

## Who should NOT be on your team

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So you’ve been tasked to put together a team for the purpose of devising a strategy, solving a problem, or maybe even reorganizing/improving something. Immediately, you may be tempted to select people with your viewpoints and opinions, but don’t succumb to that temptation. Rather, assemble a team with varying expertise and disciplines because they’ll offer you a higher degree of creativity with much broader perspectives.

When you have a large pool of diverse candidates to choose from, be picky. Under this condition, avoid selecting the three following types of people if you can help it:

1) *People with big egos.* Big egos fill the room, leaving little or no space for anybody else to participate or contribute. People with big egos don’t always understand their own limitations and how those limitations can be complemented by the strength of others.

2) *Snakes.* A “snake” is the kind of person who secretly poisons relationships between team members. For instance, a “snake” will tell one person one thing and another person another thing in an effort to undermine the two people’s relationship with each other.

3) *Reluctant players.* These are people who lack either the time or enthusiasm to provide energy to the team. Be wary of including these people

on your team. Keeping them off may be difficult, however, since some reluctant players may have the expertise and/or organizational power you need.

Ideally it would be nice to work for an organization that avoids hiring people with big egos, “snakes,” and reluctant players, but even the best human resources efforts can’t prevent some of them from slipping through the cracks. So you may have to occasionally deal with some these folks as you can’t completely avoid them during the day’s work activities. But if you can keep them off your teams as much as possible, your teams will have a much better chance of thriving.

~ The End ~