



GROWTH INSTITUTE
A GAZELLES COMPANY

Topgrading[®] inc.

Powered by
COURSE OUTLINE

About the Class

The Growth Institute is offering you a great online Topgrading course that is tailored to your organizational needs and schedule. This 3 month intensive course will help you learn and implement Topgrading[®] in your company.

The Topgrading approach to hiring and promoting is a proven method that allows you to select only the very 'best of the best' when looking at candidates for today's jobs. We've created a step-by-step approach for implementing Topgrading in any organization. In this challenging market, any mis-hire can be devastating and a key mis-hire can be catastrophic. Topgrading is designed to make certain that you have the very best opportunity to add 'A Players' to your team and avoid the staggering cost of mistakes. It's packing the team, indeed the entire company, with the very best people at every pay level. Topgrading hiring and promoting methods are basically common sense, but delivered and applied with simple to use tools.

It is time to take your team to the next level and learn the most effective and proven hiring methodology in the world. Hiring is something you will never learn in business school, but our Hybrid Education Model will help you gradually implement these new tactics.

This model is broken down into 3 parts:



WATCH

6+ hours of Dr. Smart's videos explaining Topgrading methodologies



LEARN

Learn the skills in a live online workshop environment.



IMPLEMENT

With Topgrading resources and 1-on-1 calls with a certified coach



"A Player candidates always say one of the reasons they joined us was because of the thoroughness of the Topgrading methods."

—Travis Issacson, *Access, Director Organization Development*



Have questions? Want to find out more?
Contact me, Jackie, at jackie@growthinstitute.com
or give me a call at 512-428-8873.
I look forward to hearing from you!

The Topgrading Methodology includes:

- Clearer, more in-depth job descriptions (called Job Scorecards)
- Screening candidates not from deceptive resumes but from a Career History Form that includes a built-in “truth serum” and provides full comp history, boss ratings, and much more.
- The famous chronological Topgrading Interview that scrutinizes every job
- The requirement for top candidates to arrange personal reference calls with former supervisors and others

Resources Provided

- The Topgrading Workbook
- An in-depth Hiring Manual
- Various handouts (provided for every webinar)
- On-demand videos explaining each of the 12 Topgrading steps
- Access to all live classes in real time or recorded on your learning portal

Participation

Active participation is highly encouraged. In order to get the most out of this class, it will be necessary to spend time outside of class to complete homework assignments to be discussed in the following session. You are not required to complete the homework assignments, but it will only improve your educational experience to do so. Furthermore, questions and comments are encouraged during every class as they help build a learning environment and improve the overall class experience for everyone.

Attendance is encouraged at every class, but each class is recorded to give you access at a later time. Please plan to attend as many classes as possible to get as much out of the course as possible.



Topgrading is that deeper dive, it really helps us learn about the behaviors of the candidate, asking those questions to learn about their other jobs, how they handled those situations and how they talk about their successes and their failures.

–Terri Cohen
PPR, Vice President of General Employment Experiences

12 Topgrading Steps



Step 1: Measure Your Hiring/Promoting Success

Peter Drucker used to marvel at how companies are so good at measuring everything, how they say talent is their most important asset, and how they don't measure it honestly. Most companies measure speed and cost to fill jobs, but that only means they mostly mis-hire people...but they do it fast and cheap.



Step 2: Create a Job Scorecard

Job descriptions are so vague neither candidates nor hiring managers are clear about what it will take to perform at the A level. Job Scorecards include both the measurable accountabilities and the minimum acceptable ratings on competencies in order for someone to be deemed an A player on the job.



Step 3: Recruit From Networks

Recruiting from your Networks involves learning to build and maintain lists of about 20 A players and 15 "connectors," and that takes a bit of effort. But the advantage of recruiting from your Networks is that it is faster, better, and cheaper than running ads or using recruiters.



Step 4: Use The Career History Form

Studies have shown that more than half of resumes contain deliberate major falsehoods. The Career History Form catches the essence of a good candidate worth pursuing adding useful facts that allow you to quickly screen out C players. It requests complete career history information such as work history, salary growth, supervisor ratings, and reason for leaving. Most importantly, the career history form informs candidates that in order to get a job offer they will eventually have to arrange personal reference calls with previous supervisors.



"There's nothing that has done more for our company than Topgrading. It will be our culture as long as we have our company."

–William H. McGill
Chairman & CEO, MarineMax Inc.

12 Topgrading Steps



Step 5: Conduct Telephone Screening Interviews

Use the Telephone Screening Interview Guide with candidates who truly look as though they could be high performers from your analyses of the Topgrading Career History Forms and Topgrading Snapshots, and only invite the ones who really appear to be A players in for face-to-face interviews following the telephone screening interviews.



Step 6: Conduct Competency Interviews

What are competency interviews? They are interviews in which different interviewers spend one hour with a candidate, asking questions about one or more of the key competencies that were identified and listed in the Job Scorecard.



Step 7: Conduct Tandem Topgrading Interviews

Formerly called the CIDS (Chronological In-Depth Structured Interview), the Topgrading Interview is a structured interview using the Topgrading Interview Guide. For management jobs there are two interviewers, known as the “Tandem Topgrading Interview.”



Step 8: Master Advanced Interviewing Techniques

The vast majority of interviewers have never even taken an interviewing course, but Topgraders typically attend a two-day Topgrading Workshop, the second day of which they spend interviewing and getting feedback and coaching from Topgrading professionals and their tandem interview partners, using the Topgrading Interviewer Feedback Form.



“With a 4-year goal of 1.5% increase in sales, our team has almost achieved it (1.57%) in only 3 years. Furthermore, efficiency has increased 10-fold and productivity is much improved. The only way we could have achieved those results is with Topgrading.”

– Bruce Leidal
Carestream, CIO

12 Topgrading Steps



Step 9: Write Draft Executive Summary

You have a Job Scorecard with Competencies, and after each Topgrading step you write in pencil your best guess rating of the candidate. By the time you've done a Tandem Topgrading Interview and reference checks it's pretty easy to write the report.



Step 10: Candidate Arranges Reference Calls

At each step in the hiring process candidates are told that to get a job offer they must arrange personal reference calls with former bosses. That's "truth serum." After the Topgrading Interview the interviewer(s) pick which bosses and others they want to talk with and the candidate arranges the calls. There's no telephone tag, bosses do take the calls, and the reference calls are honest, accurate, and helpful in confirming how good the candidate is.



Step 11: Coach Your New Hire

The Topgrading Interviewers sit down and share all the notes and the new hire does the work of creating an Individual Development Plan, using a Topgrading template.



Step 12: Measure your Hiring/Promoting Success

This step is systematically measuring percent high performers hired and costs of mishires pre and post Topgrading. There are some skills to learn, but they are simple conceptually – how to make these calculations.



"Topgrading has definitely made the company more successful. We started the company with Topgrading and got great results hiring and in the business. We let Topgrading slip, we saw the business hurt, and so we've re-launched Topgrading, with great success."

– Tim Heronimus
Azura Living, Principal

Class Outline



SESSION 1:

Step 1- Measure Hiring Success (Quality of Hire) (Pre-Topgrading)
Calculate percent A Players; Calculate Cost of Mis-hires

Step 2 - Create Job Scorecard
"Nail down" A Player performance accountabilities



SESSION 2:

Step 3- Recruiting from Networks
Build and maintain list of 20 As, 15 "Connectors"

Step 4- Use Topgrading Career History Form
Analyze "Truth" document (Topgrading Career History Form)



SESSION 3:

Step 5- Conduct Telephone Screening Interviews
Use Topgrading Career History Form to Pre-Screen candidates in 45-minute phone interviews

Step 6 - Conduct Competency (Behavioral) Interviews
Create Competency Interview Guides; candidates ask questions about the organization.



ONE-ON-ONE Meetings on Job Scorecard & Telephone Interview
Voluntary and Recommended



"One business that we Topgraded is performing better because we didn't need as many people. So now we're remapping some of the workflows across the entire company because we're finding that we can be substantially more efficient and get just as much work done with, say, 20% less people, if they are A players."

– Mark Watson
Argo Group, CEO

4

SESSION 4:

Step 7- Conduct Tandem Topgrading Interview Using Topgrading Interview Guide
Attain correct insights into (50) competencies

Step 8- Master Advanced Interviewing Techniques
Improve interviewing techniques and style

5

SESSION 5:

Step 9- Analyze All Data: Write Draft Executive Summary
Write draft Executive Summary after analyzing all data and arriving at valid conclusions

Step 10- Candidate Arranges Reference Calls with bosses; Finalize Executive Summary
Get former bosses to tell you the truth

6

SESSION 6:

Step 11 - Coach your New Hire in First Few Weeks
Convert thorough insight into practical development plan, well received

Step 12 - Measure Hiring Success Annually (Pre-Topgrading vs. Post-Topgrading)
Calculate pre-Topgrading and post-Topgrading Hiring Success and costs of mis-hires.



ONE-ON-ONE Meetings on Tandem Interview & Implementation Plan



“At Mint.com, we have very rigorous hiring. We use a technique called Topgrading, which reveals patterns in behavior. In the history of Mint, I’ve only fired two people and one left voluntarily.”

– Aaron Patzer
Founder, Mint.com

About the Coach



JENNY RODRIGUEZ-VARGAS
Certified Topgrading Coach

Jenny Rodriguez-Vargas is a knowledgeable human resources executive with over 15 years of experience in human capital asset management. Her expertise in full cycle talent management has helped achieve positive outcomes in the acquisition and development of high performing teams across organizations.

With an innate enthusiasm for seizing challenge and a flair for creating work environments that attract and retain top-notch talent, Jenny's commitment to finding your "fit for success" is unquestionable. As a Certified Topgrading Coach, she is focused on integrating the Topgrading methodology in the talent acquisition and talent management aspect of the business.

By working directly with CEO's to implement these strategies across the organization at every level, from executive to front line staff, she ensures positive results in rapid mode.



**Have questions? Want to find out more?
Contact me, Jackie, at jackie@growthinstitute.com
or give me a call at 512-428-8873.
I look forward to hearing from you!**

About the Author



BRADFORD D. SMART, PH.D.

Founder and CEO, Topgrading, Inc.

Brad completed his doctorate in Industrial Psychology at Purdue University, entered consulting, and since the 1970s has been in private practice as President and CEO of his own company, now called Topgrading, Inc., based in the Chicago area.

Brad is frequently acknowledged to be the world's foremost expert on hiring. The company consults with many leading companies and hundreds of small and growth companies.

Brad has conducted in-depth interviews with over 6,500 executives. He is author of seven books and videos, including *Topgrading 3rd Edition: The Proven Hiring And Promoting Method That Turbocharges Company Performance*; *The Smart Interviewer: Tools and Techniques for Hiring the Best*; and the training series *Topgrading Toolkit*, featuring the 12 Topgrading hiring steps and demos of all the interviews.

In addition, he has co-authored the following books: *Topgrading for Sales: World-Class Methods to Interview, Hire, and Coach Top Sales Representatives*, with Greg Alexander; and *Smart Parenting: How to Raise Happy, Can-Do Kids*, with Dr. Kate Mursau.



"Brad's second opinion interviews and Topgrading methodology have helped us pick the right executives, which is key to making money in private equity."

– Earl Powell
Founding Partner and Chairman Emeritus, Trivest Partners, L.P.

About Growth Institute

Present in over 40 countries around the world, Gazelles Growth Institute is leading current movements in hybrid education to provide you access to the best content for professional education.

The Internet is flooded with information and learning opportunities...but the wrong content can often lead to poor results. At the Growth Institute, we curate the world's best content to ensure you have a program specific to your biggest challenges.

The Growth Institute handpicks the brightest thought leaders from around the world to bring together the most proven business methods for you to improve in growth, leadership, marketing, sales, productivity, and many others.

Combining online video lessons, live discussions, and implementation plans, you will maximize results in the least amount of time possible. Upon completion of the program, each student is mailed their Master Practitioner Certificate.

We were accredited by AdvancED in 2014, and therefore follow strict quality standards around content and student engagement.



AdvancED is the largest community of education professionals in the world. A non-profit, non-partisan organization that conducts rigorous, on-site external reviews of PreK-12 schools and school systems to ensure that all learners realize their full potential. While their expertise is grounded in more than a hundred years of work in school accreditation, AdvancED is far from a typical accrediting agency. The goal isn't to certify that schools are good enough. Rather, their commitment is to help schools improve.