



Who

By Geoff Smart, Randy Street

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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
- 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.

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Editorial Review

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Think of Who as the literal and figurative son of TopGrading (2005), by Brad Smart. Coaches and consultants Smart and Street have broadened the how-to-hire process from interviews to a 360-degree perspective on recruiting A players. It'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. It'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 wouldn't like to read stories from well-known CEOs like George Buckley of 3M, opening up the mysterious method of executive hiring? And finally, it's a book laced with humor; anecdotes about interviewees who've told their stories all too well are not only laughable but memorable, too—for all the right reasons. Like the candidate who bugged his boss' office because he never received any performance appraisals. Intended for executive readers—and human resources' follow-through. --Barbara Jacobs

Review

Advance praise for Who

“Seventy 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.”

—Robert Gillette, president and CEO, Honeywell Aerospace

“Geoff Smart and Randy Street have done an amazing job distilling the best advice from some of the world’s most successful business leaders.”

—Wayne Huizenga, founder, Blockbuster Video

“A great read—it really is all about finding, keeping, and motivating the team.” —John Malone, chairman, Liberty Media Corporation

“The 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.”

—John Varley, group chief executive, Barclays

“Who 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 I’ve read after twenty years in HR.”

—Ed Evans, executive vice president and chief personnel officer, Allied Waste Industries

“I wish I had this book thirty years ago, at the beginning of my career!”

—Jay Jordan, chairman and CEO, the Jordan Company

“This book will save you and your company time and money. In business, what else is there?”

—Roger Marino, co-founder, EMC Corporation

“You’ll find yourself nodding yes, saying ‘That’s right,’ and thinking, Oh, I’ve been there, all the way through this grand slam of a book. Whether you’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. It's all about the who!"

—Aaron Kennedy, founder and chairman, Noodles & Company

From the Author

Please find our newly-released *Who* and *Power Score* tools and templates at geoffsmart.com/smarttools.

And to polish your skills for hiring talented teams and then running them at full power, bring your team to SMARTfest 2016 Denver. Register at geoffsmart.com/smartfest.

Users Review

From reader reviews:

Janet Huynh:

Often the book Who has a lot of knowledge on it. So when you make sure to read this book you can get a lot of help. The book was published by the very famous author. The writer makes some research prior to write this book. This particular book very easy to read you can obtain the point easily after looking over this book.

Josette Leonard:

Why? Because this Who is an unordinary book that the inside of the book waiting for you to snap the item but latter it will distress you with the secret that inside. Reading this book close to it was fantastic author who else write the book in such wonderful way makes the content inside easier to understand, entertaining approach but still convey the meaning totally. So , it is good for you because of not hesitating having this ever again or you going to regret it. This amazing book will give you a lot of advantages than the other book possess such as help improving your proficiency and your critical thinking means. So , still want to hold up having that book? If I had been you I will go to the guide store hurriedly.

Rosemary Lilly:

Reading a book to be new life style in this calendar year; every people loves to examine a book. When you examine a book you can get a lots of benefit. When you read textbooks, you can improve your knowledge, since book has a lot of information into it. The information that you will get depend on what forms of book that you have read. If you would like get information about your examine, you can read education books, but if you want to entertain yourself you can read a fiction books, this kind of us novel, comics, in addition to soon. The Who provide you with a new experience in studying a book.

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