



Global Management Consulting Services

Commentaries and Insights from Allawos & Company

April, 2016

“Thoroughbreds”

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I have not had cause to think about ‘thoroughbreds’ for years, but recent events in my life has made me reminisce. I use the term ‘thoroughbred’ in reference to folks that you work with. What kind of people are they? Do they just show up and do their job? Does their hustle at times grate on you? Are they at the top of the list when it comes to job performance?

Thoroughbreds for me are brilliant people who produce and make your outfit really look great! Simultaneously, they can also be a great headache, who can cause you no end of problems with staff, clientele, and whoever gets in their way.

I used to try and hire all the thoroughbreds that no one wanted. It was not that I was a glutton for punishment, but ‘thoroughbreds’:

- Make things buzz
- They energize people
- Get things done PDQ
- Are passionate about their cause
- Find every loop hole available
- Can have irritating personalities and are not good in one on one situations when confronted
- Do not have a lot of staff on their side
- Are only satisfied with the best, not second best

I could go on, but I do have to tell you: At times, they can be a PR nightmare, even though their intentions are right. You do have to have an understanding with thoroughbreds. You have to carefully 'walk through' with them what a 'Gotcha' is. A 'Gotcha' is when an incident occurs, and they know the boss is going to get a call. If they don't alert him and he gets the call, cold turkey, that's a major 'Gotcha'.

Thoroughbreds in my experience fall into two categories: The good and the bad.

Good thoroughbreds only care for the program they are pushing. Doing a 'trail audit' on what happened is simple and straight forward. People might not like it, but defending that kind of thoroughbred is a cake walk. The biggest problem is not the thoroughbred, but dealing with the feelings of the person who filed the complaint. Typically, the complainant is not aware of all the time, effort, etc. the thoroughbred has put in. There needs to be a lot of ego massaging and things usually workout.

Bad thoroughbreds always have an agenda to be the center of the circle. They produce and make the outfit look good, but it's at the expense of other people. They don't tell you about possible 'Gotchas'. Their attitude is every man for himself. They are extremely passionate about their project. They have covered all the bases. Consequently, they truly believe that if they get fired, they are good enough, that they will get on somewhere else. I must admit, that in my experience, their thinking is correct. Bad thoroughbreds are so talented, that there is always someone willing to take a chance on them.

Is there a moral to the story? Heavens no!

Whether it's finally getting to writing that business plan or updating one, performing badly needed market research, performing strategic company alignment, employee surveys, turning the company around or simply not knowing where to start; calling on the specialists at Allawos & Company can be your first step in moving forward.

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