



Kevin Spagone
(888) 477-5613 or (203) 488-6944
Kevin@reitmanpersonnel.com

Reitman Security Search, 163 Cedar Street, Branford, CT 06405

JANUARY 2017

Reitman Security Search is a leader in executive recruitment and consulting, supporting the electronic security/critical building systems space globally. Our clients include the industry's most sought-after employers; public and private electronic security technology manufacturers, systems integrators, specifiers/consultants and distributors. Here are some examples of our practice.

See [Current Engagements and Placements](#) below!

Best practices...

Google's People Chief Explains How To Hire Right

How does Google go about hiring? There's no end of hearsay, urban legends and second-hand stories about the giant tech company's idiosyncratic approaches to finding the best people. For first-hand insights, though, there's nothing like a fresh update from Laszlo Bock, Google's Senior Vice President for People Operations.

Google looks for four key traits in candidates: general cognitive ability, leadership, "Googleyness" and role-related knowledge. They're listed in that order for a reason. Bock says that Google likes to hire curious, quick-learning generalists who can master whatever challenges are thrown at them. That's why general smarts are at the top of his list; specific skills at the bottom.

Leadership isn't necessarily measured by what titles people have held. Google is looking for people who can see a problem, step in, help solve it -- and then relinquish power if necessary so that someone else can handle the next challenges. Bock calls this "emergent leadership."

Everyone at Google defines cultural fit (a.k.a. "Googleyness") differently. "It isn't about whether you're a bro-grammer, or are just like us, or fit a narrow mold," Bock says. Instead, he says, Google is looking for people who are comfortable with ambiguity, have intellectual humility and can bring something new to the mix."

At LinkedIn's recent Talent Connect conference in San Francisco. Bock began with a bit of myth-busting... if you've heard that Google likes to pose brain-teaser questions to candidates, your information is out of date. "I hate brainteasers," Bock declared. "There's no evidence that they suggest how people will perform on the job. Some of our interviewers still ask them. I'm trying to get them to stop."

With that out of the way, Bock pulled back the curtain on how Google actually approaches hiring. Among his points:

Structured interviews work best. Google wants all its interviewers to work from the same basic list of questions when they meet a candidate for a particular job. There's still room for customized follow-up questions, depending on what answers emerge. But when interviewers make it up as they go along, Bock says, that can create problems of bias and inconsistencies. "Use science," Bock says. "Make sure your managers interview this way. If they don't, throw out their feedback."

Summing up, Bock exhorted the recruiters in his audience to "never ever, ever compromise on quality," explaining: "It's toxic. If people see poor performers all around them, they decide they don't need to work that hard. Your very best people will leave."

Bock referenced Google's best recruiter, a Senior Vice President of Engineering and Research. He joined the company in 1999 as employee No. 42. Since then he has hired hundreds of people. His edge, Bock says, is his ability to get candidates fired up about the ways they could create meaning in their lives by taking a job at Google.

Bock said, "give candidates a reason to join. We all want meaning. We all want to be happy and to enjoy freedom from want. Work for most people is a pretty mediocre experience. It doesn't have to be."

As always, we're interested in your thoughts on these and other hiring, selection and retention insights.

*Source: George Anders, Forbes.com

[Recent Placements and Current Engagements](#)

Connected Building/IoT Software Business Consultant- New York, LA, Chicago, Atlanta & Toronto

Field Sales Manager- 8-10 Direct Reports-Critical Building Systems/Enterprise Solutions- Ontario, CAN

Enterprise Business Development- Strategic Capture +\$1M Integrated Solutions- NYC Region, Denver, Seattle, Houston

Critical Building Systems - Multiple Searches: Enterprise Security, Complex Bldg. Solutions- Toronto

Business Development Manager- Access Control- Multi-Family Vertical- Midwest

Regional Sales Manager- Access Control- Integrator/VAR Channel- Metro NYC

Regional Sales Manager- Network Video Solutions- Mid-Atlantic (MD/DC/VA)

Enterprise Business Development- Strategic Capture +\$1M Integrated Solutions-Chicago-
COMPLETED

Vertical Market Sales Manager- Gaming- Network Video

Regional Sales Manager - Access Control- New England

Project/Programs Operations Leader- Access Control Hardware- Pacific Northwest- **COMPLETED**

Customer Service Leader- Access Control

Regional Sales Manager - Network Video- Metro NYC/NJ - **COMPLETED**

Regional Sales Manager - Network Video- Southern CA/Southwest

Vertical Market Sales Manager- Education Solutions- Network Video

Enterprise Business Development- DC, Boston, Atlanta, Denver, Houston, Seattle

Director of A&E/Consultant Business Development- Enterprise IT/Security Solutions- **COMPLETED**

Regional Sales Manager- Network Video- Pacific Northwest- **COMPLETED**

Director of Inside Sales- Los Angeles

Reitman Security | (888)477-5613 | www.reitmanpersonnel.com

STAY CONNECTED:

Kevin Spagone, Director: Kevin@reitmanpersonnel.com

Direct Line: (203) 643-6898



Peter Aloï, Executive Search Consultant: Peter@reitmanpersonnel.com

Direct Line: (203) 643-6897



Brandon Foster, Candidate Development Specialist: Brandon@reitmanpersonnel.com

Direct Line: (203) 643-6894

