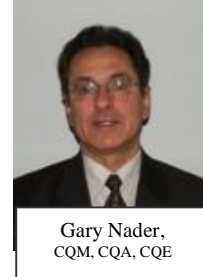


Organizational and People Capability – How?

Getting the Right People in the Right Seat on the Bus

Author: Gary Nader, Principal Consultant – Total Quality Associates

How many times have you heard, or even said, “People are our most important asset”? Well, that is not quite correct ... “The RIGHT people are our most important asset.”



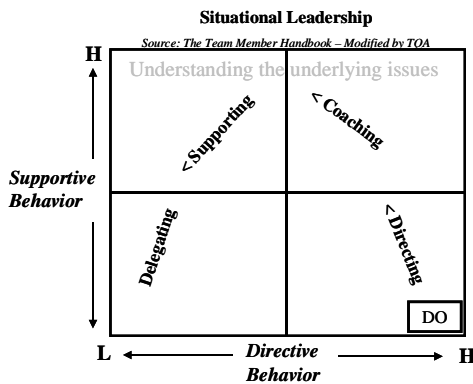
Right people, right seat

“Good to Great” author, Jim Collins, strongly feels that a company MUST get the right people on the Bus (your organization and its culture or desired culture) and the wrong people off the bus. In fact, he makes it clear that the “who”, i.e., the right people in the right positions, comes before the “what” or the strategies for successfully becoming a great company. In other words, it is imperative to achieve people capability before any significant, *long-term* organizational accomplishment can occur. The key question is: How does a company get the right people, in the right seats?

Well, each company faces four different scenarios, usually in some combination, as noted below. *How* these are dealt with determines the outcome.

- Sometimes you have the right people in the right positions.
- Sometimes you have people who are close to being right but require development.
- Sometimes you have the right people but in the wrong position.
- Sometimes you have the wrong people – period.

Roadmap to Getting the Right People in the Right Seat:



1. Diligence during the *recruiting and hiring process*.
2. Using position *assessment tools* which clearly define generic and specific cultural & position needs.
3. Utilizing “*Situational Leadership*” to bring the best out in people. This is one of the most powerful concepts that leaders/managers/supervisors should master.
4. *Moving people* to a winning seat on the Bus, when possible.
5. Acting quickly when all the signs indicate that there is no right seat for an individual on the Bus.

Performance excellence through people

While an organization is getting most of the right people, in the right seats, there are ways to maximize the performance of the workforce. There are many competing theories and considerable disagreement on what works and what does not. The **Performance Excellence through People Model (PEP Model)** presented here combines many of the tools and concepts, which can help companies and their people



excel. Among other things, this involves leadership understanding and applying motivational theory and practices.

In the author's opinion, the "6 Cs" (content, cooperation, collaboration, caring, communication and coaching) are *most effective* in fostering the desire to use discretionary or extra effort.

Putting it all together

Remember, the *right people in the right seats* are a company's most important asset. To achieve this, get the right people on the bus through good recruiting and hiring practices; move people to the right seat when appropriate; use situational leadership to develop associates with positive potential; get the wrong people off the bus and utilize the PEP Model to help enhance people's performance.

Training is available in all or a portion of this material. Training can range from awareness sessions through full workshops. There are also provisions for assessments and one-on-one or group *in-situ applications* training. Contact information is included in the footer below.

The emphasis is always on RESULTS so the return on investment will be substantial!