

Biggest Challenges in Hiring Great People

By [Jillian Lapedus](#)

We sat down with Jeremy Butteriss, Director, Strategic Partnerships at Google Canada to hear why stretching employees is important, what's most important when assessing candidates, and how he's dealt with his biggest challenges in hiring great people.

IQP: Do you have an overriding people strategy?

JB: I recognized early on that your people are everything, and that great talent is the only thing that is going to differentiate us. It's the companies that have the best teams that are going to win. The way I manage people really stems out of the following realizations:

- People want to feel like what they're working on matters – they want to achieve things and innovate.
- People also want to feel that they are personally valued, even if they don't have the most glamorous job. That's extremely important to me with my group – everyone is part of the team whether you're a contractor or the top strategy guy; everyone is equal and all ideas count.
- You need to invest in your employees. People want to feel like they're growing and learning in whatever job they have. This also includes stretching them – often projects go to the people that already know how to do the job, but this isn't great for the people who want to learn about those things. We've implemented a plan to rotate and stretch people a little more.
- Saying thank you is hugely important. I push the team really hard but also recognize the need to celebrate successes, whether it's a simple email that says good job, or an award for the entire team.

IQP: How Has Your Strategy or Approach Evolved Over Time?

JB: I've been trying more to get feedback on myself. For example, when I give people their six-month reviews, I ask them for upward feedback as well, so over the years I've learned and evolved. I've also learned to surround myself with people who fill in the missing pieces. I recognized that I was so busy with a lot of the high level stuff that I needed some people to help me.

IQP: What the most Important Step in Hiring?

JB: I'd have to say the interview itself has to be the most important. That's where you're able to determine who the person is and if they have the key capabilities you need, as well as that they're a fit for the company from a personality standpoint.

IQP: Seeing as How Important Fit is For You, How Do You Assess Fit?

JB: You have to start by defining the corporate values. For us there are a couple of core principles and values that a person has to believe in for them to fit. I need to know that people care and want to do a good job. One of the things I do early on in an interview is ask what they think of our website and how we could make it better. You'd be shocked at how many people haven't even visited the website. And at that point for me the interview is essentially over, because it illustrates that they don't care as much as I want them to.

IQP: What Has Been Your Biggest Challenge in Hiring?

JB: One of our biggest challenges been being able to attract and hire the types of people we're looking for – the truly entrepreneurial and ultra creative types.

IQP: What Do You Plan To Do Different With Your Hiring Going Forward?

JB: Well for one, we've decided to use recruitment agencies a little more in our hiring. As stated, talent is at such a premium – it's the most important thing to me and I won't compromise on talent. By using agencies, you're starting with people who are better suited to the job, plus you have someone who is helping sell the role to the candidate for you.

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