

Vinci - Executive Search Newsletter



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When Promise Becomes a Risk



What if we reject the right candidates — because they are too good?

What if the biggest hiring mistakes don't come from choosing the wrong people — but from failing to select the right ones? A decision rarely voiced: "This person is too strong for me."

Instead, we hear: "Not quite the right team fit" "Perhaps a bit too ambitious" "We're looking for someone who integrates well"

It sounds reasonable. Often, it is not.

The real issue lies deeper

Leadership is not only about responsibility — it is also about status, influence, and control.

And this is where a tension arises that is rarely addressed openly: what happens when a candidate appears stronger — technically, strategically, or personally — than the hiring manager?

The uncomfortable answer: that person is often not selected. Not consciously. Not intentionally. But through seemingly rational arguments that all point in the same direction.

How this shows up in the process

The requirements begin to shift. "Strategically strong" becomes "operationally reliable." "Transformational" becomes "a strong cultural fit."

The discussion moves away from impact — toward comfort. And gradually, the goal changes: no longer to find the best person for the role, but the most compatible person for the existing system.

Why this is dangerous

Organizations claim they want strong personalities. What they often mean is: strong personalities — as long as they don't change too much.

This is where the contradiction emerges: Transformation requires people who challenge structures. Growth requires people who think faster than the system they are entering.

When exactly these profiles are filtered out, the result is not balance — but stagnation.

The critical question

What if the central question is not: "Is this person good enough?"

But rather: "Are we ready for someone who will challenge us?"

As long as this question remains unanswered, decisions will be biased — not out of bad intent, but out of deeply human logic.

What strong decision-making bodies do differently

They name this dynamic — openly and without hesitation.

They separate personal insecurity from organizational necessity. They discuss impact, not just fit. And they accept that the best decisions are rarely the most comfortable ones.

Because the real question is not whether you can afford to choose the strongest person. The real question is whether you can afford not to.

Our perspective

Executive search is more than the identification of candidates. It is the disciplined examination of one's own decision-making mechanisms.

We observe it regularly: the market is not the limiting factor — the real constraint is the willingness to choose the strongest person.

Harmony and empathy play a central role in this process. They matter — because decisions are always made through the interplay of people, not just profiles.

But this is precisely where the challenge lies:

Empathy must not become a way to avoid tension.

Harmony must not become a substitute for the right decision.

Our role is to make these dynamics visible. Not to provoke — but to enable better decisions.

Because failed appointments rarely result from a lack of quality in the candidate pool.

They result from compromise.

And that is precisely where the difference lies — between a good hire and a courageous one.

With warm regards and our best wishes for the holiday season.

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