

Bridgeway to Success™

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**RIGOROUS HIRING
IS CENTRAL TO
THEIR SUCCESS.**

Panning for Gold(man Sachs)

Amidst the current financial meltdown it's tempting to broad-brush all investment banks as irresponsible and poorly managed. If so, then why at the height of the calamity would Warren Buffett invest \$5 billion in Goldman Sachs?

In Buffet's words, a main reason was because of Goldman's "deep management team". So how does Goldman build a deep management team that warrants a \$5 billion investment? According to an upcoming book by Chris Ellis, a *rigorous hiring practice* is central to their success. Candidates at Goldman Sachs can go through more than a dozen interviews with executives before being hired. Here is what they look for:

1. Fierce Ambition

It is widely known throughout the industry that Goldman's people are very ambitious and very competitive. They are continually driven to excel and to succeed. Goldman is more concerned with motivation than with pure ability.

2. Commitment to Team

Goldman discourages stars and prima donnas. They look for people who have excelled and will excel as part of a team. They recognize that the best players don't necessarily make the best team but the best team usually wins.

3. Productive Paranoia

Successful Goldman candidates are never satisfied. Why? Because they realize the moment they let their guard down is the moment someone starts gaining on them. They possess a productive paranoia that keeps driving them beyond their successes.

Examine your leadership team. Examine your selection process. In the face of a crisis what would Warren Buffett invest in your organization?

Michael Canic