



Hire Differently

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Hello!

I'm Jon Fish

*First Employee of
Northeastern University New Ventures*

Built out intrapreneurship team (\$0-\$MM)

Founded and grew 3 startups

Directly hired 75+ as intrapreneur



You should feel
understaffed and
uncomfortable.

Intrapreneurs are Different

Intrapreneur

- Continuous focus on strategy
- Frequent hypothesis testing to find better strategy
- Flexibility > Efficiency

Corporate Performer

- Continuous focus on tactics (for most)
- Comparatively long insight into resources and focus
- Efficiency > Flexibility



Dual Role

Execute

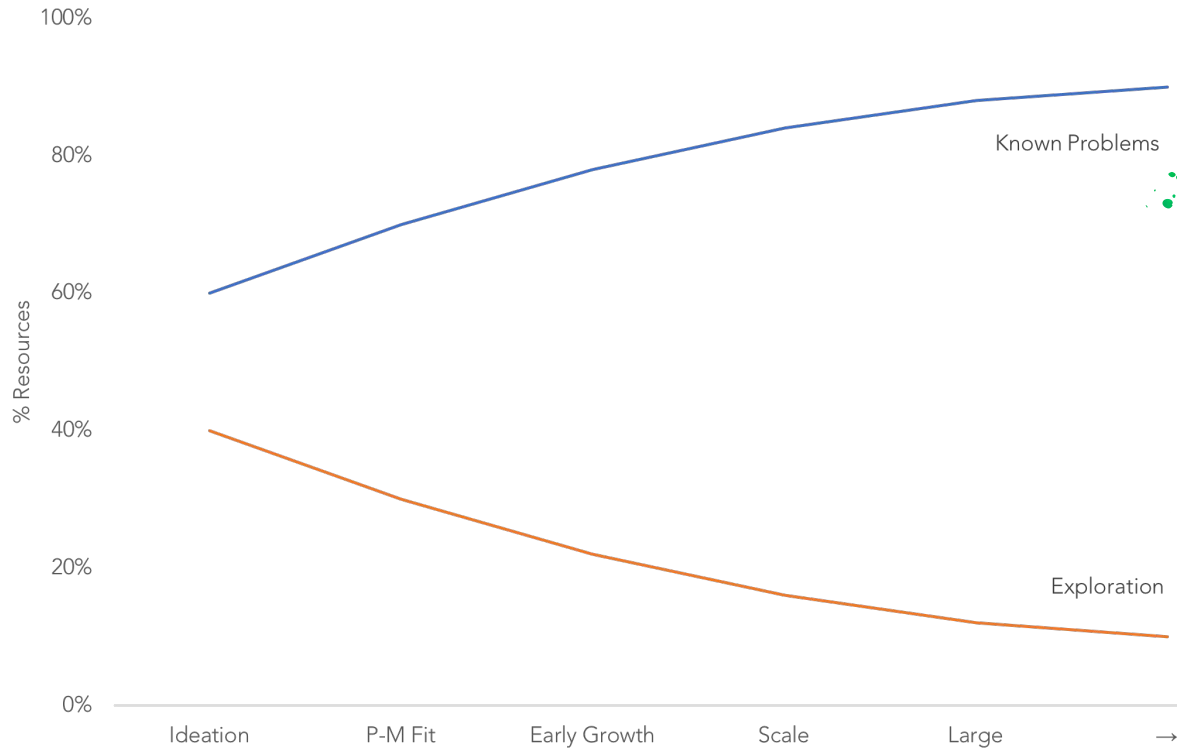
- Accelerate what you know how to do
- Professionalize and scale

Explore

- Make it easier to explore future options
- Bring in new perspectives and capabilities



Generalist/Specialist Mix



Strategy

Intrapreneurs need to continuously explore and update strategy. You are always building your business model.

Agility

The frequency at which intrapreneurs in/validate existential hypotheses is much greater than for corporations.

Optionality

The team must be able to keep one eye on executing and one eye on testing new hypotheses.

Bench

The business might change by the time you hire someone for an anticipated problem.

Hire Late

Bench needs to execute *and* explore

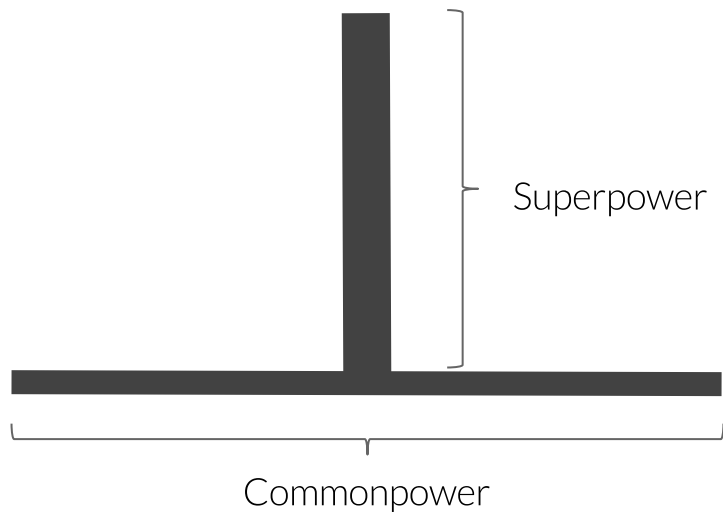
- Hire for what you know you need to execute
 - Low overhead
 - More political buy-in
 - Force discovery of scalable tech solutions
- Keep in mind ambiguity of future paths
 - Agility is a must
 - Test, iterate, and *then* commit

Necessarily, you don't have the resources you need

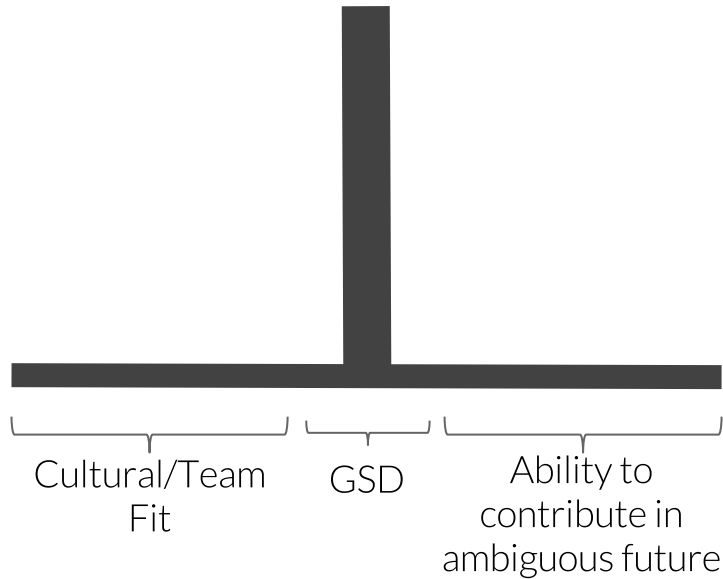


T-Shaped Hiring

(Pioneered by IDEO)



T-Shaped Hiring



GSD

- What are we doing wrong in our [marketing]?
- There can be times when you are overloaded with work. How do you keep track of work so that it gets done on time?
- Hiring assignment



Cultural/Team Fit

- Give an example of when you were faced with ethical dilemma and how you resolved it.
- Tell me about a time that you stepped before you were ready or because you needed to.
- What was the most constructive or difficult feedback that you received and what was the outcome?



Ability to Contribute in Ambiguous Future

- What is a skill you've taught yourself?
- How do you prioritize your work?
- What is a change you hope to implement that can help Level better serve our customers?



Summary

- Hire late
- Bad news/Good news: it's good to feel understaffed
- T-shaped Hiring
 - Role competency
 - Cultural Fit
 - Ability to continue to contribute as org changes



Let's Talk



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