



# Topgrading Tips

September 2007

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- For the latest topgrading news, articles, tools, and services, click here or go to: [www.SmartTopgrading.com](http://www.SmartTopgrading.com)

## First Aid for Your Topgrading Interview!

If you are not achieving *at least 75%* high performers hired or promoted, you're probably making mistakes that you can quickly fix - really!

**Mistake:** Breaking the Topgrading Interview into halves with DIFFERENT interviewers for the first and second halves.

**First Aid:** Use the same interviewers for the full Topgrading Interview. The beauty of the Topgrading Interview is the clarity of PATTERNS that evolve across a person's life and career. There's no way the "first half" interviewers can pass enough insights along to the "second half" interviewers!

**Mistake:** Failing to see patterns that make it easy to rate all key competencies.

**First Aid:** After the interview use your notes from the Topgrading Interview Guide to visually

**portray how successful (or unsuccessful) the candidate has been.**

For example:

Years	Title	Final Compensation	Your Conclusion -Performance
1997-2000	Sales Rep	150,000	A
2000-2002	Sales Rep	100,000	A
2002-2004	Sales Rep	125,000	B
2004-2007	VP Sales	175,000	C

This is a "snapshot" of a super sales rep, who exceeded quotas in strong economies (1997-2000) and down economies (2000-2002), but who is not an A player sales manager. He's a "do it myself" manager who hasn't learned to hire, coach, motivate, or develop teams. If you want to hire a sales manager, don't bet on this super sales rep whose performance in management is declining!

**Mistake:** Performing Topgrading Interviews before learning how.

**First Aid:** Practice one or two Topgrading Interviews on lower level people to find your groove.

Initially Topgrading interviewers stumble a bit, have to read questions, and spend too much time on the candidate's education and early work history. If you feel a bit awkward, any A player candidate will find the process awkward too. So develop your skills and confidence before interviewing "for real."

**Mistake:** Going "solo."

**First Aid:** Use the tandem interview (have an interview partner).

About a month ago I complimented Jack Welch (former Chairman of GE) on his approving TWO interviewers. Not only did GE improve its success picking people to 90%, THOUSANDS of managers have done the same, following this tandem Topgrading Interview model:

- The main interviewer asks most questions and takes some notes.
- The secondary interviewer asks a few questions and takes a lot of notes.

## **CONCLUSIONS**

To hire or promote with 75% - 90% success, you **MUST** use the Topgrading Interview. No other method comes within a country mile of achieving such success. To get excellent results practice a little on "easy" interviewees, use the tandem model, and write a 10-year "snapshot" to see clear patterns of overall performance.

## **WHAT ARE YOUR TOPGRADING QUESTIONS?**

I'll be delighted to receive your questions! I'll either answer them personally or in an issue of Topgrading Tips. [Mail To:](#)

Best,

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