

## **Who by Geoff Smart and Randy Street**

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Basis of the book is that having the right people is the number 1 problem facing business today.

The premise of the book is to hire A players who fit the scorecard for the job.

You want to end up with a team full of A Players and achieve a 90% or above hiring success level.

The scorecard is made up of 3 parts, the jobs mission, outcomes and competencies

The book talks about the 4 stage interview process.

1. The screening interview
2. The who interview
3. The focused interview
4. The reference interview

#### **Stage 1 is the Screening call on this call ask the following questions:**

1. What are your career goals
2. What are you really good at professionally,
3. What are you not good at or not interested in doing professionally,
4. Who were your last 5 bosses and how will they rate you out of 10 when we ask them

#### **Stage 2 is the Who interview guide**

1. What were you hired to do
2. What accomplishments are you most proud of
3. What were some of the low points during that job
4. Who were the people you worked with, specifically a) what was your boss's name how do you spell that what was it like working with him? What will he/she tell me we're your biggest strengths and areas of improvement? B) how would you rate the team you inherited on a scale of A B or C? What changes did you make? Did you hire anybody did you fire anyone how would you rate the team when you left?
5. Why did you leave that job

#### **Stage 3 is the Focused interview guide**

1. The purpose of this interview is to talk about ..... insert some specific outcome like talk about your sales ability
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

#### **Stage 4 is the Reference interview guide**

1. In what context did you work with the person

2. What were the persons biggest strengths
3. What were the persons biggest areas for improvement back then
4. How would you rate their overall performance from 1-10. What is it about that performance that causes you to give that rating
5. The person mentioned that they struggled with .... part of the job can you tell me more about that

Ultimately you're doing these 4 interviews to decide who to hire.  
You're looking for the skill / will bulls eye

The person should have a 90% or greater chance of success

After the 4 stage interview and the skill / will bulls eye you need the last part.

Sell to the candidate to seal the deal.

You need to sell the A player to say yes, then sell them to turn up and start then sell them in the first 100 days.

Sell fit

Sell family

Sell freedom

Sell fortune

Sell fun

The 3 biggest areas that make a successful business are

Management Talent 52%

Execution 20%

Then Strategy 17% External factors 11%

You have to make people a top priority

Top CEOs spend 60% of their time on people.

For becoming a CEO think like a Cheetah type CEO that moves fast, aggressive, persistent, proactive, work ethic and high standards. These are successful 100% of the time.

Lamb type CEO are only successful 57% of the time. These are respectful, have good listening skills and are open to criticism.