

Who to hire?

It's not unusual to find someone moving from the execution level into a more managerial role and sometimes then into a strategic role. However we have to caution you here: you need to hire for the role you need. Disasters happen when you overhire, looking for a manager or an strategic role, when what you really need is someone to just get things done.

The two most common reasons people overhire for a role is that they are thinking too far into the future, about what they ultimately want the business to be, rather than seeing what it needs now, and/or they are just not wanting to be a "boss," and so try to hire someone who doesn't need a boss.

Hiring someone to run your business, or a section of your business, for you is a very expensive luxury. You are much better off doing the best you can to run the business, to take ownership and sovereignty over it, and having people get things done. Once the business is bursting at the seams and very profitable, one of your executioners can move into a managerial role.

We'll talk more about this "boss" thing in the next section on Managing a Team, but know that you will need to be a boss. And it can actually be fun and heart-centered.

SKILLSET: Details or Relationship?

When most people refer to skillset, they are referring to the list of things they are proficient at. We mean something a little different in this context.

We've observed that, as a truism, there are people who are great at details and then there are people who are naturals at relationship. Of course, there is cross-over. It's rare to find someone who is only good at relationships and can't get details done at all, or someone who is deeply into details and yet very socially awkward.

So, usually, you get both. However, it's important as you hire a particular role to know whether your priority is relationship or details. Just knowing that will shape how you think of the role, how you describe the role, and how you assess applicants for the role.

I'll take a risk and say that for most visionary business owners who start up a business, the early skillset needs will be almost entirely on the detail side. For these business owners, it isn't until the business develops to the point where there are too many relationships for the owner to handle that more relationship support is needed.

There are technically-minded business owners who are extremely good with systems and productivity who may need the relationship skillset at an earlier stage than is generally seen. For self-employed service providers, these tend to be in the minority.