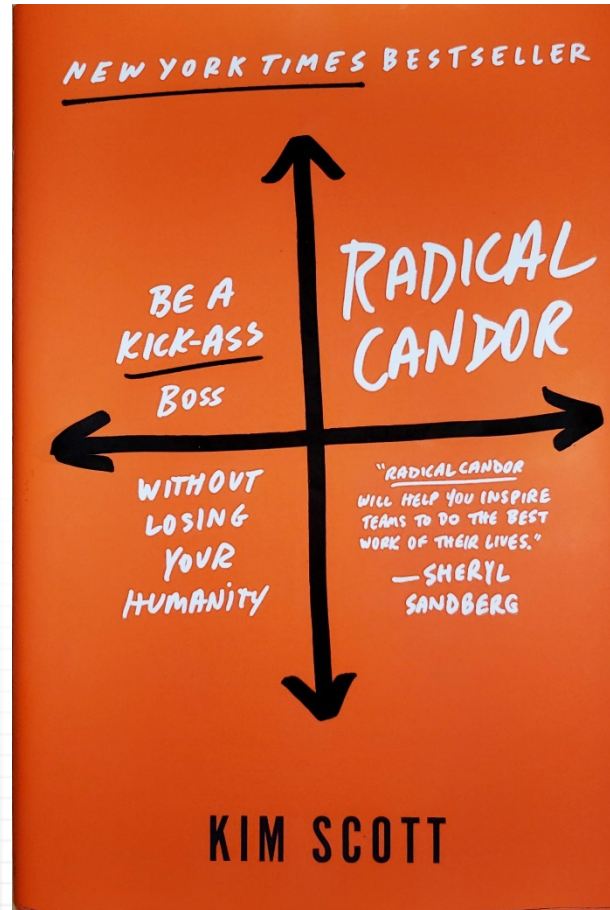
Your answer

# Sell

- Fit
- Family
- Freedom
- Fortune
- Fun

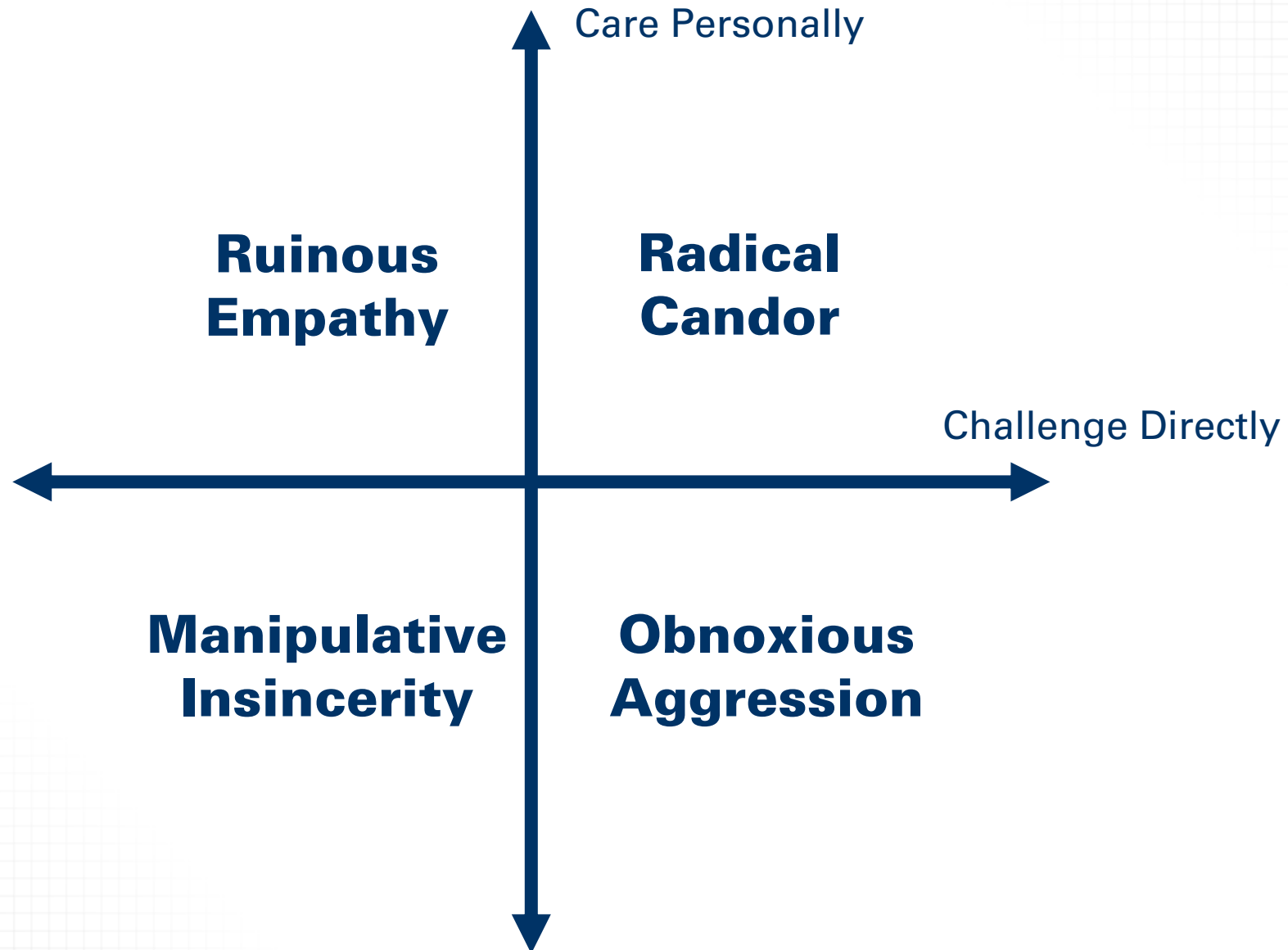






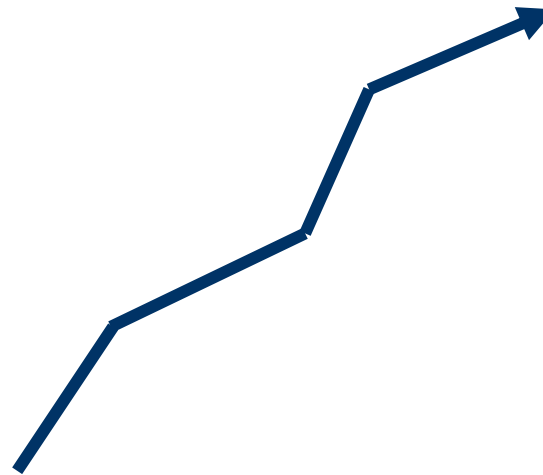
**We got "A" players.**

**Now how do we keep them?**



# A Word about Motivation and Alignment

- Rapid Growth Trajectory



**= Superstar**

- Gradual Growth Trajectory



**= Rockstar**



Oct 3, 2019

25 views in last 30 days

### Good company, Great People

Current Employee - Softwa

Recommends

Oct 1, 2019

5 views in last 30 days

### Positive Vibes & Best work culture

Current Employee - Graduate Re:

Recommends

Positive Outlook

Mar 15, 2019

7 views in last 30 days

### Solve interesting problems on your own terms

Current Employee in College Park, MD

Recommends

Positive Outlook

Approves of CEO



# Questions?

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