Stanford eCorner

Hiring Plan

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May 18, 2005

Video URL: http://ecorner.stanford.edu/videos/1353/Hiring-Plan

Hawkins discusses the importance of having a planned hiring process while starting any new business. He goes on to say that the people who have not only seen the positives and the growth of the company, but have also lived through the rough and tough times with the company, make the best entrepreneurs.

Transcript

We put together a hiring plan by the process is very, very important in starting any new business even at the beginning. And you think that it's the last thing you needed to do but you really need to do it manually. You really need to think about your compensation structure. You need to think about everything. You need to plan things out. So very early on the company before you really hire anybody of significance, you need to put together a financial plan and a hiring plan which is part of financial plan. And you think through all these issues and then you stick with it. Just this morning we're talking about a potential candidate who might be great. But we didn't really have that position right now. It was going to be later in the year.

And so, we decided what? Even that the person may be great don't go hire him just because they're there. Hire them when you need them. And so, we stick to plan and then just standard interview and process, you scour the world for the best people. You can try to convince them this is the best opportunity. And if you're doing something exciting you get a lot of people interested. So it's not too hard to get a pool of people. But then you really have to hire to the plan, that's the best I can do. And you want a mix of people. You want some junior people who are going to, you know, their brains haven't been destroyed yet by other's people's thinking and then you want some senior people who've been to the process before. So they know how to build companies.

I'll give you one more little lesson about companies, right? The best entrepreneur is, in my opinion, have both positive experience and negative experience. You want him to have lived through a positive time, growth time in the company because then they know what growth is like and how to manage growth and how to grow and what kind of problems you have with growth. You also want to have live through bad times, companies that were suffering or failing. And because you want to realize that it's usually not a walk in a park. I mean there's a lot of people who came out early Apple after Apple had gone through many years of really great growth. And they never work anywhere else. So I thought all business is easy. You know, "Wow, you really just do have fun you know make some T-shirts and it's going to be great. And then they find out that that's not really what it's like and most business, every business hits the wall sometime and you better be observant to how that comes from. So when I look for people, it's really great to have experience both sides on the senior people.

The junior people you just sort them out and you train them as you go.