

Values-based Candidate Selection at LinkedIn: One Hiring Manager's Approach

"What would you do in this situation?" The question lingered over the phone. Prepared for consulting case interviews, Lindsay Reed had lost track of how many times she asked this same question leading up to interview season. But in the context of *this* interview, she knew that the standard case-solving frameworks she had drilled to proficiency would fail her.

In January 2013, first-year MBA students at the Stephen M. Ross School of Business at the University of Michigan were fully engaged in recruiting for summer internships. Lindsay's top choice for her internship was LinkedIn, a social networking website for people in professional occupations. Not only was the company doing exceptionally well by all business measures, but it also matched Lindsay's personal values.

Company Background

LinkedIn was a social network for professionals.¹ In 2013, a decade after its 2003 launch, LinkedIn had reached 225 million members across more than 200 countries and territories and was growing at a rate of more than two members a second.² Analysts predicted LinkedIn's net income would reach \$26 million in 2013.³ In the letter to shareholders accompanying the 2012 annual report, the company emphasized the following⁴:

LinkedIn remains focused on its mission to connect the world's professionals to make them more productive and successful. Our vision, to create economic opportunity for each of the world's more than three billion professionals, galvanizes our employees and our culture. That culture remains one of our strongest competitive advantages and fuels our product strategy to help members connect, find, and be found through their professional identities; provide valuable insights making members more successful in their careers; and enable LinkedIn to work everywhere our members work.

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