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# Who: The A Method For Hiring



## Synopsis

It's happened to the best of us. You have a job opening to fill. You interview a range of qualified candidates and hire the best of the bunch-or so you think. You soon realize that the person who seemed like a perfect fit during the interview doesn't have what it takes to do the job. In *Who*, Geoff Smart and Randy Street, of the management consulting firm ghSmart, combine their experiences training thousands of managers and executives with the most revealing and comprehensive research ever on the subject of how to hire successfully, as well as advice and stories from more than twenty billionaires and sixty CEOs. The result is a simple, four-step method for hiring with confidence, designed for everyone from the CEO on down. *Who* shows you how to avoid the most common pitfalls of hiring, how to identify "A Players"-people who can perform their job better than 90 percent of the candidates in their field-and how to make sure the best candidate will be excited to join your organization. Hiring is every bit as important an element of successful business as other key principles, such as leadership and strategy. *Who* should be required listening for anyone in a management position.

## Book Information

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## Customer Reviews

I just finished reading a pre-release copy of the book *Who* by Geoff Smart and Randy Street. Wow, it's good. Really good. Geoff and his father Brad Smart are well known as the team that popularized Topgrading, a thorough interview process that takes the success rate for new hires from the

average of about 50% to just over 90%. I don't know of a business owner alive who wouldn't love to increase the effectiveness of the interview and hire more effectively. Smart and Street are experts in their field - they are paid huge sums of money to do this for some of the biggest and best companies in the world. Their research estimates that the average hiring mistake costs employers 15 times the salary of the incorrect hire. The number sounds absurdly high, but when you include salary, lost productivity and opportunity costs, it's plausible. Frightening. Who is a fast and simple read, but is heavy on content. It begins with a discussion of what they call voodoo hiring, or the process most business owners use during the interview process, and it was painful for me. I'm guilty of voodoo hiring and I'm guessing most of you are, too. Much of my process is guessing and gut feel, and is done over too short of a period of time. It's not hard to see the need for a change. Next comes a simple explanation of why hiring "A" players is so important. They define an "A" player as the right superstar for the job, a talented person who fits in well with your company culture. B and C hires cost you money; A's make you rich. The meat of the book is about the four keys to what they call the A Method : Scorecard, Source, Select and Sell. I can't do justice to the brilliance of the system in this short review, but here are the basics.

Hiring is a black art, even big data led initiatives going back to find data points to find what the "best" employee looks like - they actually found a negative correlation between good interviewees and actual job performance. The book is further flawed by assuming the bucket list qualifications that HR cooks up is what's needed in the company and is unassailable in its correctness. When was HR great? Anyone? If it's so important why are there never any CEOs in for profit companies with HR backgrounds if people matter so much? Cold recruiting: The book also assumes that candidates contacted that say no, are really a negotiation starting point. And that you would be able to grill the hell out of that person if they agree for a quick coffee. The problem is that innovation, out of the box thinking and real outperformance is always done by outliers by outsiders that don't play by the rules. This is exactly what an A player is, totally different from B's and C's because they do things very differently and have a skill set that can vary from feeble to outstanding. This book doesn't address any of these important issues. When did you have a bad boss? (studies show the majority of management is bad, and bad middle mgt. is mainly responsible for people quitting, not the overall company) SO the book assumes that the employer is king, is right all the time, ignores that companies go bankrupt, lose money, produce bad products, etc. So what you get is devious candidates that are great story tellers, never slighting the boss, or the company or telling what it is really like. Basically you are going to hire great politicians with this book. In other words,

Group think is what the book is promoting.

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