



LeadersWay

Book of the Month Review

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Who: The A Method for Hiring

By: Geoff Smart and Randy Street

In my most recent [newsletter](#) posting I suggested that much of our challenges in business are a result of “ignoring the evidence.” The context of the article was creating a culture of candor where everyone was encouraged to share their thoughts and ideas, a flat out no-brainer. The book [“Who”](#) is, in my opinion, the next most important piece of evidence that we just can’t ignore.

The basic philosophy of the book is quoted from Jim Collins in “Good to Great” and it suggests that business success is far less about “what” you do and much more about “who” you do it with. The self evident concept put forward has to do with the fact that creating superior results demands the efforts of superior performers. Fact is employing C type players is a formula for business failure. An overabundance of B players may keep you in the game but will not separate you. It is through the efforts of A players (or in LW terminology superior performers) that you can manage the challenges of our new economy and separate your business from your competitors.

Consider a few of these examples as support of the evidence:

The Ritz Carlton--- Read “The New Gold Standard” and you will learn that the recruiting and selection process for the Ritz Carlton is exhaustive. The decision makers are committed to and relentless about doing everything they can to ensure that every person they select (note I don’t use the word hire... your competitors hire, we help you select) has the capacity for superior performance. In fact they suggest they lose quite a few good candidates because they take so long to make sure they are selecting the right “who.”

Southwest Airlines--- Have you heard? Your chances of getting into Harvard University are better than getting a job at Southwest. Consider this... I know of a very seasoned and talented airline pilot who had become disenchanted with the airline he had flown with for years. Driven by that disenchantment this pilot applied at Southwest only to be rejected because they felt his personality was not a fit for their culture. Talk about tough!

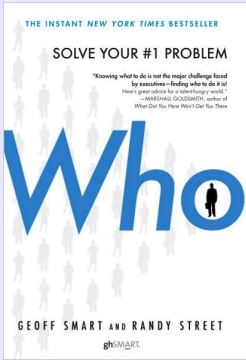
Avon--- Two weeks ago USA Today interviewed Andrea Jung the long standing and very successful CEO of Avon. The article was a Q and A with the last question being; “Do you find this down economy to be a good opportunity to move out the weaker people in your company?” Her response was swift and deliberate. She responded that prior to the interview she had been in a meeting with her team and the topic was employee development. She also made it clear that over 25% of her job is talent related and that selecting and developing people with the potential for superior performance is and always has been the only sustainable advantage in business.

I hope that is enough evidence for you to take a hard look and maybe an inventory of the talent you have in your organizations. How many people could you put on the list who would be “C” players? How many would you list as “B” players? You will learn in “WHO” that their target is to load your team with 90% “A” players. Aggressive, you bet! Absolutely essential, there is no question about it!

Every once in a while a book comes along that has the capacity to create monumental change; [“Who”](#) is one of those books. Geoff Smart and his team have done a masterful job of giving us the tools to make better decisions about recruiting, selecting, selling and integrating superior performers. Don’t ignore the evidence!

Life is good...

KW



From the Publisher

In this instant New York Times Bestseller, Geoff Smart and Randy Street provide a simple, practical, and effective solution to what The Economist calls “the single biggest problem in business today”: unsuccessful hiring. The average hiring mistake costs a company \$1.5 million or more a year and countless wasted hours. This statistic becomes even more startling when you consider that the typical hiring success rate of managers is only 50 percent.

The silver lining is that “who” problems are easily preventable. Based on more than 1,300 hours of interviews with more than 20 billionaires and 300 CEOs, Who presents Smart and Street’s A Method for Hiring. Refined through the largest research study of its kind ever undertaken, the A Method stresses fundamental elements that anyone can implement—and it has a 90 percent success rate.

Whether you’re a member of a board of directors looking for a new CEO, the owner of a small business searching for the right people to make your company grow, or a parent in need of a new babysitter, it’s all about Who. Inside you’ll learn how to

- avoid common “voodoo hiring” methods
- define the outcomes you seek
- generate a flow of A Players to your team—by implementing the #1 tactic used by successful businesspeople
- ask the right interview questions to dramatically improve your ability to quickly distinguish an A Player from a B or C candidate
- attract the person you want to hire, by emphasizing the points the candidate cares about most

In business, you are who you hire. In Who, Geoff Smart and Randy Street offer simple, easy-to-follow steps that will put the right people in place for optimal success.