**References :**

**Hard Facts Dangerous Half-Truths , and Total Nonsense : Profiting from evidence based management - Jeffrey Pfeffer**

[**http://techbus.safaribooksonline.com/book/management/9781422154588/4-do-the-best-organizations-have-the-best-people/title55\_html#X2ludGVybmFsX0h0bWxWaWV3P3htbGlkPTk3ODE0MjIxNTQ1ODglMkZ0aXRsZTU1X2h0bWwmcXVlcnk9**](http://techbus.safaribooksonline.com/book/management/9781422154588/4-do-the-best-organizations-have-the-best-people/title55_html#X2ludGVybmFsX0h0bWxWaWV3P3htbGlkPTk3ODE0MjIxNTQ1ODglMkZ0aXRsZTU1X2h0bWwmcXVlcnk9)

**Summary of above points**

**The Best Are Much Better Than the Rest**

There are enormous and well-documented differences between the best and worst performers in numerous endeavors. Psychologist Dean Keith Simonton, who has spent his career studying greatness and genius, concludes: “No matter where you look, the same story can be told, with only minor adjustments. Identify the 10 percent who have contributed the most to some endeavor, whether it be songs, poems, paintings, patents, articles, legislation, battles, films, designs, or anything else. Count all the accomplishments that they have to their credit. Now tally the achievements of the remaining 90 percent who struggled in the same area of achievement. The first tally will equal or surpass the second tally. Period.”[9](http://techbus.safaribooksonline.com/9781422154588/e9781422154588_bm01_html" \l "end_en150) One study showed that a mere 16 composers produced about 50 percent of the classical music that is performed and recorded today, while 235 others produced the remaining half. Another study found that 10 percent of the authors had written about 50 percent of the books in the Library of Congress. Research on computer programmers showed that the most productive programmers were 10 times more productive than the least productive, and five times more productive than average programmers.[10](http://techbus.safaribooksonline.com/9781422154588/e9781422154588_bm01_html#end_en151) Such staggering variations suggest a strong argument for bringing aboard and keeping the best people, especially those in the top 10 percent.

Less dramatic but still large differences were uncovered by industrial psychologists Frank Schmidt and John Hunter, who analyzed *all* published studies (spanning 85 years!) “that measured or counted the amount of output for different employees.” They found, in comparing superior workers (at the 84th percentile) with average workers (at the 50th percentile), that superior workers in jobs requiring low skill produced 19 percent more than average workers, superior workers in jobs requiring high skill were 32 percent more productive, and for professionals and managers, superior performers produced 48 percent more output than average performers. It is hard to quarrel with their conclusion that such differences can affect an organization’s economic health.[11](http://techbus.safaribooksonline.com/9781422154588/e9781422154588_bm01_html#end_en152)

**Why Smart and Skilled People Fuel Performance**

# Organizations *Can* Spot the Best in Advance

The worst predictors were age

# Stars (Might) Attract More Stars

*The War for Talent* makes the same point. “We call it the Rule of Crappy People: Bad managers hire very, very bad employees and tend to promote poor performers because they are threatened by anyone who is anywhere near as good as they are.”[17](http://techbus.safaribooksonline.com/9781422154588/e9781422154588_bm01_html#end_en158)