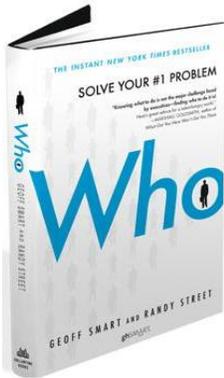# The CEO's *Favorites*

In this instant *New York Times* Bestseller, Geoff Smart and Randy Street provide a simple, practical, and effective solution to what The Economist calls "the single biggest problem in business today": unsuccessful hiring. The average hiring mistake costs a company $1.5 million or more a year and countless wasted hours. This statistic becomes even more startling when you consider that the typical hiring success rate of managers is only 50 percent.

The silver lining is that "who" problems are easily preventable. Based on more than 1,300 hours of interviews with more than 20 billionaires and 300 CEOs, Who presents Smart and Street's A Method for Hiring. Refined through the largest research study of its kind ever undertaken, the A Method stresses fundamental elements that anyone can implement–and it has a 90 percent success rate.

Whether you're a member of a board of directors looking for a new CEO, the owner of a small business searching for the right people to make your company grow, or a parent in need of a new babysitter, it's all about Who. Inside you'll learn how to:

• avoid common "voodoo hiring" methods
• define the outcomes you seek

• generate a flow of A Players to your team– by implementing the #1 tactic used by successful businesspeople

• ask the right interview questions to dramatically improve your ability to quickly distinguish an A Player from a B or C candidate

• attract the person you want to hire, by emphasizing the points the candidate cares about most.

In business, you are who you hire.
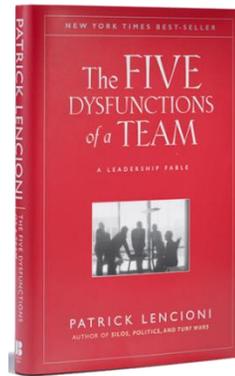
There are five interrelated issues that undermine the performance of a team:

1) **Absence of trust.** If the members of the team do not trust each other then they cannot be totally honest with each other.
2) **Fear of conflict.** Without trust people will not have the healthy debates that are necessary to arrive at better thought through decisions.
3) **Lack of commitment.** If the team has not aligned behind a decision then the individual members who did not agree with the final decision will ultimately be less committed to that decision.
4) **Avoidance of accountability.** If they are not committed to the course of action, then they are less likely to feel accountable (or hold other people accountable).
5) **Inattention to results.** Consequently, they are less likely to care about the group results (and instead focus on achieving their own goals).

KEY PRINCIPLES
The book is written up as a fable, following an artificial company through the five stages.
1) Lack of trust
2) Fear of conflict
3) Lack of commitment
4) Avoidance of accountability
5) Inattention to results
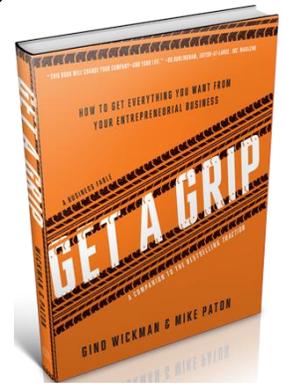
Eileen and Vic are frustrated business owners. After years of profitable, predictable growth, Swan Services is in a rut. Meetings are called and discussions held, but few decisions are made and even less gets done. People point fingers and assign blame, but nothing is happening to solve Swan's mounting problems. It feels as though they're working harder than ever, but with less impact.

The company Eileen and Vic had founded and built for 10 years is different. It just isn't fun anymore.

Their story is not unusual. The challenges they face are common, predictable, and solvable. Get A Grip tells the story of how Swan Services resolves their issues by implementing the Entrepreneurial Operating System®, a real-world toolkit used by thousands of thriving businesses.

Using familiar situations, real-world characters and detailed, fully-applied tools, Get A Grip vividly illustrates the right way to implement EOS® in an enjoyable fable format, making it easy for you to translate this story into results for your own business.