Where are the "rock star" employees every business needs to grow?

How to Hire A-Players
By Eric Herrenkohl

"Read How To Hire A-Players *or forever settle for less than you deserve."*
–Michael E. Gerber, author The E-Myth *&* The Most Successful Small Business in the World

How can a company be sure it will survive—even thrive—in any economy? Its executives must hire "A-players"—employees who consistently deliver quality, innovation, and profits. In *How to Hire A-Players*, Eric Herrenkohl has laid out simple ground rules to help anyone find, hire, and keep A-Player employees.

Herrenkohl explains how to leverage existing marketing, sales and networking efforts to locate these top candidates, and he provides current examples of companies that consistently hire A-players without big recruiting departments. His step-by-step process explains how to:

- Make "rock star" hires and stop just filling positions
- Create an A-Player "farm team" of potential candidates
- Find the extraordinary employees competitors are missing
- Use LinkedIn, Twitter & Facebook to tap directly into A-player talent
- Turn lackluster employees into A-Players

Ideal for owners of small businesses, executives and managers of large businesses, and corporate recruiters and HR specialists, *How to Hire A-Players* is the roadmap to finding employees who will transform a business.
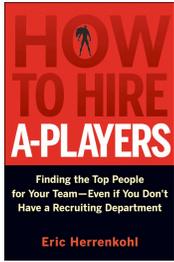
About Author Eric Herrenkohl

Eric Herrenkohl is president of Herrenkohl Consulting, a firm dedicated to helping executives create the businesses they want by creating the organizations they need. The firm's clients include privately held businesses in over 50 industries as well as Bank of America, Ernst & Young, and Northwestern Mutual Life.

Eric has been featured on Fox News and in the Philadelphia Inquirer, Inc.com, Careerbuilder.com, and MSNBC.com. He serves as an expert for Monster.com, and he is also the author of Performance Principles, a highly regarded electronic newsletter that brings strategies for building businesses to readers around the globe.

An alum of the University of Michigan, Ann Arbor, Eric lives in greater Philadelphia with his wife and four children.
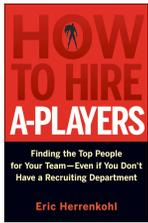
Talking Points for *How to Hire A-Players*

Q: What is an A-Player? Why is hiring one so important?
A: An A-Player is the "rock star" employee who creates superior results compared to the vast majority of others in the same job. A-Players have the work ethic, people skills, intelligence, and leadership ability that make them invaluable. If you're a small business owner or overworked executive, hiring A-players can save your marriage, provide you with much-needed balance in your life, and increase the value of your business.

Q: How can companies find the "rock star" employees that the best recruiters recommend?
A: It's a simple process: analyze the position to know who you're really looking for, always be interviewing—even if you're not hiring, educate your employees to be on the lookout for potential A-Players, and keep in touch with the excellent candidates you find to create a "farm team" of A-Players ready to come on board at a minute's notice.

Q: What is an "A-Player Profile" and why is it important to create one before starting to interview?
A: An A-Player Profile is an outline of the specific skills and experience that make someone a standout rather than just "acceptable." In the book, I include a 10-step exercise for quantifying the qualities of an A-Player in any position.

Q: Are there particular talent pools where successful business owners find A-Players?
A: Yes. A few include people who grew up on farms where they learned early what it means to work hard, former junior military officers with strong leadership experience, and former entrepreneurs who are sick of worrying about making payroll. Also, don't overlook single mothers looking for more flexibility or the huge pool of talented women re-entering the workforce after raising children.

Q: What are the three biggest hiring mistakes?
A: 1. Treating recruiting as a necessary evil rather than a strategic weapon that can overwhelm the competition.
   2. Failing to take the same systematic, metric-based approach to hiring that most companies take to finance, sales, and manufacturing.
   3. Tolerating poor performers because you don't have or know anyone better to take their place.

Q: What are the most important questions for employers to ask and for employees to be able to answer?
A: 1."Please tell me in detail about your most important accomplishments in each of your previous jobs." For people, unlike mutual funds, past accomplishments are always the best predictor of future performance.
   2. "How did you do that?" and "Why was that your strategy?" Follow-up questions dig beneath people's rehearsed answers to reveal what they have really done.

Q: Do you have advice for employees on how to become A-Players?
A: A-Players don't need a babysitter: take ownership of your work. Go beyond your assigned tasks to create value for the company. Don't worry so much about being successful. Focus on being valuable and success will come.

Q: What is the biggest takeaway from *How to Hire A-Players*?
A. An executive wouldn't dream of delegating finances, sales, or manufacturing and then forget about them until there is a problem. Yet many businesses regularly take that approach to recruiting. Treat recruiting like the mission-critical function that it is. Stop focusing on filling positions. Put a system in place to start hiring A-Players.

April 12, 2010 | John Wiley & Sons
ISBN: 978-0-470-56224-6 | Hardcover | $25.95
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