**SMARTtools for Leaders™**

**Who** (discussion notes)

**Participant Names:** John Beardsley, Frances Houghton, Tina Roberts, Jon Kweku, Gloria Cerno, Ellie Johnson, Ron Hatu, and Claire Benson.

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| 1. ***Let’s all circle the number that describes our “who.”***
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| **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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Wow. So it seems we’re all saying 5/10 for W. We feel that only half the people in this company are in the right job.

Generally, we feel that we are not following any best practices for hiring. Each manager does it differently. And our hiring success rate is like 50%. Hmm.

And I heard a lot of you expressing concern for Chuck, the leader of the sales implementation team, and a few of his direct reports. You think he’s not on top of what’s going on, and he accepts mediocre performance. I didn’t realize it’s as bad as you are all seeing.

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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?*** |

It sounds like we need to move from “haphazard” hiring, to a more effective hiring process. Does anybody know about any top-selling books on Amazon who could help us figure out the steps we need, to achieve a 90% hiring success rate? Jon, please figure that out, and then buy us whatever book seems to be the top seller and top-rated one in this area. And perhaps we should look into hiring a consultant to help improve our hiring and development process company-wide. We’re big enough now, that we really need to treat “talent—hiring and developing people” as the most important thing we do as senior leaders.

It sounds like the sales implementation group is the one that needs the most upgrading of talent. We want to move from hiring bureaucrats who over-delegate and who are not on top of the needs of the customer, to much more customer-centric people in that group. Chuck needs to go. Let’s get on that, Jon. I want to see a plan for turning around the talent in that group.

So we have a long way to go to get to a 9 or 10. But let’s get started in finding best practices for hiring and developing talented teams. And simultaneously, let’s have a chat with Chuck and give him notice that we’re going to be looking for his replacement soon, so he should start looking for another job. Finally, I want to have a “talent discussion” added to our monthly Executive Committee meeting agenda.