

Abandon resumé

When it comes to creativity and innovation, Google certainly has walked the talk, as have other IT giants such as Apple, with creative work spaces, and Yahoo, calling teleworking employees back into the office.

And it was impressive to learn about how far Google has gone to ensure it continues to attract and retain the best. While other industry sectors may not relate to or see it as practical to embrace all the ways Google has built its organizational culture, many lessons can be learned.

To begin, organizations can stop relying on resumé. Google doesn't use them at all, and for good reason. Many people use professional resumé writers to represent them, so it shouldn't be a surprise when these individuals fail to live up to their promise.

As well, Google assesses whether candidates possess key success factors such as a positive attitude and an ability to accept feedback and deal with chaos. It no longer relies on behavioural interviews but uses real life assignments to evaluate if they can deliver.



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BARBARA KOFMAN

And when someone fails to meet expectations, Google gives them an opportunity to get back on track rather than reverting to dismissal.

Other lessons include:

- Understand that creativity is a skill that can be nurtured and developed, and have an environment that encourages its growth.
- When generating ideas, incubate first — an-

alyze and critique later.

- Abandon traditional manager-led performance reviews and adopt a peer-review process, and make leaders responsible for the development of staff.

- Stop expecting 100 per cent achievement of goals — move the bar to 60 per cent to encourage risk-taking and allow for inevitable failures.

- Create stretch goals that move people out of their comfort zone, with the acknowledgment if they're not met this time, they will be next time.

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