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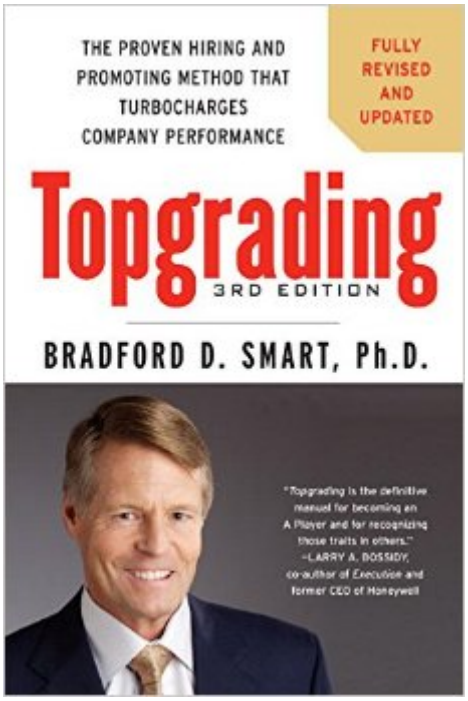
# Topgrading, 3rd Edition: The Proven Hiring And Promoting Method That Turbocharges Company Performance

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## Synopsis

â œBRAD HELPED US DEVELOP THE TOOLS TO PICK A-PLAYER LEADERS AT GE.â •
â ”JACK WELCH Great companies, large and small, rise or fall because of their talent; the more high performers on your team, the more successful your organization will be. Of course, thatâ ™s easier said than done. Research shows that only about 25% of all new hires turn out to be high performers. But companies that have used Brad Smartâ ™s Topgrading system over the past two decades have boosted their hiring success rates dramaticallyâ ”sometimes even to 90%. Three huge problems account for the typical poor results in hiring: dishonesty (via deceptive rÃ©sumÃ©s), incomplete information (via shallow interviews), and lack of verifiability (via biased references). Topgrading shows how to solve all three problems. Instead of hirÂ- ing by your gut reactions to rÃ©sumÃ©s and interviews, you can start using a scientifically honed process that compels candidates to be totally honest. Smart, one of the worldâ ™s foremost experts on hiring, has personally helped hundreds of compaÂ- nies double, triple, or even quadruple their hiring success rates. His clients have ranged from global giants such as General Electric and Honeywell to midsize and small businesses in every field imaginÂ- able, and to not-for-profits such as the American Heart Association. And hundreds of thousands of readers have applied the lessons and tools of the first two editions of Topgrading. The Topgrading system makes hiring easier, faster, and more successful than any other process. And it works at every level, from the front lines to senior management. For the first time in seven years, Smart has fully revised and updated Topgrading with many new tools, techniques, and case studies. This edition now features 40 companies of all sizes, across a wide range of industries and home countries. Itâ ™s the most advanced and useful version of Topgrading ever. The third edition includes: Simplified Topgrading methods for entry-level jobs. The new Topgrading Snapshot, which screens out weak candidates in just 15 seconds. The latest version of the acclaimed Topgrading Interview script. Case studies from 35 companies not featured in any previous edition. Many additional innovations created by Topgraders.Topgrading isnâ ™t just about hiring and promotÂ- ingâ ”itâ ™s also about developing talent. It enables leaders to reward their A Players, coach their Bs to become As, and weed out the Cs who are beyond improvement.Many great leaders know that Topgrading works. Find out how it can help your company gain a big competitive advantage.

## Book Information

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## Customer Reviews

Topgrading is a 12-Step program for increasing the percentage of "A Players" you hire from an average of 25% to some remarkable number--70%, 80% or even 90%. I found the parts of the book that I read repetitive and a bit breezy. There's a free 80-page e-book on the author's web site for those who value their time and money.The impressive 65,000 number that appears in the book refers to Dr. Smart's interviews with "...6,500 managers, with an average of 10 jobs each...". These managers report a 25% success rate in hiring high performers.The amazing 70-90+% post-Topgrading success ratios seem to come from Topgrading Step 12--"ANNUALLY MEASURE YOUR TOPGRADING SUCCESS". Every new hire is graded at their first anniversary by a committee of four "...in relation to the stated accountabilities" (page 177.) At this one-year point, employees are either considered an "A Player" or they are put on a performance improvement plan. So I have to ask, isn't just meeting expectations the very definition of a "B Player?" Can someone who's been through Topgrading tell me if managers typically set unrealistic goals to replace borderline performers or do they dumb down the goals to avoid the consequences?So lets talk about the Topgrading TORC--the Threat of the Reference Check. With Topgrading, your candidates will be asked to arrange a "personal reference" call with every prior supervisor. The author thinks it will only drive away C Players--30 candidates, 20 complete applications--the TORC flushed out 10 problems, simple as that. Might it also repel the very best candidates as well?

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