



PROJECT TOOLKIT

That Special Something

Turnover is always a risk when organizations hire a new team member. Reviewing qualifications alone isn't always enough to make sure the hire will be a good fit for the project team. Sometimes you have to rely on a sixth sense that identifies the right person for the job. We asked practitioners: ***How do you go beyond the résumé to make sure you make the right hire?***

Trust Your Instincts

“ If I like the candidate, then I typically go with my gut even if there is a specific skill or experience level shortfall.

When I was at IBM India, my team of around 300 employees and contractors was responsible for IT application services delivery for all telecom billing applications for a major client. The work was very hard, requiring long hours, and team morale was low. I was looking for a person to take up the role of an HR coordinator for this entire team.

I had already interviewed and turned down several candidates (both internal and external to IBM) when I met one who had put her IT career on hold for seven or more years while she took care of her growing family. In her own words, this long break was dissuading all potential employers. Plus

she had no exposure to IBM policies and procedures relating to people management.

What struck me was her emotional intelligence: her ability to look at complex people problems and propose actions to address individual situations while not negatively impacting the whole population. I was very impressed and decided to hire her. By the time I left IBM, she had become the IBM diversity and inclusion leader in an important IBM unit, and a full-fledged subject matter expert in the diversity and inclusion space.

Bottom line: Trust your instincts about people. Be willing to go out on a limb. In most cases, you will get great results. In the remaining cases, you get an opportunity to learn.”

—Sujith Kattathara Bhaskaran, PMP, founder and CEO, PM Excellence Services, Cochin, India