



CHOOSING THE RIGHT PEOPLE

The illusion of performance



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WHAT MAKES A HIGH-PERFORMING TEAM?

It is often believed that skill set, knowledge or technicity are great contributors to a team's success. But it neglects an essential part that is instrumental to having them be productive and efficient. And that is trust.

Trust is the main currency of our relationships so to speak. Where people trust one another, they'll feel safe to be themselves, wouldn't have to worry about any hidden agenda on the other's end or about their unhealthy attitudes. However some people have made their salary or their career development more important than their relationships. In my reckoning, **profit or success should be a byproduct of working towards a meaningful vision** or purpose, together. But we've made profit or accomplishment an end in itself. We **promote toxicity by bonusing high-performing individuals who act at the expense of their relationships**, who become petty tyrants and see their teams as a means to an end or a tool for performance. And while it can work at first, the employees turnover and atmosphere in these environments is heavy enough to hinder the teams' performances over the long run.

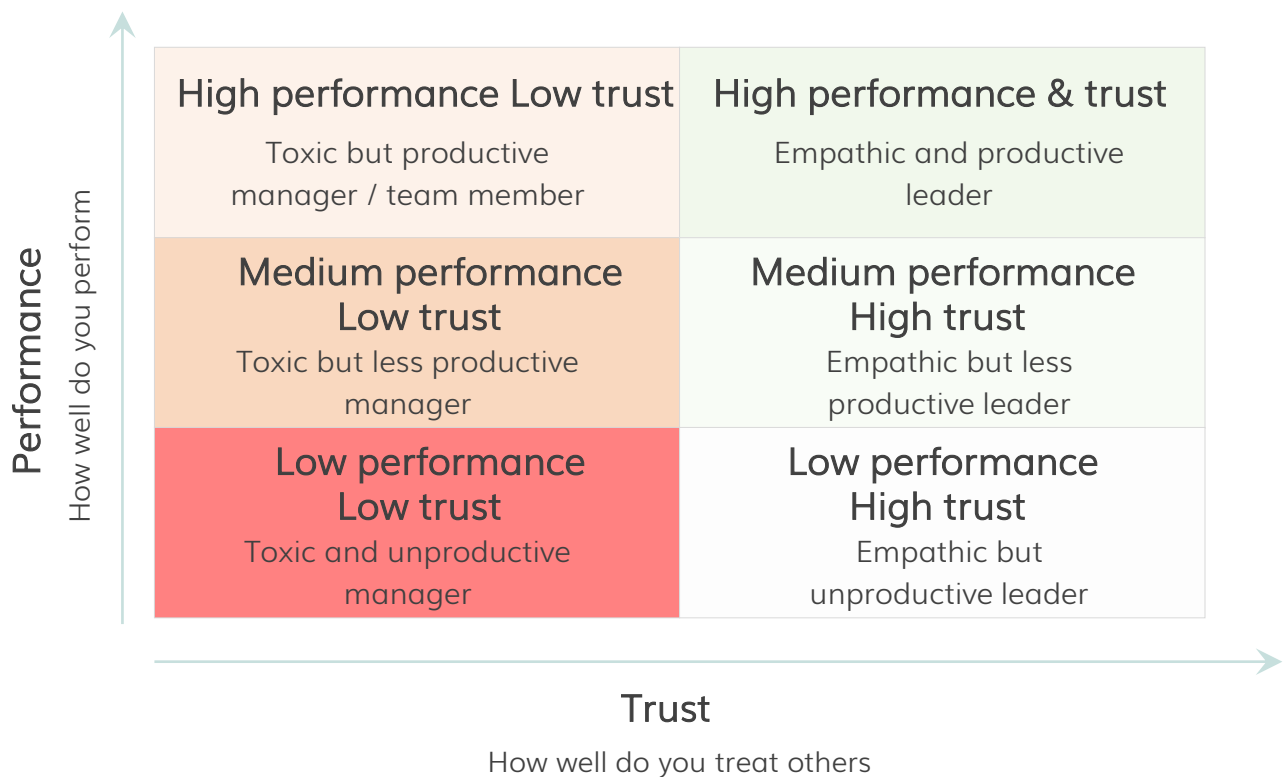
These ideas have been exemplified by the best selling author and inspirational speaker Simon Sinek, whose experience with the Navy Seals enabled him to understand how they select people who would join the Navy SEAL Team Six.

They use a 2-axis matrix to determine whether someone has got what it takes to join this elite unit. The y-axis measures **performance** while the x-axis measures **trust**.

Performance is the ability to execute one's job. Trust is one's character on and off work. As the Navy SEALs put it, performance is: "I may trust you with my life", and trust: "But do I trust you with my money and my wife?"

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HOW ARE THE BEST ONES CHOSEN



Surprisingly, the SEALs will choose someone who can be a medium performer who's trustworthy over someone who is high performing but untrustworthy. **They value more trustworthiness over people's proficiency to do a great job.**

And this surely differs from the way in which many businesses operate. We are flooded with metrics to measure performance and skills while little to no metrics to measure trustworthiness. We think everything can and must be appraised in business. So we tend to neglect that businesses function thanks to its people. That we need people who have learnt to hone their **soft skills**, their **emotional intelligence**, who are **mature** enough to be **trustworthy** and who know how to be **empathic**. And it's a no brainer really, if you were asked who's toxic, whether at work or in your personal relationships, someone would probably come to mind.

Without trust, growth and success will not be sustainable, in business or in your personal relationships. You can be good at what you do, but if you're not good to others, then you'll quickly become abusive or toxic and create an environment that's unhealthy where people will either become submissive and resentful, rebellious and conflictual, or they'll end up leaving altogether.