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How We Hire and Motivate Employees

Lessons from the ↗tinkoff.ru acquisition team: hiring, review, and internal mobility

BINARY DISTRICT

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Speaker About

Engineering manager in ↗tinkoff.ru acquisition

- Public, unauthenticated part of ↗tinkoff.ru
- Release-free content management
- Automation for acquisition channels
- Advertising platform

Focus Agenda

Three themes for a team lead

How to keep hiring and motivation working as a system

Hiring

Large-company strengths, and the honest caveats

Review

Team impact, growth, transparent expectations

Mobility

Mobility as part of retention

Part 1

01

Hiring

A large company sells more than a salary

Every advantage has a flip side

Hiring | Large company

What we sell

- Brand awareness
- Financial stability
- Complex projects

What we discuss honestly

- The brand is known for the bad too
- Stability comes with legacy
- Not enough of them for everyone

Candidates want to see the system

Interview Hiring

- Products and projects
- How development actually runs
- Our strongest engineers on the panel
- The downsides, early and directly

Process Team system

A good process serves business and team

Otherwise it will not survive scale

Effective for business

- Clear goals
- Explicit plans
- Measurable process and outcomes

Convenient for the team

- Clear role expectations
- Clear communication model
- Result criteria

Part 2

02

Review

From scattered practices to a motivation and performance-review system

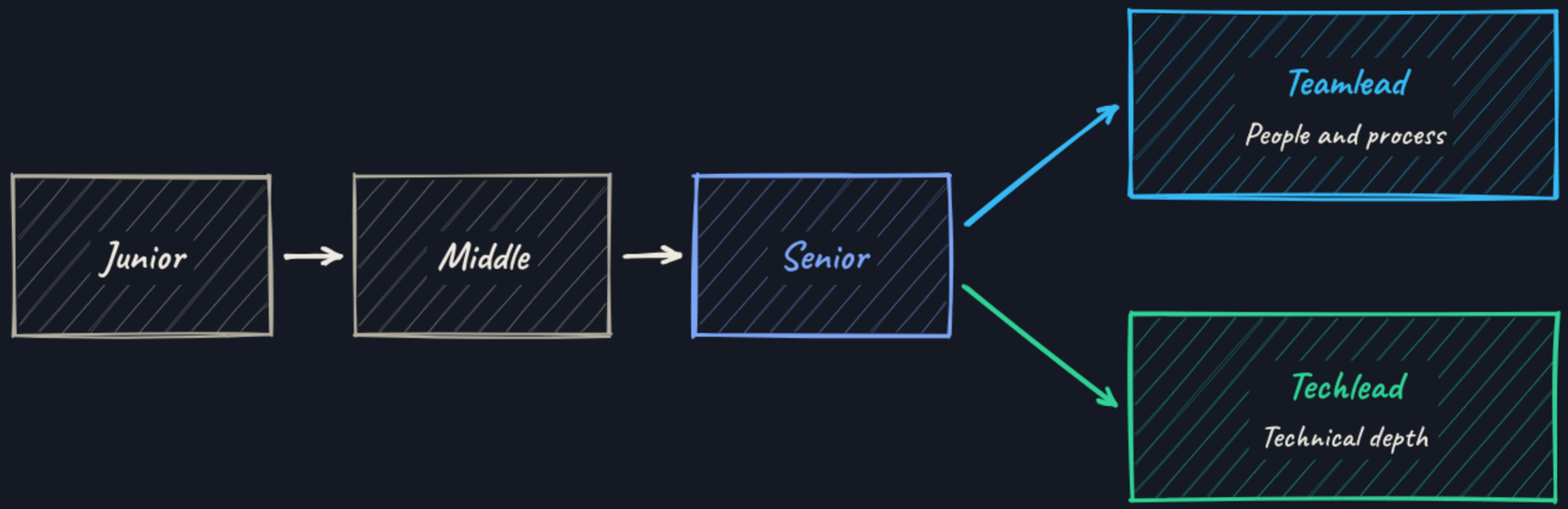
Start with the goals of review

System Motivation

Otherwise any scale becomes a ritual

- Motivate growth inside the organization
- Account for contribution to team results
- Recognize effort and progress
- Objective and low-overhead

Every level has written expectations



Written expectations at every level

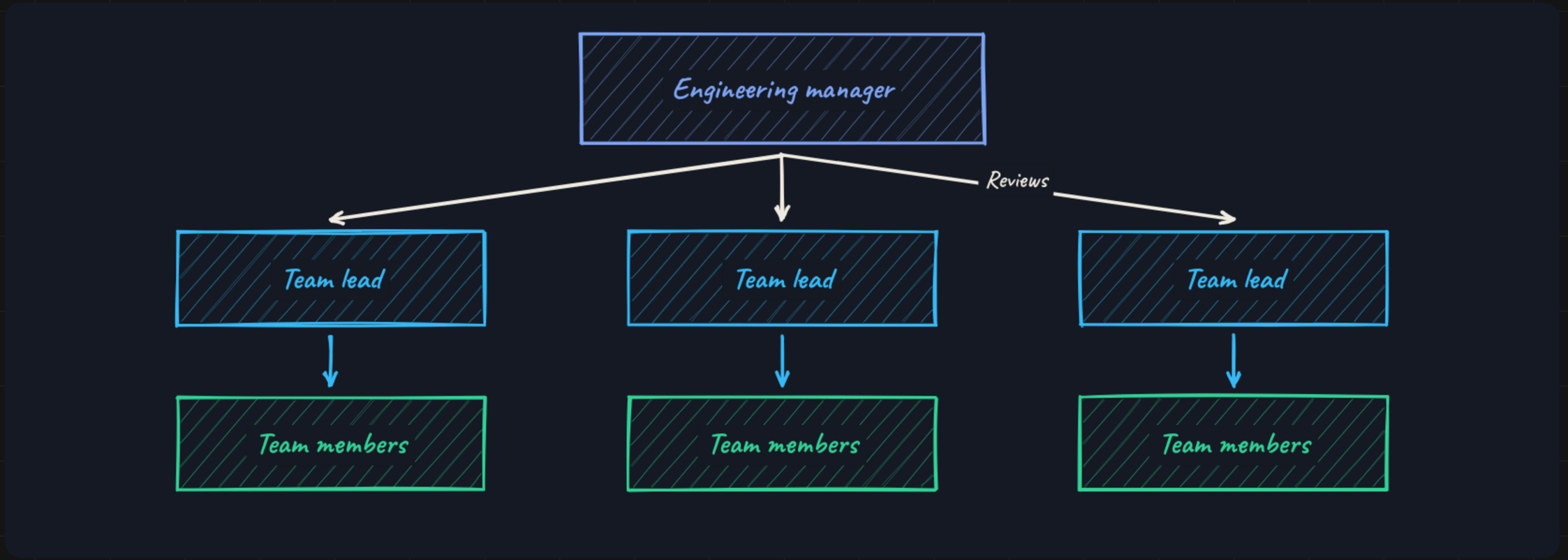
Review Performance

Review looks at contribution and growth

- Contribution to team results
- Growth against the previous plan
- A plan for the next period

Hierarchy appeared, so review cascades

Scale Cascade



By late 2018 collection was automated

Automation 2018

- A list of reviewers around each engineer
- A technical-competence scale
- A teamwork scale

Part 3

03

Internal mobility

Not an emergency exit, but a normal mechanism in a large organization

A move can have different initiators

That changes the conversation and the plan

Employee-initiated

- Tired of the project
- Wants new technologies

Manager-initiated

- Poor team fit
- Expected a different contribution level

A move is two agreements

With the receiving team

- They agree to take you
- Level expectations match

With the current team

- They agree to let you go
- There is a date and a replacement

Motivation is the system around a person

Takeaway Takeaways

- Sell the advantages with their caveats
- Tie review to team outcomes
- Write down levels and expectations
- An internal move beats an exit

- hiring + review + mobility

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Thank you!

All slides and links are in the Telegram channel

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