



## 5 Hiring Mantras: Part 2 of 5

Part one of this series spoke to the first hiring mantra, *Hire the Character, Train the Skill*. Before discussing mantra two, I want to make three grounding statements about hiring practices in general. One, great hiring practices lead to great businesses, mediocre hiring practices lead to mediocre businesses, poor hiring practices lead to poor businesses. Two, poor hiring practices are the norm in this industry. Three, the poor hiring practices to which I refer have little to do with "not knowing" and much to do with not following one's knowledge or instincts. It makes zero difference whether one knows what to do if one lacks the discipline or courage to do it. For my money, it is accurate to refer to this as "wisdom" or, more accurately stated, lack of wisdom.

**Mantra #2:** We shall go short-staffed before we go poorly staffed. Someday you may have an opportunity to ask this series of questions which follows. Query a room full of business owners and ask if they have ever been short-staffed and virtually all will say yes. Then ask if being short-staffed is painful and all will agree it is. Next, ask if they have ever been poorly staffed with an employee lacking 'character' and most will say yes. Then ask if being poorly staffed is painful and virtually all will agree it is. Finally, ask which is more painful, being short-staffed or poorly staffed? I have never had anyone say that

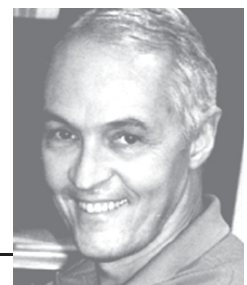
the pain of being short-staffed is more painful than the cancer that comes from being poorly staffed. In other words, everyone seems to be able to verbalize what is the best and least painful path! Yet, I repeatedly witness the same people go back to the real world and proceed to hire people who have a knowable and obvious history of defensive, undermining, ego-driven or deceitful behavior and suffer pain because of it. The pain inevitably caused by this choice was not caused by an absence of knowledge; it was caused by an absence of courage and discipline. It's an example of fears and laziness getting in the way of doing what one 'knows' to be best in the long run.

At Kids First, we have a word for the act of making a decision or taking an action that will knowingly bring about undesirable results—we call it irresponsibility! Think about it. Make it a great fall.

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