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Hey, everyone, welcome to another episode we've been talking about, well, at least for the past two days, a little bit about people leadership. So I want to continue with that topic. I'm going to challenge you to be the people leader that



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doesn't let crap slide.



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And what I mean by that,



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right? Because, let's be honest, in our business, we probably deal with a lot of different crap. But what do I mean about being a people leader? and not letting things slide? Well, probably at some point in your career, no matter what you have been doing, no matter the path you have taken throughout your life, you have been in an environment where you have watched other people get away with things, that's probably the easiest way to say it. You know, maybe it was in school growing up, or maybe it was a sibling and you're like, how did they get away with that stuff? And I don't get away with that stuff. Or how is that fair that you know, they're not being addressed for not doing these things? And, you know, because I would never not do those things, I'm always going to follow the rules or I'm, you

know, I'm going to follow the law or I'm going to, you know, turn my homework in on time whenever you're in school, or whatever the case may be right there. One of the reasons why you're listening to me right now is because again, you are self motivated. And you focus on delivering and doing things the right way.



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All right.



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And so, you we have to realize, and we, we all do, but we have to accept that the people around us aren't always going to be at that level. And so what happens when you as a leader, have brought someone on the team and they are not performing, okay? Or they don't have the right attitude, or you thought they were going to fit in your culture, and they don't. What if you brought someone on that, that seems to be a team player and uses all the right words in front of everybody? laughs and smiles and seems like they get along. But then come to find out, you know from from your team and the rest of your team, that person is not who they appear to be.



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Please do not be the leader that ignores that.



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Okay. And I know



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that those are hard conversations. Okay, any type of performance conversation is a hard conversation. We talked about that a little bit yesterday. And that's okay. It can be a hard conversation, but it cannot be a conversation that you avoid or ignore if your responsibility is to lead others. If you have people reporting to you, you have accepted the responsibility of people leadership and development. And that's not something that can be put off until tomorrow or the next day or the next day. I mean, reality Yeah, you can do that. Should you know can you afford to do that in your organization? Absolutely not. Okay, so let's let's think about a couple things. Number one, let's walk through why we

don't address the people On our team, that's actually derailing our high performers, and could potentially cause turnover in your organization. Because the people who are working hard and have high standards aren't going to stay to deal with the bullcrap.



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Right? Okay. So



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what happens? Well, number one, accept the fact that you made a bad hire. A lot of people have a hard time doing that. A lot of people don't want to admit that they made a mistake or just couldn't see through the bad situations. Okay, the bad signs, or they can't accept the fact that they did everything that they could during the interview, and they did a robust interview. And for whatever reason this person just slipped through. So if you are living in that right now, or you've dealt with it in the past, or at some point, you will probably deal with it in the future if you haven't yet. Except the fact that it's okay. You're human. You have the best of intentions. And and if you miss a clue, or didn't you're blaming yourself because you didn't ask the right question, just stop. Okay? It's not going to help that you blame yourself. We're human. We've all made mistakes. I've made hiring mistakes throughout my career. Either because I didn't ask the right question and I learned from that, okay, or the person was amazing at saying all the right things and you know, quote unquote, playing the interview game. And, and they became a professional interviewer because they could get get into the door through the interview, but they didn't last long in different organizations.



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Right?



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You know, or maybe you just doubt yourself and so then you rely on other people's judgment. I had that situation. In the beginning of my career, when I really started managing a middle, a mid level business, and I had to hire and there was a young lady who, you know, I just I did not get a good feeling. She was very late to the interview, she got lost, she couldn't find the location. Right? My expectation is you got to find it the night before. We all have sort of these mental roles. So for me, she was super late. She called

several times trying to figure out where we were. When she came in. She was over the top friendly, like, too much, too much charisma. Now, I love excitable people, and I love fantastic personalities, but she was over the top. And I just, there was a combination of things. I just did not get a good feeling. And so I had someone else in the room and they went, No, no, she's great. She's wonderful. You're gonna love her. She's gonna bring so much energy to Diem, and I'm like, I don't think so. But I'll go ahead and try it. And it was a mistake. You know, I ended up removing her from her role within six months. And so let me tell you, that was a hard six months and we're going to get to that point in the conversation in a minute. But my point is, I had to forgive myself. I had to say, Katrina, hey, you didn't trust yourself. But you knew that you were right. So hey, You were right in the first place, just yourself from now on. Now, let's go fix the problem. So what was happening? She was causing significant problems with the people that she worked with, she wouldn't listen. It was really all about her. You know, she would not follow my direction, it was constant challenges. And I'm okay, if you push back, right, you should always push back if you've got questions, and you need to seek to understand that wasn't the issue. It was the point that even when she understood it, she just didn't like it. She wasn't going to go do it. And that's not how businesses run, right? We can't follow that mentality. And so there were a lot of red flags. But the ultimate thing was that I was getting feedback from peers and from the people that reported to her that she was not a good leader. Okay, and so, I've seen this throughout my career where this has happened. And instead of going in and having an immediate conversation with that individual, which is what I did, other people will step back and say, yeah, I'll give it some time.



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She's still new in her role,



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I'll just let her get acclimated. Or



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you know, the people that are complaining had been in the role too long. They're just sort of intimidated by this breath of fresh air. Whatever, or, you know, the new person is not causing the problem is the old person that's been around, and the old person that's been around, so to speak, I say old as in tenure. Okay, not an age, but the tenure person has been around is struggling because the newer person on the job is forcing them to step up and move forward. And so and then they they bucked the system and they don't want to

so realize that you could have had a bad hire many, many, many years ago. And that you're not going to see it until you start to develop your team and they have to interact with other people and then other people are going to come and tell you how they really treat others. You just haven't had others around. So again, first step, acknowledge that you've made a bad hire. So Number two, start asking questions and trying to figure out what exactly is happening with this person to cause the issues. So go, go start asking people that they work with, tell me how the relationship is tell me what you're seeing relative to, to performance, tell me what you see relative to the needs, and the dependencies that your team has in this other person. You know, what are you getting back from them? Are they being a supportive team player? Are they giving you what you need? Are you Are they collaborative? Do they come back in and push their ideas, but also accept yours? Right? Is there a given take? Those are questions that you're going to ask. But at the end of the day, you have to go and have a conversation with the person that you've hired, that's causing the problems, and they have to be addressed. Okay. And so we can have a full day conversation about all the different ways to have the conversations. And I would love to do that if you're open for it. As an aside, shoot me a note, let's have that conversation. But the bottom line is there's multiple ways to have the conversation. The key is that you have to go in and instead of dancing around the concern, bring the person in or go for a coffee, whatever you want to do. But the point is the conversation needs to be direct and clear. Hey, I'm getting some feedback that these are some concerns. Help me understand what's happening. Help me understand what's going on. At the end of the day, here's what I expect from you. Here's how I expect you to work within the team. Here's how I expect you to act upon our culture. Do you have any concerns with those expectations? Do you think that those are things that you can deliver upon? And you need to get them to say Yes, okay. Okay, good. Tell me what you're going to do moving forward. To change the either the perception the team has, or the way in which you're interacting with the team in order to improve upon either the collaboration or the way in which you're displaying our culture. Ask them to tell you, they need to tell you the plan. That's the first step. Okay. And then the next thing is after they give you that, you go and you watch their behavior, you seek to get additional feedback, you ensure that they're following the plan, and you follow up on it regularly. Maybe it takes one conversation and that person gets on track. Maybe they just didn't realize what they were doing. And that's okay. That's the point. Maybe they didn't realize it, and you're bringing it to their attention, and you fix it with one conversation, then your quote unquote, bad hire may not have been such a bad hire, they've gotten on track. But if they can't get on track, or they have already damaged their brand, so badly with their peers, and this does happen. It absolutely happens. Or even the direct reports if it happens, and that person has damaged their personal brand, with their peers and or direct reports. It may be that they're too far gone. Because this is work, right? This is not family. This is not anything else. People don't have to necessarily purposely put For that effort to continue to build

relationships with a with a peer or supervisor, they just simply will come in and do the best they can with the limitations around them and go home. So if you want higher performance from the rest of the people surrounding that one person, you have to solve that one person. Okay? And if it's too late, and those teams will not be willing to give that person another chance, and it has happened and it will happen, you will see it happen at some point in your career, if you haven't already, if it gets too far, okay, if that person takes it too far, and damages those relationships, to the point that they cannot be repaired, you will have no choice but to eliminate that person from your team. Okay, it's just it's a very bad situation, but that is why you as a leader have to get engaged to so quickly. All right, so, if that happens, then you're going to have to go through the process



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of going through consistent accounts. Ability discussions and performance discussions with that individual. And if they can't get traction or build collaborative relationships with peers, you, you eventually will have to remove them, because it will slow the progress and the overall performance of your



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team. Now, that's a complex situation, isn't it?



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And this this wasn't a fun light conversation and dealing with people concerns. When you when you have a bad hire or someone just their attitude changes on the team and they're not quite as committed to the business or the mission as as they were before, or whatever the case may be. They feel threatened in the role. Right? The business is moving forward and changing and they can't change. There's a multitude of factors there. Okay. But at the end of the day, if you're that people leader, you are responsible for that person. Let's let's not forget that you are responsible for that person. And therefore you are responsible for clearing up concerns, addressing poor performance, trying to help them move forward, but if not damage their brand. If they cannot change their attitude or their performance cannot change with the changes in the company, you will have to proceed with with removing them from their role. Okay? So be prepared, except that in your mind that may be the path you have to go down that that, you know it is their decision as to if they get to stay or go, right, you just simply aren't you deliver the message based on their behavior and their attitude and what they're doing. But you need to prepare yourself to deliver that message. Okay, so, if you're not good at that, again, like I said yesterday, get a coach.

Find a mentor, get a mastermind group, surround yourself with peers that are dealing with or have dealt with it so they can coach you and help you. Alright, but seek help and if it's just not something that you want to do, and again, that's okay, because you get a choice. Do you own your business, you have a choice in this, then bring on another person to help you with that.



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Okay.



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All right. tough conversation. But again, lots of questions that I get on that one. Hopefully that helped a high level if you've got questions or feedback or another topic that you want me to touch on related to that, shoot me a note, you know, add a note to the podcast, let me know. I would love to hear from you.



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And I'm happy to add some additional clarity where we need it.



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Thank you for listening.