SECOND IN COMMAND CLUB · LESSON 2 TOOL

The Driver *Identifier*

Only one quadrant produces a mountain mover.

Rusty told Jake that every great Driver shares two inherent traits. While you can teach processes, systems, technology, and strategy, what you can't teach is a fundamental orientation toward service and a hunger for continuous growth.

The Driver Identifier maps candidates, or yourself, across these two dimensions to reveal the four types of people you will encounter in any hiring process. Only one quadrant produces a mountain mover.

FIRST

Clear the Table Stakes

When Rusty first named the two traits, Jake pushed back. What about being organized? What about being hard-working? Those felt like the important ones.

Rusty agreed they were important. So important that he called them table stakes. Everyone you consider is going to be organized and hard-working, or you shouldn't be talking to them in the first place.

This step exists to get those qualities out of your way. They are a gate, not a differentiator, and they crowd out the two traits that actually matter because they are the easiest things to see on paper.

Run the gate once, before any real conversation happens.

THE GATE	YES / NO
Organized enough to operate without supervision	☐ Yes ☐ No
Works hard without being managed into it	☐ Yes ☐ No
Communicates clearly in writing	☐ Yes ☐ No
Has the baseline experience the role requires	☐ Yes ☐ No

Any no, stop here. All yes, and none of these come up again. From this point forward you are assessing two things only.

THE MATRIX

The Four Quadrants

STRONG SERVICE · LOW GROWTH

The Loyal Supporter

- Highly dependable and steady
- Thrives in stable, defined roles
- Resists new challenges or scope changes
- Will not grow with the business
- Great for defined operational roles, not for Driver

★ THE ONE

STRONG SERVICE · STRONG GROWTH

The Mountain Mover

- Driven to help others win
- Constantly learning and expanding
- Proactive about their own development
- Grows alongside the business and the Dreamer
- This is the Driver you are looking for

LOW SERVICE · LOW GROWTH

The Placeholder

- Focuses primarily on personal gain
- Resists feedback and change
- Treats the role as a transaction
- Plateaus quickly and creates drag
- Not a Driver candidate

LOW SERVICE · STRONG GROWTH

The Ambitious Climber

- Talented and fast-moving
- Oriented toward personal advancement
- May compete with or undermine the Dreamer
- Will leave when a better opportunity appears
- Risky as a Driver, great elsewhere

READING THE SIGNAL

Finding the Evidence

You cannot ask someone whether they are service-oriented. Everyone says yes. Both axes have to be read from the stories a person tells, which means asking questions that produce stories rather than positions.

The Service Axis

The strongest evidence is service that had no audience and no reward attached to it.

1. Tell me about a problem you solved that wasn't yours to solve.
2. Who in your last role was more effective because you were there? How would they describe what you did?
3. What's something you did for a customer or a teammate that nobody asked for and nobody found out about?

✓ LISTEN FOR

Other people at the center of the story. They answer question two without hesitating, because they already know the answer. The satisfaction lives in someone else's result.

⚠ WATCH FOR

Every story with them as the hero. Help that was always visible, always credited, always attached to a promotion. Question three producing a long pause and then a repeat of an earlier answer.

The Growth Axis

Growth is easier to fake and easier to verify. Faking it produces a list of credentials. Having it produces changed behavior, and changed behavior comes with dates and details.

1. What have you learned in the last ninety days that changed how you work?
2. Tell me about the last time you were wrong about something that mattered. What did you do next?
3. What are you bad at right now that you're working on?

✓ LISTEN FOR

Recency and cost. The learning is from this quarter, not from a degree a decade ago, and it cost them something, comfort, status, being right. On question two, the interesting part is never the mistake. It is what happened the following week.

⚠ WATCH FOR

Learning described as accumulation. Courses taken, books finished, certifications held, with no line connecting any of it to how they actually work now. Question three answered with a strength in disguise.

THE VERDICT

Placing Them

After the conversation, plot the person. Not a score out of ten, just a position.

	WRITE IT HERE
Name	
Strongest piece of service evidence I actually heard	
Strongest piece of growth evidence I actually heard	
Quadrant	

If you cannot fill in either evidence line from memory, you did not hear it. That is information too. Do not place someone in the Mountain Mover quadrant on the strength of how the conversation felt.

How to Use This Tool

DREAMER PERSPECTIVE	DRIVER PERSPECTIVE
Use the Driver Identifier as a filter, not a scorecard. In interviews, you are not asking candidates to rate themselves. You are listening for evidence of both quadrant dimensions in the stories they tell. The quadrant they land in will usually reveal itself within the first in-depth conversation, if you're listening for it. One caution: the Ambitious Climber is often the most impressive person in the interview room. They are sharp, confident, and credentialed. Do not mistake talent for alignment. A Driver who is building toward their own vision, rather than yours together, is not a Driver at all. And remember what Rusty told Jake about the two traits: they need to come pre-installed. A Loyal Supporter will not grow into a Mountain Mover because you gave them a bigger title, and an Ambitious Climber will not become service-oriented because you gave them equity. You simply cannot make the wrong person right.	Map yourself honestly on this quadrant. Most people in Driver roles know intellectually that they are service-oriented, but if you look at where you spend your emotional energy each week, the honest picture often surprises you. When something goes wrong in your business, is your first instinct to fix it for the team, or to protect yourself? When was the last time you learned something that changed how you operate? Where on this quadrant would your Dreamer place you today? Where would you place yourself? Most Drivers reading this are strong on service and quietly coasting on growth, because service gets noticed and growth does not. Run the growth questions on yourself before you run them on anyone else. The goal is not to be perfect on both axes. The goal is self-awareness, because Drivers who know where they are can grow intentionally toward where they need to be.