Hire and retain “A” players to grow your business

Craig Saphin
CEO en world Group
craig.saphin@enworld.com
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An “A” player is:

- top 10% of talent
- a driver of business growth
Meet a frustrated Nick Johnston
Nick’s frustration was being caused by many problems

- 2004 ~ 2006
  - 80 staff in Japan
  - high turnover and poor tenure
  - poor skills depth and management skills
  - limited services menu
  - poor customer service
  - 400 placements per year
Nick solved the problems and the business grew

- 2013
  - 270 staff across Japan and 5 countries in APAC
  - best in industry turnover and high tenure
  - strong skills depth and management skills
  - diversified services menu
  - high level of customer satisfaction (NPS)
  - 1,140 placements per year
Nick grew sales by 213% 

(2006 ~ 2011)
Nick became happy and excited
Nick used a 2 stage approach to grow the business

- Hire “A” players
- Retain “A” players
Hire your “A” players

1. Decide what your “A” player looks like
2. Do initial screening based on career history
3. Ascertain verifiable patterns of strengths and weaknesses
4. Verify the information through reference checks
Hire your “A” players

1. Decide what your “A” player looks like
– company description?
– mission for the role?
– measurable accountabilities?
– key competencies required?
– Position name, location, compensation?
2. Do initial screening based on career history
- Filled out by the candidate
- It will reveal patterns
  - Retention
  - Salary
  - Supervisor responses
  - Reasons for leaving
  - Excellence
  - Mistakes and learning experiences
  - Business experience
  - Education and learning
  - Career needs
Must item: Reference Check to former supervisor is OK?
Hire your “A” players

3. Ascertain verifiable patterns of strengths and weaknesses
The chronological interview

- Patterns
  - Excellence
  - Mistakes and learning
  - Salary
  - Supervisors
  - Reasons for leaving
  - Career planning
  - Values
  - Management and team building
  - Behavioral patterns
Hire your “A” players

4. Verify the information through reference checks
Not your average reference checks

- Appointment set up by candidate
- Previous managers
- Verify interview information
Hire your “A” players

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4. Verify the information through reference checks
Topgrading® process has 12 Steps

1. Annual recruitment cost is calculated and success rate is determined ※Refer to material

2. Job Scorecard preparation

3. Hiring through networking

4. Screening by candidate filling form Career History Form

5. Screening by phone interview

6. One hour competency interview conducted three to six times separately

7. An interview by Topgrading method

8. Mastery of executive interview techniques

9. Data analysis and summary submission

10. Reference check about candidates (Contact to former bosses)

11. Training for personnel employed

12. Review of annual recruitment (Success rate)
Retain your “A” players

1. Train
2. Appraise
3. Listen
4. Create a Career Path
5. Agree a Mission & Core Values
6. Reward & Recognize
7. Invest in tools and processes
Retain your “A” players

1. Train
Retain your “A” players

2. Appraise
Measure against Scorecard
Retain your “A” players

3. Listen
Retain your “A” players

4. Create a Career Path
Retain your “A” players

5. Agree a Mission & Core Values
Retain your “A” players

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Retain your “A” players

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Why the process is important

<table>
<thead>
<tr>
<th>Sales Staff base pay</th>
<th>50,000</th>
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<tbody>
<tr>
<td>Hiring cost</td>
<td>25,000</td>
</tr>
<tr>
<td>Base pay added cost – insurance, seat cost</td>
<td>20,000</td>
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<tr>
<td>Dismissal Cost</td>
<td>10,000</td>
</tr>
<tr>
<td>Opportunity Cost</td>
<td>60,000</td>
</tr>
<tr>
<td>Business Interruption cost</td>
<td>50,000</td>
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<tr>
<td>Total</td>
<td>USD 245,000</td>
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</tbody>
</table>

※The amount is USD based on a trial calculation by Topgrading 101
Measure your success

- Turnover
- NPS score
- NPS comments
- Tenure
- Revenue growth
- Profit growth
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