**SMARTtools for Leaders™**

**Who**

**Participant Names:**

**Date:**

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| 1. ***Let’s all circle the number that describes our “who.”*** | | |
| **1** | We have 0-10% A Players. “Almost nobody here is in the right job. Several may be toxic to our culture.” |
| **2** | We have 11-20% A Players. “Very few are in the right job, and we have two or more people who are toxic to our culture.” |
| **3** | We have 21-30% A Players. “Some are in the right job, and we may have one or more people who are toxic to our culture.” |
| **4** | We have 31-40% A Players. “A third are in the right job, and we may have one or more people who are toxic to our culture.” |
| **5** | We have 41-50% A Players. “Nearly half are in the right job, and we may have one person who is toxic to our culture.” |
| **6** | We have 51-60% A Players. “Over half are in the right job, and we may have one person who is toxic to our culture.” |
| **7** | We have 61-70% A Players. “Most are in the right job, and nobody is toxic to our culture.” |
| **8** | We have 71-80% A Players. “Three fourths are in the right job, and nobody is toxic to our culture.” |
| **9** | We have 81-90% A Players. “Almost everybody is in the right job, and nobody is toxic to our culture.” |
| **10** | We have 100% A Players. “Everybody here is in the right job, and everybody contributes positively to our culture.” |

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| 1. ***Let’s discuss our ratings.*** |

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| 1. ***Let’s discuss ways to improve our rating of our who.***   ***Who should we be hiring, and why?***  ***Who should go, and why?***  ***How can we use best practices of hiring (from the book Who) to improve who is here?*** |

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