

## *Appendix A*

# **SAMPLE JOB SCORECARD**

Company: Cyber Learning International

Position: Chief Talent Officer

Location: New York, NY

Compensation: \$175,000

### **Company Description**

Cyber Learning International (CLI) is a growing, privately held \$250 million company that sells a broad range of online educational programs to businesses, government, and nonprofits such as educational institutions. Based in New York City, CLI has sales offices in Atlanta, Chicago, Dallas, and Los Angeles. There are 350 employees, including creative content specialists, marketing professionals, technology specialists, project managers, sales representatives, and staff support. CLI's organizational culture is considered key to its success and can be characterized as open, entrepreneurial, nonpolitical, fun (wins are celebrated), and accountable (performance is measured; chronic nonperformers are redeployed). Employees are referred to as team members, and although individuality is highly valued, the vast majority of team members are enthusiastic, positive, highly resourceful, good team Players, and "winners"—successful in what they do.

### **Mission**

The CTO reports to the president. The mission of the chief talent officer (CTO) is to pack the organization with superior talent at every salary level. The main challenge is growth, recognizing that companies outgrow their talent. The overall standard is to have 80% high performers (A Players) in all jobs. The CTO will have responsibility for creating and (with internal managers) implementing Topgrading best practices in hiring (recruitment, selection, recruitment "brand" for CLI), developing talent, succession planning, and retaining high performers. The CTO will also have responsibility for creating and implementing a highly effective talent management process

that holds all personnel accountable for achieving measurable accountabilities. Consistent with CLI's organizational culture, the CTO will attract and hold talent with key competencies listed below.

### Accountabilities

	Metric	Rating	Comments
		5 = Excellent 4 = Very Good 3 = Good 2 = Only Fair 1 = Poor, N/A	
Measure CLI hiring success pre-Topgrading	Senior team completes analysis by June 30: % A/A Potentials hired and promoted in past 5 years and cost of mis-hire forms completed on same group		
Quality of external hires	At least 80% A Players hired, determined by hiring manager, his/her supervisor, and chief talent officer 6 months after person is hired		
Quality of promotions	At least 80% A Players promoted measured by Annual Talent Review		
Increase the percentage of managers who are promoted within the organization	At least 75% of management placements in 2009 from within the organization.		
Implement and monitor comprehensive employee referral program to increase percent of new hires resulting from employee referrals	40% of external hires in 2009 come from employee referrals. All managers submit Network lists of 20 As, 15 Connectors		
Reduce recruiting expenses	Reduce external recruiter expense by 30% in 2009		
Succession planning	Assess and identify high-potential employees in top three levels of organization by end of fiscal year and have an IDP for each of them		

Internal credibility	CTO gets 7+ ratings (10-point scale) on survey of peers in all key competencies
Create a high-performing Talent Management Team	90% of team are A Players or have A Potential in the near future (2011 goal)

### Key Competencies\*\*

• Judgment/Decision Making	• Integrity	• Training/Development/Coaching
• Strategic Skills	• Resourcefulness/Initiative	• Team Player
• Leading Edge	• Selecting A Players	• Enthusiasm/Passion
• Track Record	• Redeploying B/C Players	• Change Leadership

The recent incumbent was excessively tolerant of mediocre performance both in the talent organization and management at Acme. At the same time the individual was autocratic with peers and condescending with his team. The new CTO must be able to drive change with best practices, improve talent, and be a positive, respected leader.

### Competencies

Competencies	Definition	Minimum Acceptable Rating	Tandem Interviewers' Rating
Green = Relatively easy to change		5 = Excellent	
Yellow = Hard to change but doable		4 = Very Good	
Red = Very difficult to change		3 = Good	
		2 = Only Fair	
		1 = Poor, N/A	

#### Intellectual

1.	Intelligence	Ability to acquire understanding and absorb information rapidly. A quick study.	4
2.	Analysis Skills	Identifies significant problems and opportunities. Analyzes problems and people in depth. Sorts the wheat from the chaff, determining root causes.	4

## Competencies

Competencies	Definition	Minimum Acceptable Rating	Tandem Interviewers' Rating
Green = Relatively easy to change		5 = Excellent	
Yellow = Harder to change but doable		4 = Very Good	
Red = Very difficult to change		3 = Good	
		2 = Only Fair	
		1 = Poor, N/A	
3. Judgment/ Decision Making**	Consistent logic, rationality and objectivity in decision making. Neither indecisive nor hip-shooter.	4	
4. Conceptual Ability	Deals effectively with not just concrete, tangible issues but with abstract, conceptual matters.	4	
5. Creativity	Generates new approaches to problems or innovations to established best practices. Shows imagination.	3	
6. Strategic Skills**	Determines opportunities and threats through comprehensive analysis of current and future trends. Comprehends the big picture.	4	
7. Pragmatism	Generates sensible, realistic, practical solutions to problems.	4	
8. Risk Taking	Takes calculated risks, with generally favorable outcomes. Does not "bet the farm."	3	
9. Leading Edge**	Constantly benchmarks best practices and expects others to do same.	4	
10. Education	Meets formal and informal educational requirements. Exhibits continuous learning.	4	
11. Experience	Job specific	3	
12. Track Record**	Successful career history. Generally earns performance ratings of "Excellent."	4	

## Competencies

Competencies	Definition	Minimum Acceptable Rating	Tandem Interviewers' Rating
Green = Relatively easy to change		5 = Excellent	
Yellow = Harder to change but doable		4 = Very Good	
Red = Very difficult to change		3 = Good	
		2 = Only Fair	
		1 = Poor, N/A	

## Personal

13.	Integrity**	Ironclad. Does not ethically cut corners. Earns trust of co-workers. Puts organization above self-interest.	5
14.	Resourcefulness/ Initiative**	Passionately finds ways over, around, or through barriers to success. Achieves results despite lack of resources. Goes beyond the call of duty. Shows bias for action. A results-oriented "doer."	4
15.	Organization/ Planning	Plans, organizes, schedules and budgets in efficient, organized manner. Focuses on key priorities.	5
16.	Excellence	Sets high stretch standards of performance for self and others. Low tolerance for mediocrity. High sense of responsibility.	5
17.	Independence	Willingness to take independent stand. Not swayed by last person talked with.	3
18.	Stress Management	Stable and poised under pressure.	3
19.	Self-Awareness/ Feedback	Recognizes own strengths and weaknesses. Not defensive. Does not rationalize mistakes or blame others. Uses feedback mechanisms.	3
20.	Adaptability	Not rigid. Copes effectively with complexity and change.	4

## Competencies

Competencies	Definition	Minimum Acceptable Rating	Tandem Interviewers' Rating
Green = Relatively easy to change		5 = Excellent	
Yellow = Harder to change but doable		4 = Very Good	
Red = Very difficult to change		3 = Good	
		2 = Only Fair	
		1 = Poor, N/A	

## Interpersonal

21.	First Impression	Professional in demeanor. Creates favorable first impression—body, language, eye contact, posture, etc.	3
22.	Likability	Puts people at ease. Shows Emotional Intelligence. Warm, sensitive, compassionate. Not arrogant. Friendly, sense of humor, genuine.	4
23.	Listening	Tunes in accurately to opinions, feelings, and needs of people. Empathetic. Patient. Lets others speak. Listens actively.	5
24.	Customer Focus	Monitors client satisfaction (internal or external). Establishes partner relationship with clients. Visible and accessible to clients.	4
25.	Team Player**	Reaches out to peers. Overcomes we-they. Approachable. Leads peers to do what is best for company.	4
26.	Assertiveness	Takes forceful stand on issues without being excessively abrasive.	3
27.	Communications—Oral	Communicates well one-on-one, in small groups and public speaking. Fluent, quick on feet, command of language. Keeps people informed.	4
28.	Communications—Written	Writes clear, precise, well-organized documents using appropriate vocabulary, grammar, and word usage.	4

## Competencies

Competencies	Definition	Minimum Acceptable Rating	Tandem Interviewers' Rating
Green = Relatively easy to change		5 = Excellent	
Yellow = Harder to change but doable		4 = Very Good	
Red = Very difficult to change		3 = Good	
		2 = Only Fair	
		1 = Poor, N/A	
29. Political Savvy	Aware of political factors and hidden agendas, and acts effectively with that awareness.	4	
30. Negotiation Skills	Achieves favorable outcomes in win/win negotiations.	4	
31. Persuasion	Persuasive in change efforts, selling a vision. Convincing.	4	

## Management

32. Selecting A Players**	Topgrades through effective recruiting and selecting at least 90% A Players.	5	
33. Training/ Development/ Coaching**	Actively and successfully trains people. Coaches and develops for promotion into positions where they succeed. People builder.	5	
34. Goal Setting	Sets fair stretch goals for self and others. Encourages individual initiative.	4	
35. Empowerment	Pushes decision making down to lowest level. Provides authority and resources to subordinates.	4	
36. Performance Management	Fosters high level of accountability through fair, hard hitting performance management system. Free with deserved praise and recognition. Constructive in criticism. Provides frequent feedback.	4	
37. Redeploying B/C Players**	Redeploys chronic B/Cs.	5	

## Competencies

Competencies	Definition	Minimum Acceptable Rating	Tandem Interviewers' Rating
Green = Relatively easy to change		5 = Excellent	
Yellow = Harder to change but doable		4 = Very Good	
Red = Very difficult to change		3 = Good	
		2 = Only Fair	
		1 = Poor, N/A	
38. Team Builder	Achieves cohesive, effective team spirit with staff. Treats staff fairly. Shares credit.	4	
39. Diversity	Topgrades with diversity.	4	
40. Running Meetings	Demonstrates ability to organize and run effective meetings.	4	

## Leadership

41. Vision	Provides clear, credible vision and strategy.	4	
42. Change Leadership**	Actively intervenes to create and energize positive change. Leads by example.	4	
43. Inspiring Followership	Inspires people to follow lead. Minimizes intimidation. Takes charge. Motivates by pushing appropriate hot buttons of individuals.	4	
44. Conflict Management	Understands natural forces of conflict and acts to prevent or soften them. Effectively works through conflicts to optimize outcome. Does not suppress, ignore, or deny conflicts.	4	

## Motivational

45. Energy/Drive	Exhibits energy, strong desire to achieve, high dedication level. 60 hours or more per week probably necessary for results expected.	4	
46. Enthusiasm/ Passion**	Exhibits dynamism, excitement, and a positive can-do attitude.	4	



## Competencies

Competencies		Definition	Minimum Acceptable Rating	Tandem Interviewers' Rating
Green = Relatively easy to change			5 = Excellent	
Yellow = Harder to change but doable			4 = Very Good	
Red = Very difficult to change			3 = Good	
			2 = Only Fair	
			1 = Poor, N/A	
47.	Ambition	Desires to grow in responsibility and authority.	3	
48.	Compatibility of Needs	Needs that are consistent with opportunities in foreseeable future.	4	
49.	Balance in Life	Achieves sufficient balance among work, wellness, relationships, community involvement, professional associations, friendships, hobbies, and interests.	3	
50.	Tenacity	Consistent reward of passionately striving to achieve results. Conveys strong need to win. Reputation for not giving up.	4	

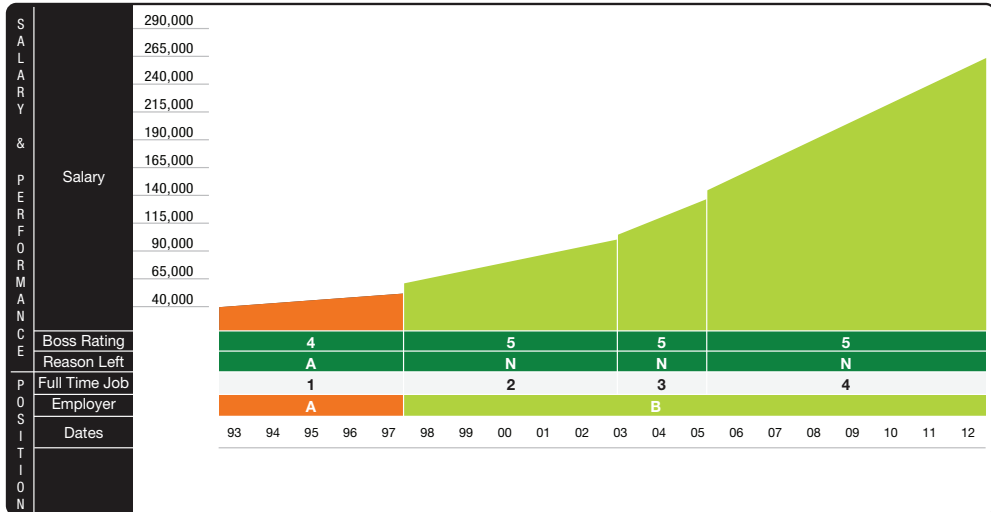


## Appendix B

# TOPGRADING SNAPSHOTS

### TOPGRADING SNAPSHOT™

NAME: Erik Dorsman DATE: July 1, 2012 COMPANY: Smart & Associates, Inc. CANDIDATE: Chief Talent Officer



#### Boss Ratings:

- 5 Excellent
- 4 Very Good
- 3 Good
- 2 Fair
- 1 Poor
- I Impossible to Provide

#### Reason for Leaving:

- A My Choice
- B Mutual Decision
- C 100% Employers Choice (terminated)
- N Not Leaving
- D Other Circumstances

No Full-Time Job



#### Employers and Positions:

##### A South Bend Community School

1 Teacher, 8/1/1992 - 6/1/1997

##### B Educational Management Int'l

2 Director Information Technology, 6/1/1997 - 12/1/2002

3 VP Information Technology, 12/1/2002 - 4/1/2005

4 VP People Development, 5/1/2005 - 7/1/2012

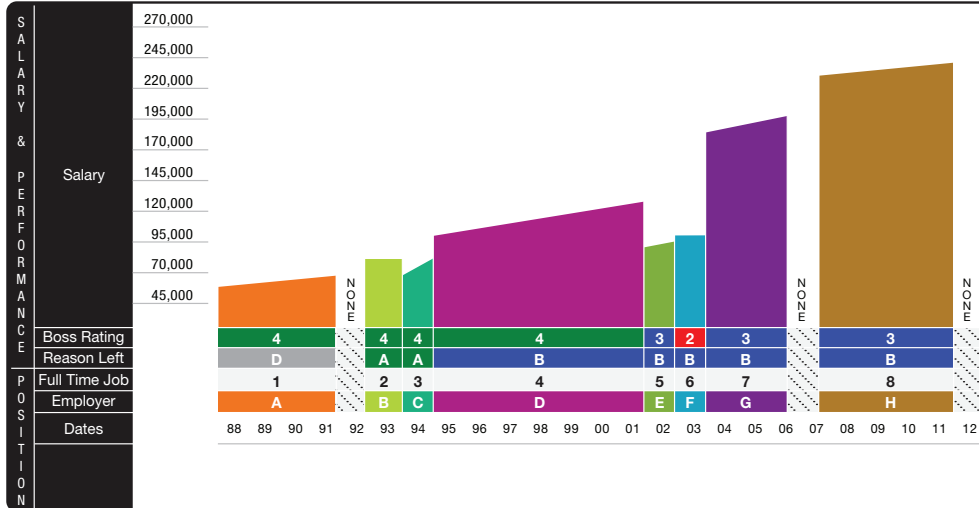
# TOPGRADING SNAPSHOT™

NAME: John Doe

DATE: July 1, 2012

COMPANY: Smart &amp; Associates, Inc.

CANDIDATE: CEO



## Boss Ratings:

- 5** Excellent
- 4** Very Good
- 3** Good
- 2** Fair
- 1** Poor
- I** Impossible to Provide

## Reason for Leaving:

- A** My Choice
- B** Mutual Decision
- C** 100% Employers Choice (terminated)
- N** Not Leaving
- D** Other Circumstances

☐ No Full-Time Job


## Employers and Positions:

### A Huge Educational Publisher

1 Director or Private/Parochial, 6/1/1987 - 5/1/1991

### B AAA Publishing

2 VP Marketing, 5/1/1992 - 7/1/1993

### C Publisher

3 Director of Marketing, 8/1/1993 - 7/1/1994

### D Religious Publishing USA

4 President, 7/1/1994 - 6/1/2001

### E Books, Etc

5 VP Bus Dev, 6/1/2001 - 6/1/2002

### F Major Books

6 SVP Marketing, 6/1/2002 - 6/1/2003

### G Religious Health Assoc.

7 SVP, 6/1/2003 - 2/1/2006

### H Ryan Publishing

8 President & CEO, 3/1/2007 - 7/1/2011

## Appendix C



### Topgrading Hiring Vision 12 Steps to 90% Hiring Success

Topgrading Best Practices in Hiring Sequence	Topgrading Skill	Result
1. Measure Company's Hiring Success (pre-Topgrading)	Calculate Percent A Players; Calculate Costs of Mis-Hires	Awareness of need to Topgrade
2. Create Job Scorecard	"Nail down" A Player performance accountabilities	Candidate and company are clear about job expectations
3. Recruit from Network	Build and maintain list of 20 As, 15 "connectors"	Quicker, better, cheaper than recruiters/ads
4. Use Topgrading Car History Form to Disc about Candidates		Easy to sort C/Bs from As
5. Conduct Telephone Interviews		Only invite in best candidates for face-to- face interviews
6. Conduct Four 1-Hou Competency Interview	organization	Candidates "sold" more on the job
7. Use Topgrading Interview Guide to Conduct Tandem Topgrading Interview	Attain correct insights into (50) competencies	Learn most about candidates
8. Use Interviewer Feedback Form	Understand how to improve interviewing technique	Smoother, more professional interviews
9. Write Draft of Executive Summary	Analyze all data and arrive at valid conclusion to hire or not hire	Accurate, complete Executive Summary; right hiring decision
10. Candidate Arranges Reference Calls with Bosses; Finalize Executive Summary	Get former bosses to tell you the truth	Deeper insights and confirmation of conclusions
<b>A PLAYER HIRED!</b>		
11. Coach Your New Hire	Convert thorough insight into practical developmental plan	Highly motivated new hire, with Individual Development Plan
12. Measure Company's Hiring Success (pre-Topgrading vs. post-Topgrading)	Calculate pre-Topgrading and post-Topgrading Hiring Success	Connect Topgrading success with company success, to ingrain Topgrading in company's DNA

FPO



## Appendix D



# Cost of Mis-Hires Form<sup>©</sup>

Job title of person mis-hired or mis-promoted: \_\_\_\_\_

Dates person was in position: from \_\_\_\_\_ to \_\_\_\_\_

**Reason for leaving:**

Quit \_\_, Fired (or forced to resign) \_\_, Transferred \_\_, Demoted \_\_, Retired \_\_, Died \_\_, Other \_\_.

1. **Total costs in hiring the person:** \_\_\_\_\_ \$ \_\_\_\_\_

- Recruitment (agency fees, etc.)
- Outside t
- HR depa
- Travel co
- Time/exp
- Relocatic

2. **Compensatio** \_\_\_\_\_ \$ \_\_\_\_\_

- Base (\$\_
- Bonuses
- Stock opt

3. **Maintaining person in job:** (sum for all years person was in job) \_\_\_\_\_ \$ \_\_\_\_\_

- Administrative assistant for all years
- Office "rental" (incl. electricity, etc.) for all years
- Furniture, computer, equipment, travel for all years
- Training
- Other "maintaining" costs

4. **Total severance:** \_\_\_\_\_ \$ \_\_\_\_\_

- Severance fee (salary, benefits, use of office), lawyer fees
- Outplacement counseling fee
- Costs in lawsuits caused by the person (EEOC, harassment, EPA, OSHA, etc.)
- Administrative costs in separation, wasted time of people in separation

5. **Mistakes/Failures, missed and wasted business opportunities:** \_\_\_\_\_ \$ \_\_\_\_\_

(For example... drove a key customer away, impaired customer loyalty, launched three "dog" products)

6. **Disruption:** \_\_\_\_\_ \$ \_\_\_\_\_

(Costs of inefficiency in the organization, lower morale, lower productivity, impaired teamwork)

7. **Other:** \_\_\_\_\_ \$ \_\_\_\_\_

8. **SUM OF ALL COSTS** (#1 through #7): \_\_\_\_\_ \$ \_\_\_\_\_

9. **Estimated Value of Contributions** of the mis-hire: \_\_\_\_\_ \$ \_\_\_\_\_

(Even if a \$50,000 per year store manager drove away customers and stole \$1M, perhaps he contributed something — hired five excellent employees, came up with a merchandising idea worth \$500K per year to the bottom line.)

10. **NET COST OF MIS-HIRE** (#8 – #9): \_\_\_\_\_ \$ \_\_\_\_\_

**"WASTED" Hours:**

Number of additional hours you and others spent dealing with mis-hire's weak points — patching things up with customers, etc.

www.SmartTopgrading.com





## *Appendix E*

# **STARTER TOPGRADING INTERVIEW GUIDE**

This is by far the most important selection tool. This Guide is for beginning Topgrading interviewers.

Please take copious notes on a tablet, refer frequently to the candidate's Topgrading Career History Form, and have a partner, a tandem interviewer (two interviewers).

## **EDUCATION YEARS**

Although we will spend most time on your career, and specifically your most recent jobs, this is a chronological interview, starting with your education years and coming forward to the present.

Please describe

- the schools attended (and dates), starting with your first school;
- grades;
- degrees awarded;
- high and low points;
- people who influenced you—your career interests, personality, and values; and
- meaningful work experience during school years.

Note: For those with college experience, start with college. For those without college experience, start with high school.

## **WORK HISTORY**

Start with your first full-time job and come forward to your present job. For each job, please tell us

1. why you took the job;
2. about your successes and accomplishments (and how you achieved them);
3. about your mistakes and failures;
4. what you liked most and least about the job;
5. (for management job) how many A, B, and C Player direct reports you had when you entered the job and at its end; and what happened to change the talent mix—hiring, firing, coaching, etc.;
6. the name of your supervisor, and that supervisor's strengths and weaker points;
7. whether you agree to arrange reference calls for us. Please note that in order to receive a job offer, we may ask you to arrange reference calls with supervisors you've had in the past 10 years. Give us your best guess as to what that supervisor would say were your strengths, weaker points, and overall performance
8. the reason(s) you left that job.

## **SELF-APPRAISAL**

Please list your strengths and weaker points, in detail.

## **FUTURE**

What are your goals for your next job? What are your long-term career plans and goals?

## Appendix F

# SHORT CASE STUDIES

### 1. ACCESS DEVELOPMENT (165 EMPLOYEES)

*During the last three years of the recession (2009–2012) we have continued to grow revenue, we’ve been one of Utah’s fastest-growing companies and we’ve won multiple awards as a “best place to work.” Having 94%+ “A Players” at Access is one of the key reasons for this success. Topgrading has been the foundation to help us attract, hire, and retain these “A Players.”*

—Larry Maxfield, CEO

Industry: Discount Programs

Highlights:

- Improved from 33% to 94% A Players hired and promoted throughout the company.
- Three levels of internal certification of Topgraders (for all managers; see complete certification criteria at [www.TopgradingCaseStudies.com](http://www.TopgradingCaseStudies.com)).
- “Best company” awards attract A Players.



## 2. AMERICAN HEART ASSOCIATION (450 EMPLOYEES, 2005 CASE STUDY)

*Topgrading helped us to raise \$50 million more . . . Topgrading saves lives . . . we've improved from 20% A Players to 60%, and we're just getting started.*

—Cass Wheeler, CEO (retired)

Industry: Not-for-Profit Association

Highlights:



- Improved from 25% to 95% A Players hired and promoted to upper management positions.
- Topgrading 100% applicable to not-for-profits; don't lower the bar—pay comparably to for-profits and require A Players to be hired.

## 3. ARGO GROUP INTERNATIONAL HOLDINGS, LTD. (1,300 EMPLOYEES, GLOBALLY)

*Argo is more successful as a company because Topgrading has resulted in a higher percentage of A Players. For example, 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. And that's a material change that will make not just one division, but all of Argo Group more successful.*

—Mark Watson, CEO

Industry: Global Insurance

Highlights:

- Improved from 51% to 96% A Players hired/promoted in management (AVP and above).
- Fewer people, but almost all As, is most successful.
- Train-the-Trainer for Topgrading Workshops.
- Topgrading helps B/Cs transfer to jobs and become As.
- Topgrading coaching helps some B/Cs become As in present job.



#### 4. AZURA (220 EMPLOYEES)

*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 relaunched Topgrading, with great success.*

—Tim Heronimus, Principal

Industry: Rehabilitation and Assisted Living Centers

Highlights:

- Pre-Topgrading hiring success unknown, but with Topgrading, 75% of all employees hired throughout the company have turned out to be A Players.
- Topgrading slipped, and hiring success declined to 40%, but because of the negative impact on the business, Topgrading has been reinstated.



## 5. BATESVILLE CASKET COMPANY (3,200 EMPLOYEES)

*In the 42 months since becoming independent, Hillenbrand Industries, the parent company of Batesville Casket Company, has grown by nearly 50%—all during a very challenging world economy. We now teach the Topgrading methods in the companies we acquire. Stated simply, the best talent wins and Topgrading helps identify and hire the best talent. This is true for internal promotions and external hires.*

—Ken Camp, CEO, Hillenbrand  
(parent of Batesville Casket Company)

*As a company that prides itself on having a strong culture of execution and delivering bottom-line results, we depend on Topgrading to ensure we have the talent necessary to win; the results speak for themselves.*

—Philip Waddell, Vice President,  
Human Resources, Batesville Casket Company

Industry: Burial Options  
Highlights:



- Improved from 60% to 80% As hired/promoted in management.
- Improved A Player hiring effectiveness, throughout the company, from 60% to 80% in 2011.
- How to flourish in a declining market.
- How to measure quality of hire.
- Topgrading all levels in the company.
- Importance of CEO buy-in.

## 6. BENCO DENTAL (1,300 EMPLOYEES, GLOBALLY)

*Implementing Topgrading throughout our organization has been integral to Benco Dental's growth and success. In the five years since we started our Topgrading journey (and it really is a journey), we've grown revenues by more than 30% while doubling operating income.*

*More important, Topgrading has helped us extend our continuous improvement culture to the way we select and develop people. It's given us a replicable process that our Human Resources team has implemented in every corner of our company, across the country and at all levels.*

*As leaders, we often say that people are our most important asset. Topgrading provides an invaluable template for managing that asset.*

—Charles Cohen, Managing Director

Industry: Dental Supply

Highlights:

- Improvement from 27% to 60%  
A Player managers hired in recent years.
- With Topgrading, turnover in the company has dropped significantly.



## 7. CARESTREAM HEALTH IT DEPARTMENT (300 EMPLOYEES, GLOBALLY)

*With a 4-year goal of 1.5% 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, CIO

Industry: Health-Care Digital Solutions

Highlights:



- Improvement from an estimated 30% to 74% As hired throughout the IT department.
- 100% of those hired for the leadership team have turned out to be A Players.
- How to Topgrade a department of a large company not using Topgrading (short answer—don't ask, just do it, and send corporate HR to a Topgrading Workshop and they become supportive).
- How to achieve cost reductions and improve service.

## 8. COLUMBUS MCKINNON (2,500 EMPLOYEES, GLOBALLY)

*Topgrading has been essential in our international growth. Without Topgrading our growth and market share would not have been nearly as impressive. We've always had strong market share in the U.S., but our double-digit international growth in recent years would not have been possible without Topgrading. Topgrading first helped us pick A Player leaders for China and other locations, and Topgrading has helped us pick A Players for all the exempt jobs as well throughout the company.*

—Tim Tevens, CEO

Industry: Manufacturer of Hoists and Cranes

Highlights:



- Pre-Topgrading stats unknown, but with Topgrading, 85% of all salaried employees—managers and nonmanagers—hired and promoted have turned out to be A Players.
- Excellent advice for Topgrading internationally.



- Excellent reminder to not cut corners (or there will be more mis-hires, costly mis-hires).

## 9. CORWIN BEVERAGES (100 EMPLOYEES)

*Topgrading has provided a process and discipline that results in hiring quality employees who provide an immediate impact. These new team members have generated increased revenue and profits for Corwin when the economy was dictating otherwise.*

—Vic Oenning, Senior Vice President, Sales and Operations

Industry: Beverage Delivery Industry

Highlights:

- Improvement from 33% to 92% A Players hired in nonentry jobs, using Topgrading.
- Value of persistence.
- Importance of CEO support.
- Topgrading in a down economy.
- Value of calculating costs of mis-hires.
- Value of Topgrading entry jobs (truck loader).



## 10. DENTEK (75 EMPLOYEES, GLOBALLY)

*Topgrading has been an invaluable tool for DenTek in recruiting and retaining high-level performers. Over the past 6 years we have blossomed into a world-class Consumer Goods company with explosive growth and great opportunities, due largely to the hard work of “A” Players recruited through the Topgrading process.*

—David Fox, President

Industry: Dental Equipment  
Highlights:



- Improvement from 0% to 100% hired turned out to be A Players in management.
- 10% to 92% hired turned out to be A Players in staff jobs.
- Small company Topgrades globally.
- Topgrade at the top of the company first.

## 11. DPT LABORATORIES (1,000 EMPLOYEES)

*Topgrading is the stealth bomber of the business world. It gives us a talent advantage which we believe is far superior to our competitors, and enables DPT Laboratories to provide a level of quality and service that is unparalleled in pharmaceutical contract development and manufacturing. Since we adopted Topgrading at DPT, we have developed and successfully implemented a strategic approach to the DPT business that includes a “people strategy” of hiring, developing, and retaining top talent. Over the past eight years we have averaged double-digit growth year over year. It’s clear to me that we couldn’t possibly have accomplished so much in such a short period of time without continuously Topgrading our talent.*

—Paul Johnson, President and Chief Operating Officer

Industry: Pharmaceutical Contract Development and Manufacturing Organization (in semisolid, liquid, and sterile dosage forms)  
Highlights:



- Improvement from 17% to 75% A Players hired, total company, with Topgrading.
- Improvement from 20% to 80% A Players promoted with Topgrading.
- Internal certification of hiring managers to use Topgrading methods.

## 12. EDUCATION, INC. (113 EMPLOYEES)

*Since 2008, through Topgrading, our A Players have increased Education, Inc.'s shareholder wealth significantly and made us competitive on a national stage. We now operate with fewer, better people who have changed the game in EI's favor. Topgrading changed my business, and as a small business owner, by extension, Topgrading also changed the quality of my life.*

—Kenneth Munies, CEO

Industry: For-Profit Special Education  
Highlights:

- Using Topgrading, improvement from 12% to 78% A Player teachers hired.
- Using Topgrading, 89% of corporate staff hired turned out to be A Players.
- Using Topgrading, 76% of those promoted to corporate staff turned out to be A Players.
- A Player teachers drive each other to be As.
- Proof that company is more profitable with As than Bs.
- Teachers required to do professional development to become and remain A Players.



## 13. EMC (SALES REGION WITH 177 EMPLOYEES, 2005 CASE STUDY)

*The region I inherited was 12th of 14 regions, and after Topgrading we shot to the #1 region.*

—Greg Alexander, Regional Sales Manager  
(now Managing Director, Sales Benchmark Index)

Industry: Leading Storage Hardware Solutions

Highlights:



- Improved from 27% to 95% A Players sales representatives, using Topgrading.
- Emphasized importance of Topgrading sales management before sales representatives.

#### **14. GENERAL ELECTRIC (300,000 EMPLOYEES)**

*The tandem interview process is one of the best tools in our arsenal for getting an in-depth understanding of high-potential managers.*  
(2011 quote)

—Bill Conaty, SVP Human Resources (retired 2009)

Industry: Multinational Conglomerate

Highlights:



- Improvement from an estimated “less than 50% to over 80% managers promoted turned out to be A Players.”
- Smart & Associates client where managers trained achieved excellent results promoting people.

#### **15. GHSMART (37 EMPLOYEES)**

*ghSMART attributes its success primarily to the talent of its team. ghSMART has been extremely selective, hiring fewer than 1% of the applicants for ghSMART who make it to the interview process, making it one of the most selective professional services firms.*

—Geoff Smart, CEO

Industry: Professional Services (assessments/coaching executives)

Highlights:

- 100% of those hired with Topgrading methods have turned out to be A Players; a start-up, so there are no pre-Topgrading statistics.
- Topgrading methods:
  - Two in-depth assessments.
  - \$100,000 referral bonuses.
  - Professionals are only accountable for superior client satisfaction; financial goals are up to the professional.
  - Extremely high retention.



## 16. GSI (2,500 EMPLOYEES)

*Topgrading was not just useful but essential to our success.*

—Scott Clawson, CEO

Industry: Grain Storage

Highlights:

- 90% of those hired for the executive team have turned out to be A Players/A Potentials. The executive team Clawson inherited had 22% As (suggesting that the actual hiring/promoting success was probably less than that).
- Outside Topgrading professionals used to assess C-suite executives and replacement candidates.
- “Work in progress,” as Topgrading is rolled out throughout the company.
- Challenge balancing need for fast change (private equity owners) and not overwhelming people with change initiatives.



## 17. HAYES LEMMERZ (6,746 EMPLOYEES GLOBALLY)

Note: In 2012, Hayes Lemmerz was acquired by a strategic Owner, Io-chpe Group, parent of Maxion Wheels. Curt Clawson retired and long-term Hayes Lemmerz executive Fred Bentley became President and CEO, Maxion Wheels.

*The company emerged from Chapter 11 one of the strongest automotive suppliers, and Topgrading contributed to that success. Hayes Lemmerz competes in one of the toughest markets in the world; the global automotive OEM supply industry. We slug it out all over the world in head-to-head competition against the Asians, Europeans, Indians, and Latin Americans. In this tough industry with demanding customers, powerful suppliers, and relentless competition from low-cost countries, we have to have the best people to be successful. Therefore, Topgrading is a central part of our culture and the most important of our core competencies. We can't win if we miss on people. I urge you to Topgrade so you too can get an edge on your competition.*

—Curtis Clawson, President, CEO, and Chairman, Hayes Lemmerz (recently retired since acquisition by Maxion in 2012)

Industry: World's Largest Auto/Truck Wheel Company

Highlights:



- Of 137 management hires in recent years, 74% have turned out to be A/A Potentials.
- Of 96 promotions in recent years, 85% have turned out to be A Players/A Potentials.
- Combined, 79% of managers hired and promoted in recent years have turned out to be A Players or A Potentials.

- Business results in EBITDA: 2008-\$157.2M; 2009-\$54.5M; 2010-\$154.9M; 2011-\$193.3M.
- How to Topgrade through Chapter 11.
- How to succeed despite imbalance in currency and tariffs.
- Best example of Networking to attract As in down economy, Chapter 11.

## 18. HILLENBRAND INDUSTRIES (EXCERPTS FROM 2005 CASE STUDY)

*Hillenbrand has been transformed with Topgrading. . . . Topgrading is never a finished program. . . . Clearly the shareholders were served by Topgrading faster rather than slower.*

—Fred Rockwood, former CEO

Industry: Holding Company

Highlights:

- Percent A Players in upper management improved from low to 81%.
- Advantage of Topgrading fast, not prolonging replacement of underperformers.

# HILLENBRAND

## 19. HOME INSTEAD SENIOR CARE (ONE OF 900 FRANCHISEES, GLOBALLY)

*Topgrading enabled us to triple the projected sales for the Wichita office; A Player caregivers impress clients, who refer us, and A Players refer other A Players for us to hire.*

—Michael Steinberg, Franchise Owner

Industry: Caregiver

Highlights:



- Improved from 25% to 88% A Player caregivers hired.
- Excellent examples of Job Scorecard, Career History Form, and Topgrading Interview Guide for entry (hourly) workers at [www.TopgradingCaseStudies.com](http://www.TopgradingCaseStudies.com).
- 40% turnover beats industry average of 100%.

## 20. JT FOXX ORGANIZATION (60 EMPLOYEES)

*Not Topgrading almost cost me my company; using Topgrading has caused my business to skyrocket.*

—J. T. Foxx

Industry: Diversified Consulting and Coaching

Highlights:



- Improved from 2% to 80%+ A Players hired.
- Small but highly complex business requires As.
- One A Player does the work of 5 Bs.

## 21. K&N MANAGEMENT (500 EMPLOYEES)

*Our Rudy's "Country Store" & Bar-B-Q restaurants increased average unit sales from just over \$3 million in 2000 to \$8 million in 2011. From its inception in 2007 through 2011, Mighty Fine Burgers, Fries and Shakes increased annual unit sales from just over \$2 million to*



*more than \$3.5 million in 2011, triple the unit sales of its best competitor. These results would not have been possible without Topgrading.*

—Ken Schiller, President and Co-owner

Industry: Restaurant Chains

Highlights:

- Improved from 21% to 86% A Players hired, total company.
- Centralized hiring with Topgrading Director and HR conducting tandem Topgrading Interviews.
- Value of simplified process for entry jobs, but necessity of performing all steps rigorously.



## 22. LABSPHERE (65 EMPLOYEES, GLOBAL LEADER)

*Topgrading helped Labsphere's transformation and success, and for sure contributed to my promotion to head a company 3 times larger. Your seminar revolutionized my thinking (built up over a 30+ year career) about how to hire, train, evaluate and develop our people resources. Over time, we trained more than 25% of our workforce—all managers, supervisors, and directors—on Topgrading principles and made Topgrading a vital part of our culture.*

—Kevin Chittim, CEO  
(recently promoted to CEO of another division of Halma plc., OceanOptics)

Industry: Light Measurement Products

Highlights:

- Improved from 30% to 70% A Players hired/promoted in the total company.



- Three consecutive years of record profits (first year after adopting Topgrading, sales +19%, profit +73%; second year, sales +47%, profits +91%; third year (current), sales +23%, profits +36%).
- CEO posts his Job Scorecard outside his door.
- Portfolio CEOs share Topgrading experiences with each other.

## 23. LOS NIÑOS (300 EMPLOYEES)

*Topgrading is the #1 reason for our company's success. Because of Topgrading we've hired people who share our core values—especially to provide wow customer experience, and it's also the main reason we have won many "best company" awards. People on our team become like a family, since we hire like-minded people who share the same values.*

—Scott Mesh, CEO

Industry: Special Education Private Company  
Highlights:



- Improved from 50% to 85% A Players/A Potentials hired, total company.
- Numerous "best company" awards attract A Players.
- Group exercise with teacher candidates helps screening.

## 24. MARINEMAX (1,300 EMPLOYEES, TOTAL COMPANY, DEALERSHIP GENERAL MANAGERS)

*There's nothing that's done more for our company than Topgrading. MarineMax is a huge fan of Brad Smart's Topgrading system. We began the process in 2002 and we're totally convinced Topgrading has significantly improved our bottom line. We are in the people business,*

*and now with Brad's gift, Topgrading is the heart of our culture and a primary focus of MarineMax.*

—Bill McGill, CEO

Industry: Largest Boat Dealer Company in the World

Highlights:

- 95% of store managers hired since 2009 have turned out to be A Players or A Potentials; pre-Topgrading hiring/promoting to store manager success was 25%.
- How to remain profitable selling a luxury item (yacht) in severe recession.
- Severe cutbacks in number of employees can work, if A Players are retained.



## 25. MARINEMAX REGION (175 EMPLOYEES)

*Unlike many others in the business, we've not only survived but we've managed to be profitable; Topgrading has been crucial because we've done well with fewer people, but almost all A Players.*

—Brett McGill, Region Executive

Industry: Largest Boat Dealer Company in the World

Highlights:

- Improved from 30% to 100% A Players in management; 30% to 80% A Players in all jobs in recent years.
- How to survive in a down market with A Players.

## 26. MINT.COM (40 EMPLOYEES, GLOBAL CUSTOMERS)

*In a previous start-up I worked for, hiring was done haphazardly. At Mint.com, I've had 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 and Owner  
(until Mint.com sold to Intuit)

Industry: Personal Finance Applications  
Highlights:



- “Do it yourself” Topgrading successful.
- Start up with Topgrading—90% of people hired turned out to be A Players.
- Topgraded business sold after 2 years for \$170 million.

## 27. NETSURIT (145 EMPLOYEES, SOUTH AFRICA)

*Topgrading has definitely improved Netsurit's performance. Prior to Topgrading we made 3 serious management mis-hires, and the replacements have all been A Players. We've Topgraded the whole company and our sales and profits have skyrocketed.*

—Orrin Kloppe, Co-Founder

Industry: Outsourced IT Services  
Highlights:

- Improved from 9% to 75% of those promoted to management turned out to A Players or A Potentials, with Topgrading.

- Recognized as one of the top companies at the Microsoft Partner awards, winning the “Microsoft Small Business Specialist of the Year 2010.”
- The A Players have definitely improved the quality of the services provided.
- There’s been a dramatic reduction in employee turnover.



**28. NORTH AMERICAN NURSING EDUCATION, INC.  
(4,500 EMPLOYEES; THIS COMPANY CHOOSES TO REMAIN  
ANONYMOUS FOR SEVERAL REASONS, AMONG THEM NOT  
WANTING TO INSPIRE COMPETITORS TO TOPGRADE;  
THEREFORE THE NAMES OF THE COMPANY, THE INDUSTRY,  
AND INDIVIDUALS HAVE BEEN CHANGED)**

*I believe that a focus on talent with Topgrading as a foundation has been foundational to our growth and success over the past seven years. From a financial perspective, we are primarily a capacity utilization business; every seat we fill in a school generates revenue. From a quality perspective, we are focused on delivering outstanding student learning results across all our schools. Our capacity utilization has set records over the past three years (since Topgrading) while academic achievement metrics have increased steadily. As we have increased the percentage of A Players in our organization, employee satisfaction ratings have also consistently improved as we ensure we have more of the right leaders in place.*

—Alice Johnson, Vice President, People Development

Industry: Nursing Education

Highlights:

- With Topgrading, the percent A Player deans improved annually between 2004 and 2011, from 19% to 87%.
- Excellent example of tweaking Topgrading for entry levels.

- There is great value in analyzing every mis-hire.
- There is great value in coaching a new hire right away.
- Annual talent reviews assure low performers improve or leave.

## 29. NURSE NEXT DOOR (2,000 EMPLOYEES)

*We've grown from 1 to more than 50 locations and have experienced 50% to 100% growth in revenues annually since Topgrading 5 years ago.*

—Ken Sim, Founder

Industry: Home Care

Highlights:



**Nurse Next Door™**  
home care services

- Pre-Topgrading hiring success unknown; 85% A Players hired (caregivers and corporate office) with Topgrading.
- Caregiver turnover declined from 50% to 25%.

## 30. ONYXMD (30 EMPLOYEES)

*Once we had our A player executive team in place, we moved through the rest of the organization, replacing a team of mostly Cs with As. That ended up requiring a 100% turnover on our Sales team to accomplish. Now we're beginning to see some amazing results and are on track to become one of the top 10 players in physician staffing in the next 2 to 3 years.*

—Jamal Pilger, COO

Industry: Physician Recruitment

## Highlights:

- Improved from 10% to 90% of people hired in the total company turned out to be A Players/A Potential with Topgrading.
- 100% turnover prior to Topgrading; 0% this year.
- Company success in early stages had come from recruiting 90% As from Networks.



**31. PHARMASALES, INC.  
(50-PERSON SALES DIVISION OF GLOBAL PHARMA;  
FICTITIOUS NAME REQUESTED BY COMPANY)**

*Although in a recession in which all sales forces in the industry were selling less, I'm confident that our Topgraded sales force sold much more than if we hadn't Topgraded.*

—Pat Smith, Regional Sales Director

Industry: Pharmaceutical Equipment

## Highlights:

- Improved from 33% to 75% sales representatives hired turned out to be A Players.
- How to hire top performers at low (\$45k) salary base.
- Excellent sales rep job scorecard.
- Details of estimated cost of mis-hired sales rep to be over \$1 million.
- Excellent graphics for sales and turnover results.

### 32. PROSERVICE HAWAII (110 EMPLOYEES)

*We are the largest Human Resources Outsourcing company in Hawaii. As we implemented Topgrading, we went from very high turnover with new hires (because we were disciplined about wanting a high-performing culture) to very low. This took us two years to really perfect, but over that time we rolled out Topgrading at every level of our org. We powered through the recession and are continuing to grow 20%+ annually (only slowing down because we are big and dominant in our small market, with 65% plus market share).*

—Ben Godsey, President, ProService Hawaii

Industry: Outsourced Human Resources Administration

Highlights:



- Improved from 45% to 91% of those hired and promoted (all jobs) turned out to be A Players, with Topgrading.

### 33. RED DOOR INTERACTIVE (65 EMPLOYEES)

*There is no doubt Topgrading has made Red Door Interactive more successful. With more A Players, we can achieve higher margins on our services. And clients appreciate the results driven by the high caliber of people we hire and retain. All we have to sell is people.*

—Reid Carr, CEO

Industry: Online Marketing Services

Highlights:



- Improved from 20% to 90% A Players hired, total company with Topgrading.
- Employee satisfaction with promotion processes 4% prior to Topgrading, and 80% with Topgrading.



- Awards build the recruitment brand (to attract As).

### 34. RON SANTA TERESA (400 EMPLOYEES, VENEZUELA)

*In the Ron Santa Teresa Rum Company we started applying Topgrading three years ago in one of the roughest business environments in the world—Venezuela, where crime, corruption, and social deterioration are rampant. Thanks to Topgrading we've transformed the company and our community, but most importantly we've altered the philosophy of our surroundings. Topgrading is meta-strategy; talent must precede your purpose if you're determined to overcome the daunting challenges of survival as a business and then thrive in the international arena.*

*Business and social results have followed, as operations margins rose from 12% to surpass the 17% industry standard. Local human development index is more than 40% better than it was in 2003. In 2011, the company was selected as the third best place to work in Venezuela and the 23rd out of 1,900 Latin-American companies.*

—Alberto C. Vollmer, CEO

Industry: Rum Manufacturing

Highlights:

- Improved from 25% to 74% of people hired in the total company (except hourly in the rum plant) turned out to be A Players, with Topgrading.
- 76% success Topgrading in all management positions.
- 90% of those hired come from Network.



### 35. ROUNDY'S (18,000 EMPLOYEES)

*There is no doubt about it—the company as a whole has performed better because of Topgrading. A Player executives do a better job of setting direction, 4 times as many A Player store directors of course get better results, and when we've Topgraded entry employees and the social media rave about how positive and energized the whole store is, record sales no longer surprise us!*

—Bob Mariano, CEO

Industry: Midwestern Grocery Chain of 160 Stores

Highlights:

**ROUNDY'S®**

- Improved from 20% to 80% A Player store managers hired.
- Best method to pick top team (CEO Network of A Players worked with in the past).
- 100% executives replaced; 100% executives hired are A Players.
- Average of 95% customer service ratings of entry-level employee.
- Store Director Job Scorecard at [www.TopgradingCaseStudies.com](http://www.TopgradingCaseStudies.com).
- Excellent entry-level (abbreviated) Topgrading methods at [www.TopgradingCaseStudies.com](http://www.TopgradingCaseStudies.com).

### 36. SIGMA MARKETING (85 EMPLOYEES)

*When I came to Sigma just over four years ago, the company was badly hemorrhaging. We needed to make wholesale changes in our staff and change the culture from a “debating society” to a more sales and client focused environment. Over this time, we changed out 65% of our employees and went from 45% “A” players to 90%. Our new and Topgraded talent has helped us achieve four solid years of revenues*

*and EBITDA. I believe that Topgrading will live beyond our tenures at Sigma and help propel the company's growth for many years to come.*

—Kenyon Blunt, CEO

Industry: Integrated Marketing Services

Highlights:

- Improved from 45% to 90% A Players hired/promoted throughout the company with Topgrading.
- Diligent adherence to Topgrading saved the company.
- Topgrading Snapshot makes hiring easier, better.



### 37. SOUTHERN TIDE (30 EMPLOYEES)

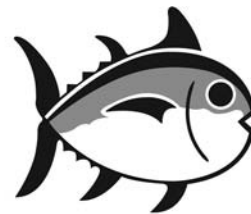
*There is no doubt that Topgrading contributed to our 6000% growth in revenues since we began Topgrading.*

—Jim Twining, CEO

Industry: Men's Apparel

Highlights:

- Improved from 15% (hired without Topgrading) to 67% A/A Potential (hired with Topgrading) since 2007.
- *Inc.* magazine's 500 fastest-growing companies—#1 in apparel, #73 overall.
- 2011 *Forbes* magazine: #27 on their list of top 100 America's Most Promising Companies!



**SOUTHERN TIDE**

**38. SYNERGIA ONE (1,300 EMPLOYEES, 19 COUNTRIES)**

*Synergia One is definitely more successful because of Topgrading.*

—Fred Mouawad, Chairman and CEO

Industry: Outsourced HR Functions (diversified group of companies predominantly operating in the gems & jewelry, food-service franchising, and publishing industries)

Highlights:



- Improved from 60% to 87% As promoted, across the entire company, with Topgrading.
- Improved from 57% (pre-Topgrading) to 83% (with Topgrading) A Players hired across the entire company.
- Successfully Topgraded in 19 countries, with vastly different businesses.

**39. TEKMORE (1,000 EMPLOYEES;  
NAMES CHANGED—LACK OF CORPORATE  
SUPPORT FOR TOPGRADING)**

*Thanks to Topgrading and the improved team, operating profit tripled over the two years as TEKMORE gained the confidence of major customers around the world.*

—Claude Hanson, CEO

Industry: High-Tech Manufacturing

Highlights:

- N/A to 95% A Players hired in management.
- N/A to 95% A Players promoted.
- How to Topgrade in a turnaround.

- How to Topgrade a division without Corporate support (“Stay under the radar!”).
- Value of a “second opinion” by a Topgrading professional.

#### 40. TRITON (350 EMPLOYEES)

*Topgrading has definitely enabled Triton to perform better as a total company.*

—Frank Evans, CEO

Industry: Pawn Broker and Financial Services Stores

Highlights:

- Management hiring and promoting success improved from 0% to 88% A Players.
- District Manager turnover was reduced from 98% to 32% (far better than industry average).
- Total staff hiring and promoting improved from 2% to 80% who turned out to be A Players.



#### 41. VIRTUAL TECHNOLOGY (100 EMPLOYEES, 2005 EDITION CASE STUDY)

*With 95% to 100% success hiring As, our turnover is down and sales and profits have skyrocketed.*

—Jack Harrington, CEO

Industry: Flight Simulators (“Video games for military”)

Highlights:

- Upon Topgrading, 19 of 20 (95%) hired turned out to be As, total company.

322 **APPENDIX F**

- In the most recent year, 25 out of 25 (100%) turned out to be A Players.
- Fast-growth high-tech company.

## Appendix G

# SAMPLE EXECUTIVE SUMMARY AND INDIVIDUAL DEVELOPMENT PLAN

### CYBER LEARNING INTERNATIONAL

Name of Candidate: Erik Dorsman  
Position Applied for: Chief Talent Officer, Cyber Learning Int'l  
Tandem Interviewers: Brad Smart (consultant)  
Chris Mursau (consultant)  
Date of Tandem  
Topgrading Interview: June 9, 2012

### Career History and Goals

Erik is considered a strong candidate for CTO—not quite an A Player but one who appears to have A Potentials.

In high school Erik was the “All-American Boy,” a top 5% student, First-Team All Conference Soccer, Eagle Scout, and senior class vice president. He worked hard at everything he did, and was successful, except for failing to get elected co-captain of the soccer team. Showing self-awareness today, he admits that he wasn’t elected because he was too intense and pushy with his teammates. This in one form or another has been a recurring issue for him, though fortunately he has conscientiously worked to overcome this weaker point with success.

Erik went on to Hope College, where his father was a professor. Only 5’ 8”, Erik could play varsity soccer (a major consideration for him) in this Division III school, and with a father-professor, the costs were minimal. Erik also earned money as a resident assistant; in this role he faults himself for not bonding more with the students and for being too much the “cop,” catching students with beer, etc.

He earned a 3.91 GPA, was named to the All-Conference Soccer Team, earned a Computer Science award, and showed some entrepreneurial inclinations: he had worked for a lawn-mowing service that folded, so he and a friend started their own company as a summer business, and it was successful. His biggest regret—not being elected co-captain of the soccer team, and the reason was the same as in high school—he was too intense and pushy, telling teammates to try harder, but in retrospect he wishes he had been more positive in his motivational methods, building more positive relationships that might have enabled him to coax teammates to try harder.

He earned a BS in Computer Science with a Secondary Education Certificate, anticipating becoming a teacher/coach . . . which he did after graduation in 1992. Following college he was a teacher for 6 years in a lower-income area (South Bend, Indiana). Erik earned top performance evaluations from the principal and says he bonded with the most motivated students. However, he regrets that he really did not reach out to connect more with the less motivated students. He said that he could have scheduled home visits to motivate both students and their parents. And he could have shown more interest in them personally . . . but didn't.

Evenings, weekends, and summers he had fun participating in a successful hobby—coaching soccer. He coached goalies at a Division I school. He shows self-awareness in saying that although his soccer coaching was demonstrably successful, he again was too much the pusher and not enough the positive motivator.

Not liking teaching and wanting administration and the opportunity to use technology to improve education, Erik attended Indiana University from '94 until '96 part-time, completing his MS Instructional Systems Technology. He made up to \$38,000 summers running a soccer camp he started—another example of entrepreneurial and leadership potential. There is a pattern throughout his life, clearly shown during these years of teaching full-time, coaching successfully part-time, earning a master's degree, and (during summers) making good money as an entrepreneur: hard work, dedication, passion, and results-orientation.

Erik has been with EMI since graduate school, and he has progressed steadily, earning promotions. In the early years he headed IT, rising to director, and his main success was building a solid infrastructure to serve all the charter schools. For a teacher/coach to enter and build the IT function almost from scratch was a major accomplishment, showing resourcefulness.

He worked hard, and he faults himself for focusing so much on his immediate tasks that he did not reach out much to build relationships with key



people in other areas of the company or vendors. And he admits he was too intense with his team, though he says it was a cohesive, effective team. Overall he received high performance ratings and achieved on-time, on-budget, high-quality goals.

From 2002 to 2005 he was vice president, the same basic job with added responsibility for overseeing annual plans for the senior team. He took control of budgets, came in under budget, and installed effective programs. He built a team of some A Players and a couple of lesser performers who were let go.

Erik admits that as a new executive he was too passive, realizing the company was in trouble but hesitating to speak up. He sided with his supervisor, the president, who wanted fast growth without much analysis of failures. Erik's peers pushed for far more analysis of such issues as picking locations for charter schools and marginal academic performance, and wanted moderated, controlled, and more successful growth. Erik has demonstrated a value system more consistent with the "other" faction and admits that a consideration is not wanting to irritate his supervisor.

Since 2005 he has been in his present role, VP People Development. The new CEO is totally talent-oriented, and together they have Topgraded the company. It's a work in progress, but Erik abandoned the IT career path for an exciting new one, one he believes will serve him well as he moves toward general management.

As he did once before, Erik took over a blank slate and built the function from scratch. He reports that teacher hiring has improved from 30% to 50% and principal hiring has improved from 15% to 75%. (His supervisor, Jeff Clarkson, says the pre-Topgrading percent high performers was higher.) His goal is for 90% A Players, with 80% of principals promoted from within.

He faults himself for not embracing Topgrading sooner and for carrying a C Player too long. He says that he now has all A Players (or those with A Potentials) reporting to him. He guessed that his supervisor Jeff would give him an Excellent overall rating (true), compliment his leadership and analytic abilities, drive for improvement, and value as a trusted counselor (all true), and criticize him for overplanning and for not being sufficiently assertive with peers (also true).

Clarkson also compliments Erik on being an extremely dependable and valued coach to him and peers, a "thought partner," and very systematic . . . so much so that although deadlines are met, he feels Erik is too hesitant to change and move in a new direction, and in that sense his strength (being systematic) is overused at times, and becomes a weaker point.

He also faults Erik a bit for not displaying more dynamism initially, though he says Erik eventually exudes it. And he says Erik continues to hold back in groups . . . having to be called on to voice what are usually excellent insights. Finally, his supervisor thinks it would be beneficial for Erik to become more knowledgeable in finance, given his general management interest.

Erik's goals are to be CTO of a bigger company and to eventually move into general management of a technology-assisted company in the learning industry.

Strengths	Weaker Points
<ul style="list-style-type: none"> <li>• Enthusiasm/Passion</li> <li>• Resourcefulness/Initiative</li> <li>• Accountability</li> <li>• Selecting A Players</li> <li>• Judgment/Decision Making</li> <li>• Redeploying B/C Players</li> <li>• Integrity</li> <li>• Leading Edge</li> <li>• Track Record</li> <li>• Analysis Skills</li> <li>• Conceptual Ability</li> <li>• Pragmatism</li> <li>• Education</li> <li>• Experience</li> <li>• Self-Awareness</li> <li>• Self-Objectivity</li> <li>• Written Communications</li> <li>• Tenacity</li> <li>• Highly Dependable</li> <li>• Planning/Organization</li> <li>• Listening</li> <li>• Coaching</li> </ul>	<ul style="list-style-type: none"> <li>• Team Player (at times good, but at other times needs to offer more opinions)</li> <li>• Change Leadership (drives successful change, but could get more buy-in to have the change be quicker and better)</li> <li>• Experience (fine for position applying for, but needs more business education for eventual general management)</li> <li>• Stress Management (regresses to introversion)</li> <li>• Likability (generally very well liked, but initially a bit cold)</li> </ul>

### Individual Development Plan (IDP) Suggestions to Erik Dorsman

(Note: the Executive Summary need only list the developmental suggestions: 1. Write your own IDP, 2. Revise your IDP with your supervisor quarterly, etc. The newly hired person writes the “why” when,” etc. Simply show this sample IDP to the new hire, along with the suggestions, and the new hire will do the “heavy lifting” of creating the detailed IDP.)

Note: Erik, this section summarizes developmental ideas that came from you in the tandem Topgrading Interview and came from the

other Topgrading sources. To have a developmental action in your IDP, you should fully embrace it—it's your plan.

1. Write your own IDP.

After the meeting with your tandem interviewers, meet with your new supervisor to discuss this report and get his or her thoughts. Then write your own IDP saying what you intend to do, why, when, and how the results will be measured.

- **Why:** smooth assimilation (onboarding), immediate productivity, and accelerated long-term development
- **When:** within 2 weeks
- **How Measured:** if done on time and supervisor approves it

2. Review your IDP with supervisor quarterly.

Initiate meetings quarterly to check “how you’re doing.”

- **Why:** to keep focus on development, particularly on improving weaker points
- **When:** quarterly—Erik initiates
- **How Measured:** calendar

3. Conduct e-mail 360 surveys in 3 months and 9 months.

The 3-month survey will allow enough time for you to make impressions (yet early enough to help you correct negative impressions), and the 9-month survey will essentially “take the pulse” of the organization for the same purpose.

Include strengths and weaker points (above), and set goals of at least a 7 on a 10-point scale for the weaker points.

- **Why:** some of these weak points have been chronic, and it will take a multifaceted approach to overcome them; systematic feedback in the form of surveys will provide feedback to you and to your supervisor, helping to maintain the constructive focus
- **When:** 3 months and then every 6 months, indefinitely
- **How Measured:** survey completed on time

4. Retain your goal of general management.

- **Why:** this truly is your goal; you joined CLI with the expectation of being groomed for general management and your supervisor (John Smith) supports the goal

- **When:** ongoing
  - **How Measured:** your satisfaction with progress, discussed in quarterly development meetings with John
5. Improve financial expertise, taking a minimum of a 5-day course this year, Finance for Non-Financial Managers (a developmental activity to research and consider when family focus would seem to permit it—executive MBA)
- **Why:** finance is the “language of business,” and general managers must be very expert in order to succeed (and they are legally responsible for financial decisions); also, CLI uses sophisticated financial models for tracking performance, normal financial decisions, and due diligence for acquisitions
  - **When:** 5-day course completed this year
  - **How Measured:** successful completion
6. Integrate talent strategy with Corporate and each division strategy.
- **Why:** to learn more of the financial and strategic nuances of the enterprise and each division . . . to perform better in present job and to prepare for general management
  - **When:** begin immediately, and ongoing
  - **How Measured:** E-mail 360 surveys of peers
7. Use two mentors in your onboarding.
- **Why:** as you know, you only make a first impression once, and you have joined a politically complex company. To lead change will be challenging. John Smith has already told you he will be a daily mentor, but he travels a lot. He has someone in mind (Pat Jones) you could approach to help guide you when John is traveling
  - **When:** meet at least weekly with a mentor
  - **How Measured:** Erik to keep a log
8. Help with due diligence on some acquisitions.
- **Why:** advance financial expertise to lead to general management. No promise, but Smith suggests you might be considered to run a small acquisition when you are ready
  - **When:** John Smith will decide
  - **How Measured:** discuss annually

9. Work with an executive coach.

- **Why:** to continue progress on developmental issues of bonding, speaking up in meetings with peers, creating a more dynamic and inspirational first impression
- **When:** monthly coaching?
- **How Measured:** opinions of John Smith and results of e-mail 360 surveys

Note: Performance goals of Topgrading your team and the company will be discussed separately as part of the performance-management system.



*Appendix H***TOPGRADING RESOURCES**

1. Free Topgrading Snapshot and Career History Form at [www.TopgradingSnapshot.com](http://www.TopgradingSnapshot.com)
2. At [www.Topgrading.com](http://www.Topgrading.com):
  - a. Free *Topgrading Tips* newsletter
  - b. Free video: *How to Use the Topgrading Career History Form*
  - c. Free video: *How to Use the (Full) Topgrading Interview Guide*
  - d. Discounts for not-for-profits
  - f. Major Topgrading Products in the Topgrading Shop
  - g. Topgrading Workbook (167 pages; used in Topgrading Workshops)
  - h. Topgrading Toolkit (all Topgrading explanations plus 7 hours of high-def demos of all 12 Topgrading Hiring Steps; used for internal training)
  - i. Topgrading (forms) License (license all the copyrighted Topgrading forms and guides)
  - j. Workshops, speeches
  - k. “Second opinion” Interviews and Executive Coaching by Topgrading Professionals
  - l. Affiliations

Smart & Associates offers three different levels of affiliation with our company:

**A. Team Member Professional.** Smart & Associates maintains a staff of “in-house” consultants who also have their own private consultancies. Team member professionals are thoroughly vetted through all of the Topgrading methods and become featured, with their picture and contact information, in the Team section of [www.Topgrading.com](http://www.Topgrading.com). Team members serve clients by conducting Topgrading workshops, performing Topgrading Interviews, coaching executives, and consulting with clients regarding Topgrading implementation and related activities. Team members maintain the very highest professional standards, typically serving the CEO as the client contact. These same team members are available to the other affiliates listed below to perform Topgrading services.

**B. Certified Trainer Affiliate Program (CTAP).** This program enables consultants and trainers to become certified to conduct Topgrading Workshops and receive commissions for selling Topgrading products and services. A CTAP may also choose to contract with Smart & Associates to provide services to their clients on their behalf, earning substantial commissions. The process for certification requires people to attend at one of our two-day Topgrading Workshops, conduct the Topgrading steps through the hiring of three people (e.g.: so if there were three finalist candidates, there would be three Job Scorecards, multiple documented Telephone Screening Interviews, Nine tandem Topgrading Interviews, multiple documented reference calls, Nine Executive Summaries, etc.) while periodically being coached via telephone by a team member. Following the furnishing of documentation of these steps, our certification expert will review them for completion and do an oral interview to make certain that all aspects of Topgrading are well understood and capable of being delivered by the candidate in Topgrading Workshops and consulting with companies. Finally, a test is administered by that same certification expert, completing the certification process.

**C. Basic Affiliation Program (BAP).** Members of this program simply earn commissions by directing traffic to our Web site from links we provide to them. When clients purchase products from our Web site, commissions automatically are tracked and accrue to the referring BAP member. BAP members may also refer clients to use services not vended via our Web site and earn commissions. These



opportunities are handled on a case-by-case basis by our Affiliate Sales Manager. Commissions are paid monthly using online software. BAP affiliates do not perform Topgrading professional services.

For more information about Smart & Associates affiliation programs please review material at [www.Topgrading.com](http://www.Topgrading.com) and then call us at 847-244-5544.