Hire for attitude, train for skills

Jo Keeler
Managing Director
Belbin - proud to be an EOT
The team company owned by the team

BELBIN®

“When you’re in a start-up, the first ten people will determine whether the company succeeds or not. Each is ten percent of the company. So why wouldn’t you take as much time as necessary to find all the A-players? ... A small company depends on great people much more than a big company does.” Steve Jobs

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Think of one person you have worked with who is brilliant at their job. Using two words, why are they so good?

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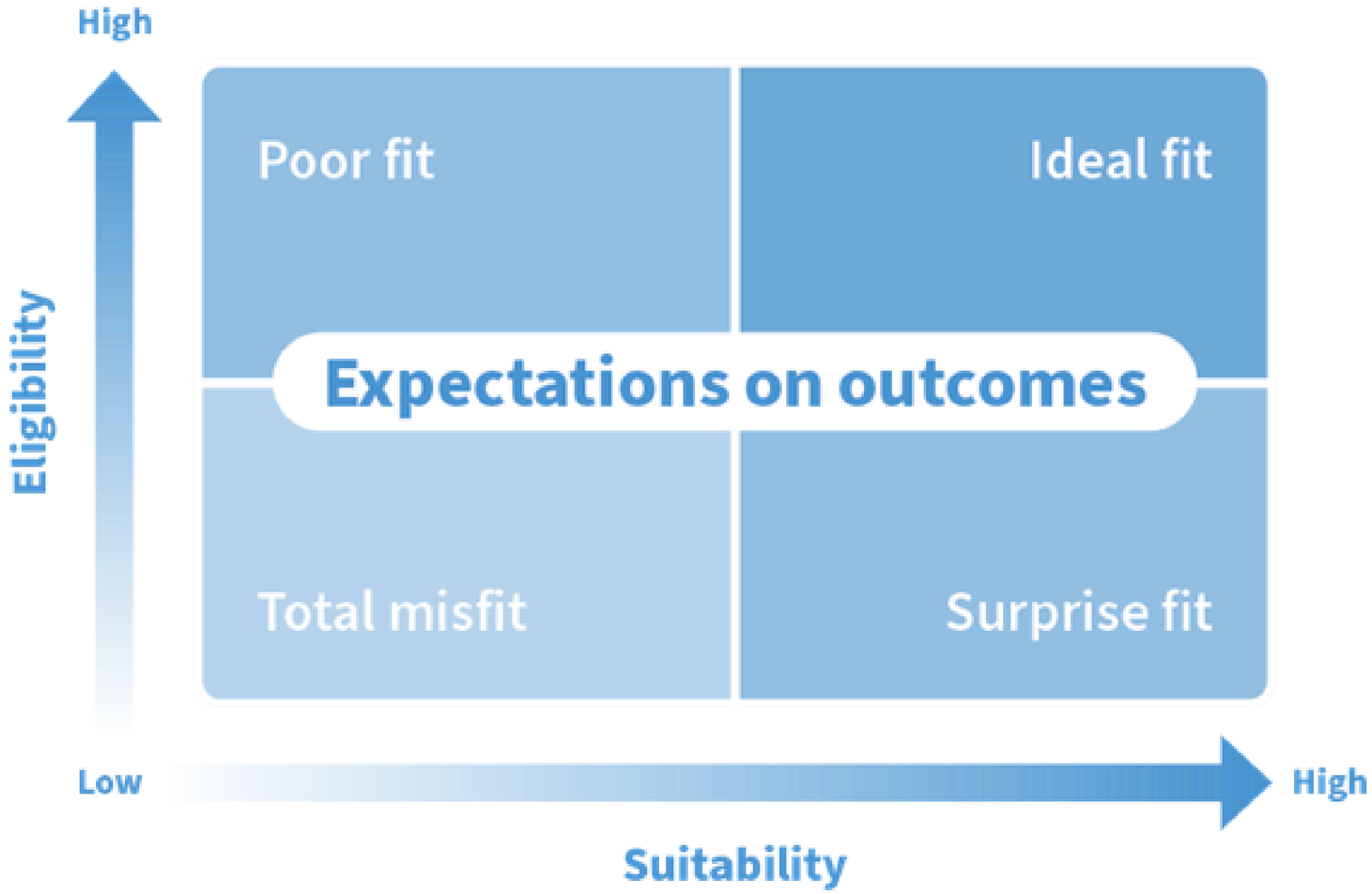
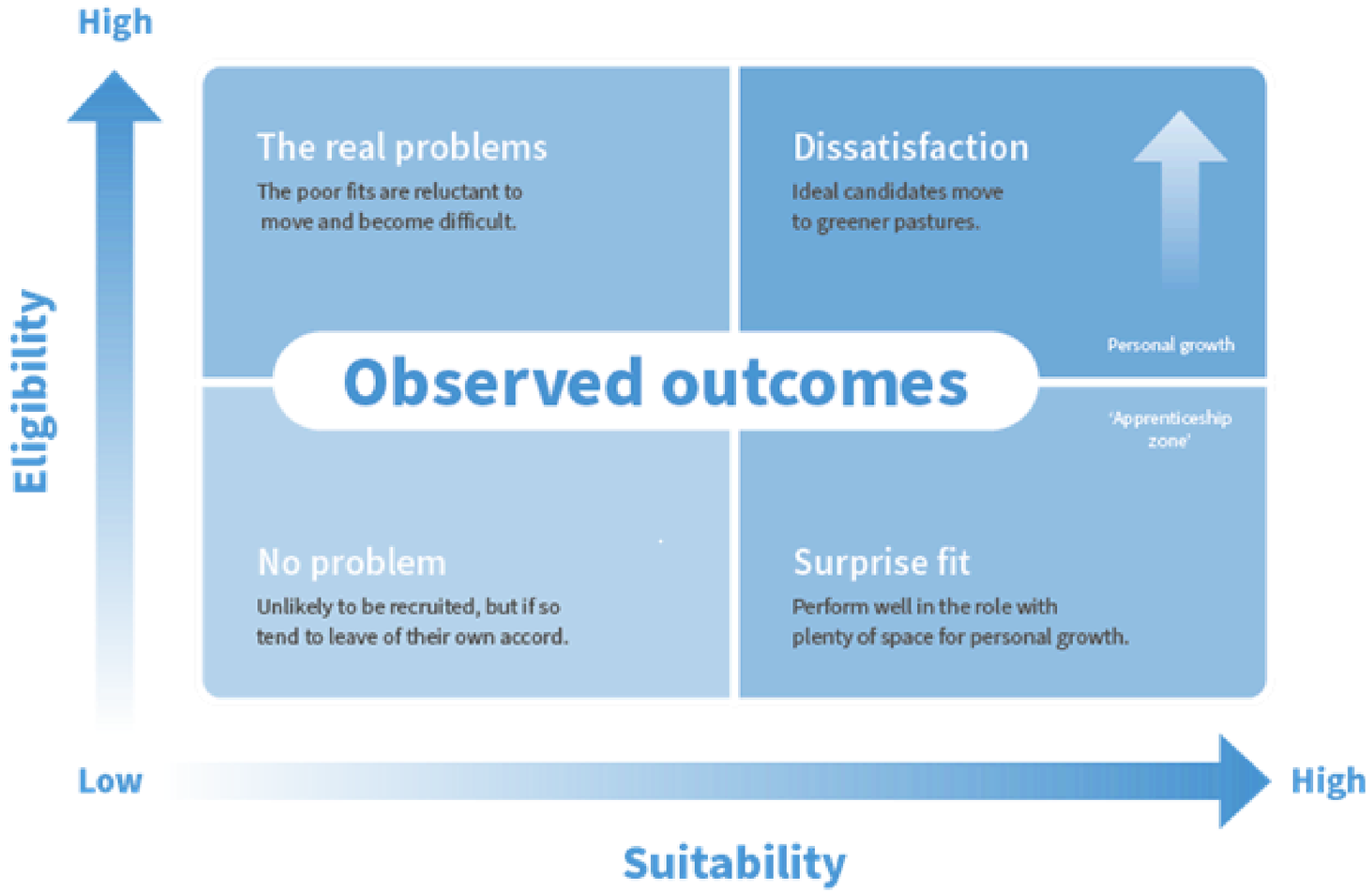
Eligibility / Entry

- Qualifications
- Relevant experience
- References
- Acceptability at interview

Suitability / Performance

- Aptitude
- Versatility
- Assessments
- Role fit with those adjacent to job


High
Eligibility
Poor fit
Ideal fit
Expectations on outcomes
Total misfit
Surprise fit
Low
High
Suitability

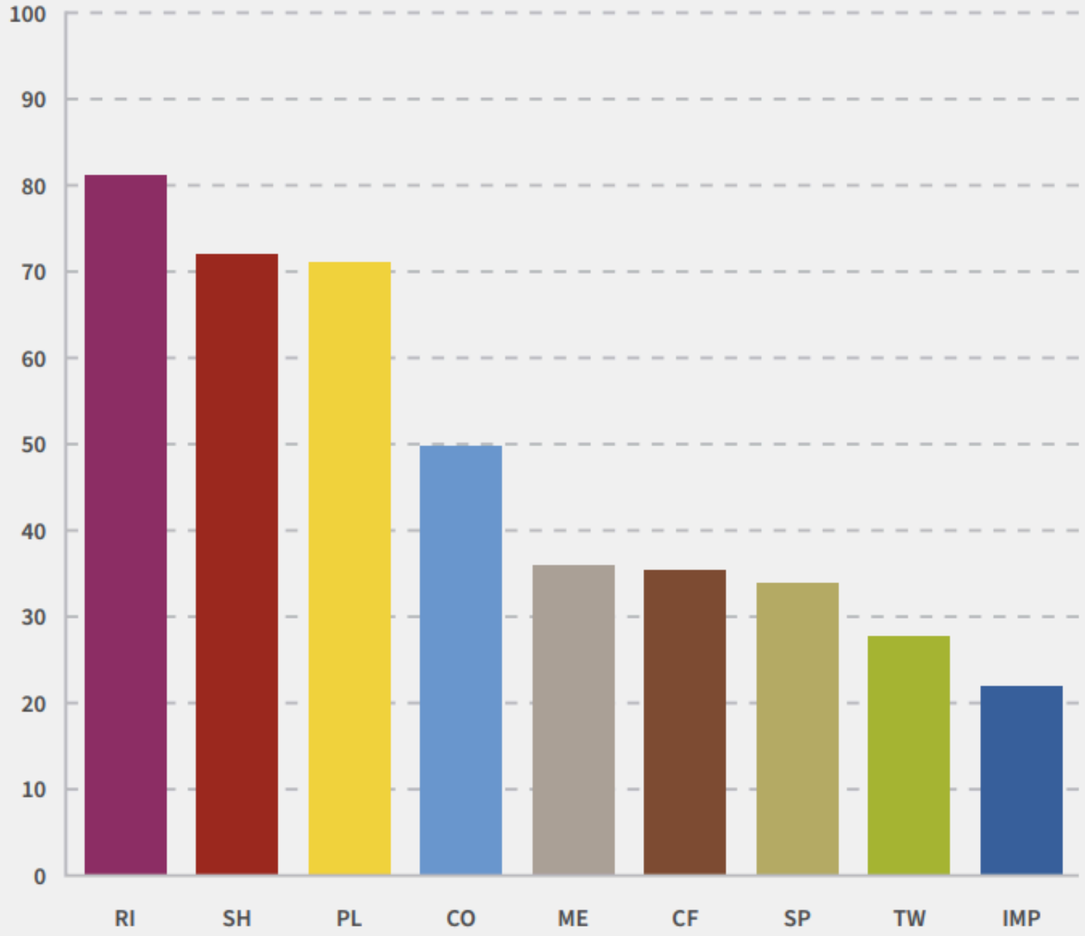

High
Eligibility
The real problems
The poor fits are reluctant to move and become difficult.
Dissatisfaction
Ideal candidates move to greener pastures.
Personal growth
Observed outcomes
'Apprenticeship zone'
No problem
Unlikely to be recruited, but if so tend to leave of their own accord.
Surprise fit
Perform well in the role with plenty of space for personal growth.
Low
High
Suitability

All Growth Accelerator CEOs

Using aggregated data from these companies, we found a marked tendency towards **Resource Investigator**, **Shaper** and **Plant** amongst CEOs and founders of these ventures.

The indicated Team Role profile suggests a dynamic individual with an appetite for risk, who comes up with new ideas, persuades others of the merit of those ideas and pushes for change.

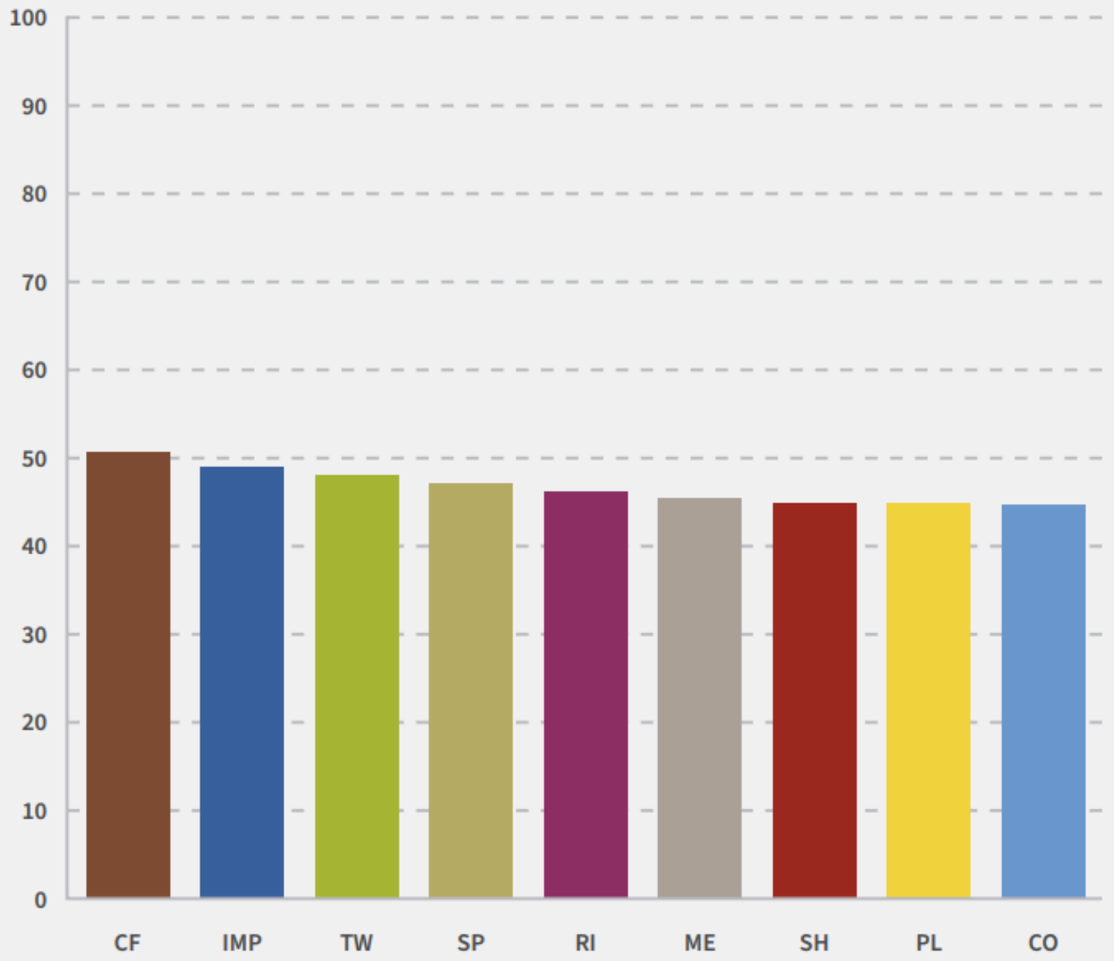
These CEOs were commonly regarded by others as enterprising, able to seize opportunities and competitive. The CEOs were least likely to be regarded as restricted in outlook, unadventurous or unenthusiastic.



(Source: Belbin Team reports for GA all CEOs, n=33)

The remainder of the leadership team

Lastly, we analysed the profiles of the remaining leadership teams (without founders/CEOs). In this group, different Team Role behaviours emerged – in fact, those behaviours complementary to the CEOs were dominant.

This suggests that the founder/CEOs have recruited those who display skills and behaviours opposite to their own, in order to establish balance within the team and mitigate their own allowable weaknesses.

High in **Completer Finisher** and **Implementer** behaviours, others in the successful leadership teams were generally regarded as reliable, accurate, efficient and helpful. Individuals with strengths in these roles would be more likely to take on the routine work needed to turn ideas into action and to ensure that important details were not overlooked.