

The right people, in the right seats.

"Are they any good?" is two questions, not one. Do they share how the business is meant to work, and can they do this specific job. Score both, for every leader, and stop making one gut call where two specific ones belong.

Two tests: **Right person** (shares the values) and **right seat** (fit · drive · capability). Scored + / +/- / -.

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Two tests, scored, with a reason written down.

List your leaders down the left. Score each on your company values (the right-person test) and on fit, drive and capability (the right-seat test). Use a plus if they clearly meet it, a minus if they clearly don't, and a plus-minus for the honest middle. Write a one-line reason for anything that isn't a clear plus, because a people judgement with no rationale can't be revisited or defended.

Right person

Shares the values: how the business genuinely treats customers, work and each other.

Right person = at least a plus-minus on every value.
Values are a floor, not an average.

Right seat

Fit (does the role match who they are), drive (are they motivated by this specific work), capability (can they deliver to standard).

Right seat = a clear plus on all three. Any one failing produces the same symptom for different reasons.

+

clearly meets it

+/-

the honest middle

-

clearly doesn't

PERSON & SEAT	SHARES THE VALUES			RIGHT SEAT			REASON FOR ANY NON-PLUS
	VALUE 1	VALUE 2	VALUE 3	FIT	DRIVE	CAPABILITY	
	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	
	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	
	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	
	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	
	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	
	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	+ / - / -	

Write your three values into the headers before you start. Circle the score in each cell.

Read the four positions, and the move each one calls for

Cross the two tests and the point of the exercise appears: each position needs a genuinely different response.

Right person, right seat

Keep, invest, protect them from the churn around them.

Right person, wrong seat

A design decision, not a firing one.
Find the seat that fits.

Wrong person, either seat

The values call. Hardest when they're capable, and the one that rots a culture if ducked.

Define the seats before the names

An org chart shows who reports to whom. An accountability chart says what each seat is accountable for, before a name goes in it. Fill the seat and its accountabilities first, then who holds it. A blank name is key-person risk or a genuine gap, made visible.

SEAT	ACCOUNTABLE FOR (2 OR 3 THINGS)	WHO HOLDS IT	VACANT?
			Y / N
			Y / N
			Y / N
			Y / N
			Y / N

Before you conclude you have the wrong people, check the system.

The results a business gets are usually the results it's built to produce, not the results its people are capable of. Score the people yourself with the interactive tool, then a Commercial Assessment reads leadership alongside the operating model, so a structural problem isn't mistaken for a people one.

Score it live → apg.partners/tools/right-person-right-seat · Start with a Commercial Assessment → apg.partners/commercial-assessment

General information for owner-led businesses. Not legal, HR or employment advice, and not a basis for an employment decision on its own. Scores are your judgement and should be evidenced and corroborated before you act. © 2026 APG Partners.