

The Extra Point

BY JERRY ROBERTS



1042 Could the Navy Seals Way of Selecting Leaders Help You?

The Navy Seals were discussing how they chose people for the most elite assignments one day, and what they said might surprise you. It also might help you choose your next leader. I'm Jerry Roberts, and we'll dig into that — next on The Extra Point.

Leadership guru Simon Sinek once described his work with the Navy Seals, and the lessons we can learn might be transformative.

Sinek asked how they selected the guys that go on Seal Team Six. This is the team that is considered the best of the best.

One of the Seals drew a graph. On one side, he wrote the word “performance,” and on the other side, they wrote the word “trust.”

The way they define the terms is performance on the battlefield and performance off the battlefield. You and I might relate performance to did you hit your annual projections; and trust to what kind of person are you?

In Seals' language, it might come out, “I may trust you with my life, but do I trust you with my money and my wife?”

Okay, back to the graph. What does everybody want? They want *high performance, high trust*. It doesn't get any better than that, but it's a tough combination to find.

What nobody wants is *low performance, low trust*. Why would you want somebody on your payroll who doesn't get the job done and has character issues?

Let's explore some other options. How about *high performance, low trust*? They do get the job done, but they are a toxic leader and a toxic team member, and they drive high trust people away.

When you hear the old line that “People don't

leave companies, they leave managers,” this is what they're referring to.

Well, the Navy Seals look at it the same way. Their missions are critical and they need high performance. Yet, they can't afford to have a toxic environment.

They said that their leader might be of *medium performance, high trust*; and sometimes even *low performance, high trust*. They simply are not going to have a low trust individual on the team, especially in a leadership position.

Sinek pointed out that we have no shortage of ways to measure a person's performance, but we come up empty on ways to measure their trustworthiness.

Because of that, we often end up promoting and bonusing toxicity in our organizations, and those people eventually lose the trust of the workforce, lose talent, lose market share, and maybe lose the company.

Sinek said this is ironic because there's never any trouble identifying the high performance, low trust people. They don't hide. Go to any team and say, “who's the jerk?”, and they will all point to the same person. Sinek used a more colorful word than jerk.

If you go to that team and say, “Who do you trust more than anybody else? Who's always got your back and when the chips are down, they will be there with you?” — again, they will all point to the same person.

He/she won't be the top of the line performer, but they could be your next leader, someone who will create an environment where others can succeed.

(Con't.)

They could be the one who builds a strong team that stays together. Not just that, but they could also be someone who attracts talent and creates a line of people trying to get in — not looking for any way out.

Let's be honest, we all want and need performance. We have to generate revenue and meet payrolls. People have bills to pay. Still, there needs to be a balance between performance and trust.

If the Navy Seals think so, maybe we should consider it, too.

That's the Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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