

CHAPTER 4

What now? - Resources - Who, Not How: Build the Right Team Before Strategy

| | |
|-------------------|---|
| What | Define Every Seat Before You Evaluate a Single Person |
| Why | This creates the structural foundation for autonomy and accountability. |
| Background | The chapter states: “To truly implement the ‘Who, Not How’ mandate, you must first define the seat with extreme clarity.” This step eliminates ambiguity and prevents mis-hiring or mis-evaluation. |
| How | Build a Role Blueprint for every critical role. Include: Role Mission, Top Responsibilities, KPIs, Decision Rights, Interfaces, Competencies, 30/60/90, Development Path. Replace job descriptions with contribution-based definitions. Publish all Role Blueprints internally to eliminate hidden expectations. |
| What | Run a Full A-Player Audit Across the Organisation Within 30 Days |
| Why | This step exposes cultural threats, performance gaps, and hidden dependencies. |
| Background | The chapter warns: “You cannot scale an outstanding process with mediocre people.” This step forces an honest, organisation-wide talent diagnosis. |
| How | Evaluate every team member using the A-Player Matrix (Values × Performance). Categorise each person as A-Player, Coachable, Risk, or Liability. Document evidence for each rating to avoid bias. Identify all Risk and Liability profiles immediately. |
| What | Act Decisively on Risks and Liabilities |
| Why | This step eliminates the silent killers of scaling: misaligned behaviour and tolerated mediocrity. |
| Background | The chapter is explicit: “Risk players must be addressed immediately... Liabilities must be terminated quickly.” This step protects culture and removes organisational drag. |
| How | Give Risk players a short, explicit values-alignment correction window. If behaviour does not change rapidly, exit them—regardless of performance. Provide Liabilities with a short improvement plan; if no progress, remove them. Communicate the why to the organisation to reinforce cultural standards. |



CHAPTER 4

| | |
|-------------------|--|
| What | Invest Intensively in Coachable Talent and Build a Skills Matrix |
| Why | This step transforms cultural fits into future A-Players and strengthens organisational resilience. |
| Background | The chapter states: “Coachable players are worth investing in... diagnose the root cause of low performance.” This step builds internal bench strength and reduces single-point dependencies. |
| How | Build a Skills Matrix for all critical roles. Identify skill gaps, obsolescence risks, and dangerous dependencies. Create targeted 30/60/90 development plans for Coachable team members. Track progress weekly and tie improvements to KPIs. |

| | |
|-------------------|---|
| What | Institutionalise a Quarterly Talent Review and Make A-Player Standards Visible |
| Why | This step embeds talent discipline into the operating system of the company. |
| Background | The chapter mandates: “Use the A-Player Matrix regularly... Reward A-players visibly.” This step ensures talent excellence becomes a system, not a one-off initiative. |
| How | Conduct a quarterly A-Player Review for every department. Reassess values alignment, performance, and skill progression. Publicly recognise A-Players and reinforce the behaviours that define them. Tie promotions, compensation, and strategic opportunities to A-Player status. For Sales specifically, measure the three non-negotiables: Unbreakable Follow-Through Systemic Curiosity Alignment Over Ego |

| | |
|------------------------|--|
| Closing Thought | It drives clarity, removes misalignment, strengthens the team, and creates a culture where A-Players thrive and others are coached or moved out. |
|------------------------|--|

