



# The Ultimate Guide

to Recruiting, Hiring,  
and Onboarding A-Players

[NICOLEMUNOZ.COM](http://NICOLEMUNOZ.COM)

## SumIn this guide you will discover

### Part 1: Finding A-Players: Not As Difficult As You Think

A-Players are easy to spot. They are the ambitious, capable, and intelligent employees who drive the business to success.

- Has Been Promoted
- Impressive Track Record
- Great References
- Can Handle Difficult Situations
- Driving Force of the Team
- In for the Long Haul

They are also equipped with the necessary hard skills required of their position as well as soft skills such as:

- Good Communication
- Right Attitude
- High Emotional Intelligence
- Risk-Taker
- Adaptability
- Prioritization
- Self-Motivation
- Self-Discipline
- Anticipation
- Passion

How do the B- and C-Players Differ?

#### Characteristics of B-Players

- Competent
- Steady Workers
- Need Guidance
- Loyal
- Eager to Learn

#### Characteristics of C-Players

- Just Checking the Boxes
- Miss Deadlines
- Require Full-Time Supervision
- Unmotivated

### Part 2: Hiring A-Players: 5 Secrets You Need to Know

1. They Have and Do More
2. They Exceed Expectations
3. They are Productive
4. They Have a Track Record of Success
5. They See the Big Picture

### Part 3: 4 Easy Ways to Find A-Players TODAY!

1. It Starts With You - Think and Act Like an A-Player
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## Part 4: Crack the Code and Hire A-Players in 6 Steps

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- Step 4: First Interview (Technical Skills)
- Step 5: Second Interview (Cultural Fit)
- Step 6: Third/Final Interview (Testing)

## Part 5: 15 Questions to Ask A-Players

1. What are your best skills?
2. What accomplishments are you most proud of?
3. Have you ever been promoted?
4. Have you ever been fired?
5. What projects have you led and what were the results?
6. Tell me about a work crisis and how you handled it.
7. What type of leader do you look up to?
8. What do you like about our company and what would you change?
9. What new skills have you recently acquired?
10. How well do you get along with other people?
11. Tell me about a problem you had with a fellow employee.
12. Do you prefer to work alone or on a team?
13. Describe your dream work environment.
14. When working on a team, do you prefer to lead or follow?
15. What makes you exceptional?

**BONUS:** Watch out for what they ask YOU.

## Part 6: 5 Awesome Websites to Find Potential Hires

## Part 7: A Look Inside the A-Player's History

- Demanding Background
- Withheld Validation and Praise
- Insecure Overachievers
- Strike a Balance - The Art of Managing A-Players

## Part 8: Don't Let Your A-Players Be Stolen Away: The ABC Crash Course

### Part 9: 3 Simple Hacks to Building a Team of A-Players

1. Always Walk the Talk
2. Find the Missing Puzzle Pieces
3. Look Right Under Your Nose

### Part 10: 3 Reasons to Groom B-Players to Be A-Players

1. Save Time and Money
2. Proven Contingency Plan
3. Ensure Loyal Employees

### Part 11: The One Way to Know When a B-Player is Ready

### Part 12: B-Players to A-Players in 3 Steps

- Step 1: Mentorship and Guidance
- Step 2: Trainings and Conferences
- Step 3: Engage and Talk

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Are you struggling to find A-Players to join your growing team?

You are not alone. You need A-Players on your team and I can't wait to tell you how to get them!

A-Players are the star performers who will consistently:

- **DRIVE** your business forward!
- **DELIVER** on promises to your customers and clients!
- **INSPIRE** a winning culture of achievement!
- **ADAPT** to change, quickly, and easily!
- **OUTPERFORM** other employees!

Sounds great, but most people don't know where to find these elusive gems — no less how to hire and keep them!

That's why I've taken my years of experience helping business owners hire top-tier performers to grow their companies and written "The Ultimate Guide to Recruiting, Hiring, and Onboarding A-Players" so that you can build your team of A-Players quickly without making all of the mistakes that I did!



You will benefit from my first-hand experience. My marketing agency was generating over \$47,000 per MONTH of revenue! But I wasn't satisfied. It was easy to sell our services but difficult to deliver on the promises that the sales team negotiated with our clients... That is until I had a team of A-Players behind me that could not only support my business, but also help it grow. Now, I enjoy my business more than ever and want you to enjoy yours too!

Let me ask you something...

Do you have the team you need right now to grow and scale your business?

If not, why not?

Seriously, why not?

What is stopping you?

Is it money, time, or know-how?

Here's a sneak peek into a simple but valuable exercise I use with my 1:1 Consulting Clients. **Lucid chart** is one of my favorite tools for building organizational charts and workflows to map current and future states of businesses.

Now, you can get actionable insights, too! Just sign up for a free trial and create your organizational chart using **Lucid chart**.

What does your org chart look like?

Are you at the top, overseeing 6 - 10 or more direct reports? If you're like most of my clients, then you are also working 12 or more hours a day, and feeling overwhelmed and stressed!

Or maybe... your name is in every box on the org chart and you're frantically trying to do everything yourself.

Haven't you done that long enough? It's time for a change. And, **YOU ARE READY FOR THAT CHANGE!**

To effectively grow and scale your business, you need a team of A-Players to take you to the next level.

Does your team need constant follow up to ensure they're doing their jobs correctly?

Are you **re-doing work** that you hired others to do, taking **time away from growing your business**?

Do you feel unable to go on vacation because of concerns that your business will struggle without you?

Are you frustrated with your team's struggle to **finish projects**?

### IF...

- ✓ YOU want to ENJOY YOUR BUSINESS, again!
- ✓ You're TIRED of EXCUSES!
- ✓ You're ready to TAKE YOUR COMPANY to the NEXT LEVEL ...then it's time to get started.

**I CAN'T WAIT to help YOU build a team that RUNS like a WELL-OILED MACHINE!**

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## Part 1:

# Finding A-Players: Not As Difficult As You Think

## What Makes A-Players Stand Out?

A-Players are the exceptionally talented, uncommonly ambitious, and remarkably intelligent professionals who fuel the success of your company. They are, however, extremely rare and difficult to find.

**Dr. Jim Walsh** describes an A-Player as one who excels at his or her current job and is always hungry to learn and do more.

They are highly intelligent self-starters, never make excuses, and always find a way to get the job done. They never quit. When they make mistakes, they might kick themselves briefly, but, mostly, they learn and don't make the same mistake ever again.

To quickly spot them, here is a short list of characteristics that is essential to all A-Players.

## The Essentials of A-Players

- ✓ Has Been Promoted
- ✓ Impressive Track Record
- ✓ Great References
- ✓ Can Handle Difficult Situations
- ✓ Driving Force of the Team
- ✓ In for the Long Haul



## The Top 10 Skills of A-Players

When evaluating candidates for employment, most companies focus on hard skills — specific, measurable, technical skills that candidates must have in order to be successful in the position.

**Don't make the same mistake!**

Sure, A-Players check all the hard skill boxes, but they also bring advanced soft skills, and a passion that sets them apart and adds incredible value to your business.

## Hard Skills

A-Players consistently rise to the challenge of every project and deliver results that blow everything else out of the water. Undoubtedly, their hard skills like computer programming, web design, analytics, analytics, accounting, and foreign languages are advanced.



SEO



Research



Microsoft Office



Wordpress



Print Copy



Digital Copy

Social Media  
Copy

Email Copy

## Soft Skills

Besides checking all the hard skill boxes, A-Players bring advanced soft skills — personal attributes that enhance relationships and increase productivity.

In demand soft skills include:

### 1

## Good Communication

Good communication keeps a team running like a well-oiled machine. Projects run smoothly, deadlines are met, and everyone understands what they need to do. Besides strong written and verbal communication skills, effective communication includes non-verbal communication and the ability to listen.

### 2

## A Positive Attitude

A-Players come to work with the right attitude and leave their personal lives at home so they can focus on your business. A-Players inspire others with positivity and determination, and go the extra mile to help others and improve morale.

The right attitude can keep a project moving in the right direction or get a project back on track. A bad attitude will drive a project off the rails, diminish productivity, and fuel a toxic workplace.

### 3

## High Emotional Intelligence

The ability to recognize and manage emotions in ourselves and others is a valuable skill that improves outcomes. A-Players maintain composure in stressful situations and adapt to change in a productive manner. Employees with this skill are important to have at all levels of your organization.

Potential interview questions include: What is your opinion of Emotional Intelligence in the workplace? How do you adapt to change? Give me an example.

## 4 Risk-Taker

A-Players are fearless. As life-long learners, they take risks to learn. It is not enough for them to get a positive result — they need to know why the risk paid off. They investigate outcomes to identify factors that positively and negatively impacted results to ensure future success.

## 5 Adaptability

Successful businesses adapt to ever-changing marketplaces and customer demands. A-Players thrive in demanding environments, and welcome opportunities to reach deeply into their bag of tricks to solve problems and overcome complex obstacles without missing a beat. In fact, they make it look easy.

## 6 Prioritization

A-Players are natural leaders and masters of prioritizing tasks. Their keen focus on your vision, mission, and goals enables them to complete projects on time despite new developments, uncertainty, and chaos.

## 7 Self-Motivation

Believing they are unstoppable, A-Players motivate themselves to achieve their mission despite setbacks and hard punches. They are warriors who are stronger than all obstacles. You need them on your team.

## 8 Self-Discipline

A-Players take responsibility for the welfare of the company, its employees, and clients. This responsibility fuels their discipline to work with integrity, accuracy, and precision.

## 9 Anticipation

A-Players anticipate distractions, setbacks, and obstacles. They are skilled at devising efficient strategies and acting to keep their teams motivated, on task, and on schedule.

**And now, what is the unequivocal, number one skill  
That sets A-Players apart from all others?**

## 10. Passion

A-Players are excited by your vision and take immense pride in fulfilling it. They hunger to improve your business and serve your customers with exceptional service. They are also passionate about advancing their professional



# How A-Players Top the B- and C-Players

A-Players and B-Players are similar. Both are wonderful employees. The main difference is that A-Players live up to their potential and continually advance their limits. They are excited about the future and rush towards it.

B-Players make valuable contributions and do a good job. Rather than actively living up to their potential, however, they only have potential that has yet to be activated.

Managers can activate the potential in B-Players by building their confidence, fostering their professional growth and skill development, nurturing their passion, and rewarding initiative and self-motivation.

## 5 Characteristics of B-Players

### Competent

B-Players have the skills to complete projects on time but they are considered average.

### Steady Workers

You can rely on B-Players to pull their own weight, meet deadlines, and successfully deliver their assignments.

### Need Guidance

B-Players depend on others for guidance. They are eager for clear instructions, and encouragement to complete tasks and develop new skills.

### Loyal

Look at a list of your longest-serving employees and you'll find B-Players. They're committed to their projects, and are loyal to their employers, supervisors, and teammates.

### Eager to Learn

B-Players like to learn. Encourage their curiosity about how processes work, projects they're not directly involved in, the big picture, and how they can contribute to it, and you'll turn a B-Player into an A-Player.

## What about the C-Players?

C-Players are the least productive employees in a workforce. They are underachievers that account for 10%-20% of your staff

## 4 Painful Habits of C-Players

### Just Checking the Boxes

These employees do the bare minimum to complete their tasks without regard for quality, integrity, or accuracy. They don't take initiative or add value, and show little to no pride or interest in new tasks and projects.

### Miss Deadlines

As master procrastinators that lack time management skills, C-Players miss deadlines. They often struggle to meet deadlines by rushing through tasks.

### Require Full-Time Supervision

These high-maintenance workers need constant supervision to ensure they complete their assignments. Left to their own devices, they will drift aimlessly.

### Unmotivated

C-Players lack ambition. They work for a paycheck and benefits, taking little to no pride in their work. They don't have a career path or personal goals.

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## Part 2: Hiring A-Players: 5 Secrets You Need to Know

If YOU are the only A-Player amongst a roster of mediocre employees, forget about company growth. B-rated companies are full of stagnant B-Players. Exponential growth and success is close at hand with A-Players to help you get there. Do you know the benefits that A-Players bring to your organization?

### 1. A-Players Have More and Do More

A-Players have mastered advanced skills to fuel growth and accomplish goals. They hone their skills through ongoing professional development and seek challenges to put their skills to meaningful use.

### 2. A-Players Exceed Expectations

A-Players set a high bar for themselves. Being experts, their expectations for their own performance is usually higher than what the organization expects of them. They will consistently exceed your expectations but never exceed their own expectations.

### 3. A-Players are Productive

A-Players love what they do. Fueled by achievement and urgency, wasting time disgusts them. They are the ones chomping at the bit to run and win. *The A-Player's tagline is: "Put me in, Coach!"*

### 4. A-Players Have a Track Record of Success

A-Players strive for excellence. Their performance is better, faster, and stronger than others. Their resumes shine with significant accomplishments and game-changing projects.

### 5. A-Players See the Big Picture

A-Players live and breathe the company mission and vision to continually propel business success. Rather than getting trapped in the minutiae of daily and weekly tasks, A-Players quickly identify and flawlessly execute the most impactful initiatives.



## Part 3: 4 Easy Ways to Find A-Players TODAY

### 1. It Starts with YOU!

You are the company's original A-Player. Knowing that your A-Player behavior will attract other A-Players, are you actively looking for other A-Players on a regular basis? Industry get-togethers are a great place to find other A-Players. Remember, A-Players pursue professional development. That means you're sure to find them at conferences and trainings.

Also, check out free events for entrepreneurs like 1 Million Cups every Wednesday, the Google for Startups Community or TechStars' StartUp Week™. Events are held in cities throughout the U.S. and in other countries.

**Pro Tip:** Immediately after events, invite new contacts to join your LinkedIn network with a personalized note.

**Pro Tip:** Don't rush out the door as soon as presentations are over. A-Players stick around and enjoy meeting new contacts, afterwards.

### 2. Keep the Ball Rolling — Always Accept Applications

Most companies accept applications when they NEED to fill a position. Don't make the same MISTAKE! If you want a team of A-Players you need to build a Roster of Potential A-Players, now!

NEVER, ever stop accepting applications! Talk with interesting applicants. Add the A-Players to your roster of potentials and bring them back when you're ready to hire. In the meantime, look for them at events and keep in touch. It's never too early to have a productive conversation!

### 3. Cash In Your Network

Your network is your richest resource for A-Players. Like you, your connections know A-Players. BAM! The A-Players in your network just grew exponentially!

#### • Get Referrals

Do you meet 3 new people every day? Do you reconnect with 3 long-time connections every day? Reach out to your contacts and groups that may be able to refer you to some of their relevant A-Player connections.

*Always Remember: A-Players Want to Work with Other A-Players*

#### • Social Recruiting

LinkedIn is the original social media site for business people. Is your LinkedIn profile up-to-date? Have you joined LinkedIn groups like alumni and industry groups? When it comes to finding A-Players, LinkedIn is a great way to cast a wide net for A-Players.

But wait, there's more! If your customers are on Facebook, Twitter, Instagram, Pinterest, or other social media sites, your company should be there, too! These social networks are great for market research, and Facebook and Twitter are especially good for recruitment, also.

**Pro Tip:** Facebook groups exist to connect individuals with specific interests. Some are professional, others social, or philanthropic. Find the right groups and they will be brimming with prospects.

#### • Company Layoffs Are GOOD for YOU!

Layoffs usually result from downsizing, financial or legal struggles. That does not mean that employees who were laid off are faulty or unproductive. In fact, A-Players are laid off just like B- and C-Players. Don't overlook them and you'll discover terrific prospects.

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**Pro Tip:** When you hear about a layoff but you don't already know your prospects by name, search LinkedIn by company and title to connect with prospective A-Players who have been laid off.

- **Network with Influencers**

Industry influencers build incredible networks over time.

Once you establish a good relationship, they may be open to referring someone to you.

- **Become an Influencer!**

As you build your network and attend events, why not offer to speak at a meeting, or write a blog post? A-Players will take notice and want to work for you.

- **Hello, Professor!**

Yes, YOU could be an Adjunct Professor. Colleges and universities are always looking for part-time instructors, and their professors are always looking for guest speakers to share real-world experiences with students. An affiliation with an institution of higher learning publicly confirms your expertise and provides the opportunity to network with a strong pool of blossoming A-Players.

#### 4. Knock It Out of the Park

##### **Strengthen Your Careers Page**

A career page on your website is necessary for your company to find employees. Make sure it's geared for A-Players. If they're not impressed, you don't stand a chance of hiring them.

Remember, A-Players do their homework and research companies. If you are speaking at an event, for example, A-Players will find out more about you and your company BEFORE going to the event. They will seek you out at the event and impress you with their knowledge about the organization. If they're in the market for a new job, they'll also look at your site's careers page to see what positions are open and learn more about the culture. Expect A-Players to approach you with resumes, business cards, and questions at speaking engagements.

- **Be the Answer to Their Career Dreams**

Take every opportunity to sell your company to potential A-Players, every day, in every way. Whether it's your website, a podcast interview, or a speaking engagement, let everyone know about your company's terrific benefits, perks, and culture. People want to work for companies that take care of their employees.

## Example: I Will Teach You to Be Rich careers page

### Why we like it:



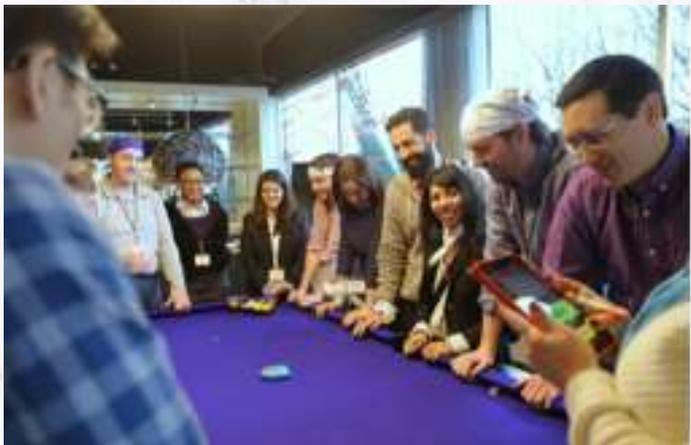
#### • Company Culture

The bold team photo shows that their fun company culture is a priority. Potential hires see the team dynamic and the right candidates will wish they were in that photo!



#### • Company Photo

You see fun, friendly faces you'd like to meet and work with. It motivates good candidates to apply and look forward to working with you.



#### • Perks

Always showcase the perks your company offers. This gives them more reasons to say YES to your company. Companies may offer similar benefits like insurance and savings plans, but not the same perks. Perks set you apart from other employers.



#### • Credibility

To prove your case that you offer attractive opportunities for A-Players, share case studies and impressive results. Dangle the carrot and share projects they'd be excited to tackle... IF they choose you!

### • Benefits

A-Players are responsible, and employee benefits are very important to them. Potential hires may assume you don't provide health insurance, a 401K plan, or tuition reimbursement if those benefits aren't on your website or in their offer letter.



### • Earn Your Reputation

To get on the radar of A-Players, build your reputation, deliberately, and consistently so they will want to work for you. Once your company's reputation is buzzing, A-Players will want to be a part of it.

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## Part 4:

# Crack the Code and Hire A-Players in 6 Steps

**LEGAL DISCLAIMER:** Information provided below does not constitute legal advice from Nicole Munoz Consulting, Inc. Kindly consult your HR department for legal concerns before beginning your hiring process.



## Score Card

### Step 1: Use a Scorecard to Rate All Candidates Fairly

Before beginning any hiring process, you should have a scorecard that includes a list of hard and soft skills required to be successful in the position. Score each candidate during their interview. Then, compare all of the scorecards at the end of the hiring process along with interview notes and test scores to determine the most qualified candidate to hire.

Check out our New Hire Scorecard [here](#).

**Pro Tip:** Create the scorecard immediately after writing the job description.

### Step 2: Screening/Filtering

When you post the position, consider including a uniform test such as a personality or behavioral test. You'll be able to quickly filter through many applications and quickly find the top candidates.

# Personality Tests To Consider

Below are a few of the popular tests recruitment agencies use.

Type	Pros	Cons
Caliper Profile	<ol style="list-style-type: none"> <li>1. Measures behavioral traits, abilities, and potential</li> <li>2. Compliant with government guidelines</li> <li>3. Provides guarantee</li> </ol>	<ol style="list-style-type: none"> <li>1. 60 minutes to complete</li> <li>2. Results are not delivered right away</li> <li>3. Costs ~\$250 per person</li> </ol>
SHL Occupational Personality Questionnaire (OPQ)	<ol style="list-style-type: none"> <li>1. Reveals behavioral work style</li> <li>2. Measures 32 personality traits</li> <li>3. Optimized for mobile phones</li> </ol>	<ol style="list-style-type: none"> <li>1. 60 minutes to complete</li> <li>2. Additional practice psychometric tests recommended</li> <li>3. Costs ~\$79/month</li> </ol>
DiSC® Profile	<ol style="list-style-type: none"> <li>1. Short test time</li> <li>2. Compares adapted behavior to natural behavioral style</li> <li>3. Reports can aid in coaching methods to improve team dynamics and productivity</li> </ol>	<ol style="list-style-type: none"> <li>1. Costs ~\$50 per person</li> <li>2. Too many variations, resulting in inaccuracy</li> <li>3. Highly complex test results are easily misinterpreted</li> </ol>
Kolbe (recommended)	<ol style="list-style-type: none"> <li>1. Short test time</li> <li>2. Free Team Collaboration Survey</li> <li>3. Measures natural instincts that motivate action</li> <li>4. Individual and team assessments</li> <li>5. Reveals conative attributes or motivations for behavior</li> </ol>	<p>Costs ~\$50 per person</p>



## Pre-Interview Call

### Step 3: Pre-Interview Call (Informal)

Once you've identified some applicants that may be a good match for the position, reach out to them with a screening phone call to ask basic HR questions like:

- Why did you apply for this job?
- What do you know about our company?
- Where are you currently located?
- What is your desired salary?
- Personal background

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## Ask or Don't Ask?

You may have a lot of questions about the candidate, but BEWARE! You have to be careful about what questions you ask, and how you ask them. There are ways to go around a question that does not cross legal boundaries or risk the possibility of discrimination. The global employment website Monster.com demonstrates some of the ways you can still get the information you want while steering clear of illegal questions. Find out here.

### NEVER, EVER Ask About

- Age
- Gender
- Sexual Orientation
- Religion
- Education
- Marital Status
- Pregnancy Status
- Family
- Housing or Residence
- Citizenship
- Health Concerns
- Financial Status
- Criminal Record
- Disability
- Physical Data
- Social Security

#### Step 4: First Interview (Technical Skills)

Now, we're getting down to business. This step focuses on all the technical skill sets needed to be successful in the position. You'll assess the candidate's relevant professional experience and what they bring to the table. This is the time to evaluate how they can help the company to grow.

#### Step 5: Second Interview (Cultural Fit)

Having made it this far in the hiring process, it's now time to determine how well the candidate would fit into the company values and goals, as well as whether or not they have what it takes to be a leader in your company.

You can ask situational interview questions that will help you gauge their abilities to work with your team. Ask questions to learn how they deal with pressure and conflict, lead projects, manage deadlines, and motivate others. It's important to know that they are well-rounded.

**Pro Tip:** Invite valued team members or managers to interview the candidate, as well. They will help determine cultural fit — if everyone is eager to work with the candidate, success is indicated.



## Step 6: Final Interview (Testing)

It's time to put them to the test! One of the best ways to see if an applicant can work for you is to put them through practical tests that are applicable to the position they are applying for.

### Simulation

Create a simulation of a typical project for your candidate and ask them to complete it. See if they can accomplish it satisfactorily, without regard for your company's established processes. You can see if they are able to successfully perform the tasks. Since A-Players always bring something new to the table, don't be surprised if they also introduce you to a more efficient process.

### Practical Test

Practical tests simulate how they will apply their skills and knowledge in the real life office environment. Actually bringing them in the office for a few hours will give you a good idea of what they will be like at work, and how well they get along with the team and adhere to company processes. A staff member can facilitate, grade, then give feedback after the test.

Results from the practical test and the scorecard, coupled with insights from interviews will help you identify the very best fit for your team!

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## Part 5:

### 15 Questions to Ask A-Players

Spotting an A-Player in an interview is relatively easy. Often, they skillfully and confidently answer key questions every A-Player is prepared to answer.

Here are some questions to ask during the hiring process:

#### Bag of Tricks

##### 1. What are your best skills?

A-Players know their strengths and are proud of them. They will clearly identify them, articulate why they are valuable, what they can do for you, and how they will achieve it.

##### 2. What accomplishments are you most proud of?

This question will help you determine the magnitude of their previous work experience, and what you can expect from them. Probe for challenges they faced and tactics they used to overcome them. If they are truly A-Players, they welcome challenges, and have a history of overcoming obstacles. They are likely to explain how they succeeded, and the far-reaching results of their efforts such as: impacting the whole company, improving standard operating procedures, or influencing product design that pleased customers.

##### 3. Have you ever been promoted?

Driving forces of success, A-Players are never overlooked by their employers. Once a company sees A-Player potential, they will test them with challenges. When the A-Player has successfully overcome the challenges of their current role, it's time to promote them. The promotion acknowledges their accomplishments while challenging them further, boosting their energy and drive to be your most dependable top performer. Every A-Player will have been promoted at least once before.

#### 4. Have you ever been fired?

While this question poses a negative impression if an employee has been fired, it's well worth listening to the story and their experience. Listen carefully to how they responded to the situation and assess whether or not the candidate should continue the interview process. As an A-Player yourself, you may have experienced toxic workplaces, not conformed to unethical practices, or had a C-Player supervisor. It's possible for unfortunate experiences to help people become better versions of themselves.



### Ahead of the Curve

#### 5. What projects have you led and what were the results?

A-Players are quickly given projects to lead. Leadership challenges provide an opportunity for A-Players to prove their capabilities, strengthen their pride in their work, and build their loyalty for the company. If they are successful, you have to continue to engage them in challenging projects. Otherwise, they are likely to grow restless with boredom and start looking for another job. Before you know it, they can be working for another company that challenges them.

#### 6. Tell me about a work crisis and how you handled it.

An employee who maintains grace under pressure can also resolve critical issues. Unlike ordinary employees who may panic, A-Players know how to deal with their emotions and are able to think rationally under pressure. They may be skilled in root cause analysis, and can play a valuable role in determining the cause of a problem and ensure it doesn't happen again.

#### 7. What type of leader do you look up to?

This question helps determine the leadership style they hope to emulate. This will help you gauge how well they will mesh with your company culture.

## Fire in the Belly

### 8. What do you like about our company and what would you change?

If an applicant is eager to apply and work for your company, most likely they have researched your company and your processes. Their ability to answer this question shows their interest and that they may already be thinking about how they can be an asset to you.

### 9. What new skills have you recently acquired?

A-Players never stop learning. This is one of the biggest differences between A-Players and B- or C-Players. It's important to know that your potential employee is self-motivated to keep up with best practices, industry trends, and technology.

## Together, We're Stronger

### 10. How well do you get along with other people?

A-Players are team players and have a knack for getting along with many different personalities. But they must also be able to contribute to YOUR company culture.

Cultural contribution advances the concept of cultural fit. Today, employers consider not only if the applicant can blend in and fit the company culture, but also if they would be able to contribute to it, enhancing the environment for everyone.

Asking an applicant to explain how they get along with other people shows their adaptability and flexibility when working with other people.

### 11. Tell me about a problem you had with a fellow employee.

As leaders, A-Players will work with a team on a daily basis so they need to know how to resolve conflicts. The response to this question will help you determine how skillfully they can reconcile problems while keeping the team motivated and on schedule.

### 12. Do you prefer to work alone or on a team?

This question also refers to their ability to work in a group or if they are more successful working alone. By knowing this, you can determine if they are a fit for the demands of the position.

That said, A-Players are ALWAYS team players. While they have terrific leadership skills, they are a good team player, too. They excel when working with others.

### **13. Describe your dream work environment?**

A-Players thrive in competitive and challenging workplaces. If you sense excitement and eagerness to work in such an environment, you might have found your valuable A-Player. A distinguishing characteristic of A-Players is their ability to thrive in challenging environments.

### **14. When you work on a team, do you prefer to lead or follow?**

Without fail, A-Players possess great leadership skills and are eager to lead. This is because they are driven to succeed. Among all the players on your team, A-Players are the most likely to succeed. They never quit, and will inspire and motivate the team while encouraging a fighting spirit in the midst of crises.

### **15. What makes you exceptional?**

This question is an opportunity for them to succinctly synthesize their wealth of experience with your specific needs. Does their response reflect new details they learned from speaking with you today? Do they display true understanding expectations? Are they articulate? A-Players anticipate this question. They prepare their answer before they step into the interview and incorporate new information in real time.

### **BONUS: Watch Out for What They Ask YOU!**

A-Players are critically assessing your opportunity as much as you are evaluating them. They don't sit passively, waiting for your questions. Instead, they will ask about your company, your processes, and what else you have in store for them.

You can also expect that they have done their homework and are aware of news stories or industry speculation that includes you or your company. Don't be surprised if they ask about it. Don't hold it against them. They are displaying awareness of issues that may be on your mind while trying to anticipate the degree to which they may be affected — telltale signs of an A-Player!



### ZipRecruiter

- Easily link jobs posted on ZipRecruiter to display on your website
- Resume bank with over 16 million resumes
- Unlimited searches



### Upwork

- The place to find freelancers
- Used by more than 5 million employers.
- Use Upwork's payroll services to easily pay freelancers.
- Team of dedicated advisors to help you hire the best of the best



### Indeed

- Mega site with 250 million monthly visitors.
- Post jobs for FREE or pay for a "Sponsored Jobs".



### Guru

- Matching freelancers and businesses for over 20 years.
- Among the lowest transaction fees of freelance job sites.



### FlexJobs

- Leading site for full-time and part-time remote/telecommute positions.
- Every job is vetted to ensure there are no hiring scams.
- Flat fee for unlimited job postings and resume searches.

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## Part 7: A Look Inside the A-Player's History

Let's face it; managing A-Players is not exactly a cakewalk. In fact, the biggest problem you're sure to have with A-Players is keeping them. We've studied the backgrounds of A-Players and found some common historical circumstances. These insights will help you learn more about them, understand how they became A-Players, and circumvent common pitfalls of managing them. Let's dive in.

### **Demanding Background**

A-Players have likely come from an extremely demanding background. Perhaps they come from a home with parents expecting them to be the best in everything, or, perhaps, a demanding teacher or school pressured them to always perform well. Childhood plays a major role in the development of a person. Growing up in a demanding home is a common characteristic of A-Players. Accustomed to meeting demands, these children grow into adults who thrive in demanding and challenging roles.

### **Insecure Overachievers**

Having worked for validation, A-Players are fueled to achieve. However, because validation wasn't readily given to them, most of them have insecurities about themselves and their skills. This insecurity is exactly what keeps them performing so very well. It's something that drives them to constantly prove their worth.

### **Withheld Validation and Praise**

More than likely, A-Players weren't appreciated for their achievements until they were rewarded in the workplace. Leaving every achievement unpraised was a way to keep their children striving to improve. Now, as A-Players, they constantly battle to achieve validation.

### **Strike a Balance - The Art of Managing A-Players**

Now for the tricky part... You need to let that insecurity of their own achievements be a way for them to keep going, but also tread carefully so that they don't go overboard. Striking a balance in such a complicated situation will be the key to keeping your A-Players on a straight path and working for you. You need to **KNOW** exactly what to give and how much of it; to know exactly how to manage them and when to back off.

**Keep reading to learn more about how to keep your A-Players for the long-haul!**

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## Part 8: Don't Let Your A-Players Be Stolen Away

### The ABC Crash Course

The enduring adage finders, keepers; losers weepers doesn't apply to A-Players. Just because you've finally found an A-Player, that doesn't mean they are yours forever. A-Players are likely to leave their current places of employment before their employers want them to depart.

It's true that finding A-Players can be a daunting process. But by following the tips in this guide, you will not only find them, you will hire them. Congratulations in advance!

Once A-Players are onboard, you need to keep them! At first, you need to make sure that they don't begin second-guessing their decision to accept your offer. After they settle in, you need to make sure that you continue to be their employer of choice for many years to come.

Every day, A-Players are stolen away from unsuspecting companies by other organizations. The leaders of these companies haven't read this guide and make it easy for anyone to lure their A-Players. Don't be like them. Instead, consider yourself in constant competition against every employer for these A-Players, whether they are in your industry or not.

So, how can you keep your A-Players devoted to your business? The truth is, there are too many ways to address them all here. That said, below are the key attributes that your organization needs to consistently demonstrate to every A-Player in order to keep them on your team. And, they're as fundamental as ABC!

## Always Appreciate!

Ensuring an A-Player feels appreciated cannot be stressed enough. From the smallest acts of appreciation, to the biggest pay raises you can offer, appreciation is vital to A-Players. Whatever you do, always, always, ALWAYS make sure you make your A-Players feel valued. Congratulate them when they do a good job, reward them if you can, and involve them in overall company activities.

Please note that a one-size-fits-all approach is insulting to A-Players. Find different ways to validate their efforts, taking into consideration how each particular A-Player experiences validation. Some A-Players simply need a good pat on the back or a few kind words. Others may want to receive an award or a certificate of appreciation that they can hang up in their office or at home. Whatever it is, find out how you can show appreciation for their incredible worth.

A-Players have an urgent, energetic desire to achieve. Occasionally, however, A-Players may seem difficult and act in unexpected ways. Perhaps a prior setback compels them to overwork and push their limits too far. Or, they may be disappointed in their performance and beat themselves up, even though you think their performance has been stellar. At this point, simply appreciate their effort while acknowledging their disappointment. Do not try to convince them otherwise – it will make them feel like you don't understand them and they will NOT appreciate this disagreement one bit. Just understand them and be kind. This is the quickest way to help them move past their insecurities and get back to business.

## Be Bold, Be the Best!

A-Players work for A-Leaders. They work for decisive, bold leaders who have a clear vision of what they want and where they want the company to go. Carving out a key role in the company's growth reassures A-Players with a greater sense of accomplishment as they approach milestones and advance their careers. Without this clarity, A-Players begin to feel like they're just doing what they're supposed to do as if they're B-Players. They don't want to be B-Players. They want to do more, to be a part of something bigger than just checking boxes to finish a project checklist. Be bold. Be clear.

A-Players work in A-Environments. They expect their workplaces to be places where professionalism is practiced, respect is expected, issues are handled with discretion, and decisions are made wisely. They also require an environment of excellence to propel your business forward. Provide them with the best teams, other A-Players, the best high-caliber resources and the most complex (and, therefore, the best) challenges, and they will produce outstanding results to the highest standards.

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## A-Leaders establish A-Environments where A-Players thrive

### Continually Challenge!

A-Players love challenges, and they have the experience, expertise, and drive to tackle the biggest obstacles that hinder your company's goals. In fact, every one of them is confident that they are the very best, if not the only, person who can overcome the hurdles and lead your company to victory.

A-Players never stay stagnant. They welcome challenges to grow, to learn, and to put all of their skills to use in bigger, more demanding jobs. Opportunities to excel are sure to keep your A-Players reaching for the brass ring. Make sure they don't feel like they're standing still or stuck performing the same tasks at the same level as yesterday. They are driven to do more. Challenge them to create and propose new projects that are beneficial to the company such as boosting the company sales or repositioning the company for better gains.

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## Part 9: 3 Simple Hacks to Build a Team of A-Players

### 1. Always Walk The Talk

Some leaders talk about their company values and accomplishments. Others, much like the lion that doesn't have to tell anyone it's a lion, exhibit A-Leader qualities and company values, without fail.

When you present yourself to the world as an A-Player, A-Players will be drawn to you. Be prepared for them to approach you and to have productive conversations that can lead you to finding your next A-Player, either in them or through their network.

Besides attracting A-Players to you, you are modeling behavior and qualities for others in the company to adopt. This is especially valuable for the B-Players with potential as they develop qualities that will help them advance and mature into A-Players.

### 2. Find the Missing Puzzle Pieces

Building a team of A-Players may not require a complete overhaul of your organizational chart. You may simply need a few missing pieces of the puzzle.

First, identify the strengths and weaknesses of your current team. Then, find the right people who will strengthen the team and fill the gaps.



### 3. Look Right Under Your Nose

One of the best ways to create a stellar team is to leverage the people you already have. But, companies often overlook potential A-Players already in the organization — their B-Players. If you have B-Players with potential to be A-Players, shift your focus to them. Nurture their growth. Motivate them to advance their skill set with training and expand their scope of responsibility. If they welcome the challenges and take action, you are on your way to grooming your next A-Player.



**BEWARE!** The longer you ignore B-Players who have A-Player potential, the more likely they are to feel useless and unsuccessful. They will wonder if their growth with your company is limited because you don't want them to become A-Players. Would you rather lose them and all of their future A-Player contributions to a competitor who offers them a better opportunity for advancement?

## Who are the B-Players?

We already covered this in Part 1. Here's a quick recap:

- Competent Employees
- Steady Workers
- Successful and Efficient with Little Guidance
- Loyal to Employers
- Eager to Learn

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## Part 10: 3 Reasons to Groom B-Players to Be A-Players



### Save Time and Money

It takes a lot of time to hire qualified people, and even more time and effort to find elusive A-Players. Month after month, the costs of trying to find the right people go up exponentially.

Before your costs skyrocket, look to your roster of B-Players with potential. You've already made a substantial investment in them. Pick the one with the most potential and help them grow into an A-Player. Besides saving time and money, you'll send a strong message to other B-Players with potential that you value your employees and promote from within.



### Contingency Plan

A-Players are the most fickle, changing commitment to employers quickly. They can be lured away with better compensation or more challenging work with better opportunities for advancement. A-Players focus more on work and less on loyalty.

B-Players, however, are the tried and tested loyal employees. If you have already prepared them for an A-Player role, they will hit the ground running when an A-Player jumps ship in the blink of an eye.



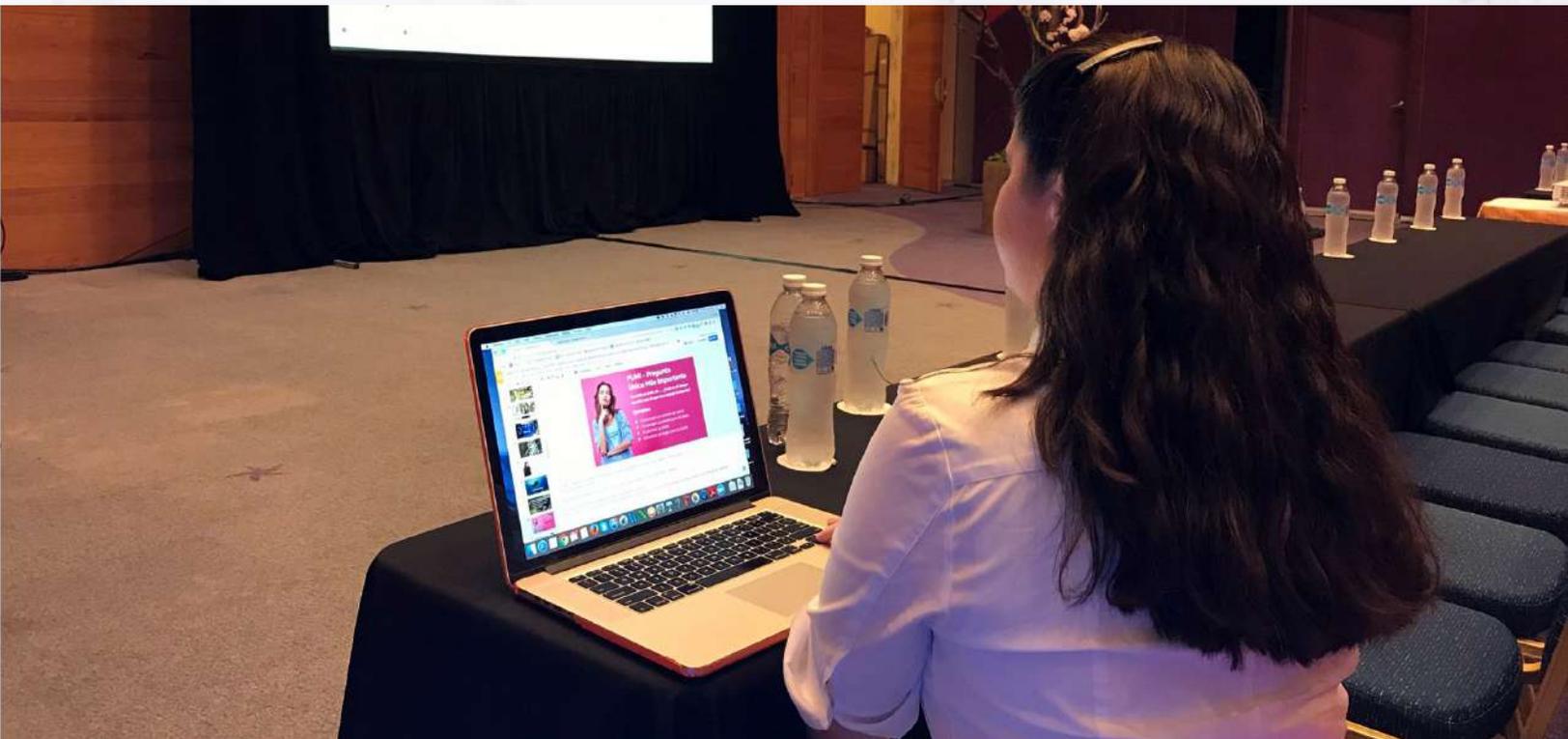
### Ensure Loyal Employees

B-Players are loyal. Their loyalty will continue when they become A-Players. In fact, they have more interest in staying since they have grown within the company. They enjoy a sense of belonging and achievement, while honoring the bond and commitment the company has shown to them.

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## Part 11: The One Way To Know When a B-Player is Ready

Now that you've identified your B-Players and their capabilities, you may be wondering how will know when you can really depend on them to perform as A-Players.

Keep in mind that some B-Players may NOT want more responsibilities or advanced training. Others simply don't like change and don't want to advance, preferring to stay stagnant. It could be because they are happy with their current situation where they get to balance work and life; it could be because they simply don't want to do more and are content with their current workload. Perhaps they are very content but don't have a lot of ambition. These are NOT your B-Players with potential.

Then, there are others who WANT more. They want to BE more. They want to KNOW more. They want to ACHIEVE more. Those are your B-Players with potential to step and be an A-Player.

Look for the B-Players who show desire in seeing and understanding the big picture, and how they can better support the company's growth rather than simply accomplishing tasks assigned to them. Those are your B-Players with potential. Increase your investment in them.

It may be difficult. B-Players with potential do not yet have the experience or confidence of A-Players. Expect to invest time and energy mentoring and guiding your B-Players on the path to becoming A-Players. Challenge them, support them, and help them learn from their mistakes. In the next section, you'll learn the 3 steps to facilitate their transition into an A-Player. Follow our steps and you'll see an impressive return on your investment.

## Part 12: Turn B-Players into A-Players in 3 Steps

### Step 1: Mentorship and Guidance



#### Have Clear Expectations

The key to a successful mentor-mentee relationship is your pre-mentorship discussion. In a face-to-face meeting, set clear expectations. Discuss topics such as the scope of mentorship you are willing to provide, limits and boundaries, your preferred mode of communication, and the results you expect them to deliver.



#### Set Goals

Both of you need to be on the same page about the goals the mentee is expected to work toward. Create achievable and stretch goals, and reasonable timelines to track progress, monitor performance, and provide timely feedback.



#### Create a Schedule

Make sure you regularly make time for each other. Set dates and times for them to meet with you, report on progress, and troubleshoot issues. As a mentor, you need to commit to devote uninterrupted time to your mentee. Advise them of your availability for face-to-face meetings and phone calls.



#### When They Struggle

Make sure you are providing opportunities for your B-Players to become A-Players. In order to grow, they need to struggle and work through complex issues. Your purpose as a mentor is to ensure your mentees become A-Players.

So, when you find them struggling, don't rush to tell them how you would do it. Instead, ask them questions that will help them fully analyze the obstacle and figure it out themselves. Think of their struggles as teachable moments.

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## Step 2: Trainings and Conferences



### Trainings

Training opportunities are available every day, and there are several modes of training available. For example, in-person trainings are available in major cities, and online trainings are available on demand, whenever students are available. There are even valuable free training opportunities that offer students certifications.

Whatever your budget, there are many opportunities for B-Players to hone their skills, increase their skills, and learn best practices that will benefit your company.



### Development

Conferences help your B-Players keep up with advances in their field and widen their perspectives on work-related matters. They are likely to meet a wide variety of people from all over the world. Conferences are great opportunities to network on behalf of the company while learning best practices or strengthening their skills.

What is more, the change of pace from a typical work day provides a great way for professionals to recharge and refocus before heading back to the office. Your B-Players will consider attending a conference a reward.

## Step 3: Engage and Talk

### Getting to Know You

One of the personal skills most B-Players need to master is balancing work and life. They may be so eager to prove they are an A-Player that they run themselves down. Watch for signs of burnout.

As a mentor, it's ok to step beyond the professional realm and get to know them on a personal, human level. Engage them in conversations about hobbies, interests, and weekend plans. This will help you to understand them and know what makes them tick.

As we learned in Part 7 — A Look Inside the A-Player's History, both A- and B-Players are products of their backgrounds and upbringings. When you understand them on a deeper than professional level, you will have insight that will help you optimize their growth and make significant contributions to your company.

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Now that you know exactly what to do to hire a team of A-Players, you're ready to master the 4 Smart Skills that Fortune 500 companies use in their businesses every single day!!

## The Skills to Scale Workshop

What would it mean for your business if you could stop wasting time putting out fires, and focus solely on the projects that are going to grow your business and make you money?

...If you could turn your team of independent contractors from a scattered group of individuals working odd hours into a close knit production machine?

Once you learn the 4 Smart Skills that Fortune 500 companies use - you too will be able to work less, earn more, and finally have the business of your dreams!!

[Click Here to Sign Up for the Skills to Scale Workshop!](#)

Curious what the 4 Smart Skills are?

### SMART Skill One: SMART Ideas

Do you feel like there is so much to do in your business that you are constantly jumping from one project to another...?

Determine which ideas are the ones you should be implementing in your business NOW!

### SMART Skill Two: SMART Teams

How many hours of your week could you get back if you no longer had to chase down your team members asking again and again if something was done yet?

Solve your meeting-itis (having so many meetings you can't get your work done) and set your team up to run like a well-oiled machine, even if your team members are working across different time zones.

### SMART Skill Three: SMART Project Management

Does your project management tool look like a never ending list of to-dos that will take years to complete?

Is your team frustrated and overwhelmed with the never ending amount of tasks and to-dos being assigned to them?

You will take hours of work off your plate every single week once you learn how to easily create templates for all of your processes. Create it once and use it over and over again!

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## **SMART Skill Four: SMART Leadership**

Who doesn't want to earn more and work less!? It's not a made-up pipe dream, this can be your reality once you master how to:

Manage Yourself: The essential foundation for great leadership

Manage Down: How to manage your team through mentorship

And

Manage Up: How to "manage" your boss (or clients!)

So what are you waiting for!?

**[Click Here to Sign Up for the Skills to Scale Workshop!](#)**

Running your business doesn't have to be an exhausting hamster-wheel of never ending tasks and requests.

It's time to work less, earn more, and finally have the business of your dreams!!

And the Skills to Scale Workshop will help rocket you there!

**Sign up now!**



## Hi, I'm Nicole.

I'm a Marketing Automation consultant who helps business owners streamline their businesses.

My secret talent is breaking apart businesses to find the gaps in their monthly revenue streams...AKA...producing money out of "thin air!"

People come to me...

- **Ready to quit - they've invested everything (time AND money) into their businesses, and are hemorrhaging cash. They can't sustain their business much longer.**
- **Not sure what to do next - they have all sorts of great ideas, but can't seem to deliver.**
- **Close to burnout - they're finding success in their business, but don't have enough hours in the day to get everything they need to accomplished.**  
**#fueledbycoffeeandprayers**
- **On the verge of something amazing - they just need that last bit of help to execute all of their dreams and ideas.**

Are you experiencing something similar in your business?

I wholeheartedly believe in building lifestyle businesses. That is, a business that will allow you the time, freedom and resources to live the life of your dreams.

For me, that means having tons of quality time to spend with my husband and seven kids and the resources to invest in our community in BIG ways.

I've never had the option of spending 100% of my time at my computer (I'm busy...you read the "mom of seven" part, right?) So the time I spend in my multiple six figure business (I've started three by the way) is time WELL SPENT.

If I had to guess, you're not risking it all with your business to be chained to your computer 24/7 with barely enough time to sit down with your family for a meal.

Why did you start your business, anyways?

My expertise will take your business to the next level. I'll teach you how to multiply your money without working more hours or compromising your lifestyle.

Together, we can design and build a multiple six or seven figure business that serves your unique goals.