

**BUSINESS EYE**

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# Picking a good team is important

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**T**here is a formula that determines the performance of each and every one of us.

Our performance is a function of our capability, which is the addition of our knowledge, skills and judgement, multiplied by our attitude to the power of our circumstances.

This is why, when we employ people we must look first to their attitude because it is the multiplying factor, and then to ensuring that this attitude is set inside an environment that powers it rather than frustrates it.

Capability flows with a great attitude housed in supportive circumstances.

It is therefore a bizarre ritual to focus on history, experience and judgement in the recruitment process for new members of the team.

It's almost designed to maximise the chances of failing to employ the right person.

The other bizarre employment predilection is towards writing a fixed job description into which you try and wedge any successful candidates.

Total madness.

What is required to maximise team and individual performance is not fitting round plugs into round holes because nobody is round, but to realise that we each have a unique shape to who we are so the organisation needs to work like memory foam and accept your shape effortlessly.

So how do you test for attitude, for example.

One question I have always

favoured is to find out what sports people play.

If you are a long-distance runner, cyclist or swimmer, for example, I know that you are a determined soul who likes your own company and the freedom to be alone or within a group.

If you are a golfer or play tennis, it tells me that you are reliable because nobody who plays these sports with anyone else can do so without turning up for the tee time or match.

Play rugby, hockey or football and I know in an instant that you understand the team dynamics and that when it's your moment, you know that you have to make the tackle for the team, even when it's not your main role on the team.

The other attitudinal test that I like to give people is to ask them to talk about anything they are passionate about, but to do so for 10 minutes without stopping.

All I'm looking for in this



The sport you play can give an insight into the kind of worker you are

exercise is to see if this is genuinely a passionate person who, if interested, will really get into something.

It can be Harry Potter, existentialism or EastEnders but it has to be something.

Attitude is the foundation

and comes from them.

It is you who has to build and surround them with the memory foam.