

Part Two: Individual Behavior in Organizations

9 Hiring and Individual Differences at Zappos

00:51:53:03 --:--:--:--

- ♪ Customer service ♪

00:51:54:08 --:--:--:--

♪ is what we do ♪

00:51:55:05 --:--:--:--

♪ Come check us out ♪

00:51:56:07 --:--:--:--

♪ We're more than just shoes ♪

00:51:57:20 --:--:--:--

♪ Clothing ♪

00:51:58:14 --:--:--:--

♪ Housewares ♪

00:51:59:11 --:--:--:--

♪ Handbags ♪

00:52:00:07 --:--:--:--

♪ Beauty ♪

00:52:00:28 --:--:--:--

female narrator: To help us
understand what HR practices

00:52:02:26 --:--:--:--

work best towards creating
and mainting a culture

00:52:05:06 --:--:--:--

conducive
to a successful company,

00:52:06:29 --:--:--:--

we visited a shoe store,

00:52:08:07 --:--:--:--

but not just any shoe store.

00:52:09:19 --:--:--:--

If you shop online,

00:52:10:21 --:--:--:--

then you've probably heard
of Zappos.com.

00:52:12:22 --:--:--:--
Since it's start in 1999,

00:52:14:01 --:--:--:--
Zappos quickly outpaced
its own expectations

00:52:16:06 --:--:--:--
and became both the largest
online shoe store

00:52:18:10 --:--:--:--
and one of Fortune Magazine's
top 100 places to work.

00:52:20:22 --:--:--:--
Its mission?

00:52:21:17 --:~:~:~:~:~
It goes far beyond bringing
interesting people

00:52:23:24 --:~:~:~:~:~
into the office.

00:52:24:23 --:~:~:~:~:~
In short, it's to provide the
best customer service possible.

00:52:27:15 --:~:~:~:~:~
And to do this,

00:52:28:12 --:~:~:~:~:~
Zappos has built
a company culture

00:52:30:05 --:~:~:~:~:~
on the strong foundation
of its ten core values.

00:52:32:12 --:~:~:~:~:~
- We really live and breathe
those core values.

00:52:34:17 --:~:~:~:~:~
So unlike a lot of companies
that I've worked at previously,

00:52:37:08 --:--:--:--
they're not just on a wall

00:52:38:17 --:--:--:--
or on a plaque
or in a handbook.

00:52:40:03 --:--:--:--
They're in everything
that we do,

00:52:41:23 --:--:--:--
and it's in our everyday lives.

00:52:43:09 --:--:--:--
So you can interpret those

00:52:44:19 --:--:--:--
and do the things
that you do

00:52:46:02 --:--:--:--
as long as its built
on that foundation

00:52:47:28 --:--:--:--
the best way that it is
for you to do it.

00:52:49:22 --:--:--:--
So there's no prejudgements.

00:52:51:07 --:--:--:--
There's no, "You have
to do it my way"--

00:52:53:03 --:--:--:--
anything like that.

00:52:54:07 --:--:--:--
We all want to get
to the same result,

00:52:56:00 --:--:--:--
and each person has their own
individual way to do that.

00:52:58:14 --:--:--:--
narrator: When current CEO

Tony Hsieh joined the company

00:53:01:04 --:--:--:--
in its early days,
he was already successful.

00:53:03:08 --:--:--:--
having sold his previous company
for over 200 million.

00:53:05:22 --:--:--:--
But he had a vision
of something more.

00:53:07:16 --:--:--:--
He wanted to create
a company and a culture

00:53:09:16 --:--:--:--
completely focused
on happiness and service.

00:53:11:21 --:--:--:--
So when it comes to the hiring
of its employees,

00:53:13:26 --:--:--:--
Zappos isn't intent
on enforcing its culture

00:53:16:00 --:--:--:--
and core values upon them.

00:53:17:10 --:--:--:--
It's focused on
a thorough hiring process

00:53:19:10 --:--:--:--
to bring in the best employees

00:53:20:25 --:--:--:--
who will naturally thrive
with the company.

00:53:22:28 --:--:--:--
- It's a long interview process.

00:53:24:15 --:--:--:--
There are multiple
phone screens,

00:53:26:07 --:--:--:--
sometimes Skype interviews,
with people.

00:53:28:05 --:--:--:--
when they come on site,

00:53:29:11 --:--:--:--
it's usually at least
a full day of interviews

00:53:31:15 --:--:--:--
where they get a tour.

00:53:32:20 --:--:--:--
They get to see all
of the craziness as it happens.

00:53:34:28 --:--:--:--
[trumpet warbling]

00:53:36:02 --:--:--:--
If you were a superhero,

00:53:37:10 --:~:~:~:~:~
what superhero would you be
and why?

00:53:39:03 --:~:~:~:~:~
On a scale of one to ten,
how lucky are you?

00:53:41:01 --:~:~:~:~:~
On a scale of one to ten,
how weird are you?

00:53:42:29 --:~:~:~:~:~
What coworker behaviors
drive you crazy?

00:53:44:29 --:~:~:~:~:~
If you could do anything
and pay wasn't an option,

00:53:47:07 --:~:~:~:~:~
what job would you do?

00:53:48:12 --:~:~:~:~:~
You know, and there's no right

or wrong answer

00:53:50:16 --:--:--:--
to any of the questions.

00:53:51:24 --:--:--:--
It's just
to see how you respond

00:53:53:11 --:--:--:--
and to see if people
are down to answer them

00:53:55:11 --:--:--:--
and talk through them
or they think they're dumb

00:53:57:18 --:--:--:--
and they don't want to have
anything to do with them.

00:53:59:28 --:--:--:--
That's an indicator for us

00:54:01:04 --:--:--:--
on whether somebody's gonna like
working here or not.

00:54:03:18 --:--:--:--
Narrator: The hiring process
goes far beyond just interviews.

00:54:06:11 --:--:--:--
All candidates also complete

00:54:07:26 --:--:--:--
an intense
four-week training course,

00:54:09:23 --:--:--:--
at the end of which Zappos
extends a unique offer

00:54:12:00 --:--:--:--
to make sure the candidate
is enthusiastic

00:54:14:01 --:--:--:--
about becoming part
of Zappos culture.

00:54:15:28 --:--:--:--
Zappos offers \$3,000
to any candidate

00:54:17:24 --:--:--:--
who ultimately decides
Zappos is not for them.

00:54:19:29 --:--:--:--
- We don't get very many people
that take the offer,

00:54:22:09 --:--:--:--
but when people
do take the offer,

00:54:23:29 --:--:--:--
it's--they're very happy
that they have a way out

00:54:26:07 --:--:--:--
because they do realize
that this isn't for them.

00:54:28:15 --:--:--:--
narrator: And Zappos
would much rather bring on

00:54:30:22 --:--:--:--
an employee completely committed
to the company

00:54:33:00 --:--:--:--
and offer anyone who isn't

00:54:34:10 --:--:--:--
a little help towards
their next opportunity.

00:54:36:15 --:--:--:--
And for the vast majority
who decide Zappos is for them,

00:54:38:29 --:--:--:--
they get benefits
beyond perks and perkiness.

00:54:41:04 --:--:--:--
Zappos also offers

comprehensive medical,

00:54:43:07 --:--:--:--
dental, and vision insurance,

00:54:44:23 --:--:--:--
vacation, company discounts,

00:54:46:09 --:--:--:--
free breakfasts, lunch,
snacks,

00:54:47:29 --:--:--:--
and an abundance
of other benefits.

00:54:49:22 --:--:--:--
None of this is done for
the short-term balance sheet,

00:54:52:04 --:--:--:--
and all of it is done
for the long-term happiness

00:54:54:11 --:--:--:--
of those who decide
the Zappos culture is for them.

00:54:56:22 --:--:--:--
And that happiness is more
than just a benefit in itself.

00:54:59:08 --:--:--:--
It's a business strategy.

00:55:00:20 --:--:--:--
With its ten core values,

00:55:01:29 --:--:--:--
Zappos has learned
that happy employees

00:55:03:27 --:--:--:--
equal happy customers,

00:55:05:05 --:--:--:--
which equal
a successful company.

00:55:06:27 --:--:--:--

- And the most important part,
I think,

00:55:08:23 --:--:--:--
is that you are allowed
to be yourself.

00:55:10:19 --:--:--:--
Usually we have
our work self,

00:55:12:05 --:--:--:--
and then we have
our home self.

00:55:13:21 --:--:--:--
And that doesn't happen here.

00:55:15:06 --:--:--:--
And that's actually one
of the advices I give

00:55:17:09 --:--:--:--
to trainees on day one when
we do our introductions.

00:55:19:20 --:--:--:--
I tell them,
be yourself.

00:55:21:00 --:--:--:--
And because here everybody
is so different,

00:55:23:03 --:--:--:--
you're always going
to be learning from everybody,

00:55:25:14 --:--:--:--
which amazes me.

00:55:26:13 --:--:--:--
Like, I see--every day,
I learn a new thing.

00:55:28:14 --:--:--:--
Every day I see things,
you know, different

00:55:30:15 --:--:--:--

because of the culture.

00:55:31:23 --:--:--:--
narrator: But just how
successful could any company be

00:55:34:07 --:--:--:--
that uses no scripts
for its call center,

00:55:36:05 --:--:--:--
provides a nap room
for employees,

00:55:37:27 --:--:--:--
and encourages every employee

00:55:39:13 --:--:--:--
to bring a little weirdness
to the office?

00:55:41:13 --:--:--:--
Zappos has outpaced
its own expectations

00:55:43:13 --:--:--:--
and currently does over
one billion annually

00:55:45:17 --:--:--:--
in gross sales.

00:55:46:15 --:--:--:--
It was recently purchased
by online giant Amazon

00:55:48:23 --:--:--:--
and has branched out
to selling handbags,

00:55:50:23 --:--:--:--
accessories,
housewares--

00:55:52:08 --:--:--:--
the list grows all the time.

00:55:53:20 --:--:--:--
While Zappos' success
is extraordinary,

00:55:55:20 --:--:--:--
the secret to that success
is elementary--

00:55:57:21 --:--:--:--
delivering happiness,
or wow, to its customers

00:55:59:28 --:--:--:--
from its employees.

00:56:01:04 --:--:--:--
And that all stems
from making sure

00:56:02:26 --:--:--:--
the interview process
is effective

00:56:04:19 --:--:--:--
in measuring an employee's true
fit with a company's culture.

00:56:07:12 --:--:--:--
Adding a little weirdness
might not hurt either.

00:56:09:20 --:--:--:--
In the case of Zappos,

00:56:10:26 --:--:--:--
it's definitely working
for them.