

Do You Have The Right People In the Right Seats?



Right People: Right Seats?

PEOPLE: Do You Have The Right People In the Right Seats?

Jim Collins' book "Good To Great" rightly deserves its place on a short list of all-time business classics. Based on extensive research, yet boiled down into timeless and practical principles, Collins' book will continue to help leaders and companies for decades to come. Perhaps the most memorable quote in the book is:

You are a bus driver. The bus, your company, is at a standstill, and it's your job to get it going. You have to decide where you're going, how you're going to get there, and who's going with you. Most people assume that great bus drivers immediately start the journey by announcing to the people on the bus where they're going—by setting a new direction or by articulating a fresh corporate vision. In fact, leaders of companies that go from good to great start not with "where" but with "who." They start by getting the right people on the bus, the wrong people off the bus, and the right people in the right seats. And they stick with that discipline—first the people, then the direction—no matter how dire the circumstances.



This is not only the most memorable quote from the book, but in some ways the most surprising finding from *Good To Great* – that great leaders don't start with vision, but instead start with ensuring the right people are on the bus and in the right seat!

But How Do You Put This Principle Into Practice?

To ensure you have a bus full of the right people in the right seats you need both "Right people" and "Right seat". Also, there are wider contexts than just narrowly determining if someone is a 'right person' and in the 'right seat' as the two EOS® tools below will explain.

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People Analyzer™: How to determine “right people”

Right people share your Core Values – the wrong people do not. Core Values are discovered during an EOS® Vision Building session. The People Analyzer tool evaluates everyone relative to their fit against Core Values. Typically a minimum bar is established that people have to be able to clear – for instance, if you have 5 Core Values, a determination needs to be made around how many of the 5 Core Values people have to consistently live out, and how many they are allowed to sometimes live out & sometimes not. If anyone more often than not consistently does not live out even one Core Value, then they are ‘below the bar’ and not a right person. Once the Leadership Team has mastered The Accountability Chart, it is then rolled out to the rest of the organization.

Supervisors meet with their direct reports to discuss how well they consistently do or don’t live out the company’s Core Values. To the extent people are not above the bar, then give them a reasonable amount of time to change their behavior.

Accountability Chart: How to determine “right seat”

“Right seats” are best clarified in the context of a company-wide Accountability Chart. To create an accountability chart requires:

- Literally wiping the slate clean in terms of current structure and roles
- Begin by asking what are the major functions of the business and then the seats needed to lead each of those major functions
- Once seats are determined, then clarify the unique 3 – 7 responsibilities for that seat

To determine if a certain person is the “Right person” for a given seat, evaluate them against

- “Get it”
- “Want it”
- “Capacity to do it”

Three yesses are required for someone to be in the right seat.

Wrong Person And/or Wrong Seat Issues Are Holding Most Organizations Back

Having facilitated dozens of these processes to determine if the right people are in the right seats, it almost always reveals significant ways in which the organization was being held back by a combination of wrong person and/or wrong seat issues.

So What?

Have you ensured that the bus you are driving is full of the right people in the right seats?

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About At Pure Profit Group as virtual accountants, we like to say that we're industry-agnostic. This means that we're able to understand and meet your requirements, regardless of what vertical your organization resides in. Most CEO's have given up on their accounting departments. In their minds, the accountant is someone who pushes paper and tries to come up with reports that are 30 to 60 days late, and to make matters worse the accounting department labor costs eat away at their sales, marketing, and production budgets. The term virtual accountant might sound like something plucked from a George Orwell novel, but that couldn't be farther from the truth. we are very present, very real, and perhaps most importantly—we are very human. Thankfully, having a virtual accountant is not like having a nerdier version Siri, it's a cocktail of remote accountants working in sync with technology to bring you a seamless experience that doesn't require you do any work. We are committed to delivering your organization expert service. We offer your organization a dedicated professional accounting-finance services & advice team that at the end of the day offers your organization profit, partnership, and peace of mind! Pure Profit Group is your organization's premier accounting solution!

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