



Topgrading Overview

Topgrading is the practice of creating the highest quality workforce by ensuring that talent acquisition and talent management processes focus on identifying, hiring, promoting, and retaining high performers, A Players, in the organization at every salary level.

12 step process to achieving 80% plus A players on your team:

1. Talent review to establish previous success rate in hiring and baseline for existing team.
2. Create a Job Scorecard for all positions - Key accountabilities with metrics.
3. Recruiting from your network – Use A players, connectors and offer bounties.
4. Career history form – qualifies candidates and weeds out C players.
5. Telephone screening interviews to create shortlist to bring in for face to face.
6. Conduct four 1-hour competency and behavioral based interviews with each finalist.
7. Conduct tandem Topgrading interviews.
8. Use interviewer feedback form.
9. Go/No Go – Executive Summary
10. Candidate arranges reference calls with bosses.
11. Hire and coach your selected candidate.
12. Measure enthusiastically rehire question at 6 months.

Screening Interview (30 minutes to 1 hour) -Conducted on phone or at neutral location if local candidate. Purpose is to determine if they make short-list to bring in for Tandem Topgrading Interview.

1. Review career history form prior to interview.
2. Outline and control the process – set stage for concise answers with you digging deeper.
3. Focus on two most recent jobs – successes and failures.
4. What are you not good at or not interested in?
5. Ask about short and long-term goals.
6. Look for emotional intelligence and core values alignment.

Tandem Topgrading Interview (2 to 3 hours) Conducted at your office in tandem with one person as designated note taker. Purpose is to determine the fit of the candidate and if they are an A player. Done with other competency interviews on the same day to meet others in the office and assess their skills and technical abilities as compared to competency scorecard.

1. High School and College – Activities, grades, high points, low points.
2. Each job chronologically starting with first – your expectations, responsibilities, results, mistakes or failures, successes and rewarding aspects, least enjoyable aspects, talent you worked with or inherited (if management), what team did you end up with, supervisor name (spelling for threat of reference check –TORC), supervisors strengths and weaknesses, what would they say your strengths and weaker points were, how would your supervisor rate your overall performance on a scale of 1- 10? What circumstances contributed to your leaving?

Reference Checks - Conducted on phone by hiring manager.

1. To be done only by hiring manager who was in Tandem Topgrading Interview.
2. Look at notes for areas to focus on intelligence gathering.
3. Dig for information and be aggressive but follow legal guidelines
4. Look for non-official references and non-supervisor references– Linked-in, Google, mine notes for common contacts.

Take the *Topgrading Master Business Course* (a part of the Masters in Business Dynamics Program) through the Growth Institute: www.growthinstitute.com

For more information go to Topgrading.com