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ARE YOUR TEAMS BUILT TO SUCCEED?

THE FUTURE OF *HIRING!*

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Introduction

SEARS' downfall is a lesson in the dangers of internal disarray. The company once stood strong, similar to today's Walmart, with a well-oiled supply chain and unified operations. Each part of the company, from stocking inventory to distributing products, worked toward a shared goal, fueling SEARS' success.

Everything changed after the acquisition. New management decided to break the company into separate divisions, each focusing on its own success. They believed this internal competition would drive growth. Instead, it broke the collaborative spirit that had been SEARS' strength. Efficiency dropped, strategies became disjointed, and the whole system suffered.

This shift had severe consequences. Core operations like stocking based on demand and negotiating partnerships faltered without a united front. Previously part of a bigger picture, employees were now confined in their silos. They lost the ability for wide-scale collaboration and strategic thinking.

The lesson from SEARS is clear: a business thrives on teamwork. "Company" implies a collective journey, and the responsibility of leadership is to ensure everyone is moving together. It's not about having star players but about how well they work as a part of the whole.

Building effective teams means meshing skills in a way that complements the other. The business goals should be clear to everyone, creating a ripple effect of collaborative efforts. This approach turns a group of individuals into a powerhouse capable of leading the market, overcoming challenges, and setting standards others strive to match. It's not about shining alone but shining together that creates enduring success.

In the following sections, we'll discuss evaluating employee personality types and determining their likelihood of success in different roles, teams, and scenarios to ensure your organization runs like WalMart, not post-acquisition SEARS.

Understanding The Role Of Personality In Teams

Building a successful team is akin to creating a complex mosaic. Each piece, or individual, plays a critical role, and their strengths and attributes directly influence the collective output and resilience of the team as a whole. This intricate process goes beyond simply grouping people; it involves a strategic and thoughtful approach to uniting distinct personalities into a cohesive entity.

Researchers Katzenbach and Smith emphasize in Harvard Review that groups don't magically evolve into teams based on labels alone. It's a deliberate construct, a purposeful assembly of characters designed to breed a collaborative and effective environment necessary for any business to thrive. When considering the foundation of such an environment, certain characteristics stand out as particularly vital:

- Flexibility: quickly adapting to changing business conditions, requirements, and deliverables.
- Accountability: taking responsibility for their work and team without associating blame for shortcomings and pitfalls.
- Positivity: being optimistic in light of uncertainty is essential to a team’s success. Energies are infectious, and negative energies can quickly turn a team's morale, so having a positive attitude can drive real long-term success.
- Commitment: staying dedicated to a mission, vision, or goal, irrespective of the current feedback you get, takes grit. Commitment is a drive with unrelenting belief in yourself and your team.
- Confidence must be like a commitment; this is about being comfortable with your own abilities to succeed in a given situation. If you can’t believe in yourself, believing in others is difficult.
- Integrity: honesty and a strong moral compass are just the tip of the iceberg. Individuals need to be able not to hide their mistakes from others and align their words to their actions to build trust in the team.

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A Word of Caution:

It’s crucial to recognize the limits of this comprehensive score. It predicts the suitability of a personality for a role, not competence in it. For instance, you might discern a candidate’s inherent analytical acumen indicating a potential flair for accounting. However, this doesn’t presuppose proficiency in the specific skillsets accounting demands. That's a separate inquiry altogether.