

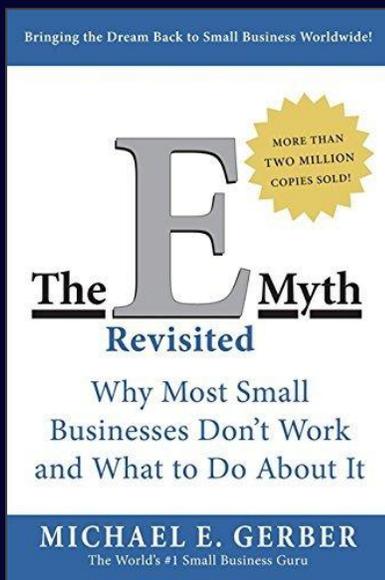


3-BOOK BLUEPRINT

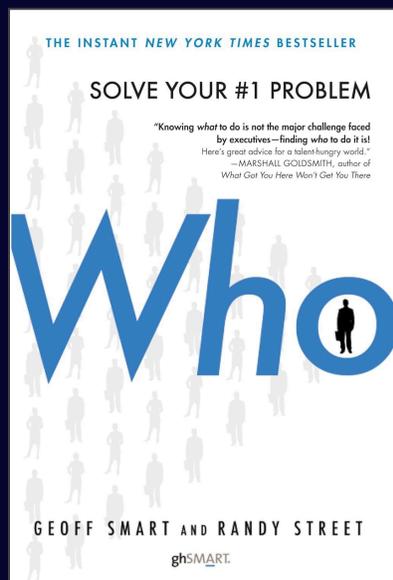
# The Hiring Resource Guide

# Key Concepts from 3 Essential Books

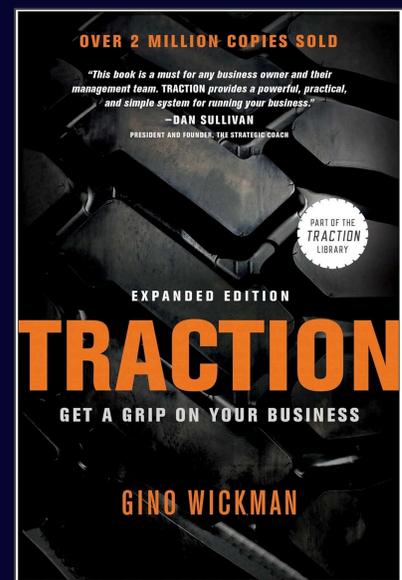
Actionable summaries of the most important hiring insights from **The E-Myth Revisited**, **Who: The A Method**, and **Traction**—plus guidance on which book to read first.



**Focus:** Building systems before scaling



**Focus:** Defining and evaluating talent



**Focus:** Right people, right seats

# The Hiring Problem

Hiring employees is one of the most pivotal decisions in your business journey. Get it right, and you unlock growth. Get it wrong, and you face months of frustration and costly mistakes.

The statistics are sobering:

23%

## Startup Failure Rate

According to Vena Solutions, 23.2% of new businesses fail within the first year, 48% by year five, and 65.3% by year 10.

[venasolutions.com](http://venasolutions.com)

46%

## Hiring Failure Rate

In a study of over 20,000 employees 46% of new hires failed within the first 18 months, with only 19% considered as high performers.

[Leadership IQ](#)

\$4.7K

## Cost Per Hire

The Society for Human Resource Management (SHRM) estimates the average cost per hire is \$4,700.

[shrm.org](http://shrm.org)

# Why These Three Books?

Different experts approach hiring from different angles. This guide extracts one key concept from each book—the insight that will make the biggest immediate difference.



**The E-Myth Revisited** teaches you to build systems before hiring



**Who: The A Method** teaches you to define and evaluate rigorously

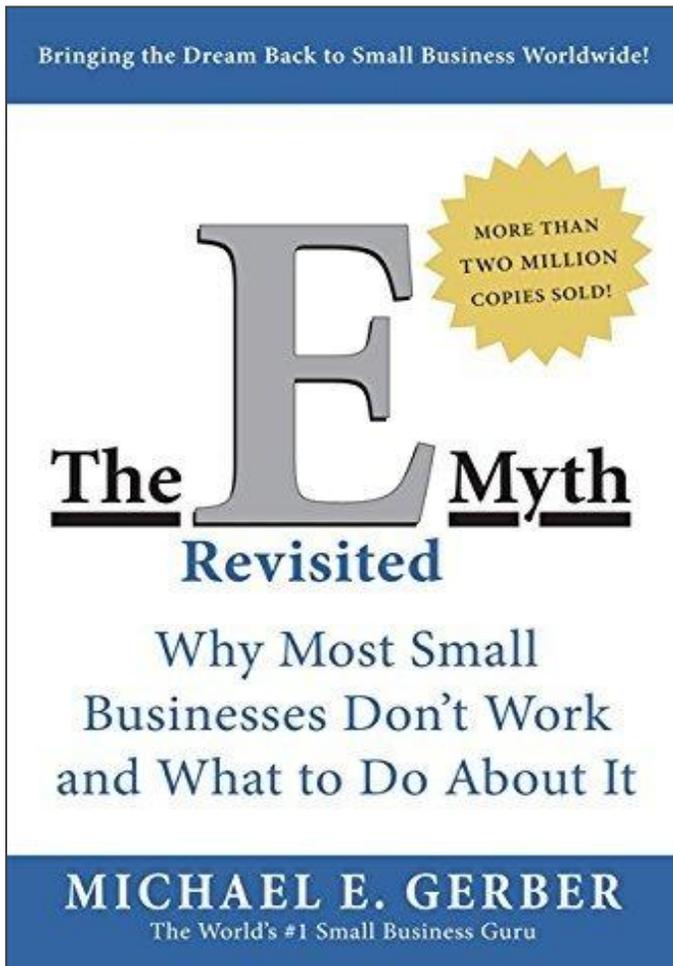


**Traction** teaches you to ensure genuine fit

Each book contains a complete methodology. For full systems, read the books. This guide helps you understand which is most relevant and gives you a starting point.

# The E-Myth Concept

## Systemize Before You Hire



*"Go to work on your business as if it were the pre-production prototype of a mass-produceable product."*

— Michael Gerber  
The E-Myth Revisited,

Michael Gerber's book has sold over 5 million copies and revolutionized how entrepreneurs build businesses.

## The Key Insight

**Work *on* your business rather than *in* it.**

Most business owners hire when desperate, then try to "train as they go." This creates chaos. The new employee asks constant questions, makes inconsistent decisions, and can't work independently.

**Gerber's solution:** Develop your business as if it were a "Franchise Prototype." Document every process. Build systems. Then hire people to execute those systems.

## How to Apply This

**Before you post a job:**

- Identify current business processes.** Determine what systems and processes need to be followed, what tasks need to be accomplished.
- Document the processes.** Document everything, including the employee's Position Contract, Operations Manual etc.
- Monitor and Adapt.** Ensure processes are in place to track success and make adjustments as necessary.

## What's Not Covered

The E-Myth Revisited includes much more: the complete Business Development Program, Franchise Prototype concept, Position Contracts, organizational charts, and how to build a business that runs without you.

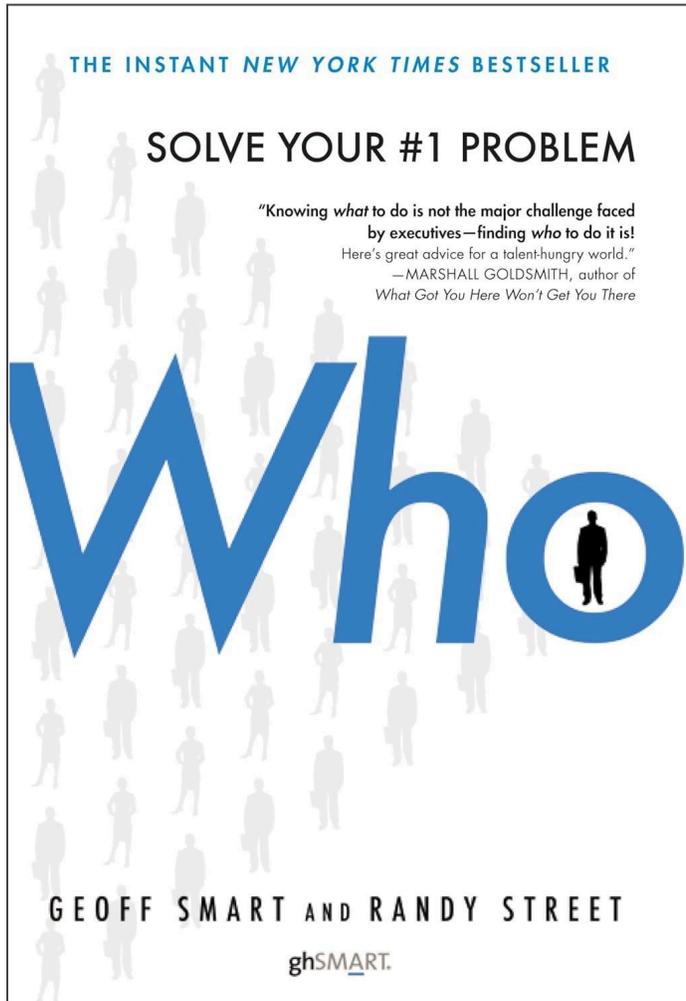
## When to Read This Book

### Read The E-Myth Revisited if you:

- Are doing everything yourself and feel trapped
- Can't take time off without everything falling apart
- Don't know what to delegate
- Want to build a business that doesn't depend on you being present

# The Who Concept

## The Scorecard Method



*"Scorecards are your blueprint for success."*

— Geoff Smart & Randy Street, *Who: The A Method for Hiring*

The authors findings are based on over 1,300 hours of interviews with top CEOs, managers and investors to identify what predicts success.

## The Key Finding

Finding the right people is the single biggest problem in business today.

Who introduces the scorecard method: instead of vague job descriptions, you define exactly what success looks like with measurable outcomes.

# The Scorecard Has Three Parts

**1. Mission** — A summary of the job's core purpose

**2. Outcomes** — 3-8 expected outcomes, ranked by importance

**3. Competencies** — The specific skills or traits required for success

The next three pages provide a template for creating your scorecard.

# Your Scorecard

## Mission Statement

Briefly capture the essence of this role and its impact on your business.

### Example from the book for VP Sales:

*"To double our revenue over three years by signing large profitable contracts with industrial customers. And to set up one hunting team to land new accounts and one farming team to grow existing accounts."*

### Your Mission:

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# Outcomes

3-8 measurable results this person must deliver. Each needs a number and timeframe.

## Examples:

- Grow revenue from \$25M to \$50M by end of year three.
- Increase EBITDA margin from 9% to 15% by year three.
- Design and roll out sales training by end of year two.

## Your Outcomes:

1. \_\_\_\_\_  
\_\_\_\_\_
2. \_\_\_\_\_  
\_\_\_\_\_
3. \_\_\_\_\_  
\_\_\_\_\_
4. \_\_\_\_\_  
\_\_\_\_\_
5. \_\_\_\_\_  
\_\_\_\_\_

# Competencies

Specific skills or traits required to deliver those outcomes. Should include 5-8 traits that align with your culture and as many as are necessary for the specific role.

## Examples:

- *Efficiency.* Able to produce significant output with minimal wasted effort.
- *Attention to detail.* Does not let important details slip through the cracks.
- *Ability to hire A Players (for managers).* Sources, selects and sells A Players to join a company.

## Your Competencies:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_
8. \_\_\_\_\_

## What's Not Covered

Who is a complete hiring system including four specific interview types (Screening, WHO, Focused, Reference), sourcing strategies, and how to "sell" top candidates on your opportunity.

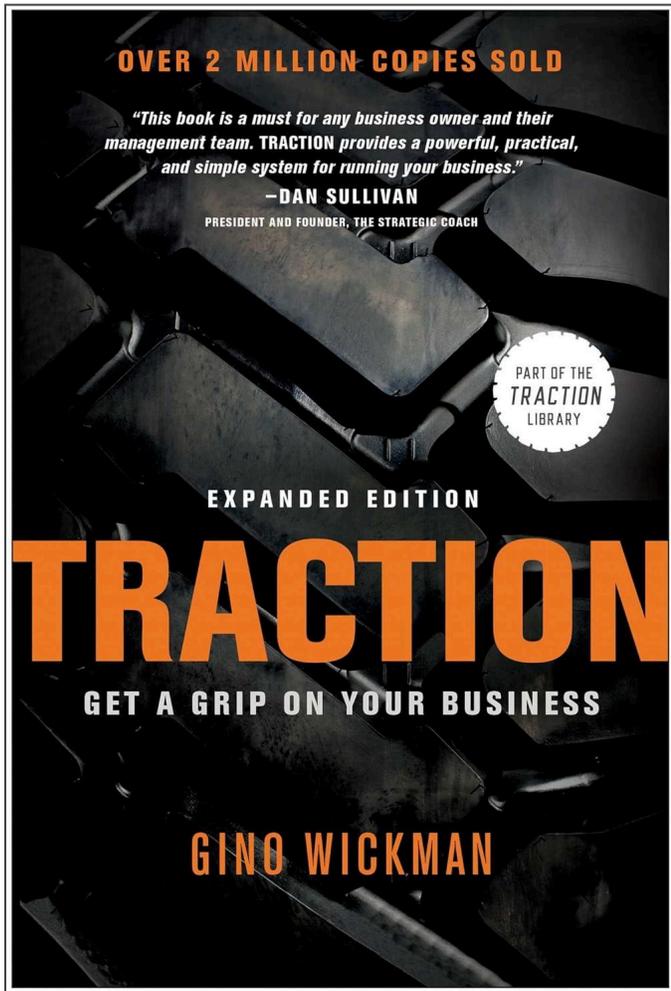
## When to Read This Book

### Read Who if you:

- Have made hiring mistakes before
- Struggle with vague expectations
- Don't know how to evaluate candidates objectively
- Want a rigorous, research-backed methodology

# The Traction Concept

## The GWC Filter



*"GWC is a tool that stemmed from thousands of hours of working with leaders."*

— Gino Wickman, Traction

Traction presents the Entrepreneurial Operating System (EOS). More than 10,000 companies have discovered what EOS can do. GWC is a powerful filter for evaluating fit.

# The Key Principle

(Traction, p 99-112)

Skills and experience aren't enough. Every person must pass **three tests**.



All three answers must be **YES**.

Two out of three means they're the wrong fit.

## The GWC Filter asks:

- Do they **Get it**?
- Do they **Want it**?
- Do they have the **Capacity** to do it?

# G = Get It

They understand the role at a deep, intuitive level. Not just the tasks, but the purpose and how it fits into your business.

## What to look for:

They ask insightful questions about your business. They connect dots without extensive explanations. They grasp implications when you describe scenarios.

### Red Flag

They need basic concepts explained multiple times. They don't understand how their work impacts the business.

# W = Want It

They genuinely desire to do this specific work. Not just to have any job, but because this role aligns with their interests and goals.

## What to look for:

Energy increases when discussing the actual work. They can articulate specifically why this role appeals to them.

### Red Flag

They talk about the job as a "stepping stone."  
Focus is on salary and benefits rather than the work itself.

# C = Capacity

They have the mental, physical, emotional, and time capacity to excel in this role consistently.

## What to look for:

Track record handling similar volume and complexity.  
Realistic assessment of their current commitments. They actually have room in their life for this role.

### Red Flag

Already overwhelmed with other responsibilities. They underestimate the role's demands or overestimate their bandwidth.

# Your GWC Assessment

Use this to evaluate every candidate:

**CANDIDATE NAME:**

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**Do they GET it?**

- YES (clearly understand the role)
- NO (don't naturally grasp it)

**Do they WANT it?**

- YES (genuinely excited about this work)
- NO (more interested in paycheck than work)

**Do they have CAPACITY?**

- YES (realistically have bandwidth)
- NO (already maxed out)

If all three are **YES** → Proceed

If any are **NO** → Move on

## What's Not Covered

Traction is a complete business operating system covering Vision, People, Data, Issues, Process, and Traction. GWC is one tool within the larger Entrepreneurial Operating System (EOS).

## When to Read This Book

### Read Traction if you:

- Want a complete operating system for your business
- Have hired people who looked great but didn't work out
- Struggle with accountability and execution
- Are building a team beyond just your first hire

# Which Book First?

If your biggest challenge is:

"I'm doing everything myself and drowning"

→ Read **The E-Myth Revisited**

"I've hired before and it didn't work"

→ Read **Who: The A Method**

"I struggle with culture fit and retention"

→ Read **Traction**

"This is my very first hire ever"

→ Read **all three, starting with E-Myth**

# Your Action Plan

## Before You Hire

### From The E-Myth:

- Document your core processes
- Create step-by-step guides
- Test your documentation

### From Who:

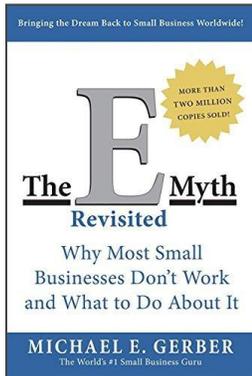
- Write mission statement
- Define 3-8 measurable outcomes
- List competencies
- Use scorecard

### From Traction:

- Prepare GWC questions
- Assess all three dimensions
- Only hire if all three are YES

# Get the Books

Each book provides significantly more depth than this summary.

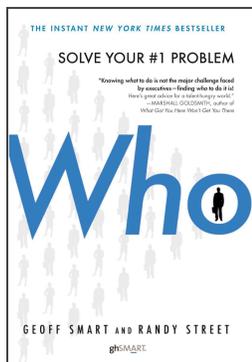


## The E-Myth Revisited

by Michael Gerber

*For building a business that runs on systems, not you*

<https://a.co/d/h1bHp7B>

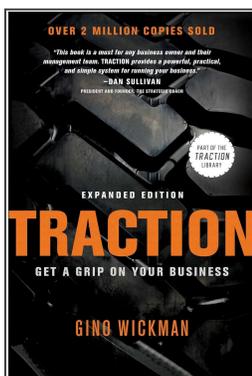


## Who: The A Method for Hiring

by Geoff Smart & Randy Street

*For a complete, proven hiring methodology*

<https://a.co/d/biYfFOk>



## Traction

by Gino Wickman

*For a complete operating system to run your business*

<https://a.co/d/cw8M2gF>

# Watch the Full Video

For detailed explanations and examples of each concept:



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