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**Topic:** Who by Geoff Smart and Randy Street

An A player can do the job you need done, while fitting in with the culture of your company. They have at least a 90 percent chance of success of achieving a set of outcomes that only the top 10 percent of possible candidates could achieve.

Create a scorecard for every new position.

- The mission is an executive summary of the job's core purpose.

To double our revenue over three years by signing large profitable contracts with industrial customers.

- Grow revenue from \$25 million to \$50 million by end of year three (25% annual growth).

- Increase number of national industrial customers from four in year one to eight in year two to ten in year three.

- Increase EBITDA margin from 9% to 15% by end of year three.
    - Deliver monthly forecast reports that are 90% accurate.
    - Topgrade the sales organization by end of year one.
    - Design and roll out sales training to all client facing employees by end of year two.

Avoid the all-around athlete. Mission statements help you avoid this. Specialists > Generalists. "I don't try to get the quarterback to operate like a center or a linebacker."

Right people in the right spots at the right time in the case of Intel.

Set the outcomes high enough - you'll scare B and C players. Scorecards succeed because they focus on outcomes, or what a person must get done.

Use competencies sections of our scorecards as a checklist during the interview process.

The number one method is to ask for referrals from your personal and professional networks. It is the single most effective way.

"We are constantly asking people we know to introduce us to the talented people they know."

"Who are the most talented people you know that I should hire?" Calling a few people

from his list every week.

Ask your customers for the names of the most talented salespeople who call on them.

In-house referrals often provide better-targeted sourcing.

Block out 30 minutes each week in your schedule to identify and nurture A Players.

“Sue recommended that you and I connect. I understand you are great at what you do. I am always on the lookout for talented people and would love the chance to get to know you. Even if you are perfectly content in your current job, I’d love to introduce myself and hear about your career interests.”

Ask A-Players for referrals, always. “Now that you know a little about me, who are talented people you know who might be a good fit for my company?”

Once you have score card and sourcing going, then it’s the screening interview.

No more than thirty minutes. follow the same set of questions every time you screen somebody.

1- What are your career goals?

=> They really want that role at your company

2- What are you really good at professionally?

=> Aim for 8-12 strengths with context around those strengths. Look for gaps between strengths and the scorecard.

3- What are you not good at or not interested in doing professionally?

=>

4- Who were your last five bosses, and how will they each rate your performance on a 1-10 scale when we talk to them?

=> Press for details on the rating. Ask them to spell-out last name, almost as good as a reference check itself.

During this screen sell them on your company. You WANT to be excited about that possibility of hiring this person.

Now if they pass and most should not pass this screening you do a Topgrading interview.

Start at the beginning of their career and work towards the present. Ask everyone the same questions and in order:

1- What were you hired to do?

2- What accomplishments are you most proud of?

3- What were some low points during that job?

4- Who were the people you worked with? Specifically:

i. What was your boss's name, and how do you spell that? What was it like working with him/ her? What will he / she tell me were you biggest strengths and areas for improvement?

ii. How would you rate the team you inherited on an A, B, C scale?

5- Why did you leave that job?

To measure someones performance look at the three P's. Previous year, against the plan and compared to their peers.

Do NOT hire anyone who has been pushed out of 20 percent or more of their jobs. Look for people with **Pull**. "My biggest client hired me. My old boss recruited me. The CEO asked me to take a promotion."

64 percent of the business moguls we interviewed conduct reference calls for every hire.

You have twice the chance of actually getting to talk to a reference if you ask the candidate to set up the interview.

Question for references:

1- In what context did you work with the person?

2- What were the person's biggest strengths?

3- What were the person's biggest areas for improvement back then?

4- How would you rate his / her overall performance in that job on a 1-10 scale?

5- The person mentioned that he struggled with \_\_\_\_\_ in that job. Can you tell me more about that?

Remember a 6 reference is really a 2.

Once you are sold on a candidate, you have to sell him or her. As well, if they are showing promise make sure to sell from the outset.

Silence is your worst enemy at the offer stage. Always assume the candidate receives an attractive counteroffer from their current employer.

Celebrate the persons acceptance. People get buyers remorse during new jobs in the early months. Invest in a strong on-boarding program.

The most important one-word answer to selling a candidate on joining is persistence.