



Stanford eCorner

Employee Growth

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Video URL: <http://ecorner.stanford.edu/videos/1636/Employee-Growth>

Scott shares his philosophy on giving people an opportunity to grow within the company. At Juniper, he chooses the most energetic and enthusiastic person instead of the most experienced one for a given project.



Transcript

We've got to spend a huge amount of our energy and time developing the people that already worked at the company as opposed to going out looking for geniuses or really experienced people in fairness. And a lot of what we used to build the company from, maybe not all the way to \$2 billion, but for a lot of the time, our mindset was hire great people, hire great people. If you look around the organization, there isn't somebody to do the job that you need, put up, open a rock and go and get a great person to do it. As opposed to a really conscious commitment to, say, "What can we do to develop the people that we have to do the jobs at the next level themselves?" There's a premise that is based on that I really believe. It's better to give somebody that's never done something before the chance to do it and it is to ask somebody that's already done it to do it again with energy and enthusiasm. Maybe that's a personal projection. I'm not any good at doing something. I've never that I've already done and trying to do it again with the same passion. Because there's a real power to that and passion to proving yourself, and there's a tremendous power to ignorance. It's really good to be unaware of how hard something is and it's actually quite debilitating to know exactly how hard it is and do it again.

So giving people inside the company the opportunity to grow into new jobs, more often than not, they will surprise everyone with their ability to succeed.