

Assessing People for Fit

We all know the importance of having the right team in place. If someone can't do their job it means someone else on the team has to get involved, which prevents them doing their own job 100%. You can see the potential for this to cause problems across the business.

The difficulty comes when you're not sure if a team member fits or not. Very poor team members are easy to spot. Very good team members are equally easy to spot too. It's the 50/50 people that can be challenging.

When it comes to working out where, or if, these team members are right you need to know what you want from them first. And to do that you have to know what your business is all about, and where they fit. Here's a simple way to work it out.

Step 1: The Values Assessment

The first port of call is identifying if someone should be in the business at all. To do that it's worth doing a Values Assessment. Do their values and the core values of the organisation match up?

If they don't, the relationship is not going to work, it's that simple. No ifs, no buts.

A values mismatch would mean having to terminate the person, or manage them out in accordance with the law.

Core Business Values

(Insert your 5 core values from your Business Plan)

Do their actions demonstrate this value?

(Choose One)

Yes	No	Sometimes
Yes	No	Sometimes
Yes	No	Sometimes
Yes	No	Sometimes
Yes	No	Sometimes

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Step 2: Get it, Want it, Capacity to do it

The second step in your analysis is to decide if each person on the team gets it, wants it and has the capacity to do it. Gino Wickman describes this in his book Traction: Get a Grip on Your Business.

Simply put:

Get it: Does the person get what the role is all about? Obviously that means can they do everything in the Job Description, but do they understand the subtlety and nuance of the role too; the things we can't always list in a job spec?

That usually shows up as 'they don't need to be told' what to do.

Want it: Does the person want to do the role? My favourite line from Traction* is, "You can't pay, motivate, force, or beg someone to want it."

Capacity to do it: Does the person have the skills, the smarts, and the time to do the role?

You are looking to answer 'Yes' or 'No' to each of these questions. If the answer to any of them is 'No', then you have two options:

- a.) Move the person to another role in your business where the answers would all be 'Yes'.
- b.) Let the person go and get a new person in that role.

If you are a larger or growing business, sometimes you can move a person to a new role and turn them into a star performer.

However, in a lot of smaller firms this option just isn't available and you'll have to bite the bullet. It's never nice to have to let someone go, but if you know it needs to be done, do it as soon as possible. Bad news doesn't get better with time and your business can't move forward without getting a great team assembled.

Do They?

Answer

Get it ?	Yes	No
Want it ?	Yes	No
Have the capacity to do it ?	Yes	No

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Using the Assessment

I recommend completing this exercise for every person on your team.

The stars will score well on both of these assessments.

The people who are clearly underperforming will not score well, but you'll at least be able to pinpoint why that's the case.

And for the 50/50 people you will uncover whether they are someone to keep or to let go.

The information you gather won't just benefit you. It will help the underperforming team member understand why they're not right for the role, and might also help them find work they're more suited for elsewhere.

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