



## Set Your People Up for Success *By Joseph Sherren*

New employees will make many judgments about your company within the first few months which will last their entire careers. Therefore, the initial orientation is crucial for both the employee and the company. The training should explore the “why” of an organization (its basic purpose). By sharing the history, the founder’s story and values, new hires will feel like part of the team and be more fulfilled.

According to IDC (International Data Corporation), employees who do not fully understand their jobs cost U.S. businesses an estimated \$37 billion every year. Their recently released white paper quantifies the losses that

occur as a result of “actions taken by employees who have misunderstood or were misinformed about company policies, business processes, job function or a combination.”

Effective onboarding helps workers understand their roles, the company they work for and its culture which can significantly cut these losses.

There are two significant reasons why organizations should consider an extensive onboarding process. First, there is now evidence that certain long-term attitudes and behaviors can be determined by putting new employees into high pressured simulations. *(continued on p. 2)*



## The GM Nod is Pervasive *By Kristin Arnold*

The internal report on GM’s decade-long failure to recall cars with a deadly safety hazard ascribes the appalling incompetency to “the GM nod.” The report describes the GM nod to be “when everyone nods in agreement to a proposed plan of action, but then leaves the room with no intention of following through.”

That continual nodding of the head contributed to at least 13 deaths in more than 50 crashes. That’s just downright criminal.

Unfortunately, it happens all the time – with less than deadly consequences, but the “nod” is pervasive in the world around us.

I was at a small breakfast cafe and asked for decaffeinated coffee. The waitress responded that they didn’t have decaf – although she admitted that many people (like me) request decaf. I saw her nod in agreement, yet nothing changed.

I was at a hotel and the ice machine was out of **1** *(continued on p. 2)*

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## September 11 Webinar

### The Team Trifecta: 3 Keys to a Highly Successful Team

The world of work has become more global and complex. Rarely can one person do a specific function without some sort of interaction with another person or group of other people. In this webinar, you’ll discover the three keys every manager should focus on to build a highly successful team. You’ll also learn practical methods to encourage and coach your team to higher levels of performance.

Join master facilitator Kristin Arnold as she shares her team trifecta model so you can achieve greater results and collaboration.

Register on our website for this *free* 45-minute webinar being held on Thursday, September 11, 2014 at 12 noon Eastern or register at <http://bit.ly/zeQbIY>



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A newsletter designed to facilitate discussion and share tips and techniques to help your teams to be extraordinary.

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The Extraordinary Team newsletter is a quarterly publication distributed to clients, friends and partners of Quality Process Consultants, Inc. Ethos Enterprises, Inc. Gateway Leadership, Inc.

Articles are welcome and encouraged. We would sincerely like to know what you are doing.

The Extraordinary Team makes meetings more engaging, interactive and collaborative.

- ◆ High Stakes Meeting Facilitation
- ◆ Team Training & Consulting
- ◆ Main Stage Conversationalist
- ◆ Author & Expert on Teams
- ◆ Expert on Critical Thinking

Duplication and reprints are okay, as long as you credit the source. Thanks!

Secondly, recent research conducted with over 1,000 university students links academic entitlement with inflated expectations in the workplace. Those students who complained until they got better grades and viewed their professors as hired help were on the fast track to becoming dissatisfied and disgruntled employees, carrying that same attitude into the working world.

The only way to start an employee on the right path, and in a position to become next generation leadership, is extensive, comprehensive onboarding. Effective employee onboarding has a positive and long-term domino effect; it ensures that new hires feel welcome and prepared in their new positions. This in turn will give them the knowledge, confidence and ability to make a positive impact.

Years ago when I started with IBM, all marketing and service personnel were required to attend three to six months of orientation and skill building training. At Disney Corporation, orientation training is not optional; it is embedded into the fabric of the organization.

Disney says there are three things to consider when creating a basic orientation program: (1) What cultural values do you want established during this orientation experience? (2) What flexibility will there be for personal adaptation by employees? (3) How will the employees treat their peers when subjected to pressure or competitive situations?

This awareness helps new hires recognize and appreciate their responsibility for continuing the Disney tradition, their impact on the quality of the customer experience, and the role they play in the company's continued growth and success.

In order for employees to become great leaders, they must know their role, connect that role to the vision and behave in alignment to the company's culture. The only way this can happen is through effective orientation training.

## The GM Nod is Pervasive (continued from page 1)

order. I had to climb up and down two flights of stairs to get some ice. Not a big deal, but an inconvenience. Upon checkout, the front desk manager asked me, "How was your stay?" I told him about the non-functioning ice machine and the tattered sign that directed me to a properly working ice machine two floors away. I then saw his head nod.

In comparison to the GM debacle, these items are insignificant. However, this "nod" is pervasive. Just watch it in action around you.

It bothers me that GM is using this as an excuse; yet I'm delighted to report that GM CEO Mary Barra vowed to change the culture saying, "This is about our responsibility to act with integrity, honor and a commitment to excellence. To excel – to truly build the best auto company for our customers – we have to change our behavior as well."

She goes on to say, "We have to personalize this challenge. Quality and safety aren't someone else's responsibilities. They are mine. They are yours. We must all feel a personal responsibility to see that this company excels at every level."

It's going to be a long and hard road to change the GM culture and I wish the rest of us would do something when we see the "nod."

## What's New at QPC, Inc. – The Extraordinary Team

It's a strange summer. Typically, we work out of Prince Edward Island from Memorial Day to Canada Day (end of May to mid-October). This year is different in that we are working all over North America. It just doesn't make sense to crisscross our way to PEI until the end of July so we're looking forward to taking time off in August.

Are you taking some time off to recreate? To vacate the mind on a vacation? Sometimes we just get so caught up in the busyness of each day that we forget to step back and look at the big picture. So, we hope you take some time to enjoy the summer!

So what's been keeping us so busy, you might ask? Oddly enough, several companies and organizations are doing some sort of business or strategic planning now that the economy seems to be recovering. Kristin has been facilitating many of these off-sites, retreats and summits as well as mastermind sessions with C-level executives.

For many years Joe has been preaching that companies should get rid of the old archaic "Annual Performance Review." It is a dinosaur from the 1960's which has never proven to increase performance, increase loyalty or build better relationships between managers and employees. Some companies report that it does just the opposite. More significantly, the bulk of the emerging workforce (Millennials and retired Boomers returning) want no part of it. So Joe has developed a new and unique "Commitment to Coaching" program and process which his clients are finding much more constructive. It engages managers and employees and results in higher employee satisfaction and improved productivity.

We're really excited about this new capability and hope you have a great summer!

Kristin & Joe

### Where are We?

Kristin & Joe can be seen at the following public events:

#### July

*Toronto, ON:* York University: Management 2

#### August

*Toronto, ON:* York University: Successfully Managing People

*Tehran, Iran:* American Liberty University: Executive MBA Program

*Charlottetown, Canada:* UPEI Executive MBA Program

#### September

*Scottsdale, AZ:* Webinar: Team Trifecta

*Chicago, IL:* Chief Executive Network

*Toronto, ON:* Leadership Through Team Building

#### October

*Stanhope, PEI:* Supervising for Success

*Kansas City, KS:* Chief Executive Network

*Palm Springs, CA:* Chief Executive Network

*Toronto, ON:* York

University:

What Senior

Managers Need

to Know



## Practical Team Activities: The 7 Stances of King Butu

Ask the participants to stand in a circle. Say, "King Butu knows seven ways to make contact with the world. I'll first show them to you, then we'll do them together two or three times and then we'll reflect." Then you say and show the 7 positions – one at a time: "Sometimes...

...you can make yourself bigger (Stretch out.)

...you can make yourself smaller (Shrink.)

...you start by looking inwards (Hands on your belly, bow your head, close your eyes.)

...you step into the world (Step forward, open arms and say "Ta da.")

...you take a step back (Step back, bring your hand to your chin and look around.)

...you start with greeting your neighbors (Look to your left neighbor; acknowledge him or her with a head bow. Do the same to the other side.)

...you take a neutral, open position (Raise up on your toes and slowly lower yourself in a straight position back on your feet.)

After showing the seven positions, ask the participants to join you in doing the positions two or three times together. Then ask the participants:

"What felt like a natural position for you?"

"What felt like the most difficult position?"

"What positions would serve you better right now?"

"What position would you like to learn better?"

"What positions would better serve the group?"

During the event you can use this input to provide feedback on their stances or suggest new approaches.

*Derived from the International Association of Facilitators Forum, 2009.*



## From the Bookshelf

Branding expert and leading authority on the science of fascination, Sally Hogshead just published her definitive book: *How the World Sees You*.

Sally's story is fascinating. I got hooked on the first page and realized that we all have a spark – something that makes us fascinating to others. And we can use that knowledge to impress or influence others.

The book comes with a private code to unlock the Fascination Advantage® online assessment. She has given me a special code for you to take the assessment for free!

And the best part is that Sally wants this to be a chain reaction. Project Fascination has a goal to show 100,000 people how their personalities add value. So when you take the assessment, you'll receive 100 assessments to share with your circle for free, too!

Take the assessment today at [www.HowTheWorldSeesYou.com/You](http://www.HowTheWorldSeesYou.com/You) and use the code "Arnold" (no quotation marks). You will discover how your personality is custom built for certain situations, and which situations you should learn to avoid. And it only takes 5 minutes (you can even do it on your phone).

This offer is only good until July 25, so you don't want to wait!



## Do a Pre-Mortem When You're Confident

Have you ever felt confident about a decision you were about to make and then, in the actual execution of that decision, you found you hadn't quite considered all of the ramifications?

You were just subjected to the "overconfidence bias" where your subjective confidence is greater than the objective accuracy.

It's a common phenomenon. We convince ourselves of the absolute truth when, in reality, we may not know for certain. Or, we haven't thought it through or considered the consequences.

For example, when I was a junior in high school, I knew I wanted to go to the U.S. Coast Guard Academy. It's not that I knew for a fact that I would get admitted, either. (FYI, the USCGA is the only academy where admissions are based on merit, academic and extracurricular activities rather than a congressional nomination).

As a brash 17-year-old, I had a high degree of confidence that I would be accepted. And so I didn't apply to any other college. My father once asked, "What would you have done if you didn't get accepted?" I casually

answered "I would have figured it out."

The good news is that I was accepted to attend in 1978 and graduated in 1982. However, in retrospect, I was overconfident (and foolish) to gamble on my educational prospects.

When faced with the possibility that you are confident and facing little resistance, I suggest you try

a "pre-mortem." In the September 2007 *Harvard Business Review* magazine, Gary Klein first popularized this idea of doing a "pre-mortem" critique before you make the decision.

To conduct a "pre-mortem," you should:

1. List every possible problem that has even a remote chance of occurring.
2. From that doom-and-gloom list, pick the top 10 problems on which to focus your thinking – those problems that are show-stoppers, highly probable and/or within your control.
3. For each problem, develop an action plan to prevent them from happening in the first place.
4. Finally, implement the plan. You can also ask one of your team members to be the devil's advocate to challenge your thinking so you don't make a bad decision.



Kristin graduating from USCGA in 1982

## Quote of the Quarter

"Problems can become opportunities when the right people come together."

*Robert Redford*

*American Actor, Film Director & Producer*