



Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People, Revised and Updated Edition

By Bradford D. Smart Ph.D.

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Great companies don't just depend on strategies—they depend on people. The more great people on your team, the more successful your organization will be. But that's easier said than done. Statistically, half of all employment decisions result in a mishire: The wrong person winds up in the wrong job. But companies that have followed Bradford Smart's advice in **Topgrading** have boosted their successful hiring rate to 90 percent or better, giving them an unbeatable competitive advantage.

Now Smart has fully revised his 1999 management classic to reintroduce the topgrading concept, which works for companies large and small in any industry. The author spells out his practical approach to finding and managing A-level talent—as well as coaching B players to turn them into A players. He provides intriguing case studies drawn from more than four thousand in-depth interviews.

As Smart writes in his introduction, “All organizations, all businesses live or die mostly on their talent, and any manager who fails to topgrade is nuts, or a C player. . . . Those who, way deep down, would sooner see an organization die than nudge an incompetent person out of a job should not read this book...

Topgrading is for A players and all those aspiring to be A players.”

On the web: <http://www.topgrading.com/>

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Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People, Revised and Updated Edition By Bradford D. Smart Ph.D. Bibliography

- Sales Rank: #357867 in Books
- Brand: Brand: Portfolio
- Published on: 2005-04-07
- Released on: 2005-04-07
- Original language: English
- Number of items: 1
- Dimensions: 9.38" h x 1.88" w x 6.31" l, 1.87 pounds
- Binding: Hardcover
- 592 pages

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Editorial Review

Amazon.com Review

The key to building a superior company, an increasing number of observers now agree, is the ongoing ability to recruit and retain superior personnel. In *Topgrading*, industrial psychologist and global consultant Bradford Smart expands upon this idea by examining in great detail exactly how today's premier organizations have assembled such top-level employees, and then showing precisely how others can do it, too. "Simply put, topgrading is the practice of packing the team with A players and clearing out the C players," Smart writes. "'A players' is defined as the top 10 percent of talent available at all salary levels--best of class. With this radical definition, you are not a topgrader until your team consists of all A players. Period." Essentially a best-practices manual for developing this outstanding personnel pool, the book is based on more than 4,000 interviews and case studies conducted by Smart at major corporations like General Electric as well as fast-growing high-tech companies and small family-owned firms. He further bolsters its effectiveness by including his extensive "Chronological In-Depth Structured Interview Guide," along with other assessment tools and hands-on strategies for assembling an ideal work team. --*Howard Rothman*

Review

Topgrading is the definitive manual for becoming an A player and for recognizing those traits in others. (Larry Bossidy, coauthor of "Execution")

From the Inside Flap

Great companies are made, not born. The secret is hiring the right people -- the "A" players. This is, of course, easier said than done. Statistically, half of all employment situations result in mis-hire: the wrong person for the wrong job. And with the cost of a mis-hire at twenty-four times salary, the financial drain can be staggering. Compare that with Brad Smart's 90% success rate and you'll understand why topgraded organizations such as General Electric and AlliedSignal consistently beat the competition.

In this unparalleled work, Dr. Smart introduces the Topgrading concept -- how and why it works. Managers at every level and at companies large and small will learn how to implement his proven fool-proof method. The author spells out his practical hands-on approach and provides intriguing case studies culled from his file of more than 4,000 in-depth interviews.

Further, Topgrading's expert coaching techniques turn "B" players into "A" players.

The lesson is simple: managers who topgrade become leaders -- "A" players -- achieving success not only for their companies but for themselves.

Users Review

From reader reviews:

Olga Noone:

Have you spare time for just a day? What do you do when you have a lot more or little spare time? Yeah, you can choose the suitable activity with regard to spend your time. Any person spent all their spare time to take a go walking, shopping, or went to often the Mall. How about open or even read a book titled Topgrading: How Leading Companies Win by Hiring, Coaching, and Keeping the Best People, Revised and

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Griselda Gonzalez:

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Sylvia Alexander:

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