



Topgrading Hiring Vision

12 Steps to 90% Hiring Success

	Hiring Problem	Topgrading Best Practices in Hiring Sequence	Topgrading Skill Learn How to:	Result
1.	No measurements to see how much Topgrading is needed	▶ Measure Hiring Success (quality of hire) (pre-Topgrading)	▶ Calculate percent A Players; Calculate costs of mis-hires	▶ Greater motivation to Topgrade
2.	Vague job descriptions lead to mis-hires	▶ Create Job Scorecard	▶ “Nail down” A Player performance accountabilities	▶ Candidate and company are clear about job expectations
3.	Recruiting from ads is time consuming, attracts C players	▶ Recruit from Networks	▶ Build and maintain list of 20 As, 15 “connectors”	▶ Quicker, better, cheaper than recruiters/ads
4.	Resumes are incomplete and full of hype	▶ Use Topgrading Career History Form	▶ Analyze “truth” document (Topgrading Career History Form)	▶ Easy to sort A Players from C and B Players
5.	Phone screening from resumes is time consuming and doesn’t identify Cs well	▶ Conduct Telephone Screening Interviews	▶ Use Topgrading Career History Form to pre-screen candidates in 45-minute phone interviews	▶ Only invite in best candidates for face-to-face interviews
6.	Candidates can’t get answers to their questions and become frustrated	▶ Conduct Competency (Behavioral) Interviews	▶ Create Competency Interview Guides; candidates ask questions about the organization	▶ Candidates “sold” more on the job because their questions are answered
7.	Shallow, incomplete, easily faked competency interviews are commonplace	▶ Conduct Tandem Topgrading Interview using Topgrading Interview Guide	▶ Attain correct Insights into (50) competencies	▶ Learn most about candidates; make better hiring decisions
8.	Most interviewers are mediocre and rarely get coaching	▶ Master Advanced Interviewing Techniques	▶ Improve interviewing techniques and style	▶ Smoother, more professional interviews
9.	Interviewers commonly jump to (wrong) conclusions	▶ Analyze All Data; Write Draft Executive Summary	▶ Write draft Executive Summary after analyzing all data and arriving at valid conclusions	▶ Accurate, complete Executive Summary; right hiring decision



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10.	Reference checks with buddies are worthless	▶ Candidate Arranges Reference Calls with bosses; Finalize Executive Summary	▶ Get former bosses to tell you the truth	▶ Deeper insights, confirmation of conclusions, coaching advice
A PLAYER HIRED!				
11.	New hires are typically not coached for 1 year, delaying development	▶ Coach Your New Hire in First Few Weeks	▶ Convert thorough insight into practical developmental plan, well received	▶ Highly motivated new hire, with Individual Development Plan; smooth onboarding, more rapid productivity and development
12.	No accountability for quality of hire contributes to poor hiring	▶ Measure Hiring Success Annually (pre-Topgrading vs. post-Topgrading)	▶ Calculate pre-Topgrading and post-Topgrading Hiring Success and costs of mis-hires	▶ Connect Topgrading success with company success, to engrain Topgrading in company's DNA