Who – Written by Geoff Smart & Randy Street

Summary:
To solve the number one problem of ALL Organizations

Outline:
1. Define problem - #1 decisions for businesspeople make are not what decisions but who decisions – Jim Collins Good to Great
2. One of the hardest challenges is to hire people from outside the company.

Average hiring misstates – 15 times salary in hard costs and productivity loss.
80 exception business people were interviewed for this book including over 20 billionaires!

What makes a successful Business?

- 11% External factors
- 20% Execution
- 17% Strategy
- 52% Management Talent
- Need A players
Hiring failure happens:

1. Business is unclear about what is needed in a job
2. Have a weak flow of candidates
3. Do not trust their ability to pick out the right candidates

Lose candidates they really want to join their team
The A method is Source/Select/Scorecard/Sell
Scorecard – is a document that describes exactly what the person has to accomplish in the role. This is not a job description. They describe the mission for the position, outcomes that must be accomplished, and competencies that fit both the culture of the company and the role. This helps us hire specialists and not generalists. You won’t let your family internist perform brains surgery.

Mission – short statement of one to five sentences that describes why a role exists.

Outcomes – accomplishments in the job. Need to have 3 to 8 outcomes defined. These are not nebulous but concrete items to be completed.

Competencies – ensures behavior fit to the organization. These define HOW you expect a new hire to operate in the fulfillment of the job and the achievement of the outcomes.

Ensure Alignment and Communicate – make sure the scorecard is real in the organization

A player competencies include: Ability to hire A players(managers), develop people, flexibility, calm under pressure, strategic thinking, creativity/innovation, enthusiasm, work ethic, high standards, listening skills, openness to criticism/ideas, communication skills, teamwork and Persuasion skills.
5 main competencies for any position: Chemistry, Commitment, coachable, ego under control and requisite intellect.
Source – We want a continuous list of A player potentials. The number one way to do this is to ask for referrals from A players in your network. Always be looking for the right talent even if there is NOT a current opening.
Select – 4 required interviews for spotting A players. These are designed to collect facts and data about somebody’s performance track record that spans decades.

- Screening Interview
- Topgrading Interview
- Focused Interview
- Reference Interview
The screening interview: 30 minutes over the phone, designed to disqualify B and C players. The goal is to spend very little time with the wrong people.

- What are your career goals?
- What are you really good at professionally?
- What are you not good at or not interested in doing professionally?
- Who were your last five bosses, and how will they each rate your performance on a 1-10 scale when we talk to them?

Always go 3+ deep on these questions to get REAL answers (What, How, Tell me more)
The Topgrading interview: Patterns for choosing WHO – Ask these questions for each of their previous jobs!

- What were you hired to do?
- What accomplishments are you most proud of?
- What were some low points during that job?
- Who were the people you with? Specifically?
- 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 your biggest strengths and areas for improvement?
- How would you rate the team you inherited on an A,B,C scale? What changes did you make? Did you hire anybody? Fire anybody? How would you rate the team when you left it on an A,B,C scale?
- Why did you leave that job?

Master Tactics to make the interview as easy and effective as possible

MT#1 You have to interrupt the candidate – use reflective listening. Maintaining high rapport will get the most valuable data and polite interrupting can build rapport.

MT#2 Three P’s – Previous, Plan, Peers
- How did your performance compare to the previous year’s performance?
How did your performance compare to plan?
How did your performance compare to your peers?

MT#3 Push vs. Pull – Do NOT hire anybody that was forced out of more than 20% of their jobs.

Push is bad – “It was mutual” – Pull is good – “My biggest client hired me”

MT#4 Painting a Picture – Reflect back the candidate and dig in to truly understand what is being said. Dig in and use the rule of 3+ to clarify what they are telling you.

MT#5 Stopping at Stop signs – To uncover lies - biggest indicator is when you see or hear inconsistencies. Think of yourself as a biographer and you need to write a book about the candidate. DIG IN!
Focused Interview Guide

The purpose of this interview is to talk about (specific outcome/competency as it relates to OUR scorecard for the position.)
What are the biggest accomplishments in this area during your career?
What are your insights into your biggest mistakes and lessons learned in this area?
Have 3 team members do a focused interview based on a particular core competency.
Reference Interview – Don’t skip references

In what context did you work with the person?
What were the person’s biggest strengths?
What were the person’s biggest areas for improvement back then?
How would you rate his/her overall performance in that job on a 1-10 scale? What about his/her performance causes you to give that rating?
The person mentioned that he/she struggled with X in that job. Can you tell me more about that?
We are looking for ratings of 8 or higher consistently!!!!!
Dig into these questions with 3+ because most people don’t like giving a negative reference.
Skill / Will bull’s eye – we want a 90% success rate EVERYTIME. If Scorecard, Skill and Will of the candidate are not aligned – i.e. three separate circles then we do not hire them because there is a 0% chance of success.
Major Red Flags when Hiring – Dive in:

Candidate does not mention past failures
Candidate exaggerates his/her answers
Candidate takes credit for the work of others
Candidate speaks poorly of past bosses.
Candidate cannot explain job moves
People most important to the candidate are unsupportive of change.
Manager hires – candidate has never had to hire/fire anybody.
Candidate seems more interested in compensation & benefits than in the job itself.
Candidate tries too hard to look like an expert.
Candidate is self-absorbed.
How to sell the position – when we find A players please note that they have options or they are already working so we need to sell them on the position.

Five F’s – Fit, Family, Freedom, Fortune, Fun
Identify which of the 5 F’s are really important and sell at every step of the way. Address the 5 F’s at every step of the way even after the first day of work. Be persistent. This is just like selling a great customer.