White Paper: Adding Zeros Through The Discipline Of People

A White Paper adapted from

Pulling Profits Out of a Hat

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addingZEROS

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In the classic story of Sorcerer's Apprentice, an old magician departs his workshop, leaving his apprentice with chores to perform. Tired of fetching water by pail to fill a cauldron, the apprentice puts on his master's magic hat and enchants a broom to do the work for him – using powers in which he is not yet fully trained. Satisfied that the work is being done, he takes a nap.

The apprentice awakes to the floor awash with water because the broom has continued its job even after the cauldron is full. He finds that he cannot stop the broom because he doesn't know how. In desperation, he splits the broom in two with an axe – but each of the pieces becomes a whole new broom that takes up a pail and continues fetching water, now at twice the speed. He continues to chop away, with every piece becoming a new water-fetching broom that contributes to the flood. Finally the sorcerer comes back and with a wave of his hands returns everything to normal, leaving his apprentice to clean up... with a broom.

Clearly, there are going to be problems when someone thinks that all he has

STABILITY: THE SORCERER'S APPRENTICE
ADDING ZEROS THROUGH THE DISCIPLINE OF PEOPLE

to do to lead the team is wear the leader's hat. A simple change in leadership can wreak havoc when a smoothly working team no longer has someone to balance its systems. Treating a team like a gang of mindless robots instead of persons can have disastrous consequences.

A team of people who feel valued and positive about performing the processes that are designed and fine-tuned for the company's success gives a company stability.

How to add zeros to People

You can increase stability by focusing on these three components of the Discipline of People:

• Leadership

• Talent Development

• Recruitment

Let's look at each of these now in detail to see how they increase team engagement.

LEADERSHIP

Leadership and management are not the same things. We manage processes. We lead people. Leadership creates passionate and focused people. In his 7 Habits of Highly Effective People, Stephen Covey says management is climbing the ladder of success efficiently, while leadership determines whether the ladder is leaning against the right wall.

VICTOR OR VICTIM:
the *point* of decision

Leading is all about understanding ourselves and others and how we respond or react in the moment when decisions are made. That moment or point of decision separates two kinds of people: victors and victims. Victors play above the point of decision, and victims play below it.

Playing below the point of decision, as victims do, means blaming other people, coming up with excuses, and denying the reality of what you've done or decided. Victims believe their lack of progress is due to their team, their poor business performance is the fault of the economy, and the current situation has nothing to do with them.
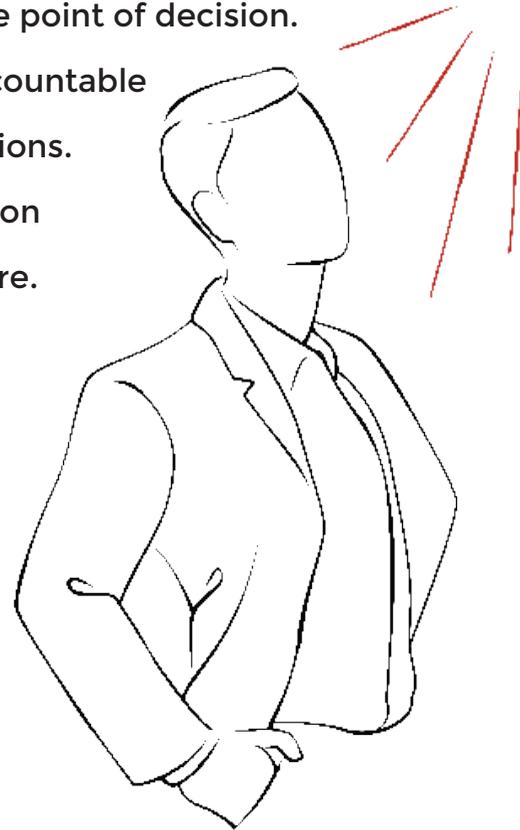
VICTOR OR VICTIM: THE POINT OF DECISION

On the other hand, the victor plays above the point of decision. They take ownership of the situation, are accountable for their results, and responsible for their actions. They don't hide behind others, they take action without excuses, and deal with how things are.

Good leaders are victors, living their lives above the point. They offer solutions instead of excuses. They say what they can do and do what they say, and don't talk about what they can't do. They hold themselves accountable for their actions, decisions, and results.

Unfortunately, the world has taught us to live below the point without meaning to do so. Just think of the news: most of the information that's broadcast is below-the-point news. That's the reason this way of thinking seems normal.

It isn't

VICTOR OR VICTIM: THE POINT OF DECISION

We suggest you stop watching the news and live above the point, as a victor. Take ownership of your success, your mindset, and your actions. Take responsibility for your life. It can be difficult recognizing when you're acting below the point, so don't get discouraged and don't give up.

Recognize common below-the-point behaviors and change them.

BELOW-THE-POINT VICTIM BEHAVIORS Instead of...		ABOVE-THE-POINT VICTOR BEHAVIORS ...Do this
Hiding behind an email	→	Talk to the person by phone (good) or in person (better).
Making assumptions and jumping down people's throats	→	Ask questions to understand what's going on, focusing on facts.
Quitting or complaining	→	Find and offer or implement a solution that improves the situation.
Making it someone else's problem	→	Ask yourself how you could improve, grow, or learn.
Refusing to adapt or interact with others and expecting them to adjust for you	→	Choose to learn about and accommodate other people's styles to get the job done.

— Leading by *(bad)* example —

In recent years, a string of high profile scandals that tarnished the reputations of some large companies — Zenefits, Wells Fargo, ANZ Bank, Mitsubishi, Volkswagen, Toshiba, among others — rocked the business world.

A common feature of these cases was that, in most cases, executives and upper management created or fostered toxic work cultures that encouraged unethical business practices such as cutting corners and worse to meet performance metrics that were set impossibly high.

It took strong leaders to create those conditions. Many leaders are passionate and charismatic, which influences others to follow them. But these environments developed and flourished because no one took ownership of them or responsibility for their actions, or was accountable. Everyone went along to go along.

Strong leaders are not necessarily good leaders. Strength, passion, and charisma don't make a good leader.

Intentionality does.

— Leading is *passion* and *focus* —

Instead of the term leadership, let's use the verb leading because we're talking about actions. John C. Maxwell says that the key to effective leading is using a position's influence, not its authority. Effective leaders encourage people to think for themselves, engage employees by teaching them how to follow-through on their initiative, and inspire confidence to try new things.

Leadership is n*ot* about position

Intentionality does.

Good leaders foresee the results of their decisions and understand the consequences. They take responsibility for their actions and those of their team. Their activities are intentional and deliberate: they do what they say they'll do. They possess self-control and self-discipline and respond to others thoughtfully and considerately.

Most importantly, good leaders develop other good leaders.

LEADERSHIP IS NOT ABOUT POSITION

Imagine the value you'd add to your company if everyone who works for you were encouraged to develop the traits shared by good leaders, such as these:

TRAITS OF GOOD LEADERS	TRAITS OF POOR LEADERS
Confidence, inner strength, and humility	Stubbornness, paranoia, and fear
Asking questions and listening to the answers	Talking too much
Clear and proactive communication	Expecting others to read minds
Creating a dialogue with others: When will you have...? What ideas do you have regarding ...? What options do we have in solving this challenge?	Telling others what to do or offering no direction at all
Basing relationships on understanding other people	Making relationships transactional: I need you to do this for me.
There is an equal ratio of commitment and follow through	Making promises and not delivering on them
Seeing the big picture	Thinking about the here and now without considering tomorrow
Including and involving others	Selfish in actions and thoughts
Self-driven	Expecting others to motivate them
Taking ownership of problems and challenges	Foisting work and blame onto others
Teaching people to think and look for solutions	Disparaging the ideas of others
Having an abundance mentality	Having a scarcity mentality
Balancing logic and emotion	Living on emotion: a diva

LEADERSHIP IS NOT ABOUT POSITION

While there are positions in your company that require great leadership, it doesn't automatically come with the job. It must be developed and nurtured, which means that the company should define the leadership traits required for every position: after all, you want everyone to model them.

If the company wants every employee to have certain traits, it needs to put processes in place that will do that. It needs to develop and nurture talent.

> Contrary to the opinion of many people, LEADERS ARE NOT BORN. Leaders are MADE and they are made by *effort* and *hard work*.
>
> — VINCE LOMBARDI

John Maxwell, in his The 21 Irrefutable Laws of Leadership , says that we need to lead ourselves before we lead others.

Ask yourself: Would you follow you?

LEADERSHIP IS NOT ABOUT POSITION

His point, simply stated, is that Leadership = Influence. Or, to put it another way, be all you can be… and take some others with you. According to Maxwell, these seven factors identify the potential to emerge as a leader.
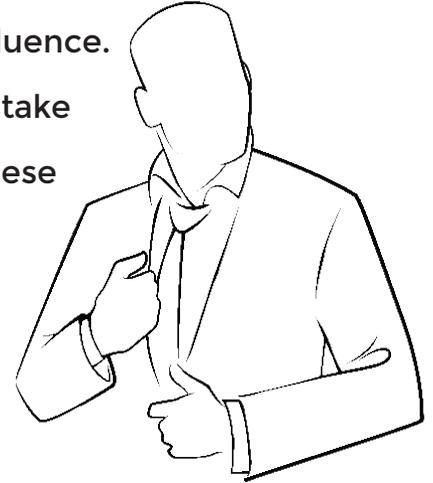
1. Character – Who They Are

True leadership always begins with the inner person. The character of a leader begins with their heart, and will filter into the entire organization and its employees. Great character creates potential for a great organization.

2. Relationships – Who They Know

Build the right kinds of relationships with the right people, and you can become the real leader in an organization. In your sphere of influence, you must develop deep, meaningful relationships that go beyond working in the same office. Relationships grow loyalty, influence, and ultimately, the business.

LEADERSHIP IS NOT ABOUT POSITION

3. Knowledge – What They Know

Whenever I was new to an organization, I always spent a lot of time doing homework before I tried to take the lead. New environments bring about questions to be answered. By seeking knowledge before demanding a leadership position, leaders have the chance to learn first, lead second.

4. Intuition – What They Feel

Leaders seek to recognize and influence intangibles such as energy, morale, timing, and momentum. Leaders see past the obvious into realms that others cannot, and this affects the organization and its people as they can steer momentum down the best path with the most reward.

5. Experience – Where They've Been

The greater challenges you've faced as a leader in the past, the more likely followers are to give you a chance in the present. A Leader's experience

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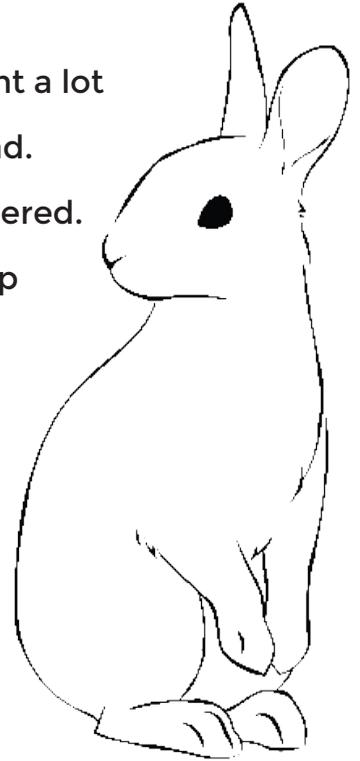
in navigating tough obstacles in the past can cause followers to appreciate where they can take the organization in the future.

6. Past Success – What They've Done

Every time I extended myself, took a risk, and succeeded, followers had another reason to trust my leadership ability – and to listen to what I had to say. While success in the past doesn't guarantee the same in the future, it does make people feel more comfortable with being led and influenced. Find ways to take on challenges and excel in them, and you'll soon be presented with new responsibilities and leadership opportunities.

7. Ability – What They Can Do

The bottom line for followers is what a leader is capable of. They want to know whether that person can lead the team to victory. When you show that you can lead a team to victory, you'll have shown you can positively influence your followers and organization.

Talent *development*

Talent Development is a journey, not a destination.

Talent Development is helping everyone who works for the organization, from top management to frontline employees, continually develop and improve the hard and soft skills needed for short-term and long-term goals. It's a fundamental value for any company.

> Train people well enough so they *can* leave; treat them well enough so they DON'T WANT TO.
>
> — RICHARD BRANSON

Successful companies continually adapt to developing situations by continuously cultivating the skills and talents of their people to ensure that everyone who works in the organization can address new challenges as they arise or even before they appear.

The strategy is to guarantee everyone's

TALENT DEVELOPMENT

ready for their next position before they move
into it, providing employees with
stimulating, rewarding and challenging
careers and increasing their job
engagement and satisfaction.
This is important.
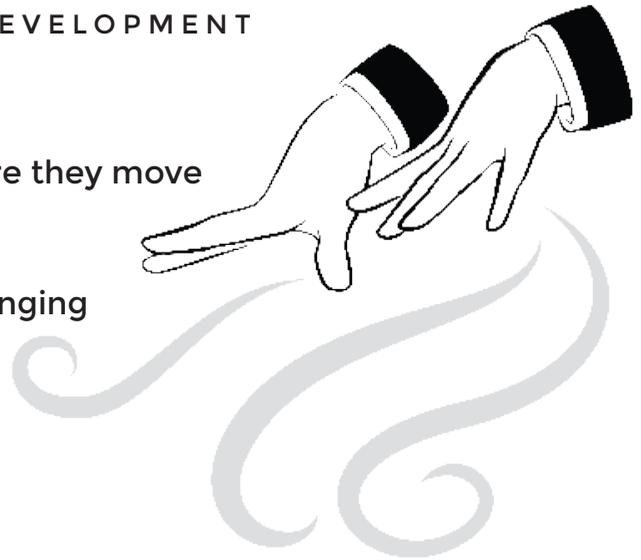
Some 79% of business and HR leaders worldwide believe they have
a significant retention and engagement problem, with four out of 10
workers feeling disengaged, according to Chronus, a mentoring firm
in Bellevue, Washington. Further, the primary reason people quit their
jobs is a lack of future career opportunities.

Well-trained team members can effortlessly
move into new positions within the company
as they're needed, so a business of any
size can nimbly engage in new strategies
to cope with paradigm shifts. The company
can take risks by assembling new
teams to tackle new problems, saving
the time, money and effort of
attracting new talent.

TALENT DEVELOPMENT

Topics for development could include:

• Giving and receiving feedback

• Developing technical skills

• Learning people skills

• Developing leadership traits

• How to effectively manage processes

• Strategic planning and execution planning

It's crucial for an organization's top-level people to continually support Talent Development programs and their outcomes. If these initiatives don't become part of the company's DNA, old habits win out over the initial enthusiasm of a new approach. Energized employees become disengaged when they realize mandatory meetings that require them to check off boxes to prove attendance have replaced their potential for a better future.
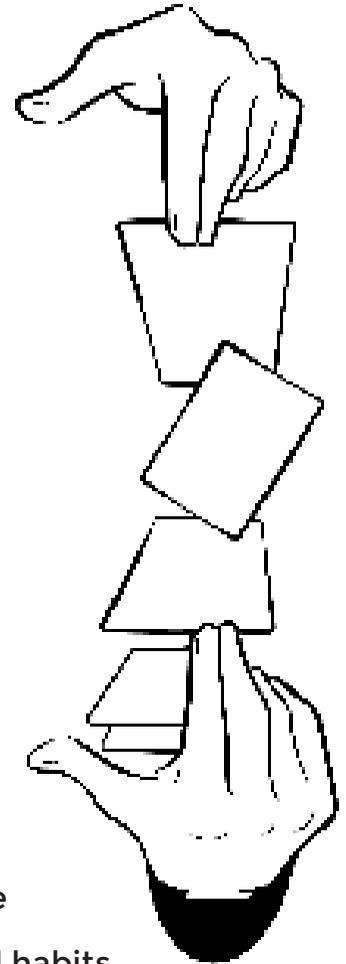
TALENT DEVELOPMENT

Talent Development isn't an after-thought, tacked onto the schedules if time allows. It is part of a company's foundation and core strategy, incorporated into its structure, and as such should have time and space allocated to it for workshops or training sessions in proportion to their importance.

Talent Development involves creating a documented plan based on the following six points to which the organization commits:

- a specific and strategic approach to Talent Development;

- a culture of continuous improvement;

- a culture that promotes leadership and abundance thinking;

- creating a Talent Development plan that identifies future leaders and structures their training;

- help every employee write their personal training plan designed to prepare them for advancement or growth within the company;

- reviewing employee progress after each training session.

OTHER APPROACHES
to *developing* talent

Talent development is a continual, pervasive process. It can and should be developed outside the formal setting of conference rooms and classrooms because people learn just as much in informal surroundings.

People have different learning styles, and on-the-job training gives employees chances to see theory in practice. Lunch and learns and internal and external workshops are chances for team members to learn while developing interpersonal relationships with people from other departments or companies. If people need a pressure-free learning environment, consider home-study courses.

Other innovative approaches to develop talent are:

Change performance reviews to personal development plans.
A simple name change promotes the positive aspects of coaching and growing. The emphasis is on future possibilities rather than past mistakes.

Establish a company library.
Publish a continually updated list of suggested books that could have

OTHER APPROACHES TO DEVELOPING TALENT

impact on employees' learning. Start a book club so everyone can read the same book and discuss how to apply its concepts.

— *Analyzing* Performance —

A manager is responsible for maximizing results by challenging workers to deliver consistent quality performances. A manager who settles for less-than-acceptable performance from any member of the team, for whatever reason, is not doing right by either the company or the team. A manager who allows poor performance to continue without confronting those responsible creates an environment that breeds anchors who drag down the rest of the team. As a result, the manager contributes to the failure of everyone on the team instead of caring enough to motivate them to do and be their best.
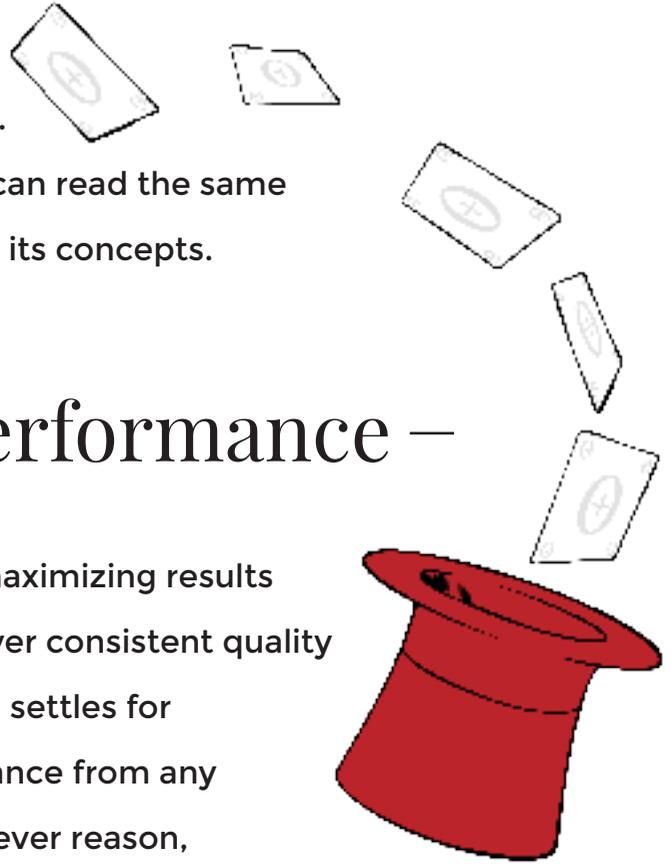
ANALYZING PERFORMANCE

Allowing poor performance is damning the team's future and not just with the company: it signals individuals that they are not worth the time or effort to help, or that they're incapable of doing better.
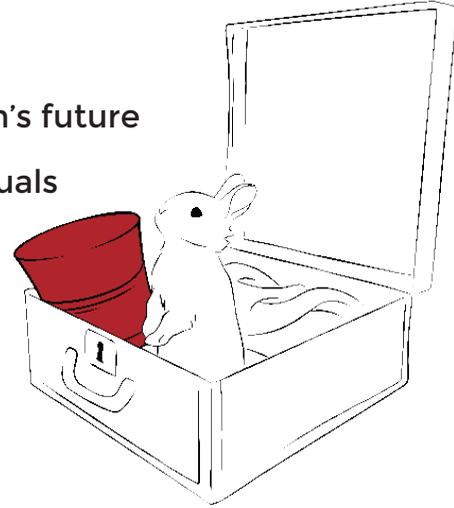
When adjustments are needed, it's crucial to give feedback in appropriate and useful ways.

Giving Feedback

Giving feedback can be difficult. It can be painful, embarrassing, or uncomfortable to talk to people about things that are wrong, that need to improve, that need to change. In many cases, this fear on the part of a manager can lead to no feedback at all, with dire results for the goals of the company and the advancement of the team member concerned. Part of the problem is that feedback deals with past performance though its purpose is to change future behaviors. Feedback is a coaching opportunity, not a blame-game.

GIVING FEEDBACK

Here are three approaches to giving feedback that range from adjusting the usual approach to the BEER behavior modification system, to Marshall Goldsmith's fun and helpful Feed Forward solution.

OPTION 1:
Adjust your standard feedback method

NO FEEDBACK.

The worst feedback of all.

It can mean no news is good news, or I guess they don't care, or boy, I must be in trouble, they won't even talk to me.

STRAIGHT FEEDBACK. Tells it like it is, just the facts.

This can be taken as positive or negative, but it's generally not neutral.

Example: You have a goal of $1,000,000 in business by year end. It's September, and you're at 50%.

NEGATIVE FEEDBACK.

Four times more effective than no feedback.

GIVING FEEDBACK

Example: I'm not pleased with how you follow up with customers. People are starting to leave because of poor service. Tell me how you plan to improve.

POSITIVE REINFORCING FEEDBACK.

Ten times more effective than no feedback.

Example: I'm very impressed with how you relate to your customers and your prompt service. This will keep customers coming in.

Keep it up! Great job!

OPTION 2:
### Adjust a team member's behavior

The BEER concept focuses on giving thoughtful advice to modify behavior while avoiding personal remarks. When preparing to advise a team, check that each point you want to make addresses the following:

- **Behavior** – What the individual is doing or not doing that is unacceptable.

GIVING FEEDBACK

- **Effect** – Why the behavior is unacceptable, how it hurts productivity, bothers others, limits sales, etc.

- **Expectation** – What you expect the individual to do or not do.

- **Result** – What will happen if the individual changes (positive tone) or the consequences of this behavior continuing (negative tone).
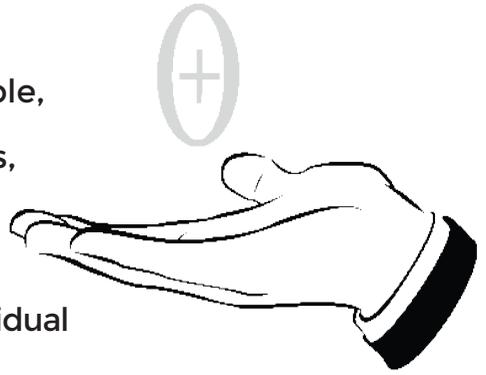
OPTION 3:
Marshall Goldsmith's FeedForward

Feedforward can be a one-on-one conversation or a group exercise. Its purpose is to provide individuals with suggestions for the future and help them achieve a positive change in the behaviors they select. Aside from its effectiveness and efficiency, feedforward can make life a lot more enjoyable so there are many times when it's preferable to feedback in day-to-day interactions.

GIVING FEEDBACK

In the feedforward process, people are asked to:

- Choose to change one behavior to make a positive difference in their lives.

- Describe this behavior to others.

- Ask for two suggestions for achieving a positive change in the behavior.

- Listen to suggestions and take notes without commenting on them.

- Thank others for their suggestions.

- Ask others for their suggestions.
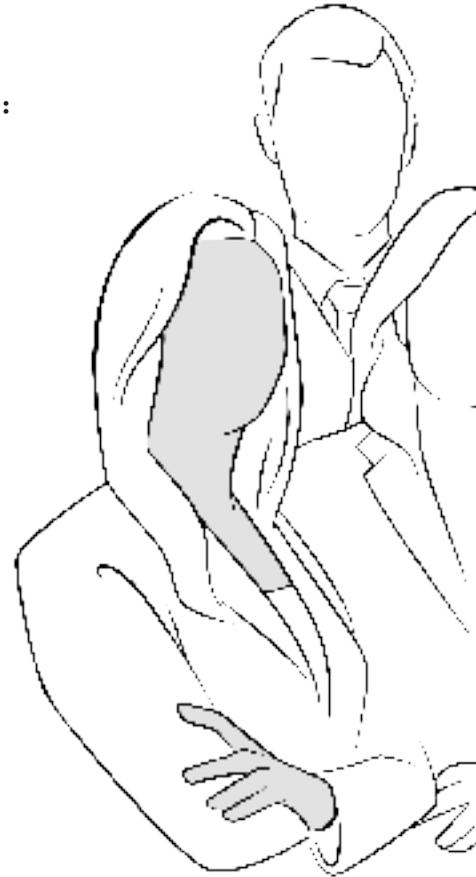
- Provide feedforward: two suggestions aimed at helping them change.

- Say "You are welcome," when thanked for the suggestions.

Giving and receiving feedforward only takes about two minutes.

GIVING FEEDBACK

When asked to describe this experience, people use words like great, energizing, useful, helpful, fun.

Quality communication between and among people at all levels and every department and division is the glue that holds organizations together. By using feedforward and encouraging others to use it, leaders can dramatically improve the quality of communication in their organizations while ensuring they have conveyed the right message and those who receive it are receptive to its content. The result is a much more dynamic and open organization --one whose employees focus on the promise of the future rather than dwelling on the mistakes of the past.
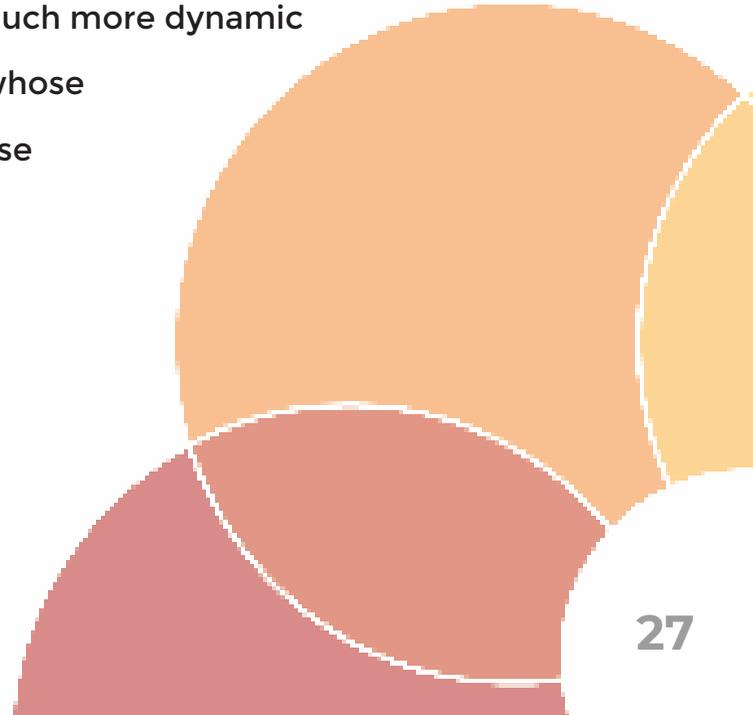
Recruitment

It's not always possible to find the talent you need in-house, so you need to track down the people who not only make your success possible but inevitable. Then you have to convince them to work for you.

A clear hiring and recruitment process is well-documented, with well-defined steps to follow each time a new team member needs to be hired. It's designed to bring in the people who are a perfect fit for the company in general, and the job in particular.
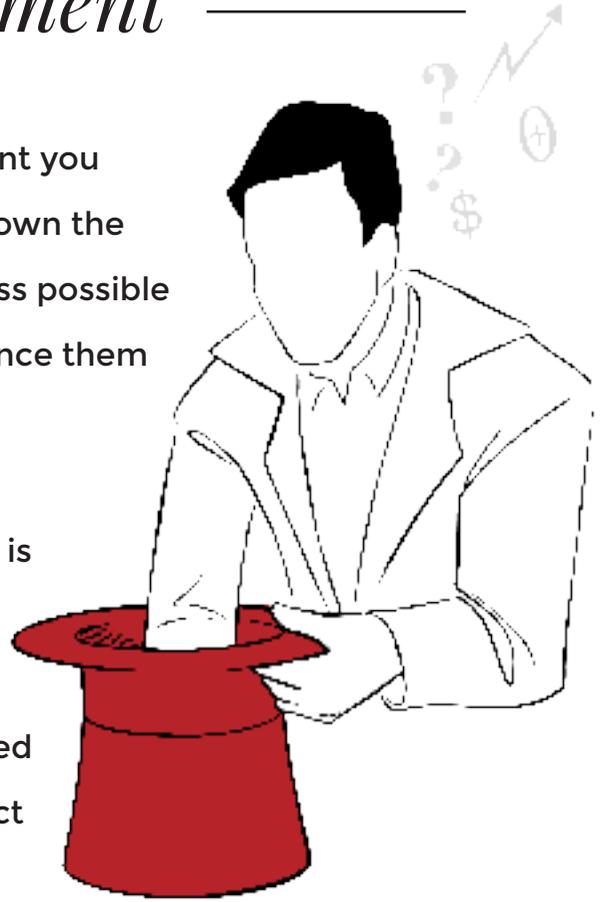
The perfect fit is not so much about technical skills — they can always be taught and polished — than cultural fit: how well a candidate matches the company's core values and can help meet the demands of today's challenging business environment. This is getting harder, as perfect talent is becoming more

RECRUITMENT

elusive and demanding, leading some companies to make do with less-than-perfect hires.

This is not new. Attracting top talent is a continual challenge for HR directors, according to Isaac Getz, professor at ESCP Europe Business School and co-author of Freedom Inc. What is new, he says, are the ways some companies are starting to tackle these challenges. The old ways such as signing bonuses and incentives work less and less in a VUCA world.[1]

VUCA stands for **Volatility**, **Uncertainty**, **Complexity**, and **Ambiguity**.

Volatility: challenges are not necessarily hard to understand or learn about, but they are unexpected, unstable, and may be of unknown duration; solutions are often expensive. For example, prices fluctuate when a natural disaster takes a supplier off-line.

Uncertainty: while an event's underlying cause and effect

are known, other information is lacking, making change possible but not inevitable. For instance, a competitor's pending product launch muddies the future of the business and the market.

Complexity: the situation has many interconnected parts and variables; information is available or predictable but processing it can be overwhelming. For example, you're doing business in many countries, each with unique regulatory environments, tariffs, and cultural values.

Ambiguity: Causal relationships are entirely unclear; no precedents exist so there are unknown unknowns. For instance, you decide to move into immature or emerging markets or to launch products outside your core competencies.
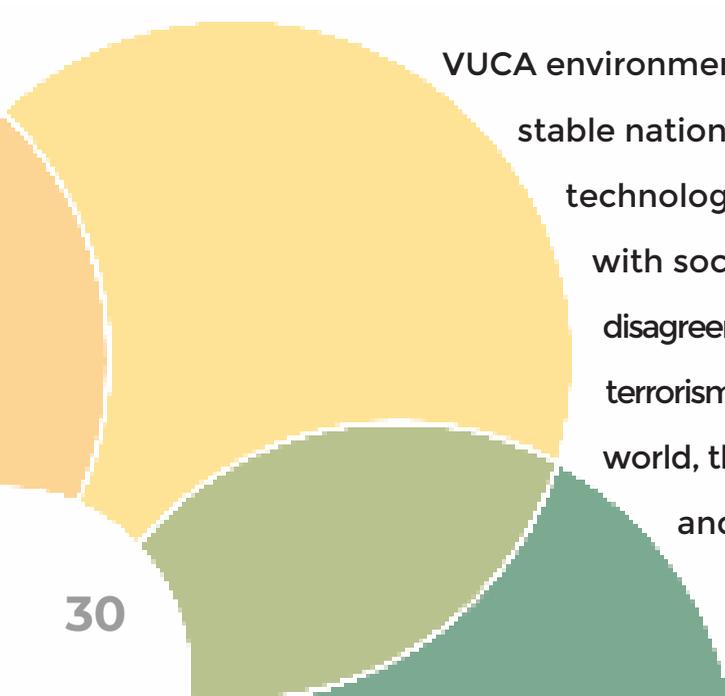
VUCA environments are rapidly enveloping even stable nations because of sharp and rapid technological changes, people's unease with social changes, significant political disagreements within and between countries, terrorism and war in a highly interconnected world, the pressure on natural resources, and global warming.

RECRUITMENT

In a VUCA world, carefully laid plans often don't survive contact with hard reality. This is a problem for recruiting techniques that favor those who plan well and execute plans brilliantly. In the face of emerging business realities, good business strategies need to supplant original plans and goals with new ones, and recruiters need to assess an applicant's ability to sense and respond to these new realities, or to learn from them.

Planning and execution are still relevant when facing VUCA, but they're baseline requirements. More critical are three other capabilities:

- The ability to sense, on the fly, the reality of a situation.

- The ability to respond effectively to the sensed reality, even without resources to assess significant implications carefully.

RECRUITMENT

- The ability to learn rapidly from experience and incorporate the lessons into plans, execution, and most importantly, the building of sense and respond capabilities.
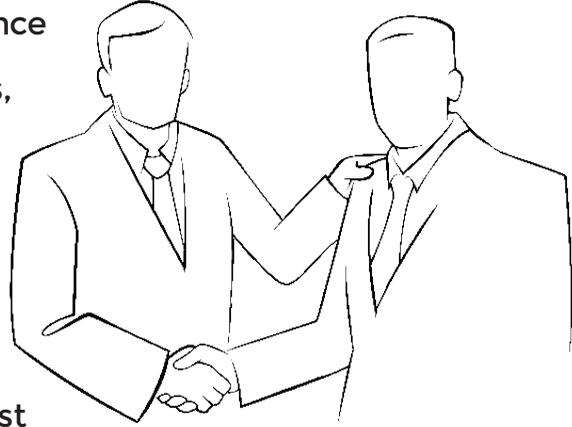
The perfectly fitting candidate doesn't just have to match the current company culture: they'll need to match a culture that changes as the company evolves. People who can adapt on the fly like this can find a home anywhere, a challenge for recruiters who have to sell your business to them.

This is no time for false modesty. Applicants, even unicorns, are hungry to hear what life could be like working with you, so take the time to make the details as exciting as possible. Create an emotional connection, clearly describing the role(s) you're offering and their responsibilities and expected outcomes, the company's plans, and how the candidate will support and be supported by the company's mission.

RECRUITMENT

Paul Petrone, writing on the LinkedIn Talent Blog,[2] suggests the following reasons top talent finds it hard to commit to you and offers methods for inducing them to join you:

The best candidates are deciding between multiple offers at once. So, make the interview as excellent an experience as possible, involve the prospective manager in the meeting, and introduce a senior leader to the applicant.

There's too much noise in the market. Counter this with a reliable employer brand, strong purpose during the interview, and a described path for advancement.

There's a shortage of great talent. Research the best places to recruit, and adopt a data-driven approach to the process.

Hiring managers who are too picky about what they want. Develop a healthy relationship with your hiring manager.

THE ADDING ZEROS 10-STEP
Recruiting process

The recruiting process is mostly a test, with the company offering the job to the top-scorer in all areas. Candidates respond to an ad by a given date, complete a DISC profile (see below), and answer questions that reveal whether they fit the position and the company's culture.

STEP 1. Review or update the position. Every position in every organization should know whether or not they're successful. Make sure that the position clearly describes the responsibilities of the role, as well as the measurable expectations of success and the behavioral characteristics the role requires. If I don't know what success in my position looks like, how do I know if I'm successful in my responsibilities.

STEP 2. Advertise the position. A job advertisement sells the company just as much if not more than an ad designed for its products. The announcement positions the job as the solution to a need the candidate didn't

THE ADDING ZEROS 10-STEP RECRUITING PROCESS
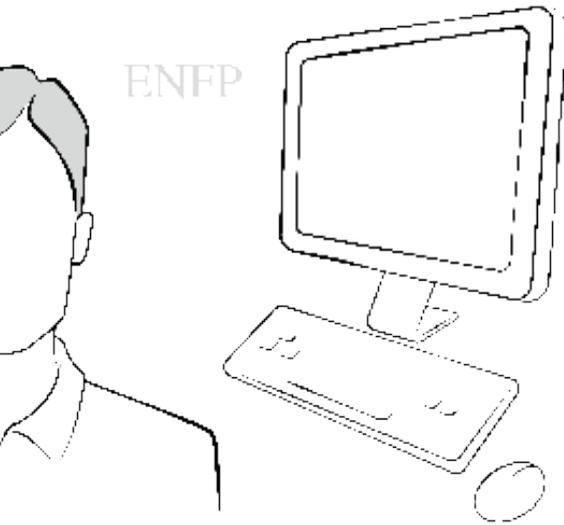
necessarily know they had. In addition to selling the company, the ad needs to specify minimum skill requirements and an application process with a deadline date.

STEP 3. Review résumés. After the deadline passes, filter out the applicants who don't meet the minimum experience requirement and don't offer a good fit with the company culture.

STEP 4. Screen hopefuls by phone. Confirm their experience and ask a few questions that reveal their fit with the company culture. Use the answers to narrow your list to the top 2 - 4 names.

STEP 5. Invite the top candidates to interview.

STEP 6. Ask interviewees to complete a DISC behavioral profile in advance. A DISC behavioral profile enables you to evaluate their behaviors in

their areas of strength as well as any areas that might be of concern.[3] They should return them early enough that you have time to use them in the interview.

STEP 7. Start the interview with the company's story. Break the ice with the company's history, purpose, core values, and the future direction of the company. Then describe the position for which the candidate is interviewing, with the objective of wowing them with who you are and where you're headed. Remember: you have to do just as much selling as the applicant does.

STEP 8. Question time. Ask questions that relate to the company's core values and the behavioral characteristics needed for this position to be successful. You're looking for the traits that you've identified are needed for success in this position. Focus on past behaviors: Tell me about the time when you …, asking about events on their resume. Don't ask what if questions: predicting the future isn't helpful in this case.

STEP 9. Rate the candidate. It's important that two company

THE ADDING ZEROS 10-STEP RECRUITING PROCESS
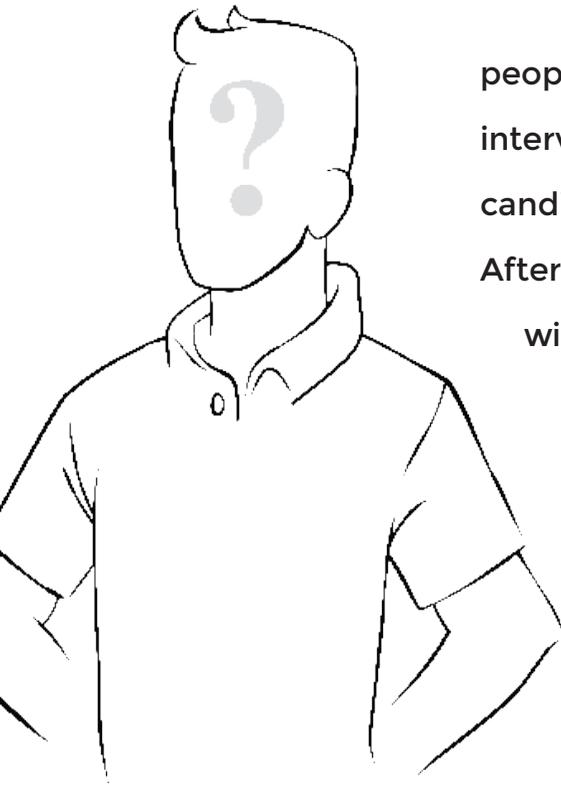
people are present at each interview. Both interviewers take notes and rate each candidate response on a scale of 1 to 5. After you've completed all the interviews, this will be used to review and rank the candidates.

STEP 10. Contact references. Many companies will not provide references for employees for a number of reasons, yet this information is critical in the hiring process. Circumvent these policies by asking the candidate to set up a phone appointment with someone they have worked with in the past. If the position involved leadership responsibilities have the candidate set up an appointment with someone they have led.

If the company has carefully identified the team member traits it believes are necessary (see Leadership, above), it should now be relatively simple
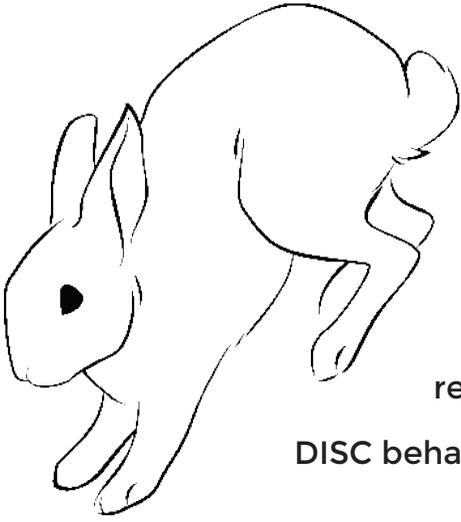
to identify the best candidate for the position: not using gut feelings, but data like the interviewer's graded responses and the DISC behavior profile. As you develop a job's description and its requirements, it's a good idea to build in the DISC behavioral profile that would be best suited to it.[4]

The DISC behavioral profile is a system of behavior analysis that can be used to predict a person's behavior when they work alone or with others. It's useful for identifying a person's dominant behavior type among four possible categories: Dominant, Influential, Steady, Compliant.

D (Dominant) behavior types enjoy competition and challenge. They're goal-oriented and want others to recognize them for their efforts and achievements. They aim high, want authority and are resourceful and adaptable. They are usually self-sufficient and individualistic, losing interest in projects once the challenge is gone. Dominant behavior types tend to be impatient with minor details.

THE ADDING ZEROS 10-STEP RECRUITING PROCESS

They are usually direct and self-confident, enjoy being the center of attraction, and may take it for granted that people think highly of them. They may tend to be somewhat critical of others. Consequently, other people may tend to see them as being slightly domineering and overpowering.

Dominant behavior types like to be leaders. Respect them and never make them feel inferior.

I (Influential) behavior types are very interested in meeting and being with people. They are optimistic, outgoing, and socially skilled, and are quick at establishing relationships. Sometimes their concern for people and their feelings may make them reluctant to disturb a favorable situation or relationship.

Influential behavior types want to be friends, not a boss or employee. Relate to them by talking to them about things in their lives; build relationships.

S (Steady) behavior types are usually patient, calm and controlled.

They are very willing to help others, particularly those they consider friends. They can deal with the task at hand and perform routine work with patience and care. They're happier sticking to methods that have proved successful in the past.

Steady behavior types are well-liked because they are friendly, easy-going and harmless. However, they're harder to work with than Dominant or Influential sorts because they don't like pressure or pushy people. Be casual and reserved with them, outline what you want them to do but don't expect quick decisions.

C (Compliant) behavior types tend not to be aggressive but are usually peaceful and adaptable. They are cautious rather than impulsive and avoid taking risks. They are tactful and diplomatic and strive for a stable, ordered life. Compliant behavior types have a high acceptance of rules and regulations and feel comfortable following procedures in both business and their personal lives.

Compliant behavior types can be challenging to manage. They're
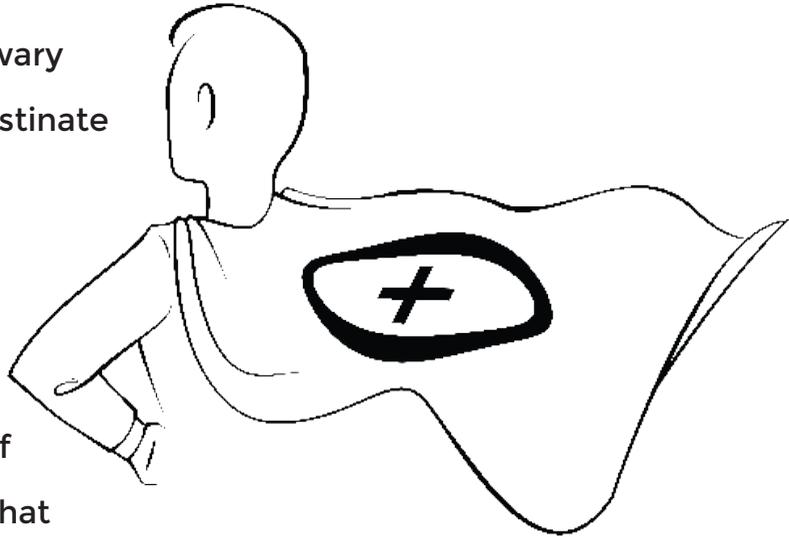
THE ADDING ZEROS 10-STEP RECRUITING PROCESS

skeptical of authority and wary of change, so they'll procrastinate and ask a lot of questions. Give them details and time to make decisions.

If you've looked for yourself in this list, you've realized that all of us are a combination of all four types in various proportions, so bear this in mind during recruitment. Additionally, people often change their natures when under tense circumstances.

Under pressure, a Dominant behavior can become a Compliant behavior, meaning they'll be more considerate of details and think carefully before making a decision. A Dominant behavior could also turn into a Steady behavior, slowing down and grounding themselves. In other words, a behavior trait that may seem undesirable could be precisely the one you want in the clutch.

An Influential behavior can become a Dominant behavior under stress, bossing everyone around without much regard for their feelings instead of being friendly. This can be very disconcerting, like Dr. Jekyll and Mr. Hyde, and troublesome in the workplace. An Influential behavior could also become a Steady behavior, growing more reserved, slowing down and thinking more deliberately.

A Steady behavior could become a Dominant one under the gun, which means they'll act and think quickly, maybe even loudly barking out orders, the mouse that roars.

A Compliant behavior could become a Dominant one, thinking and acting more quickly than usual.
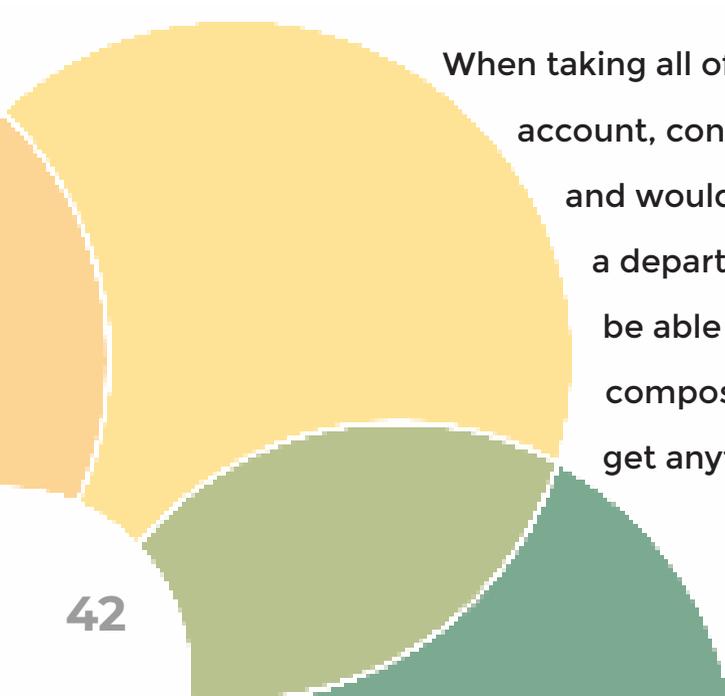
When taking all of these possibilities into account, consider who's already in position and would work with the new hire: could a department full of Dominant types be able to function? Could a team composed of Influential behaviors ever get anything done?

THE ADDING ZEROS 10-STEP RECRUITING PROCESS

DISC is a powerful business tool for developing effective communication skills. If you're communicating with an employee but you're not clear in your actions and they don't complete it the way you want them to, you weren't clear in your communication. A good communicator knows it's their responsibility to be clear, not the responsibility of the other to decipher and understand.

True communication is the response you get. You know you're communicating *effectively* WHEN YOU GET THE RESPONSE YOU DESIRE.

The best communicators adapt to who they're talking to, and DISC helps you become a great adapter, learning to adjust to other people's styles to get the responses you need. The objective is to be a high DISC, meaning that you adapt to those with whom you're communicating. The ideal scenario is when both communicators adapt to each other's style, meeting in the middle to get what they need.

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ONBOARDING:
it ain't *over yet*

A new employee gains a more rounded understanding of the organization when they learn about their new role and the company's values, strategy and purpose. This makes their first few weeks at the company a relationship-building opportunity while they're getting training and the tools they need for success. This is the purpose of onboarding.

Onboarding is a documented process created by Human Resources and the new hire's manager.[5] The onboarding plan describes what is to be taught to the new employee and by whom. It contains a timeline for when this is to happen and provides metrics and benchmarks for proficiency, as well as a schedule for when the new hire is to meet those standards.
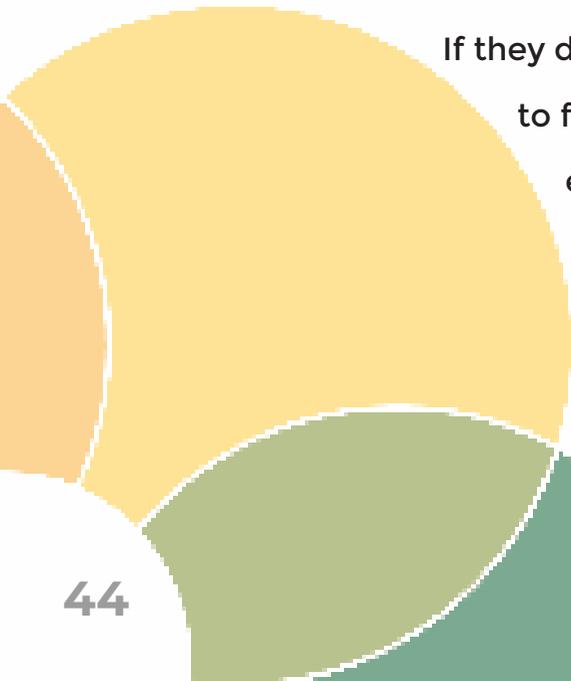
If they don't meet the benchmarks, dig deep to find out why. Was the training clear and effective? Is the person willing or able to follow the instruction? Is there a bad fit of either culture or experience?

Onboarding is not a single event like an orientation meeting; it's a

ONBOARDING: IT AIN'T OVER YET

process that extends throughout the induction period. It's part of the company's culture of Talent Development that continues throughout an employee's tenure with the organization.

As such, the essential onboarding trends, as noted by Top Employers Institute, look a lot like best practices for Talent Development:

Process, not event. Instead of a two- or three-day experience, as is fairly standard, onboarding should continue for three to six months after the job starts.

Moving towards a multi-dimensional program. Onboarding should cover the: business context (our purpose, goals, and other information that gives them a powerful understanding of who we are and where we're going) the situational context (the job and its expectations), and the cultural context (core values).

Senior management is actively involved. This helps in the understanding of the overall business purpose and direction.

ONBOARDING: IT AIN'T OVER YET

Gain insight. Data collection enables the measurement of employees' progress, and program improvements, impact, and effectiveness.

You build trust with new hires during their first few weeks, which is your opportunity to prove to them that they made the right decision in joining you. You also gain valuable insight into them and what they have to offer the company – and sometimes you discover that they don't offer that much. You realize you've both made a mistake.

If so, it's time to look for a new team member. Remember this Talent Development standard: hire slow, fire fast.
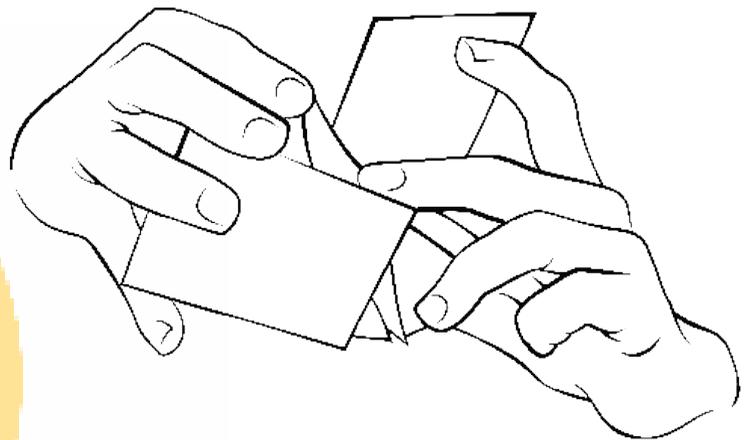
THE MAGIC OF ADDING ZEROS
Through *People*

It can be tempting to think of a magical workforce that needs little to no supervision, never complains, and is completely interchangeable: robots, in other words.

But robots will never replace the human mind's curiosity and problem-solving abilities, not to mention our empathy for other humans. If the Sorcerer's Apprentice had been a good leader, he wouldn't have started up a process he didn't know how to stop. Furthermore, the broom would have known that success looked like a cauldron full of water and known when to stop.

As you've seen in this chapter, leadership is not a skill that automatically shows up with a job title; it's a set of behaviors that must be taught and learned. It's important work because of the way in which it touches people's lives and makes them feel about themselves as well as the company. It's a responsibility that's not to be taken lightly.

When an organization leads its team with intentionality, it has real benefits for its constituents.

THE MAGIC OF ADDING ZEROS THROUGH PEOPLE

PEOPLE	
TEAM MEMBERS	**CUSTOMERS**
high morale staff retention	*valued loyalty of staff*

Team Members benefit from high morale and staff retention, and Customers benefit from always working with people who value them and their loyalty.

As you saw in this white paper, the Discipline of People increases stability through:

• leadership that creates passionate and focused people who think for themselves, follow-through on their initiative, and are confident in trying new things;

• talent development that cultivates skills and behaviors to ensure that we are maximizing our strengths and reaching our goals; and

THE MAGIC OF ADDING ZEROS THROUGH PEOPLE

- recruitment that makes success inevitable.

Business is ultimately about bringing two groups of people together: those who have needs and those who can meet those needs. To solve a problem well for another person requires human interaction, empathy, and initiative.
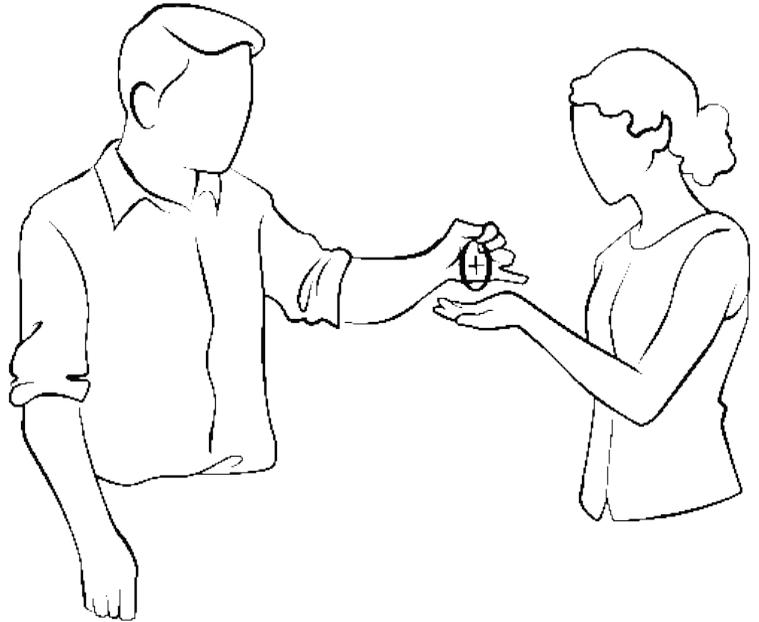
The organization that consistently ensures its team members have everything they need to excel in these areas will always outperform mindless robots who will never be able to say us instead of you when referring to their company.
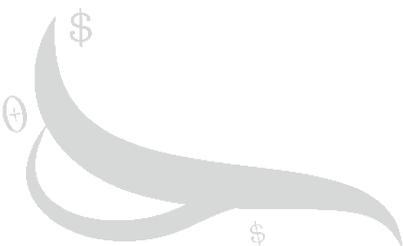
FOOTNOTES

1. The notion of VUCA was introduced by the U.S. Army War College to describe the more volatile, uncertain, complex and ambiguous multilateral world that came about at the end of the Cold War. The term VUCA became more common in the 1990s and has been used widely in the field of strategic leadership. https://en.wikipedia.org/wiki/Volatility,_uncertainty,_complexity_and_ambiguity

2. "4 of the Biggest Problems Recruiters Face (And How to Overcome Them)," by Paul Petrone, December 3, 2015; https://business.linkedin.com/talent-solutions/blog/recruiting-tips/2015/4-of-the-biggest-problems-recruiters-face-and-how-to-overcome-them

3. Find one here: www.123test.com/disc-behavior-test/

4. DISC is a behavior assessment tool based on work by American psychologist William Moulton Marston. It centers on four different behavioral traits: dominance, inducement, submission, and compliance. It was further developed into a behavioral assessment tool by industrial psychologist Walter Vernon Clarke.

5. "The Top 5 Current Onboarding Trends," by Caitlin Drysdale, HR Grapevine, May 23, 2016, citing Eleanor Nickerson, Director of UK Operations for Top Employers Institute; https://www.hrgrapevine.com/content/article/2016-05-23-the-top-five-current-on-boarding-trends