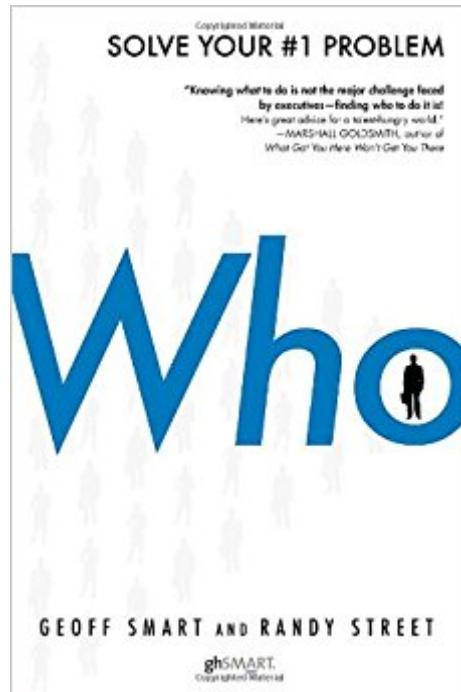


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# Who



## Synopsis

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 to 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.

## Book Information

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## Customer Reviews

Think of Who as the literal and figurative son of TopGradingÂ (2005), by Brad Smart. Coaches and consultants Smart andÂ Street have broadened the how-to-hire process from interviews to a 360-degree perspective on recruiting A players. Itâ™s a compelling read for many reasons: the research is solid and expansive, based on actual work, CEO/top-management interviews, and statistics analyses from a top graduate business school. Itâ™s simple: instead of 6 reasons here and 10 steps there, the authors boil down their recommendations into a 4-step process, from scorecard and source to select and sell. Who wouldnâ™t like to read stories from well-known CEOs like George Buckley of 3M, opening up the mysterious method of executive hiring? And finally, itâ™s a book laced with humor; anecdotes about interviewees whoâ™ve told their stories all too well are not only laughable but memorable, tooâ™for all the right reasons. Like the candidate who bugged his bossâ™ office because he never received any performance appraisals. Intended for executive readersâ™ and human resourcesâ™ follow-through. --Barbara Jacobs

Advance praise for WhoâœSeventy percent of the game is finding the right people, putting them in the right position, listening to them, and alleviating what gets in their way. Who is a practical guide to making sure you get the right people to start with! Excellent advice and guide.â•â“Robert Gillette, president and CEO, Honeywell AerospaceâœGeoff Smart and Randy Street have done an amazing job distilling the best advice from some of the worldâ™s most successful business leaders.â•â“Wayne Huizenga, founder, Blockbuster VideoâœA great readâ“it really is all about finding, keeping, and motivating the team.â•â“John Malone, chairman, Liberty Media CorporationâœThe key point in this book is that those of us who run companies should include who decisions near the top of the list of strategic priorities.â•â“John Varley, group chief executive, BarclaysâœWho is the only book you need to read if you are serious about making smart hiring and promotion decisions. It is the most actionable book on middle- and upper-management hiring that Iâ™ve read after twenty years in HR.â•â“Ed Evans, executive vice president and chief personnel officer, Allied Waste IndustriesâœI wish I had this book thirty years ago, at the beginning of my career!â•â“Jay Jordan, chairman and CEO, the Jordan CompanyâœThis book will save you and your company time and money. In business, what else is there?â•â“Roger Marino, co-founder, EMC CorporationâœYouâ™ll find yourself nodding yes, saying â™Thatâ™s right,â™ and thinking, Oh, Iâ™ve been there, all the way through this grand slam of a book. Whether youâ™re starting a company or running a part of a big one, the level of success you achieve is almost always a result of choosing the right people for the right jobs at the right time. Itâ™s all about the

who!â•â “Aaron Kennedy, founder and chairman, Noodles & Company

I probably would have liked this book more if the company I was working for hadn't tried to implement the information found here in a situation where it wasn't very applicable. The main problem is that this book is mostly geared toward hiring for executive-level positions, and a lot of the principles aren't transferable to hiring for other positions (an executive-level candidate might be OK going through 4 separate interviews, but your average Joe probably won't stay in the process that long). If you're hiring for the C-Level the this book is probably very useful; if not, you can still get some useful advise here, but don't plan on restructuring your hiring practices based on that.

This is one of the two most impactful business books I've read in my career. I used to make hiring decisions based primarily on a faulty process of a) determining whether the resume seems to fit the position and b) assessing chemistry with the candidate during the interview process. This book refines this process and has substantially helped my hiring success rate. With each unsuccessful hire costing a company \$1.5M on average, any hiring manager can easily calculate the value of a better process. Who provides this process brilliantly.

This is the best business book out there. In a very simple way, the authors provide a fact-based approach to building a culture of "A Player" talent. They literally spell out the steps (and give you the templates) to turn their recommendations into action. I've made this book required reading in my company. Every employee now has a scorecard and hiring is only permitted if the A Method is used. It's the real deal. Thank you to Geoff and Randy for publishing this book!!!

I have heard it said that the average hiring mistake costs 15 times an employee's base salary in hard costs and productivity loss. Can your company afford this? The A Method for Hiring provides a 4 step process for getting hiring right by finding A Players that are a fit for your roles and company culture. It steps you through specific questions and insights across 4 different types of interviews you must use to make the right choice. Not to fear, it also shows you how to economize your time by quickly identifying B and C Players so you can cull them out of the process early.

A colleague recommended this book to me to augment my business coaching practice. 10 clients immediately come to mind as having great potential of benefiting from this approach. I will read this book over and over until The A Method is second nature. I owe it to my clients.

This is THE book on hiring. Not the technical side of hiring, like how to do paperwork or anything, but how to find the right people, interview them, and get them on board. I was so impressed I've bought several copies for people at my company and we changed our interview process which has dramatically cut down on bad hires, saving us tens of thousands of dollars.

This is simply the best book on hiring I've ever read. I highly suggest entrepreneurs and business owners to sit down for an afternoon and read this book. The techniques in it are so simple and practical that anyone can do it and it actually works. My only challenge with the method of hiring is the fact that it takes longer to hire someone, so you have to stay disciplined to the process - we've always heard to hire slow and fire fast. I promise you if you will stay disciplined the returns will be exceptional. I can't say enough good things about the book.

Outstanding book. Great content and Geoff is the most inspiring speaker I have ever seen (and he was the last speaker today at the end of a 14 hour marathon training session making that even more impressive). His energy, knowledge and sense of humor kicked ass! Thank you Geoff!

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