

The must-attend seminar based on the **amazon.com**® #1-selling book on hiring—six years running!

Take the guesswork out of hiring and dramatically boost your success at finding—and keeping—star performers

# TOPGRADING

## How to Hire, Coach and Keep A Players

The proven method for packing your organization with top talent is now a fast-paced, one-day seminar. Use the skills you will learn in this eye-opening program to **skyrocket your hiring success rate**—from the meager 25% typical in most organizations to an astonishing 90% or better.

**November 6, 2007**

*Presented by Geoffrey Smart, Ph.D., author and Topgrading authority*



### Register Today to Gain These 8 Key Benefits:

1. Avoid the staggering costs associated with mis-hiring
2. Identify and steer clear of B- and C-level Players
3. Break the time-robbing cycle of “search, hire, fire — start all over”
4. See through smooth-talking (but mediocre) candidates
5. Recognize accurate, predictive behavior patterns
6. Control hiring decisions systematically with confidence and less stress
7. Hire, coach and keep stellar employees — at every skill level, in every salary range
8. Make your organization irresistible to A Players and build a talent advantage no competitor can match

This **One-Day Seminar** Is Designed for the Critical Needs of:

- CEOs and Presidents
- EVPs and Senior Managers
- HRD Professionals
- All those entrusted to recruit and develop talent at your organization

HOSTED  
BY



**Already have a hiring process in place?**  
**See why TOPGRADING surpasses all other systems—pg. 3**

# Invest only one day and \$1,250 to save \$1.5 million in hiring failures.

## Be honest. What's your hiring track record?

*Every organization claims to have the best team. Few do.*

If you're like most executives, you've been plagued by common interviewing traps when you hire. **More than likely, you have:**

- **Talked more than you've listened**
- **Allowed a candidate's wit and confidence to sway your view**
- **Hired too quickly, believing you could mold raw talent, without proof of performance-specific skills**

And, unfortunately, you've experienced the painful costs associated with mis-hiring: the time and money burned bringing people on board who just didn't cut it.

We've all been there. A survey of the top human resource executives in 25 global companies found that 80% of the time, external hires are disappointments . . . and even internal promotions yield lackluster results 75% of the time.

**Topgrading makes hiring and promoting A Players simple, systematic and less stressful.** In short, Topgrading practices put hiring control firmly back in your hands. Leaders who Topgrade enjoy unprecedented confidence in their hiring decisions – and score dramatic talent wins again and again.

**Y**ou can't afford *not* to. In an age when human capital offers the best potential for a sustainable, competitive advantage, the call for a revolutionary change in hiring practices has finally been answered.

And not a moment too soon. A 2004 study of Fortune 500 companies confirmed that mis-hiring for a \$100K position costs your organization \$1.5 million in wasted time, training, compensation and benefits — not to mention the drain on other employees.

**The practices you take away from this one-day Topgrading seminar will not only insulate you from staggering losses, they'll help you build a talent advantage no competitor can match.**

Topgrading offers a proven approach for finding, hiring and developing A Players. Backed by 36 years of research, analysis and implementation, Topgrading's interviewing and selection techniques will allow you to hone your workforce into a state-of-the-art dream team that leaves your competitors eating dust.

## Make Your Organization a Talent Magnet

Stacking your team with A Players sets your organization apart — and ahead — of its competitors. Business value shoots through the roof, as does your worth at your organization. When you build a team of winners, your stock rises. Topgrading is about giving you the opportunity to lead others who will make your life easier and turbocharge your career.

## Your Organization Thrives – or Dives – on the Strength of Its People

Based on more than 10,000 talent assessments, Topgrading has proven that A Players succeed more than 90% of the time. They represent the top 10% of the talent pool for any given job. Sadly, B Players have no more than a 50% chance of executing successfully, and C Players offer only a 30% likelihood of hitting the mark. Simply put, A Players make things happen. C Players don't.

Would you knowingly put someone with only a 30% chance of succeeding in charge of a mammoth account? Allow them to manage your company's data storage? Supervise assembly of your bread-and-butter product? Of course not. But in settling for C Players, that's exactly what you risk. When it comes to closing the big sale, driving the new marketing initiative or implementing critical line efficiencies, you want A Players in charge, people who are at the top of their game.

**November 6, 2007**

## Topgrading is presented by practicing expert Geoffrey H. Smart, Ph.D.



Geoff Smart more than walks his talk. He's built an entire organization on his passion for Topgrading. Geoff is Chairman and CEO of ghSMART, a management assessment and coaching firm that helps CEOs and boards hire A Players. ghSMART is located in Chicago, Boston, Charlotte, Denver, Montreal and New York. His firm offers quality-guaranteed services to clients, who include leading venture capital and buyout investors, hedge fund managers, Fortune 500 senior executives and billionaire entrepreneurs.

Prior to launching ghSMART in 1995, Geoff worked for what is now PriceWaterhouseCoopers. He has published articles for *Fortune* and several journals of entrepreneurial finance. Geoff is also the co-author of the original article on Topgrading, which became a best-selling management text and the gold standard in personnel selection techniques.

He is a sought-after lecturer at Northwestern University's prestigious Kellogg School of Management, as well as at MIT's Sloan School of Management. Geoff serves on the board of directors for Junior Achievement Chicago, a nonprofit organization whose mission is to promote business understanding and entrepreneurship to kids.

Geoff earned his B.A. in Economics with Honors from Northwestern University, and his M.A. and Ph.D. in Psychology from Claremont Graduate University, where he studied under management guru Peter F. Drucker. Currently, Geoff lives in Evergreen, Colorado, with his wife and children.

## Executives Like You Praise Geoff Smart

"I attended your full-day Topgrading training workshop and thought it was FANTASTIC."

HAMID MOINAMIN, PRESIDENT—INSERO

"Just wanted to say thanks for training our team yesterday. I heard comments afterwards from 'eye-opening' to 'life-changing.'"

ART ZEILE, CEO—INFLOW INC.

"Your management assessment training session was as valuable and enjoyable as any workshop I have attended."

JOHN HOWARD, CEO—BEAR STEARNS MERCHANT BANKING

"You hit it out of the park. You are a natural in front of senior executives. Great delivery, solid content, compelling message."

JIMMY CALANO, FOUNDER AND RETIRED CEO—CAREERTRACK

**Denver, Colorado, Young Presidents' Organization executives gave rave reviews to Geoff Smart's March 2006 Topgrading seminar:**

"Great energy ... loved the honesty of communication ... dynamic ... very knowledgeable ... interesting stories and examples ... easy to follow ... loved that he used his own experiences to illustrate points."

**Think you already have an effective personnel selection system in place? Think again.**

True, Topgrading has competitors – and wannabes. All are vying for your attention in the challenge to hire top talent. But none can claim Topgrading's dramatic hiring improvement rates. Here's why: Other selection systems rely on behavior-based methodologies and testing processes too early in the game. Using these tools prematurely often screens out A Players who are ideal for your organization.

Let's face it. Hiring success is defined by your answer to one question: "Knowing what I know today, would I hire this person again?" How often can you answer enthusiastically, yes? Managers who rely on behavior-based hiring systems claim only a 50% win record - odds no better than predicting a coin toss. And while this beats the dismal 25% hiring hit rate with no system in place at all, behavior-based methods can't even touch the impressive 90% guarantee of hiring right that Topgrading delivers.

**To register now,  
go to  
[www.gazelles.com](http://www.gazelles.com)  
or call  
703-858-2400**

# Learn the Hiring System Used by CEO Legends

## TOPGRADING OVERVIEW: Research, Definitions and Goals

*Topgrading is not merely a system for hiring. It's a complete set of practices designed to help you pack your team with top talent – and coach every player to A Performance.*

- The ugly truth about hiring success rates — and the dismal cost to your organization each time you mis-hire
- The 2 main reasons conventional interview techniques fail (and what makes Topgrading radically different)
- Defining the A Player — there's a lot more to spotting top talent than meets the eye
- **Key Takeaway: Irresistible reasons to make Topgrading your organization's highest priority NOW**

## TOPGRADING BEST PRACTICE #1: The Talent Review

*Gain the skills you need to review – and re-deploy – existing talent for maximum benefit to your organization.*

- How and when to conduct talent reviews (the information they yield will keep your organization on target like nothing else)
- Why certain A Players are not promotable, but are vital to your organization
- When re-deployment isn't an option: how long to wait to cut C Players loose
- **Key Takeaway: The most important question to ask yourself when you consider nudging out a non-performer**

## TOPGRADING BEST PRACTICE #2: The Scorecard

*A crucial element is missing in conventional job descriptions. Topgrading's Scorecard is a powerful – and proven – alternative.*

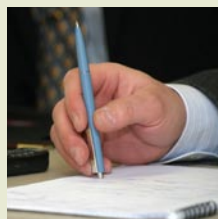
- The 3 elements Scorecards must identify for every position in your organization
- Accountabilities vs. Competencies: how they differ and how each predicts future performance
- What you must attach to every Competency to maximize the Scorecard's predictive power
- Consistency in hiring and coaching — how Scorecards level the playing field and keep your organization's practices fair and equitable
- **Key Takeaway: Scorecard templates make it easy to apply this powerful tool the minute you return to your office**

## TOPGRADING BEST PRACTICE #3: The Screening Interview

*Your time is valuable. Topgrading's Screening Interview narrows the field quickly, without wasting precious face-to-face moments.*

- One simple question that roots out job-hoppers and exposes candidate burnout immediately
- Using open-ended questions to elicit a gold mine of information
- Adopt a Bias for Reality — how changing a single word in your questions will pave the way to A Players
- What to do when a star player has other offers and wants to speed your hiring decision
- Clearing the “talent bar” first — how to avoid being swayed by a candidate's winning personality
- **Key Takeaway: The 4 questions you must ask and get answered in every Screening Interview**

## TOPGRADING BEST PRACTICE #4: The CIDS Interview



*Finding A Players takes time. For consistent hiring success, you must dig deep for predictive data. Topgrading's Chronological, In-Depth, Structured (CIDS) Interview is the silver bullet. Use it not only to identify top talent, but also to spot candidates who promise the best possible cultural fit.*

- The essential elements of the CIDS Interview (and how it gets candidates to tell you things you never dreamed they would)
- De-mystifying the process: how to define CIDS expectations up front for maximum interview success
- 4 common mistakes that kill CIDS Interviews right from the start
- The one place you should never conduct a CIDS Interview (and why)
- When weaknesses reveal strength . . . a surprising truth about A Players
- Reasons for leaving jobs you actually WANT to hear
- Avoiding legal traps — the 5 questions you must never ask
- Scanning a resume for clues you can use
- Specific wording that prompts candidates to answer candidly
- The hidden benefit in encouraging candidates to note former bosses' weaknesses
- The single most powerful tip for keeping interview energy high

# Jack Welch and Larry Bossidy . . .

- Active Listening: What it is, what it looks like and how it unearths a bounty of useful information
- Geoff's "dumb blond" technique — it's your best means to specific, accurate answers from candidates who generalize
- A self-sabotaging temptation you're likely to face . . . and how to resist it
- How to spot, and follow up on, body language clues when pushing for specific data
- The fastest way to make a candidate clam up — and how to avoid it
- The most powerful way to get a candidate to reveal career low points (it's 100% foolproof)
- Tips for making interview transitions that keep the words flowing
- Introvert candidates and ramblers: best ways to control both
- **Key Takeaway: Invaluable, live demonstrations of CIDS Interview techniques that help you drill down for details, control critical pacing and redirect a candidate without derailing the flow of information**

## TOPGRADING BEST PRACTICE #5: Reference Interview

*Any job candidate can list references sure to offer glowing praise. Topgrading offers you innovative techniques for seeing beyond the usual smokescreen.*

- TORC: what it means and how to use it to get the unvarnished truth
- Thorough Due Diligence: How many reference interviews should you optimally conduct?
- 4 crucial questions to ask in every Reference Interview
- 2 critical words that will encourage wary references to open up
- **Key Takeaway: One proven technique for building rapport with references and making them feel comfortable discussing candidate weaknesses**

**To register now, go to  
[www.gazelles.com](http://www.gazelles.com)  
or call 703-858-2400**

## TOPGRADING BEST PRACTICE #6: Coaching and Redeploying

*Developing talent takes great coaching. Use the insights you gain during this one-day seminar to keep A Players performing at their peak, and to turn B Players – and even some C Players – into A's.*



- Using the VIPER model to motivate A Performance
- 13 characteristics all Super Coaches share
- 11 behaviors common to poor coaches — what NOT to do
- Straightforward ways to communicate clear expectations and timelines
- Why you must have "tough talks" early and often when a low performer isn't responding to coaching
- Your 3 choices when performance doesn't improve
- **Key Takeaway: An action plan template you can use immediately that motivates subordinates to own critical performance metrics**

## TOPGRADING BEST PRACTICE #7: Developing Your Virtual Bench

*Successful leaders are in the recruitment business for life. Having talented people at the ready puts you in a position of strength, allowing you the confidence to hire faster when necessary, without undue risk.*

- Why you should interview top talent, even when no positions in your organization are open
- Widening your net: ways to locate free agents who are superstars in their fields
- What is the optimal size for a useful Virtual Bench?
- The most important time to have a strong depth chart (unfortunately, it's often when you're least able to develop it)
- A surprising ancillary benefit you gain by interviewing A Players who aren't even seeking new jobs
- The Recruiting Researcher — your key ally in business growth
- **Key Takeaway: Surefire ways to get quality referrals from current A Players**

# Answers to Topgrading's FAQs

## Q. Who should attend this Topgrading seminar?

**A. Most critically, you.** Your organization stands to gain the most when Topgrading methodologies are put into play from the top down. There's simply no substitute for executive-level buy in. True enough, HR Directors, COOs, Department Heads — anyone with hiring authority — are your powerful allies in deploying Topgrading strategies throughout your organization. Attend as a team to integrate Topgrading's principles faster, more efficiently and with greater rewards.

## Q. Why attend a seminar when I can read the book?

**A. At the core of Topgrading's power is the Chronological In-Depth Structured (CIDS) Interview.** No one has more experience conducting these interviews than Dr. Geoff Smart himself. Watching him demonstrate the CIDS interview alone justifies your investment — both in time and tuition. Every bit as critical as the actual questions are the tone and timing of the CIDS Interview. Geoff Smart models both in an easy-to-follow, step-by-step manner that mere book study simply can't duplicate.

Imagine a day on the golf course with Tiger Woods ... a PowerPoint presentation on Windows architecture with Bill Gates at the helm. Not only does Geoff Smart have Topgrading techniques down cold, his process knowledge is second to none.

## Q. What makes Topgrading more reliable than traditional assessment techniques?

**A. Picking the right people is tough.** Standard interviewing techniques make the task no less daunting. That's because a "tell me about yourself" interview doesn't allow you to see patterns. Sure, we all note the candidate's wins on his resume, and we prod for examples of weakness (Are you weary of hearing, "I'm a perfectionist," when probing for faults?).

But ingrained behavioral patterns that predict a candidate's future performance often stay hidden. Topgrading brings reliably predictive behavior patterns into laser-sharp focus.

## Q. Will Topgrading erode morale at my organization?

**A. Just the opposite!** Nobody likes working with slackers. C Players sap your organization's energy — and even cause A Players to seek other jobs. In a recent study by Leadership IQ, a Washington, D.C.-based training and research company, 87% of surveyed employees said that working beside low-performing colleagues has made them want to change jobs. A whopping 93% said that sub-par colleagues have decreased their productivity. Without pulling punches, Mark Murphy, chief executive of Leadership IQ, states, "If companies hope to keep their best employees, they have to dump their worst. If low performers start dictating the company's culture, productivity, quality and service will all decline."

Yes, Topgrading will spur a culture shift in your organization, but your star performers will welcome and embrace the change. A Players want to work with other A Players — and if they can't do it at your organization, they'll look for the opportunity elsewhere.

## Q. My organization is small but growing. How can I compete for top talent against the big-name players?

**A. Not only do A Players get the job done, they also share high-bandwidth traits like self-awareness, innovation and foresight.** That's great news for you. The true superstars in any industry or business niche value a golden opportunity when it arises. Potential upside, uncharted territory, performance-based compensation incentives: these are the siren's call for the true A Player. Topgrading will help you win the war for top talent, whatever league you play in. Because it's about spotting, hiring and coaching star performers — at every skill level, in every salary range.

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- Practical and actionable tools for managing growth
- Exclusive access to world-class business and thought leaders
- Preeminent workshops with high ROI

Our brand promise is "Growing Leaders, Growing Companies" so you can drive the expansion of your organization. Hundreds of repeat clients tell us they achieve outstanding results from attending Gazelles seminars.

## Hire, Coach and Keep A Players

# TOPGRADING

## NOVEMBER 6, 2007

8:30 am - 4:30 pm

Tuition: \$1250 per person, \$995 each for 3 or more. The full fee is payable at time of registration.

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**YES!** Please reserve \_\_\_ places for my company at the Topgrading seminar.

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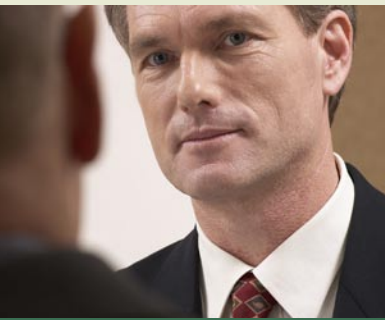
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# Hire better people, faster.

*Find leaders who will execute flawlessly —  
and catapult your organization ahead of its competitors*

**IN THEIR OWN WORDS:** *Topgrading's* biggest fans share their successes . . .

“*Topgrading* is the definitive manual for becoming an A Player and for recognizing those traits in others.”

LARRY A. BOSSIDY, FORMER CEO, HONEYWELL; CO-AUTHOR OF *EXECUTION: THE DISCIPLINE OF GETTING THINGS DONE*

“[*Topgrading*] helped our differentiation of talent implementation in the '80s and '90s.”

JACK WELCH, RETIRED CHAIRMAN AND CEO, GENERAL ELECTRIC

“Of all the changes I've made to improve our company, none has been more important than *Topgrading*. *Topgrading* is the most valuable business book I've read. I'd recommend it for every executive, in every company, every year!”

JON A. BOSCIA, CHAIRMAN AND CEO, LINCOLN NATIONAL CORPORATION

“If you read it with the right kind of attention, [it] is the most important book ever written.”

RECRUITER MAGAZINE



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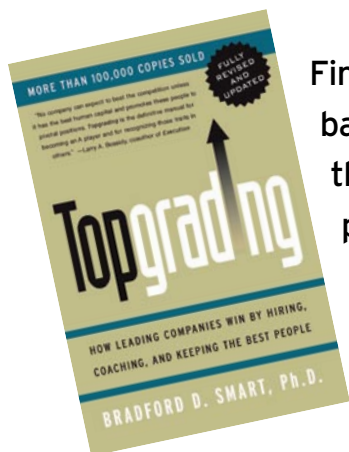
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