

Are the Right People in the Right Seats?

Episode 466

You've got a structure on paper. You have clean reporting lanes, ownership and a healthy span of care.

But the boxes that make up each role are still *empty*.

How do you determine who goes in *which seat*? How do you know if someone has the *leadership capacity* a role requires? What happens when a role *grows past* the person in it?

What do you do when the honest answer is that someone isn't in the right seat anymore?

In this episode, the conversation shifts from charts to *people*, as Sean and Jonathan talk about getting the **right people in the right seats**.

Key Quotes

- "The kindest version of me is not the most comfortable version of me."
- "If we've never set the target for them, we don't get to be frustrated that they missed the target."
- "Everyone wants to know whether they're winning at work, and the mystery is more anxiety-producing than being told they're losing."
- "Every leader has a lid. You can develop it; you can raise it, but there's a level at which each of us tops out."
- "When your leaders disagree on a team member, that disagreement is really valuable data."
- "Proximity to platform distorts everything. We overvalue what we can see on Sunday and undervalue what people are quietly carrying."
- "You have a bias; you have to build a system that walks around that bias."

Self-Assessment: How Are We Doing?

1. Does every person on staff know what success looks like in their role this year?
2. Have we objectively assessed our staff, or are we operating on gut right now?
3. What metrics do we currently use to evaluate performance?
4. Thinking about each person on our team, how would we rate them on a scale of 1 to 10 in the areas of character, chemistry and competency?
5. For those with competency issues, how can we coach them to improve in this area?
6. For those with low chemistry or character scores, do we still believe that they are in the right seat? If so, how will we communicate and coach what needs to change?

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But here's the problem. That Jesus would be unrecognizable.

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