



Stanford eCorner

Attracting Talented People

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Video URL: <http://ecorner.stanford.edu/videos/1631/Attracting-Talented-People>

Scott describes how the interview process at Juniper was designed to attract the best people. He encourages students to be excited about companies with really smart people instead of being intimidated by them.



Transcript

So, the first wave of success was part incredibly, I think, category brilliant forethought by Pradeep, the founder, who have the idea of how to do all these. It attracted a bunch of really smart people and it was a very self-selecting process, which is another thing to look for. I know many of you who have been graduate students been in and out of companies here. One of the things that happened in hiring people at Juniper was there was a very extensive interview process. And there were a lot of people who made those interviews potentially very difficult or at least ask a lot of really hard questions and traded a lot of ideas. The self-selecting part of it was that people who were really excited about that and thought that it would be fun to be on the team like that were attracted. And people that were intimidated and said, "Whoa, wait a minute. I'm not sure I can be the biggest fish in this pond or that I'm going to be smart enough by comparison with all these other people. And that might make this not the best move for me," self-selected out. Today, companies like Google are famous for doing things like that and putting problems on billboards and stuff like that.

But the principle is very sound which is that if you bring really bright people together, they are in search of others and if you put those people who might then join the team in that company of or in the mix of those people, it will either be an incredibly motivated thing which is good or not. So my encouragement to you would be don't be intimidated by interview processes or by collections of really smart people and companies. Be really excited about that because there's much more to learn and much more I think that can happen to the benefit of everyone.