

A Players have a 90% chance of accomplishing what only 10% of possible hires could accomplish.

<https://www.youtube.com/watch?v=RQMEhtM8FuY> - 54 min starts at 2:20 presentation at Google 2008

Scorecard: Mission, Outcome, and Competencies

Right person, Right job, Right time, Right skillset for the problem that exists

Critical Competencies for A Players: <ul style="list-style-type: none">● Efficiency● Honesty/integrity● Organization and planning● Aggressiveness● Follow-through and commitments● Intelligence● Analytical skills● Attention to detail● Persistence● Proactivity	Additional Competencies: <ul style="list-style-type: none">● Ability to hire A Players (for managers)● Ability to develop people (for managers)● Flexibility/adaptability● Calm under pressure● Strategic thinking/visioning● Creativity/innovation● Enthusiasm● Work ethic● High standards● Listening skills● Openness to criticism and ideas● Communication
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Scorecards:

- Set expectations with new hires
- Monitor employee progress over time
- Objectify your annual review system
- Allow you to rate your team annually as part of a talent review process
- SMART: Specific, Measurable, Achievable, Realistic, and Timely

How to Create a Scorecard

1. **Mission:** Develop a short statement of one to five sentences that describes why the role exists. For example, "The mission for the customer service representative is to help customers resolve their questions and complaints with the highest level of courtesy possible."
2. **Outcomes:** Develop three to eight specific, objective outcomes that a person must accomplish to achieve an A performance. For example, "Improve customer satisfaction on a ten-point scale from 7.1 to 9.0 by December 31."
3. **Competencies:** Identify as many role-based competencies as you think appropriate to describe the behaviors someone must demonstrate to achieve the outcomes. Next, identify five to eight competencies that describe your culture and place those on every scorecard. For example, "Competencies include efficiency, honesty, high standards, and a customer service mentality."
4. **Ensure Alignment and Communicate:** Pressure test your scorecard by comparing it with the business plan and scorecards of the people who will interface with the role. Ensure that there is consistency and alignment. Then share the scorecard with relevant parties, including peers and recruiters.

Source: Recruiting - Generate a Flow of A Players

Talented people know talented people. Get referrals from your own A Players. “Who are the most talented people you know that I should hire?”

Outside the office, after someone asks what you do, follow your response with “Now that I have told you what I do, who are the most talented people you know who could be a good fit for my company?”

Culture of “Sourcing [x number] of A Player candidates per year”

Recruiting Bonus? Referral Bonus? Formal CAG Policy for Referrals?

How to Source

1. Referrals from your Professional and Personal Networks:
2. Referrals from your Employees:
3. Deputizing Friends of the Firm:
4. Hiring Recruiters: Make sure they understand your business needs and culture
5. Hiring Researchers: Caution, ensure they understand your business and culture
6. Sourcing Systems: Create a system (Google Doc) that
 - a. captures the names and contact information of everybody you source
 - b. schedules weekly time on your calendar to follow up

A Players that you want have:

1. track record that matches your business need
2. competencies that align with your culture and the role
3. plenty of passion to do the job you envision

Select: The Four Structured Interviews for Spotting A Players (1 of 4)

The A Players you want will be those who have a track record that matches your needs, competencies that align with your culture and the role, and plenty of passion to do the job you envision.

Sample phone script: "I am really looking forward to our time together. Here's what I'd like to do. I'd like to spend the first 20 minutes of our call getting to know you. After that, I am happy to answer any questions you have so you can get to know us. Sound good?"

The screening interview (Round 1 Phone)

1. What are your career goals?
 - a. give the candidate the first word, rather than telling the person about the company so he or she can parrot back what you just said
2. What are you really good at professionally?
 - a. ask follow up questions
 - b. listen for strengths that match the job at hand
3. What are you not good at or not interested in doing professionally?
 - a. if stuck: "if you advance to the next step in our process, we will ask for your help in setting up some references with bosses, peers, and subordinates. okay?"
 - b. follow up: "so I'm curious, what do you think they will say are some things you are not good at or not interested in?"
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?

Sample What and How Questions:

What (What do you mean? What did that look like? What is an example of that? What happened? What happened next? What was your role? What did you do? What did your boss say? What were the results? What else? etc.)

How (How did you do that? How did that go? How did you feel? How much money did you save? How did you deal with that? etc)

Tell me more

Gut feel is important for who NOT to hire.

People who give themselves a rating of 6 or lower are really saying 2.

TORC (threat of reference check)

Select: The Four Structured Interviews for Spotting A Players (2 of 4)

Sample script: Thank you for taking the time to visit us today. As we have already discussed, we are going to do a chronological interview to talk through each job you have held. For each job I am going to ask you five core questions (listed below). At the end of the interview we will discuss your career goals and aspirations, and you will have a chance to ask me questions.

The Topgrading Interview® (Round 2 In Person) [based off screening interview question 4]

1. What were you hired to do?
2. What accomplishments are you most proud of?
 - a. A Players talk about outcomes linked to expectations
 - b. B and C Players talk generally about events, people they met, or aspects of the job they liked without ever getting into the results
3. What were some low points during that job?
 - a. Sample probing questions:
 - i. What went really wrong?
 - ii. What was your biggest mistake?
 - iii. What would you have done differently?
 - iv. What part of the job did you not like?
 - v. In what ways were your peers stronger than you?
4. Who were the people you worked with? Specifically:
 - a. (For all)
 - i. What was your boss's name, and how do you spell that?
 - ii. What was it like working with him/her?
 - iii. What will he/she tell me were your biggest strengths and areas for improvement?
 - b. (For managers/supervisors)
 - i. How would you rate the team you inherited on an A, B, C scale?
 - ii. What changes did you make? Did you hire anybody? Did you fire anybody?
 - iii. How would you rate the team when you left it on an A, B, C scale?
5. Why did you leave that job?
 - a. A Players perform well, and bosses express disappointment when they quit.
 - b. B and C Players perform less well and are nudged out of their jobs or forcefully pushed out by their bosses

Master Tactics

1. Interrupting - *You have to interrupt the candidate.*
2. The Three P's: How did your performance compare to
 - a. the Previous Year, the Plan, your Peers
3. Push Versus Pull - Was the candidate pushed out of last job, or pulled out?
4. Painting a Picture - Get curious to understand candidate's use of terminology/phrases
5. Stopping at the Stop Signs - When you see or hear inconsistencies, slam on the brakes, get curious and see just how "great" they actually did.

Select: The Four Structured Interviews for Spotting A Players (3 of 4)

The focused interview (Round 3 in person)

1. The purpose of this interview is to talk about _____
 - a. (Fill in the blank with a specific outcome or competency, such as a person's experience selling to new customer, building and leading a team, creating strategic plans, acting aggressively and persistently, etc.)
2. What are your biggest accomplishments in this area during your career?
3. What are your insights into your biggest mistakes and lessons learned in this area?

Double-Check Cultural Fit: Conduct at least one cultural fit interview for every candidate, using questions built around cultural values. (Example, have current "equals (potential coworkers)" take candidate out to lunch, spend a day in the department prior to hire, etc.)

Select: The Four Structured Interviews for Spotting A Players (4 of 4)

The reference interview (Round 4 phone or in person depending on the role)

Three Key Points

1. Review your notes from the Topgrading Interview and pick the bosses, peers, and subordinates with whom you would like to speak. Don't just use the reference list the candidate gives you.
2. Ask the candidate to set up the reference calls.
3. Conduct the right number of reference interviews

Reference Interview Guide

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 the job on a 1-10 scale? What about his or her performance causes you to give that rating?
5. The person mentioned that he/she struggled with _____ in that job. Can you tell me more about that?

Skill-Will Bull's-Eye:

When you believe there is a 90% or better chance the candidate can achieve an outcome based on the data you gathered during the interview, rate him or her an A for that outcome.

For each competency, does that data suggest there is a 90% or better chance that the candidate will display that competency? If so rate him or her an A for that particular competency.

An A Player is someone whose skill *and* will match your scorecard. Anything less is a B or C, no matter the experience or seeming talent level.

Behavioral Warning Signs:

- Winning too much
- Adding too much value
- Starting a sentence with 'no,' 'but,' or 'however'
- Telling the world how smart we are
- Making destructive comments
- Passing the buck
- Making excuses
- The excessive need to 'be me'

Sell: Persuade them to join your team

- **Fit** ties together the company's vision, needs, and culture with the candidate's goals, strengths, and values.
- **Family** takes into account the broader trauma of changing jobs
- **Freedom** is the autonomy the candidate will have to make his or her own decisions
- **Fortune** reflects the stability of your company and the overall financial upside
- **Fun** describes the work environment and personal relationships the candidate will make

The Five Waves of Selling

1. When you source
2. When you interview
3. The time between your offer and the candidate's acceptance
4. The time between the candidate's acceptance and his or her first day
5. The new hire's first one hundred days on the job

CAG's Onboarding Program:

Your Greatest Opportunity

How to install the A Method for Hiring in your Company

1. Make people a top priority
2. Follow the A Method for yourself
3. Build support among your executive team or peers
4. Cast a clear vision for the organization and reinforce it through every communication with the team
5. Train your team on best practices
6. Remove barriers that impede success
7. Implement new policies that support the change
 - a. Every manager's scorecard to "Achieve a hiring success rate of 90% or greater. Build and retain a team composed of 90% or more A Players by a certain date."
 - b. Require a scorecard for every job requisition.
 - c. Require a Topgrading Interview and rated scorecard before an offer can be made. No Topgrading Interview, no hire.
8. Recognize and reward those who use the method and achieve results
9. Remove managers who are not on board
10. Celebrate wins and plan for more change

Remember, an A Player is not an all-around athlete. An A Player is someone who accomplishes the goals on the scorecard, which only the top 10% of the people in the relevant labor pool could accomplish.

Sample email filtering response:

Thank you for applying with Continental Automotive Group. Here are some pre-interview questions:

1. Can you pass a drug test, background check, and driving history check? If no, please explain:
2. What about this opportunity interests you the most?
3. What are your 5 major skills in relation to this job?
4. How have your past school/work/volunteer experiences enhanced your skills?
5. What are you looking for in a company?
6. What are you looking for in a position?
7. What might be your biggest obstacle in starting a new job with a new company?
8. What is your greatest pet peeve in a work environment? How do you deal with it?
9. Are all of your previous jobs listed on your resume? If not, what's missing?
10. If offered a job, when could you start?