

Hire for Character and Train for Competence

Hire for character and train for competence. How? Consider a person's competence (what value they offer) and their character (who they are). Competence and character aren't in competition—in fact, character is a performance multiplier of competence.

Peak Performers

Teammates who are high in competence and high in character are your peak performers. These are the people you should drive to work each day. They define your culture at its best. They do the right thing, the right way, for the right reasons. They are trustworthy.

Trainable

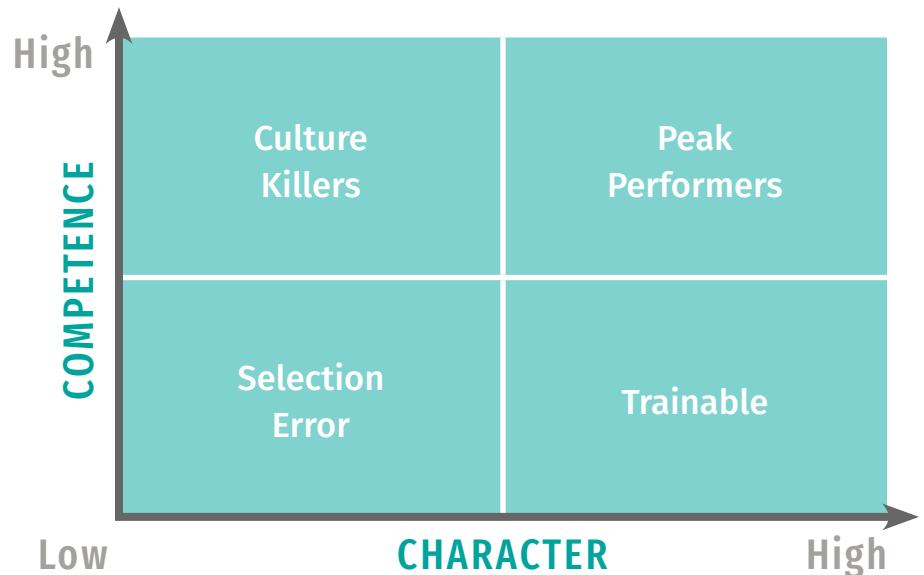
Teammates who are low competence and high character are trainable. A person of high character doesn't want to be low in competence. These people will give everything they have to up their game. Hiring a person who is trainable is a relatively low-risk decision.

Selection Error

Teammates who are low competence and low character represent a selection error. You may still love them, but they need to be removed from your team.

Culture Killers

Here is your nightmare. High competence and low character. Cunning, clever, and competent is a deadly combination. You would much rather have teammates who are dumb and lazy because at least you see it coming. It is tempting to hire rock star surgeons, sales rainmakers, or uber strategists, even when all that competence is attached to a very large ego. You might



excuse away their narcissism as something that comes with exceptional competence. The risk is that arrogant leaders wear rubber shields that effectively ward off new ideas from teammates. This is why arrogance isn't just annoying—arrogance destroys teamwork. And we know super teams outperform super individuals.