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Great People = Great Company

Picking the right people requires patience, discernment and fully knowing who you are so that you can authentically pick who fits with you and your goals.

by **Steve Dailey**

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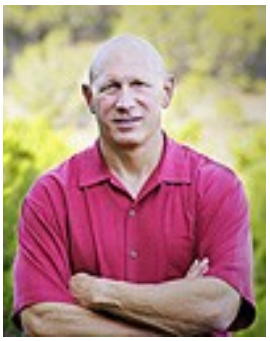

In Jim Collins landmark book *"Good To Great"*, one of his essential components marking the magical turning point for companies that exploded to marketplace dominance was to patiently and consistently "get the right people on the bus". He tells several stories about companies that had vacancies in key positions that, in spite of the cost for not quickly grabbing someone that could simply do the job, were so passionately committed to only hiring A players that they held off and counter-intuitively risked organizational chaos or losing competitive edge to eventually pick the perfect fit – only to see their company or division subsequently launch to unpredicted and legendary heights.

And though Mr. Collin's work addresses mostly large, global companies – his principles are equally if not more powerfully relevant to the small business.

There are some obvious differences though in a small business. When we talk about hiring the right people, we may not always be talking about employees or executives. The "people" in a small business are often your vendors or service providers like your web designer or supplier, your contractors, your alliance partners and key people you hang out with in network groups. "People" in your small business are those that either you depend on to prepare for or deliver your product or service, or those that you collaborate with.

And here's the key point: selecting your "people" in a small business should be every bit as

relevant and deliberate as it is for a Fortune 100 company hiring a new CEO.

So what are the factors in selecting the right people to work for or collaborate with you as you grow your business?

In my work as a Coach for Small Businesses I advise two domains of consideration when you are evaluating a person or business to work with: **Competency and Culture.**

Competency is the talent, resources and related experience that an individual or company brings that will be both compatible and synergistic with your company goals. Look for related experience yet experience that produces a result that parallels or suggests that they have the right stuff to do the same thing for you. Competency also has to do with the individual's or company's style, responsiveness and alacrity in answering your questions, providing feedback or additional material and providing references. And competency can also be picked up in little things like spelling and grammatical errors on a resume or proposal.

Culture is very different from competency. A good cultural fit has to do with the values of the individual or company, what they stand for and how they make decisions. Culture is reflected in likability and relate-ability – simply whether you enjoy being around them or not.

Culture is reflected in whether or not you feel you can identify with the individual or company as well as what your "gut says" when you are interacting. Are you excited, energized or motivated – or do you have angst, reservation and hesitation.

Picking the right people requires patience, discernment and fully knowing who you are so that you can authentically pick who fits with you and your

goals. Slow down, be discerning and remember that hiring the right people may cost time and money but hiring the wrong ones is exponentially more expensive.

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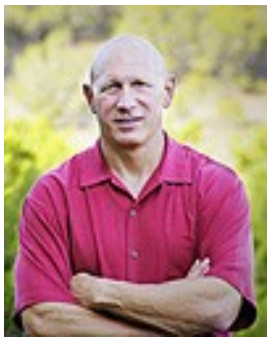

Steve Dailey is a speaker, author, advocate and coach for people 45 and older embracing the second half of life as the Better Half. Helping hundreds of small business owners for over 20 years achieve new levels of vision, confidence and success in their business goals has taught him that those most equipped to make a difference in the world around them are those that have endured the challenges and obstacles of life through their first 40-50 years. His battle cry challenges - "If not for the second half, what was the first half for?!" www.AchievementBridge.com