WRONG FIT, RIGHT FIT

Why How We Work Matters More Than Ever

André Martin, PhD

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To my wife, for loving all of me and all my nuance
To my mom, for being in my corner since day one
To my kids, for giving me a reason to be and do more
To my mentors, for opening doors and pushing me through them

To all my teams, for showing me the definition of brilliance
and inspiring me to help more talent find *right fit*.

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FIGURES & TABLES

dominant
hand

The quick brown fox jumps over the lazy dog.

The quick brown fox jumps over the lazy dog.

non-
dominant
hand

Figure 0.1: Handwritten Sentences with Dominant and Nondominant Hands

PERSON MISMATCH
No one at the company 'looks' like me, but many people work like me.

WORK STYLE MISMATCH
People at the company 'looks' like me but don't work like me.

How does the company prefer to work?

Right Fit

How do I prefer to work?

Who am I? (characteristics & experiences)
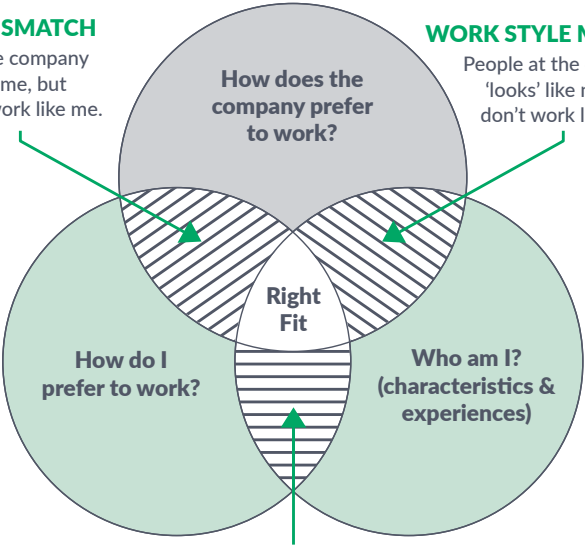
TOTAL MISMATCH
No one at the company 'looks' like me or works like me

Figure 0.2: The Elements of *Right Fit* and Fitting In

TALENT

In Search of *Right Fit*

Book will help you better
understand yourself
and how to better assess
potential companies.
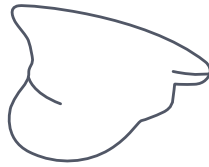
PEOPLE LEADER

Responsible for
Creating an Engaging
D2D Climate

Book will help you
understand your talent
and what they need to
stay committed.

C-SUITE EXEC

Tasked with
Creating a Strong
and Distinct Culture

Book will help you build for
right fit by more authentically
presenting "how you work"
at your best.

Figure 0.3: The Three Hats
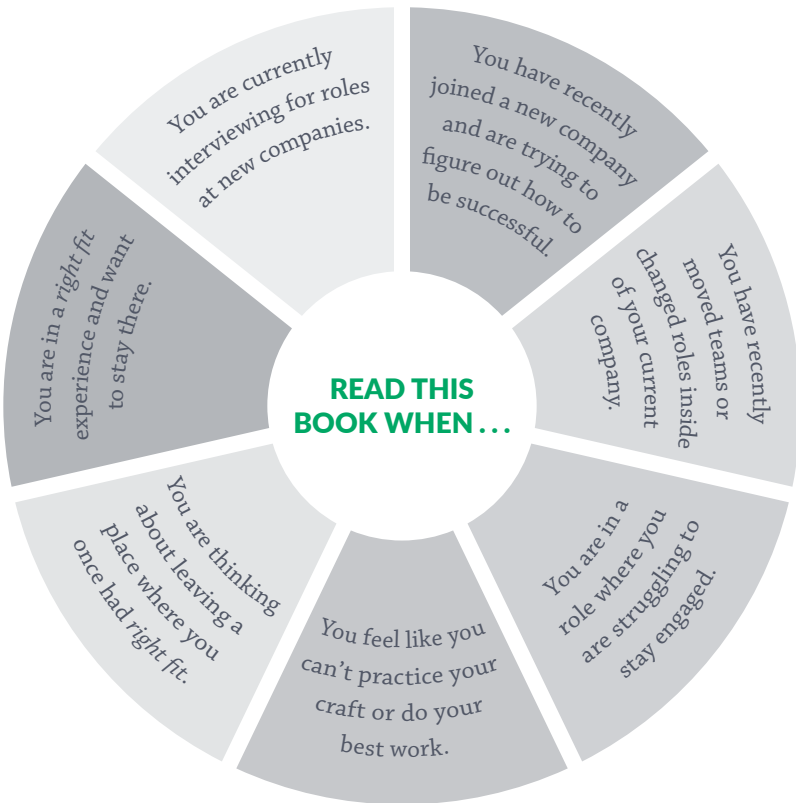
Figure 0.4: Audience for This Book

The wheel, centered on "READ THIS BOOK WHEN . . .", contains the following segments:

- You have recently joined a new company and are trying to figure out how to be successful.
- You have recently moved teams or changed roles inside of your current company.
- You are in a role where you are struggling to stay engaged.
- You feel like you can't practice your craft or do your best work.
- You are thinking about leaving a place where you once had right fit.
- You are in a right fit experience and want to stay there.
- You are currently interviewing for roles at new companies.

Figure 1.1: US Employee Engagement Trend, Annual Averages

Source: Jim Harter, "U.S. Employee Engagement Needs a Rebound in 2023," Gallup, January 25, 2023.
gallup.com/workplace/468233/employee-engagement-needs-rebound-2023.aspx#:~:text
=Story%20Highlights&text=After%20trending%20up%20in%20recent
,2020%20to%2034%25%20in%202021.
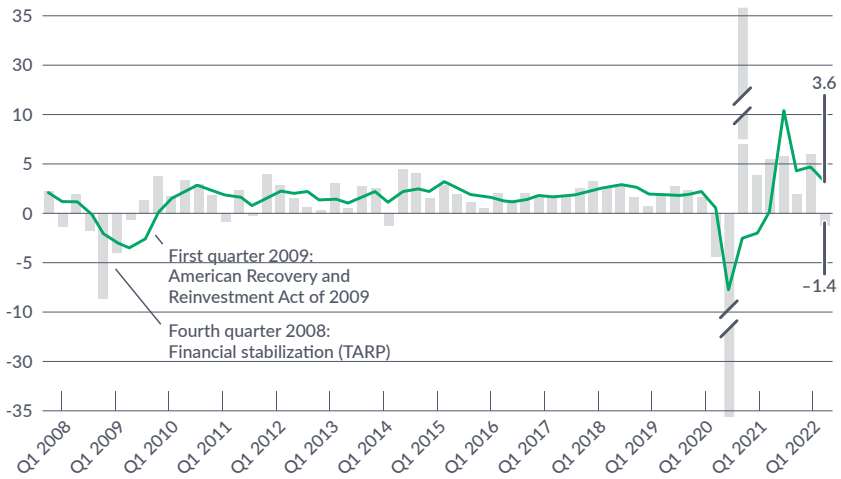
Figure 1.2: A Decade of Growth

First quarter 2009:
American Recovery and
Reinvestment Act of 2009

Fourth quarter 2008:
Financial stabilization (TARP)

3.6

−1.4

32%
Desk-Based Work

12%
Externally Facing Work

10%
Managing Down

7%
Managing Up

1%
Training & Development

38%
Managing Across

Figure 1.3: Time Spent on Activities at Work

Source: Julian Birkinshaw and Jordan Cohen, "Making Time for Work that Matters," *Harvard Business Review* (September 2013). https://hbr.org/2013/09/make-time-for-the-work-that-matters.

SO, WHAT DOES "FIT" MEAN, REALLY . . .

Right Fit

"I didn´t worry about the clothes he was wearing, that relationships formed faster; I felt more comfortable more days and I laughed early on."

"I could practice my craft. Period."

"You are putting in the hours, but it doesn´t feel like work."

"Felt like being excited to show up for work every day. It felt like home."

"I never had the 'Sunday Blues.'"

Wrong Fit

"I felt like I was on a Ferris wheel. The work never ended and didn't really feel like we were going anywhere."

"It was impacting my relationships, my mental health. I just didn't want to go to work."

"It was like being punched in the face every day in a different way."

"Everyone has a secret decoder ring for success, except for me."

Figure 2.1: *Right Fit* vs. *Wrong Fit* Interview Quote Samples
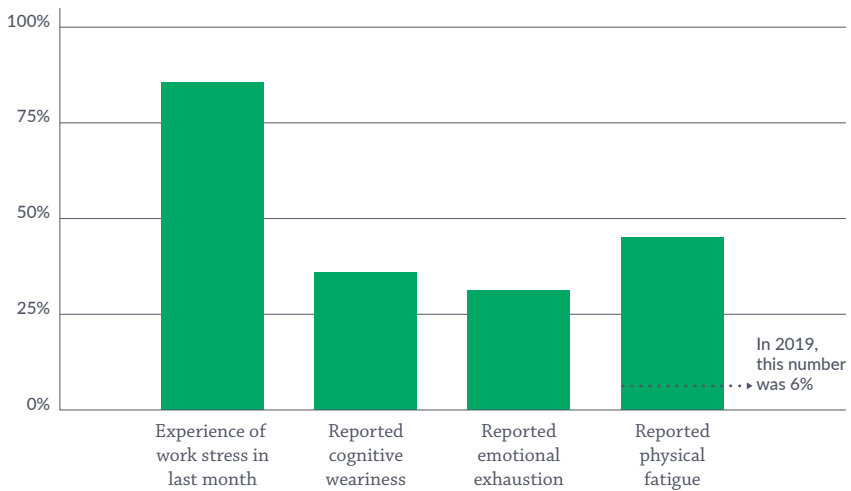
Figure 2.2: Key Statistics from the APA Work and Well-Being Survey

"DO I FIT HERE?"

Overt + often
communicated

Purpose
Values
Products
Role
Manager
Team
Office/Perks

How we work day-to-day

Below the
surface +
often
unwritten
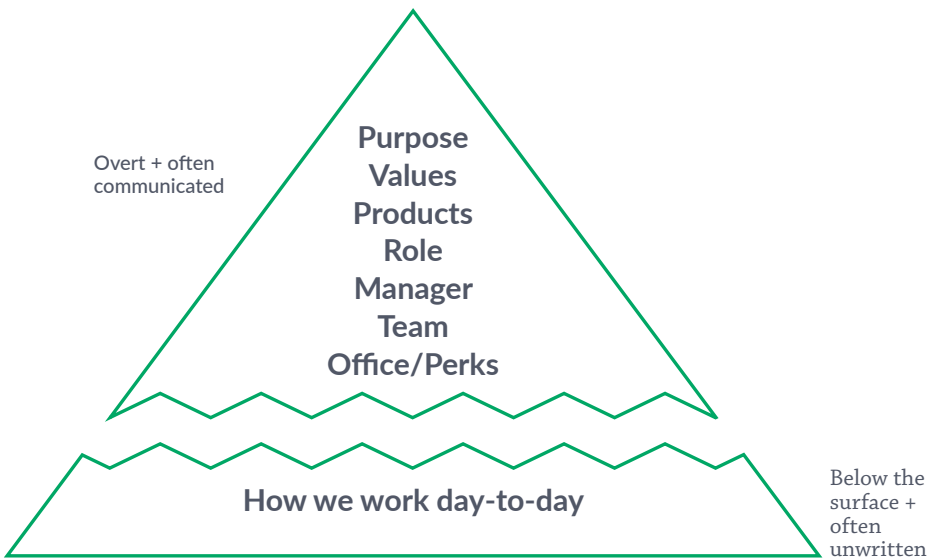
Figure 2.3: The Elements of Fit

Table 2.1: Fit Questions for Talent and Companies

AREA	QUESTION TO BE ANSWERED	TALENT PERSPECTIVE	COMPANY PERSPECTIVE
Interviewing	How do we interview differently to ensure a better fit?	How well does the company's/division's/team's way of working fit my values, beliefs, and skills?	How well does a potential talent fit our current "profile of success"?
Onboarding	How do we onboard to create a deeper dedication?	What do I need to shift, shed, strengthen, or start doing to be invaluable and fully engaged?	What do our new joiners need to see/know/do/feel so they can sustain success over the long term?
Performing	How do we sustain excellence and engagement over time?	Am I of craft or of company? How do I keep true to my reason for being here clear?	How do I better utilize the multiple skills of talent that have figured us out?
Transitioning	How do we maximize the value of a move?	How do I know when it is time to go and where I should head next?	How do we use transitions to re-recruit our talent to the company we are versus the one we were?
Transforming	How can we help create an even better future?	What can I do day-to-day to make my company better?	What can we do day-to-day to create the best place to work on earth?
Avoiding	How do you avoid the pitfalls, potholes, and purgatories of fitting in?	How do I know when joining up was actually me selling out?	How do you care for your employees without carelessly designing your orgs?

What are my core values?

What is the life I'm building?

What is my craft/superpower?

Who is my ideal leader?

How do I like to work?

What am I solving for?

Holistic Candidate Profile

Candidate/ Talent

Company

What are the ways of working that define how work gets done?

What is the job the next 12–18 months?

What is the profile of your leader?

How do we make money/have an impact?

What promise do we make to talent?

What are our lived values?

Realistic Experience Preview

Figure 3.1: The Holistic Journey to Finding *Right Fit*

As mentioned in the previous chapter, this chapter will explore eight questions that are foundational to finding *right fit*.

Each reflective question has an exercise (or what I call an excursion) that will help you gain a deeper and richer view of what matters most to you as a talent and a person. You can complete the excursions either in conjunction with the flow of the book content or you can treat them as exercises to do after you finish reading the book.

These excursions will help you think more deeply about who you are, what you value, and what you need to remain engaged and committed to your job, your team, your company, and (most of all) your life. Not all excursions will work for all readers. Use the ones that resonate, that feel important right now. One day, you might pick up this book again and another excursion might just catch your eye. The beauty of all these excursions is that they can (and should) be done every couple of years or whenever you find yourself ready to make a move.

Before diving in, make sure you have something to drink and snack on, a couple of pens, a highlighter, and your favorite journal or some scratch paper. These excursions will require a total of about three hours to complete. But, I can promise that at the end you will find ah-has, blinding flashes of the obvious, new edges, and more motivation to create a career that is in harmony with your life. And, away we go.

▶ EXCURSION #1

Examine your most consistently held values.

A value is a person's principles or standards of behavior, one's judgment of what is important in life. We like to believe we hold many values, and we do. However, a few core values (often three to four) determine most of our life choices, most of the time. Look back over your last few big life decisions you made (choice of university, company move, home move, major purchase, etc.) and think about the values you kept front and center. Are you always worried about cost first (if so, you likely value financial security)? Or, are you primarily worried about location (if so, status or community might be a value)? Knowing what values innately drive our decisions can be one of the surest ways to stay centered during a search for a new job. They'll keep us grounded and focused throughout an often overwhelming process.

Clarifying what we value can help us more consciously do things that are good for us versus do things that we simply desire. Values are a rudder to life well lived. They allow us to live in alignment, find meaning, stay on course, make difficult decisions, and ultimately live free of regret. If every big life decision was guided by what we truly value, then we might see more fit across the board—with those we marry (41% of first marriages end in divorce[1]), the places we live, the friends we keep, the activities we participate in, and the companies we work within.

The interesting thing about values is we often espouse values that don't exactly reflect how we live. This paradox, often called *moral hypocrisy* (breaking from your own moral standard, whether stated publicly or not), has been studied by many researchers, including USC professor Jesse Graham. His research has found that humans do not act (or even necessarily think) in ways that are consistent with the principles they claim to have.[2]

You see, we may argue that we hold many values, in general, but as we behave in the world, we constantly trade those values off against one another. For instance, imagine that you are confronted with a $100 bill left on the ground under your restaurant table. If you value duty, you might turn in the $100 bill assuming that someone will realize they lost it and want it back. If you value serendipity, you might believe that this $100 bill is meant to be yours and so you would pocket it. If you value charity, you might collect it and give it to a cause you care about. So, how do you figure out what matters most?

Excursion: Lived Value Ladder

A lived value ladder is essentially a short list of the values that most often guide you in the biggest decisions you make. To be clear, it is not those values that you either publicly profess to have (but don't necessarily live) or those that you aspire to live (but struggle to do so). Remember, our decisions are either guided by our values (what is good for us) or our desires (what our dopamine receptors or outside influences tell us we want in the moment). The more we can focus on the value match—what is good for us—of a given role, team, or company, the more you can gauge whether the opportunity will sustain you over time.

This exercise is intended to get at the values that are "lived by you" (those that show up in your day-to-day decisions) versus values that may be "important to you" (values you aspire to hold). The hope is that if you focus on the values you live, then you can more easily align to a company or team that holds the same values.

1. Reflect on each of the value pairs in Table 4.1. The values appear in pairs to help drive a forced choice and think about the relative value of one value against another. You'll have an opportunity to add unchosen values later.
2. Use the Lived Value Ladder Template (on page 56) and take the first pair of values (Authenticity and Kindness) and put one each in either the "Chosen" or "Not Chosen" column of the ladder based on how much they show up in your life when you are making decisions.
3. Repeat this for each pair until you have placed every pair.
4. Look over the "Not Chosen Values" column. There are likely a few values from that list that you think are important. Move 3–5 values over to the "Chosen" column.
5. Using only the Chosen Values column, take the ten values that you live by most (again, in decision-making) and drop them in the grid at the bottom of the page.
6. Rank each value between 1 (most important) and 10 (least important).
7. Test your top five values with friends and family to see if they agree. You might add or delete one or two values from your top five as a result.

You now have a list of your most lived values. Remember, your lived values are one of the best filters to use when you are making big life decisions. The more we are able to construct a life that is aligned to our values, the more harmony we will feel in our day-to-day. This is particularly important

as we examine *right fit* in our careers, as the alignment of your values to the company or your direct leader creates a stable foundation for you to succeed over time.

Table 4.1: Value Pairs

Authenticity	Kindness	Creativity	Intimacy
Relationships	Ambition	Honesty	Freedom
Financial Security	Self-Control	Curiosity	Peace
Belonging	Self-Expression	Education	Fairness
Community	Environmentalism	Tradition	Unselfishness
Growth	Independence	Balance	Confidence
Loyalty	Wealth	Love	Positivity
Religion/Spirituality	Politeness	Patience	Determination
Happiness	Generosity	Morality	Authority
Responsibility	Equality	Fame	Kindness
Security	Service	Learning	Leadership
Harmony	Dependability	Humor	Meaning
Health/Well-Being	Courage	Beauty	Practicality
Adventure	Cooperation	Optimism	Popularity
Respect	Tolerance	Stability	Trustworthiness
Compassion	Leisure	Recognition	Challenge
Status	Influence	Other_____	Other_____

Worksheet 1: Lived Value Ladder Template

Chosen/Lived	Not Chosen/Not Lived

Top Ten Lived Values

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Having clarity about what you value most can aid in all types of life decisions, as it will allow you to better align the choices you make to what you value most in the world. Next time you are facing a big decision (job, relationship, big purchase, community engagement, etc.), lay out the options you have in front of you and refer back to the list. Ask yourself which of the options best aligns to the values you are seeking to live each day. More often than not, a single choice will emerge as "most aligned." If you are still struggling to choose, ask yourself the following questions:

- Are the values I listed really the ones that are driving me? If not, what values matter to me right now? (You might redo this exercise as our values do shift and move over time.)
- What is attractive about the other options? What is drawing me to them? What makes them attractive? (It might be that one or more of the options are activating the joy/excitement area of the brain or the fight/flight area.)
- What will the follow-on impact of each choice be in three months, six months, a year, and five years? Once you see how the choices play out over time, you might see why and how a value-based choice serves you.

Let's use an example to show how this might play out. Let's say that you have two choices of a home to purchase. One choice (Choice A) is within your budget, close to work/friends, and gives you plenty of space for your current life. The other choice (Choice B) is more expensive, a bit further away from your work and friends, and gives you a ton of extra space to grow into. Now, if you are a person who values community, belonging, and financial security, the obvious choice would be choice A. However, if you value beauty, status, and ambition, you might be more apt to choose B. The truth is there is rarely a right or wrong in these decisions; alignment to who you are and what you are designing for right now is what matters most.

▶ EXCURSION 2

What is the life you are trying to build?

Fast forward twenty years into the future. Where are you living? How do you spend your days? Who and what are you surrounded by? What are you most proud of accomplishing? These questions may feel like an impossibly long way away or right around the corner, yet every decision we make right now (and those we've already made, especially those around our career) influences how we will answer them when we get there. What if you answered them right now and reverse-engineered the remaining moments in your life to get you there? Where did you live? What jobs did you have? How did you decide to spend your free time? How did you progress your career?

Think about this as a long-term map to guide your near-term decisions. No matter how old you are or where you are in life, a little future casting goes a long way. Every decision you make either brings you closer to or further away from your longer-term goals. Without an idea of what life will be twenty years from now, it is impossible to craft a sense of where to go next. All too often, our lives are led by near-term, either/or decisions versus seeing them as a step closer to (or away from) something we are trying to build.

Excursion: Future Retrospective

We all know that no matter how much we wish we could, humans can't predict the future, and only hindsight is twenty-twenty. But, if we could look back from an imagined place in the future, maybe we could design a more meaningful life and have a clear possibility for tomorrow that would help us to make better choices today. Those choices include where we live, how we spend our free time, and where we work, and what we do in our careers. If we know the future we want, we can make a series of smaller choices around our careers that serve the longer term. That way, even if the day-to-day is hard, the outcome has a broader and deeper part to play in the life we envision twenty years from now.

Get yourself in a future frame of mind. Imagine you took a time machine twenty years from today and you are living the best possible ver-

sion of your life: Where are you? What are you doing? Who is there with you? How you do spend your days?

Once you are in that frame of mind, read through the questions in Worksheet 2 and begin every answer with "It is twenty years from today, and . . ." Provide both an honest answer and an aspirational answer. For the honest answer, share what will likely be true if nothing materially changes in life. For the aspirational answer, work from a clean sheet of paper where all possibilities are on the table. Have fun. Be bold. Keep your eye on the timeframe of twenty years out for each answer. If that is too far for you to even think about, you can always shorten the time frame to ten years.

Once you complete the worksheet, use the future you have built and look at where you are today. You cannot change the choices you made yesterday, but every choice from here on can be made to bring you closer to this ideal future. By framing your choices in service of this goal, you may find that *right fit* takes on a different meaning. In other words, this work can serve as a litmus test for any life decision you make. It can help remind you why you are doing what you are doing right now or help you choose between two options out on the horizon. It can also help you plan in the near to mid-term.

As a personal anecdote, when I was twenty-six, I remember being asked by a mentor of mine, "What is the life that you want? What are you building toward?" That question is one that I have held and reviewed with great frequency over the years. I knew I wanted a wife and kids. I wanted to be intellectually challenged. I wanted to be on the beach listening to the waves. And I wanted to be teaching a class as a professor.

I laugh now because, although life did not go exactly to plan, all of those elements *are* a part of my current reality. I have a wife and two stepkids who I adore. I was a chief learning officer and have taught many leadership courses over the years. I still do today. I live near the ocean (seventy-seven miles) but not at the ocean. At least, not yet. However, as my son goes off to college this year, my wife and I are planning a move to a beach community in Southern California.

The funny thing is, it didn't all happen within twenty years, and it didn't all happen in the way I imagined. But as I look back, one thing is very clear: whenever there was a choice to get a step closer to the future I had laid out, I was able to see it and run toward it with much more speed and courage as a result of this work.

Worksheet 2: Future Retrospective Questions

Question: *It is 20 years from today, and . . .*	Honest Answer (If life doesn't materially change)	Aspirational Answer (If you had a blank sheet of paper)
1. Where are you living?		
2. Why do you love this place?		
3. What is your passion? What is your purpose?		
4. Who is your "family"? What qualities do you admire in each of them?		
5. Who is your best friend? What do they provide to you?		
6. What are you doing for your "career" now (whatever that means to you)?		
7. What do you do with your free time now?		
8. What is the legacy you have left?		
9. What obstacles have you overcome?		
10. Who are your coaches/idols? What do you admire about them?		

Question: *It is 20 years from today, and . . .*	Honest Answer (If life doesn't materially change)	Aspirational Answer (If you had a blank sheet of paper)
11. What are ten words people would use to describe you?		
12. What are three accomplishments that make you most proud?		
13. What was the finest day of your life?		
14. What was the worst day of your life?		
15. What are two of your biggest regrets?		
16. What advice would you give yourself at twenty, thirty, forty, and fifty?		
17. If you could change how you spent your time before now, what would you do more of? Less of?		
18. What was the most important thing you did when you were 20, 30, 40, and 50 to have this life?		
19. What are two things you still want to accomplish?		
20. What is your six-word memoir (describe the life that you want twenty years from today)?		

What is your superpower? And what are your shadow sides?

Regardless of where you are in your career, each of us has superpowers —things that we naturally do better than most. They can include our technical skills or craft (finance, graphic design, speechwriting), leadership or interpersonal skills (influence, charisma), and even hobbies or side hustles (party planning, gardening, meditation). Some people might have more universal traits like grit, unbridled curiosity, or problem-solving. For others, it might be more about how we motivate a team or group, skills like empathy, coaching, inspiration, recognition, or optimism for the future. It is vital for you to know where and how you are differentiated in order to find your *right fit*. Ask yourself the following questions:

- What gaps do you fill in every company you have joined?
- What area of expertise are you attempting to hone?
- What do people come to you for?
- What activities do you most often volunteer to take on in a team?

These questions get into a space that is almost always overlooked in a job search and is where you almost always add value beyond the narrowed description of a job or position spec. Often, our greatest sense of accomplishment in an organization comes from activities and interactions that fall outside the parameters of the actual role. By seeing our contributions more fully, we can present ourselves and assess opportunities with a more holistic lens.

However, never forget that alongside our superpowers, we all have shadow sides, or ways that we show up that get in the way of our success. Those shadow sides can come in the form of overused strengths or non-productive behaviors that bubble up when we are under stress. In an *Harvard Business Review* article from 2009, Kaplan and Kaiser provided some intriguing research on what happens when you overuse a skill.[3] They tested the impact of an overused strength on both team vitality and productivity. The major takeaway is pretty straightforward: an overused leadership strength can easily become a liability over time. In the article, the authors point to lopsided leadership—the idea that in leaning too heavily on one strength you risk diminishing the opportunity to develop or lean

into another quality. Over time, leaning on an overused strength can both limit our own growth (we are not rounding out our approach and broadening our available tools) and that of the team. The authors are essentially pointing to the long-felt limitations of anyone being seen as the proverbial "one trick pony."

Further proof of the downside of overused strengths or preferences comes through research into how our personality shifts under stress. When we are under pressure, we will initially move toward our preferred style of operating—meaning we will utilize our greatest strengths or superpowers to move through the moment. However, if we are under stress for an extended period of time, we will exhaust our reserves of energy and often flip into our least dominant and least practiced preferences, what Myers Briggs researchers call "the grip."[4] While in the grip, we will show up as an unfamiliar and unproductive version of ourselves. We will show our shadow sides. This flip in our personality and way of operating will feel foreign to us, be relatively unproductive compared to our approach at our best, and will often create more harm than good. It's important to both know your strengths and your shadow sides when you are under stress.

Excursion: Superpower and Shadow Sides

Knowing your strengths and your shadow sides will help you think about *right fit* in terms of whether you are able to (1) help the company, given your superpowers and the gaps they might have, and (2) whether the stressors in the company could result in your superpowers becoming shadow sides. Remember, the more the company works differently from how you like to work, the more likely you will spend your days under stress and will see your strengths become shadows.

Take a moment to think over your career and all of the feedback you have received (assessments, coaching, performance reviews, etc.). What have you been known for? Why do people seek you out or bring you in?

In step one of this excursion, you will uncover your superpowers in three categories (skills/expertise, leadership qualities, and intangibles). For each of the answers, you will be asked to capture what separates you from others with this superpower (What is your zone of genius?). For instance, gardening might be a superpower and your zone of genius might be "saving plants from the brink of death." Or, if you are a world-class problem solver, your zone of genius might be "getting to know the consumer in need at a deep level."

In step two, you will think about how you act when you're under stress and what shadow sides might appear in you. When under stress, do you tend to be aloof or distant? Do you tend to be irritable? Do you have trouble

finishing tasks? Do you find that you are argumentative? You will be asked to choose three situations when you were under stress and then pull out what shadow sides appeared.

In step three, you will stand back from how you show up and reflect on the events, situations, and behaviors that cause you stress at work. Reflect back on your most stressful moments at work and think about what was going on around you. Were you on a tight deadline? Were you being micro-managed by an overly interested manager? Were you being asked to lead a lot of meetings with senior leaders? Were you working long hours? We all have different triggers for our stress and the more we understand them, the easier it is to minimize their impact. You will be asked to identify those triggers and to identify the three to four activities that help reduce your stress so you can arm yourself against your shadow sides coming to the surface.

Worksheet 3: Superpowers and Shadow Sides Excursion Template

STEP 1: Reflect on your past experiences. What do people come to you for? Why are you sought out? Where do you shine?

Think about your superpowers in three categories and capture 1–2 superpowers in each (remember, these are towering strengths or differentiators).

Technical Skills/Expertise: What are the core technical skills or areas of expertise that you have finely honed?	1.
	2.
Leadership/Interpersonal Skills: What do you bring to a group or team that helps them succeed?	1.
	2.
Intangibles or Hobbies: What are skills or hobbies that might not show up on a resume but are where you shine?	1.
	2.

STEP 2: Reflect back on three times in your life when you have been under extreme stress for an extended period. Capture the three situations below and then capture 3–5 ways that you showed up in an unproductive manner (your shadow sides).

Stressful Situations

Where were you?

What was happening?

What were 1–2 shadow sides (unproductive behaviors) that showed up? Did any of your superpowers become overused strengths?

Where were you?
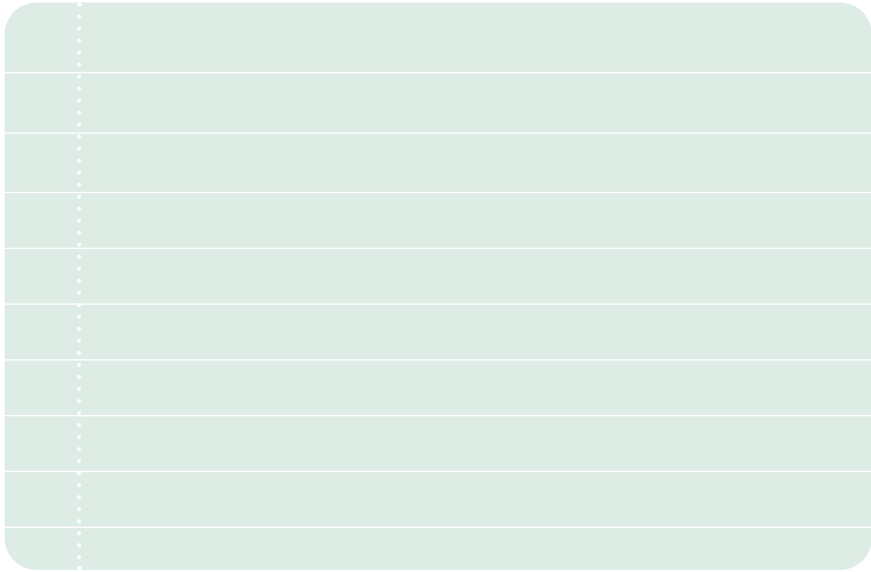
What was happening?

What were 1–2 shadow sides (unproductive behaviors) that showed up? Did any of your superpowers become overused strengths?

Where were you?
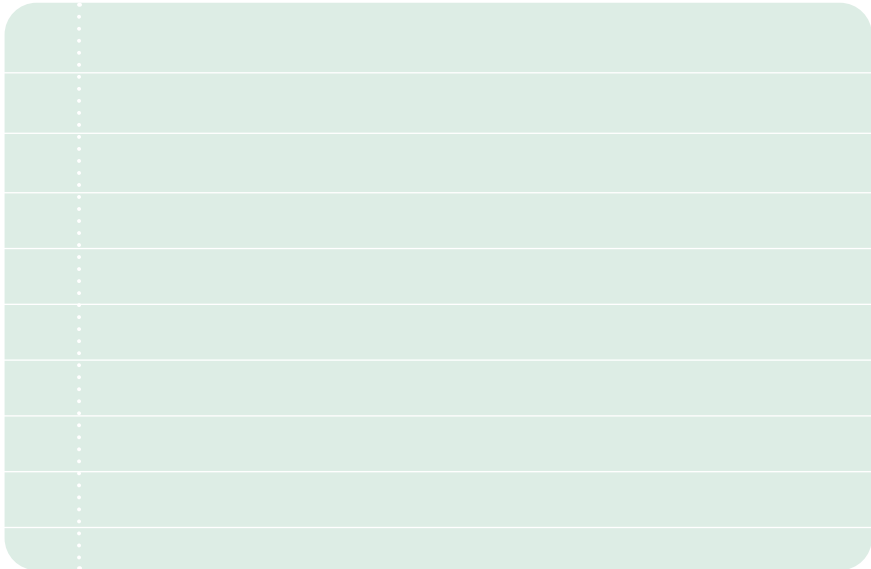
What was happening?

What were 1–2 shadow sides (unproductive behaviors) that showed up? Did any of your superpowers become overused strengths?

STEP 3: What causes you to become stressed at work? What are the triggers of your stress? Knowing this will help you think about the right environment and how you can maximize your strengths. Jot down some thoughts below.

STEP 4: What are the activities that reduce your stress? Where do you go to calm down, get reenergized, or find your superpowers again? Knowing this will help you buffer against stressful situations and stay in your zone of genius.

Though deeper self-awareness is a benefit, the real value add of an exercise like this is in using the superpowers and shadow sides in your assessment of your current environment and any future one you might be a part of.

Use this knowledge to:

- Find environments that allow you to showcase your superpowers, places where you are allowed to do those things that you do well.
- Be on the lookout for stressors. Do your best to recognize them early on so you can limit their impact by resolving the situation expediently or building energy and support needed to get through them with grace.
- Share your superpowers and shadow sides. We often get asked in what situations we excel (superpowers) and what situations we find challenging (shadow sides). The more clear and authentic you are, the more your team members and leaders can create an environment where you excel.

Now that you have completed the exercise, find a colleague that you know well and trust. Run the list by them to see if they can validate your strengths and shadow sides

▶ EXCURSION 4

Are you of company, craft, or cause?

This question is one that I see plague many careers because we are never as clear as we should be about the answer, hoping above all hopes that we can be all three at the same time.

- **Company** is about loving the place that you work so much that you would do anything to see it succeed (being the most committed employee at Company X).
- **Craft** is about doing what you are good at and growing in it over time (becoming the best in the world at Y).
- **Cause** is ensuring that whatever you do or whomever you work for, you are furthering some greater aim, injustice, or issue plaguing the world (being the one who helps the world with Z).

If you are "of craft," you need to find a place where you can hone your skill, your art. If you are "of company," you should take a diverse set of roles and become enmeshed in the company. If you are "of cause," you need to go wherever you are needed and do whatever it takes to see the injustice eradicated or problem solved. Getting clear about what your career is about will help you think about where to be and where to go.

Excursion: Company, Craft, or Cause

More often than not, we search for the next job or bump in pay and title without taking three steps back, opening our eyes really wide, and asking the question, "Why do I do what I do?" The truth is we try, but the advice is to "follow our passion" or "find your true north," and it's not all that helpful. Why? Well, it's at least partially due to the old adage that it's hard to have your cake and eat it too. We can work for a brand that we love, build a deep expertise in a field (or craft), or work on the cause that matters most to us in the world. However, having all three is the career unicorn, as chasing either company, craft, or cause means that you will invariably compromise the other two over time. So, the better road is to ask yourself which is the primary driver of your choices at work *now*. Do you love the product or brand so much that you can't fathom working anywhere else? Are you so obsessed with a certain craft, area of expertise, or job that you

can't imagine doing anything else? Or, is there a problem out there in the world that you are committed with all your heart to solving before you die? Don't know? Well, how about we find out.

In step one, you'll head to your LinkedIn profile or pull out your resume or CV and look over your work experiences to date. Try to remember why you joined each company, what the job was, what about it you loved and what you were looking to learn or develop. Fill in your answers in the worksheet below.

Next, take a look at the framework and try to answer the questions in each circle as they relate to your experiences to date. One of the three answers to each question should be more aligned to how you have thought about your career than the others. If you are stuck between more than one answer for a given question, circle them both or all three. At the end of the exercise, add up the number of answers in each column and you should see whether you are of company, craft, or cause.

Once you've completed the excursion worksheets on the following pages, you'll have more clarity about the driving force behind your career. With that information in hand, it will be important to do a few things.

First, examine your current experience or role. How well does it align to the focus of your career? You want to ensure your current experience is helping you move towards your career goal. Next, think about what your next move might be in service of your goals.

Here are a few questions to consider:

- If you are of **company**, what areas of the company have you not yet explored? Where in the company is your network least well established? What functions within the company have you not yet worked in or partnered with?
- If you are of **craft**, what areas within your domain of expertise are you lightest? What roles adjacent to your current one have you not yet had? What core tools or processes have you not had the opportunity to work with firsthand?
- If you are of **cause**, who are the leading "changemakers" or organizations that you have not yet had exposure to? What knowledge, skills, or abilities are becoming important to your issue or injustice that you have yet to gain? In what locations or cities is the majority of the action taking place (often there is a center of gravity for a movement and you want to be near it)?

Worksheet 4: Company, Craft, or Cause Worksheet

STEP 1: Pull up your LinkedIn profile or pull out your CV and review your major transitions since high school. Then, reflect on and answer the questions about each transition.

	Why did you choose to take on this role or experience?	What were you hoping to learn or gain while there?	What motivated you to leave or move?
College			
Grad School			
Internship			
Job 1			
Job 2			
Job 3			

STEP 2: Given your answers to the questions above, look at the descriptors of a career in each category and circle which of these is primary or should be primary for you.

	COMPANY	CRAFT	CAUSE
What type of employer do I typically work for?	I am a consumer of the product or an advocate of the brand.	The company is invested in the skill or expertise that I have or am building.	The company cares about the issues and injustices in the world that I care about.
What do you like most about your current role?	I am helping my company achieve its purpose and satisfy our consumers.	I am doing work that is helping me hone my area of expertise or passion.	I am working on the issues and injustices I care most about solving in the world.
What has been most true in my past experiences?	I have worked at just a few companies where I have held a variety of roles.	I have worked at multiple companies often in the same or similar roles.	I have worked in roles and at companies focused on the injustice in the world I most want to solve.
What statement best describes my professional network?	It is mostly professional connections in the companies where I have previously worked.	It is mostly peers and colleagues from my chosen profession and area of expertise.	It is mostly individuals who are working on the same issues or injustices that I am working on.
What statement best describes my next career move?	I will take a new role in my current company wherever they need me to go.	I will take a new role in this company or another that will allow me to gain experience in my chosen profession or area of expertise.	I will go where I can make the biggest impact on the issue or injustice I care most about.
When asked what I do for work, which statement best reflects my typical answer?	I work for [insert company here].	I am a [insert your profession or area of expertise here].	I am committed to [insert your issue or injustice here].
Who are my professional idols or inspirations?	Senior leaders in the company where I work.	Thought leaders in my area of expertise or profession.	"Changemakers" in the issues and injustices I care most about.
	Number circled_____	Number circled_____	Number circled_____
CAREER ADVICE	Take many different roles at the company so you know the ins and outs of the company and have a big network. Stay put because you love the product and brand you represent.	See as many different systems as you can so you can pick up all the better practices. Work under a variety of thought leaders. Don't stay in a single company or move to roles outside your expertise.	Go to where you have the biggest opportunity to solve the issue or injustice. Stay open to new companies, new roles, and new locations.

EXCURSION 4

▶ EXCURSION 5

Who brings out the best in you? What do you need in a leader?

What has to be true for you to reach your potential? One thing for sure is that our leaders matter. We join companies and leave managers (or stay because of them). It is clear from my interviews with talent that a great manager/team leader or a string of them can be the greatest accelerator of a career. We heard stories of individuals remaining at a company because of the manager they worked with or moving within the company (or even to another company) to remain working for or working alongside a given leader. And, there is not a "one size fits all" manager. Some of us need strength, resolve, and a clear set of expectations. Others need empathy, care, and room to make mistakes.

There are universal qualities of great managers, no doubt. But, there isn't one good way to lead. It all comes down to you having the manager YOU need, the *right fit* manager. As you embark on the next excursion, think about the following questions: Who have been your favorite managers? What made them the right manager for you? Has what you looked for in a manager changed over time?

Excursion: Your *Right Fit* Leader

Though Gallup tells us that over 70% of our engagement is due to our manager,[5] most of us don't think hard enough about the kind of manager or team leader that allows us to be our best. It does, partially, come down to how they work and whether that matches how we work. But, it also is due to their style and approach to how they build a relationship with us as their employee, as a team member, and as a person. Good chemistry with a manager is so important and so rare that many successful talent and leadership experts advocate for following a great manager.[6] Thus, if we can construct an "ideal leader profile" for our perfect manager or team leader, we can use that to assess any future opportunity.

Reflect back on the three best managers or team leaders you have had over the course of your career. In the worksheets provided on the following pages, write down their names, when you worked with them, and for how long. Then, use these "muses" to create an "ideal leader profile" by filling in the categories below. Be as specific and as "behavioral" (what you saw them do) as you can. The more detail, the better.

Worksheet 5: My *Right Fit* Leader Worksheet

STEP 1: Capture the names of your three best managers/team leaders.

	Name of leader	Place you worked with them	Duration of relationship
1.			
2.			
3.			

STEP 2: Using the three leaders you wrote down in Step 1 as your muses, reflect on and capture your answers to the following questions.

Leader's values: What values did you see them model (through priorities, decisions, time/attention, etc.) every day in their work with you? (You can return to the values listed in previous excursions.)

Leadership style: What principles and practices did they use to engage you, communicate with you, coach you?

Teaming approach: What did they do that really rallied the team?

Approach to recognition and development: How did they recognize your contributions and develop your skills and abilities?

Personality and personal attributes: How would you describe them as a person? How did they walk through life?

STEP 3: Formulate your answers into a single profile (done in a "Mad Libs" style to make it a bit more fun and pithier).

RIGHT FIT Leader Mad Lib

Moving forward, I would like my ideal manager/leader to value

_____ and _____. I would like them to

lead by _____

_____. When they are bringing the team

together, they will consistently _____

and _____. They will show appreciation by

_____ and will develop my skills

through _____.

Overall, they're an important role model for me because in both

work and life they stand for _____.

Great managers or team leaders might not be the sole predictor of career success and workplace happiness, but they are a great accelerator. Now that you are clearer about your *right fit* manager, you can use this information in a number of important ways.

First, you can assess how close your current manager is to your *right fit*. If there are areas where they are not measuring up, use positive reinforcement and feedback to shape their behavior (remember, great managers are made not born—they are made by the teams they lead).

Second, as you look for new roles at new companies, ensure that you are assessing the hiring manager on these values, skills, and qualities. If you don't see them in overt ways during the interview, it is best to assume they don't exist.

Last, use this formula when you lead people. Often the things that we look for in our managers represent raw skills or approaches we will be gifted at ourselves. Leadership is modeled, and we gain our skills as managers from our managers.

▶ EXCURSION 6

If you started a company, what would you do? How would you want it to feel to work there?

Across my interviews, talent in *wrong fit* experiences often commented that they wished their company did a few things differently. In essence, they were describing what life would be like if they had a hand in creating their company, if they could construct their ideal way of working. This insight spurred these questions: What if you had the opportunity to create a company from scratch? What would the company do? How would it operate? How would you want it to feel to work there? What work principles or practices would you put in place to make it better than your experiences to date?

Excursion: Ideal Company

Back in 2015, Rob Goffee and Gareth Jones wrote a book on organizational culture that started with one of the best questions ever asked: "Imagine you have been asked to design the best company on earth . . . What would that company be like?"[7]

Instead of focusing on universal truths, like day-to-day work is meaningful, I can be myself, etc., we want to use Goffee and Jones's question to get at how *your* idea of the best company would feel day-to-day. Thinking about your ideal company, if you could create it from scratch, might help you know what type of companies you should work for to have a better chance at *right fit*.

Imagine this scenario: You have just been handed $20 million from a venture capital firm that bets on great leaders over cool ideas. In return for the $20 million, they simply ask you to pull together five of your most trusted colleagues and create a growth company.

Using the Worksheet on page 76, answer the following questions:

- What is the industry?
- What are the company's values?
- What is the purpose?
- How is the office designed?

- How will the company do work (e.g., work principles, practices, and platforms)?
- How will you gather and socialize?

After you've filled out the worksheet, take a look at your answers to the questions and make sure you have been as detailed and specific as possible. The more information you include, the clearer of a picture you create and the more beneficial it will be moving forward.

Now that you have designed your ideal company, it is important to step back from it and pull out information that could help you think about the ideal company for you.

Consider the following questions:

- What industry motivates you?
- How do you want work to be done?
- What are the values and qualities of the people you most want to work beside?
- What type of purpose motivates you?
- How do you like to gather, socialize, and come together to collaborate?
- What work platforms do you like most?

Now the hard part (it is where we once again look in the mirror at your current situation). Using the ideal company that you just mapped out, take a look at your current experience and how it fits with your ideal. Try answering the following questions:

- How well does your current experience align to your ideal?
- Where is there symmetry?
- Where are there differences?
- Does this help you explain why you feel energized or drained?
- Does it help you think about what you might look for in your next experience?

We will likely never find our ideal, and that is not the point. The point is to line up as many of the factors as you can for as long as possible, and then recognize where you might be making a compromise. Even knowing where there is a mismatch can help us accept where we are and how it might feel to do work every day. It can also help us respect more deeply what we do have.

Worksheet 6: Your Ideal Company

INDUSTRY (What Market Does Your Company Play In?)	
CORE VALUES (What Are Your Company's Core Drivers?)	
PURPOSE/PRODUCT (What Is Your Offering & Reason for Existing?)	
OFFICE LAYOUT (What Is Your Office Designed To Do?)	
WORK PRINCIPLES (What Are Your Company Norms & Non-Negotiables?)	
WORK PRACTICES (How Does Work Get Done Day-to-Day?)	
WORK PLATFORMS (What Technology Do You Use to Do Work?)	
SOCIALIZATION (How/Why Does Your Company Come Together?)	

EXCURSION 6

▶ EXCURSION 7

What matters to you most right now?

Our careers are both about long-term progression and short-term needs. And, every job opportunity needs to be thought about in a larger context. Where are you in life? What challenges do you face right now? What do you need to feel less stress, worry, and anxiety? What would you like to be true in six to twelve months? These are the questions you ask and answer to put your career choice in the context of what life throws at you. When our work is integrated into our life, we excel. When it doesn't, everything is just harder. Sometimes we need to take a role simply to get through a moment in time in life. That's okay. Our careers can be central to our life in some moments and they can be enablers of our life in others. Be honest about what you are solving for and get specific about what you need most.

Excursion: What matters most for you right now.

In a perfect world, we would have the privilege to take the ideal job at our *right fit* company without any consideration of pay, location, or day-to-day demands. However, the world is far from perfect and often our career has to be a means to an end versus an end in and of itself. Sometimes, we need to make a different choice because of where we are right now and what matters to us more than anything else. Maybe you will have two kids in college and you need to choose the job that provides the most financial security. Maybe your partner has a great opportunity in another city and you need to find a new job in a new town. Maybe you have a side hustle that is proving to have legs and you need a job at a company that has a clear and consistent schedule or flexibility to come and go as you need. We can get in the trap of treating jobs as if they exist in parallel to life, but they don't. We should search for harmony between life and work. This exercise is intended to help you get there.

Start by reviewing the list of six major life categories below and write down notes about your current reality in each category. Next, capture where you want to be with each category in twelve to eighteen months (i.e., what you want to be the same or different). Finally, looking at the gap between where you are and where you want to be in life in eighteen months. How could your career choices help you? What would you need to do the same or different? How does this change how you think about your career choice?

Worksheet 7: What Matters Right Now
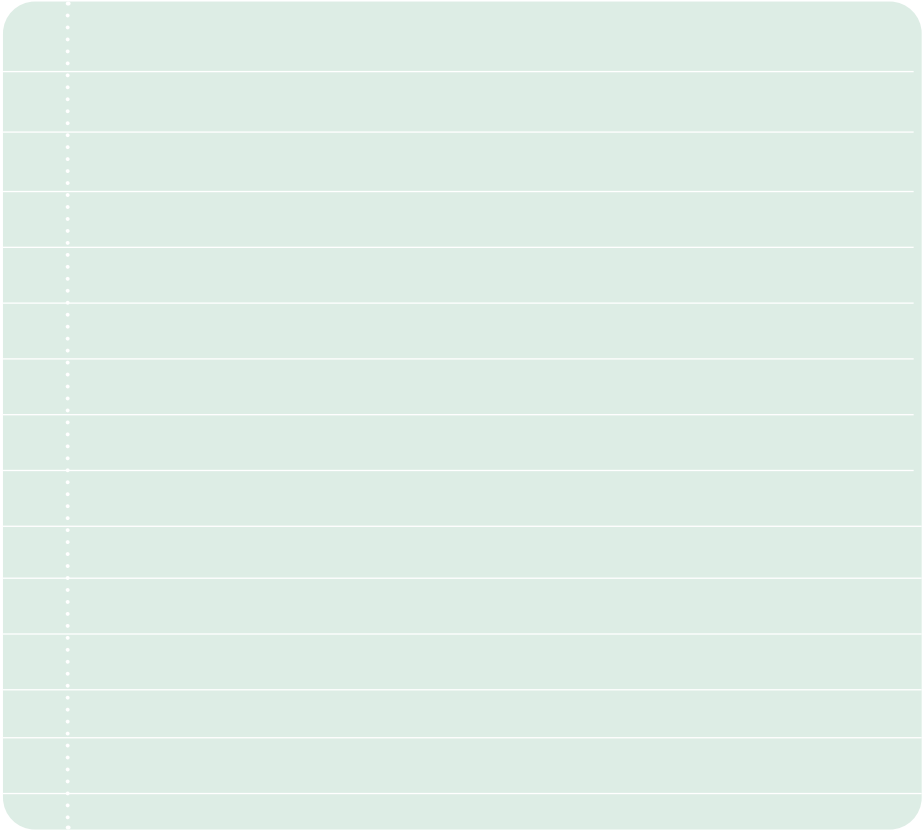
STEP 1: Where are you right now? What is happening in this area? Where is there stress?

STEP 2: Where do you want to be twelve to eighteen months from now? What will be the same or different?

	STEP 1	STEP 2
Financial security		
Family		
Friends/community		
Health (physical/emotional)		
Spiritual		
Personal passions/hobbies		

Final Reflections

What stood out to you most about what matters right now? What is the biggest shift twelve to eighteen months from now? How does this work (above) serve your Future Retrospective (Excursion 2)?

Now that you've completed this excursion, think about what might be a few near-term steps you could take to find more alignment. The secret is to not jump ship immediately in the hopes of landing somewhere better. It is truly about assessing where you are today and what you are solving for and taking steps over time to bring more alignment. Careers (and life) are a marathon, not a sprint. They fall under the category of things that benefit from progress toward a goal every day versus seismic shifts in hopes of winning the career (or life) lottery.

▶ EXCURSION 8

What is your talent story?

If words make the world, stories make the world more beautiful. Story-telling is an increasingly important part of business, as noted by Jeremy Grenny in the piece he wrote for *Harvard Business Review* titled "Great Storytelling Connects Employees to Their Work."[8] The article makes the case for why and how storytelling is an essential tool for leaders of modern organizations. He makes this point eloquently when he shares

> People's feelings about their work are only partly about the work itself. They are equally, if not more so, about how they frame their work. Do they see what they're doing as a mindless ritual? Do they see it as empty compliance? Or do they see it as sacred duty? If you change the frame you change the feeling. And nothing changes frames faster than a story.[9]

At the heart of finding *right fit* is changing the frame of how you see yourself, the company you are currently in, and any company or team you might decide to join in the future. If we can create and share a different story about ourselves, who we are, what we value, and the life we hope to build, then we can very much change the decisions we make about our current job or any job we might take in the future. So, before we move forward with the next part of the book, which will focus on how to better assess a company during an interview or once you are working there, we want to bring all of the excursions together. To do so, you will write *The Story of You*. This story is not intended to be your bestselling autobiography, but rather a cohesive story of you, what you want, and what you will bring to any company you join.

Excursion: The Story of You

Lay out all of your responses to Excursions 1–7 on the desk or table in front of you and use those reflections to craft your story by completing each story prompt with your answer. Then, think of a time when you saw that answer in action (when you exemplified the quality or made a decision that aligned to your answer). Last, create your story. The story should be both pithy and poetic. It should be something you could use as the summary at the top of your CV or in an interview when you get asked to "tell me a little

more about yourself." You might need to run through a few drafts to get this fully complete.

Worksheet 8: The Story of You

	Story Prompt	Your Answer	Example Anecdote
Your Values	At my core, I am a person who values…		
Craft, Company, Cause	The driving force behind my career is…		
Your Future Retrospective	Over the course of my life, I hope to…		
Super-powers	I uniquely contribute to my company by…		
Shadow Sides	When I get stressed, I will often…		
Ideal Leader	To get the best from me, I need a leader who will…		
Ideal Company	I am looking for a company that…		
What Matters Most	When I think about the next year, my primary concern is…		

Conclusion to Part 2

Through Part 2 of this book and the associated excursions, you gained a deeper and richer sense of who you are, what drives you, where your career fits into your life, and what you need out of your next experience (or the current one) to create a stronger sense of harmony (or, symmetry between the life you have and the life you are building toward.) This self-reflection step is vital to finding *right fit* and was repeatedly brought up by my interviewees as something they wish they had spent more time on before hopping into the job search. So, if you have completed these excursions, you're ahead of most.

Now that you have a better sense of who you are, what drives you, the life you're building, what matter most right now, and your leadership story, the next step is to learn how to do a deeper and more holistic assessment of the company you are in, are interviewing with, or just recently joined. The aim of the next part of the book is to help you answer the question, "How does the company really work and does its way of working match with my own preferences?"

Let's dive back in.

Figure 5.1: A Visual Depiction of Confirmation Bias

SOCIAL

Bandwagon: Uptaking of beliefs and ideas increase the more it has been adopted by others.

Blindspot: Viewing oneself as less biased than others.

Courtesy: Giving opinions/conclusions that are viewed as more socially acceptable in order to avoid causing offense/controversy.

Reactive Devaluation: Devaluing ideas because it originated from an adversary/opponent.

Stereotyping: Assuming a person has characteristics because they are a member of a group.

FAILURE TO ESTIMATE

Availability Heuristic: Overestimating the importance/likelihood of events given the greater availability of information.

Belief Bias: Basing the strength of an argument on the believability/plausibility of the conclusion.

Clustering Illusion: Erroneously overestimating the importance of small clusters of patterns in large data.

Confirmation Bias: Focusing on information that only confirms existing preconceptions

Gamblers Fallacy: Believing that future probabilities are altered by past events, when in fact they are unchanged.

Risk Compensation: Taking bigger risks or being more careful when perceived safety or risks increases.

COGNITIVE BIAS

SHORT-TERM VISION

Anchoring Effect: Relying too much on the initial piece of information offered when making decisions.

Illusion of Validity: Overestimating our ability to make accurate predictions, especially when data appears to tell a coherent "story."

Status Quo Bias: Preferring the current state of affairs over change

FINANCIAL

Hyperbolic Discounting: Preferring a smaller, sooner payoff over a larger, later reward.

Ostrich Effect: Avoiding negative financial information by pretending it doesn't exist.

Post Purchase Rationalization: Tendency to retroactively ascribe positive attributes to an option one has selected.

Endowment Effect: Tendency for people to ascribe more value to things merely becuase they already own/have them.

Figure 5.2: Types of Cognitive Bias

Objective

• Annual report

• Earnings calls

Best company
lists

• News articles/Podcasts

• LinkedIn profiles
of top execs

• Videos of leaders
presenting

• Company review websites

Internal ———————————————————————— **External**

• Interviews

• Past employees

• Job description

• Recruiter pitch

Traditional
sources

• Career website

• Culture deck

Subjective

Figure 5.3: Traditional and Additional Sources to Use in Company Research

DAY 1
Orientation
version of
company

INITIAL CONTACT
Recruiting version
of the company

Shared Reality

Aspiration

Dissonance/Disappointment
(and lost engagement)

DAY 2 and BEYOND
Experience of company
day-to-day

Figure 6.1: The Three Versions of the Company and Their Impact on Talent
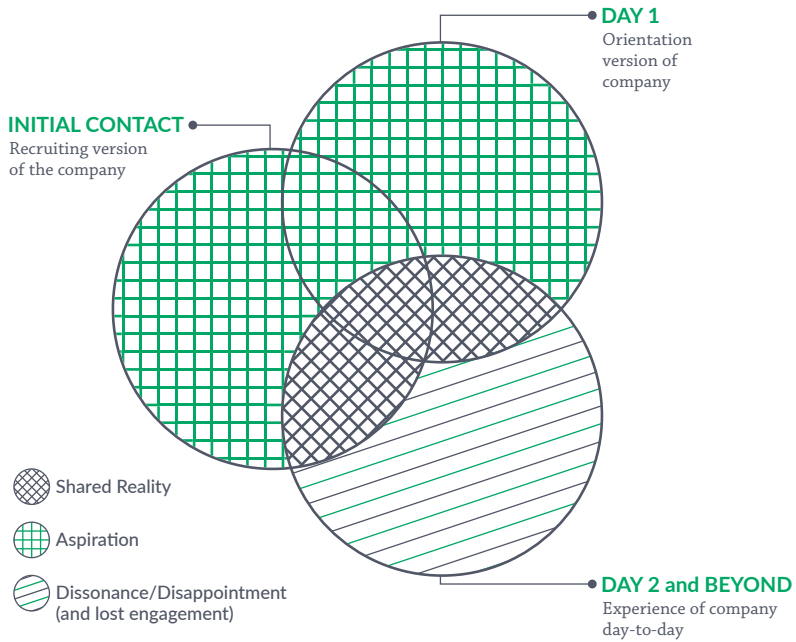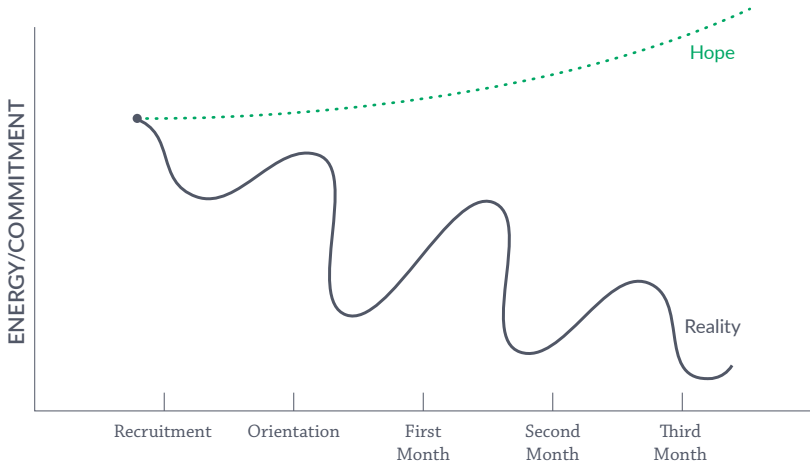
Figure 6.2: EKG Reading of Time to Fit

THE FIT ASSESSMENT

How You (and Your Company) Like to Work

For each item, circle the number that represents your preference and then place an "x" on the number (or circle the number with a different colored pen) that represents your company's way of working. Write the gap number in the space provided. If the gap is three or more, place an asterisk next to that item. When complete, add up your total number of asterisks (*wrong fit*) and no asterisks (*right fit*). This will show you the overall gap between the fit of you and your company.

How do I make decisions?

Reach consensus	-3 -2 -1 0 1 2 3 Gap_____	Chosen by individual leader
Respect top-down decisions	-3 -2 -1 0 1 2 3 Gap_____	Respect bottom-up decisions
Empowered to decide	-3 -2 -1 0 1 2 3 Gap_____	Seek approval to decide
Everything is a priority	-3 -2 -1 0 1 2 3 Gap_____	A few things are priorities
Decisions are followed	-3 -2 -1 0 1 2 3 Gap_____	Decisions are revisited
The customer drives decisions	-3 -2 -1 0 1 2 3 Gap_____	Leaders drive decisions

How do I like to solve problems?

Use insights/ideas from subject matter experts	-3 -2 -1 0 1 2 3 Gap_____	Use data from reliable sources
Solve individually with input	-3 -2 -1 0 1 2 3 Gap_____	Solve collaboratively as a team
Work in a test-and-learn environment	-3 -2 -1 0 1 2 3 Gap_____	Work in an "80% done and go" environment
Problem is defined by leaders	-3 -2 -1 0 1 2 3 Gap_____	Problem is defined by consumers
Use standard tools	-3 -2 -1 0 1 2 3 Gap_____	Use individually preferred tools
Solution needs to be perfect	-3 -2 -1 0 1 2 3 Gap_____	Solution needs to be good enough (MVP)

How do I like to communicate ideas?

White paper	-3 -2 -1 0 1 2 3 Gap_____	Deck/slides
Full sentences	-3 -2 -1 0 1 2 3 Gap_____	Pithy statements/ cool visuals
Stakeholder-centered framing	-3 -2 -1 0 1 2 3 Gap_____	Consumer-centered framing
Anecdotal evidence/ external	-3 -2 -1 0 1 2 3 Gap_____	Deep research/ internal
What is true/ not true	-3 -2 -1 0 1 2 3 Gap_____	What is possible/ could be

Numbers/data	-3 -2 -1 0 1 2 3	Stories/user muses
	Gap_____	

How do I like to collaborate/cocreate?

Synchronously	-3 -2 -1 0 1 2 3	Asynchronously
	Gap_____	
Meet to do work	-3 -2 -1 0 1 2 3	Meet to distribute work
	Gap_____	
Divide and conquer individually	-3 -2 -1 0 1 2 3	Work in small groups/teams
	Gap_____	
Work in sprints	-3 -2 -1 0 1 2 3	Work in small increments over time
	Gap_____	
Work in a scrum	-3 -2 -1 0 1 2 3	Separate meeting and working times
	Gap_____	
Meet as little as possible	-3 -2 -1 0 1 2 3	Meet as much as needed
	Gap_____	
Use standard project tools	-3 -2 -1 0 1 2 3	Use project tools we like most
	Gap_____	

How do I like my performance to be assessed?

Rewarded for higher performance	-3 -2 -1 0 1 2 3	Rewarded for deeper expertise/learning
	Gap_____	
Annual performance reviews	-3 -2 -1 0 1 2 3	Performance reviews are ongoing
	Gap_____	

Rewarded based on quantity of work	-3 -2 -1 0 1 2 3 Gap_____	Rewarded based on quality of work
Performance metrics are individual	-3 -2 -1 0 1 2 3 Gap_____	Performance metrics are collective
Promotions are role and scope based	-3 -2 -1 0 1 2 3 Gap_____	Promotions are sustained impact based

How do I like to receive feedback?

Feedback is given regularly	-3 -2 -1 0 1 2 3 Gap_____	Feedback is given at set intervals
Feedback comes anonymously	-3 -2 -1 0 1 2 3 Gap_____	Feedback is given directly
Feedback focuses on strengths	-3 -2 -1 0 1 2 3 Gap_____	Feedback focuses on opportunities
Feedback is truly developmental	-3 -2 -1 0 1 2 3 Gap_____	Feedback is evaluative/ comparative
Feedback is formal/ system based	-3 -2 -1 0 1 2 3 Gap_____	Feedback is informal/ in the flow of work

How do I like to resolve conflict or break ties?

I ask my consumers	-3 -2 -1 0 1 2 3 Gap_____	I argue or debate with peers
I look to company purpose/values	-3 -2 -1 0 1 2 3 Gap_____	I look to the leader in the room

I seek out more information/data	-3 -2 -1 0 1 2 3 Gap_____	I seek out a coalition with other team members
By vote	-3 -2 -1 0 1 2 3 Gap_____	I provide input and let the team leader decide
I debate until I have full commitment	-3 -2 -1 0 1 2 3 Gap_____	I disagree and commit

How do I like to be developed?

Through experience/ coaching	-3 -2 -1 0 1 2 3 Gap_____	Through formal learning/development
Coaching is for growth/learning	-3 -2 -1 0 1 2 3 Gap_____	Coaching is for performance
Careers are about moving up	-3 -2 -1 0 1 2 3 Gap_____	Careers are about collecting experience
Development is to impart skills	-3 -2 -1 0 1 2 3 Gap_____	Development is to connect to culture
I own my career	-3 -2 -1 0 1 2 3 Gap_____	Company determines my path

How do I think about time?

I always have enough time	-3 -2 -1 0 1 2 3 Gap_____	I never have enough time
I like a "constant buzz"	-3 -2 -1 0 1 2 3 Gap_____	I like moments of rest/recharge

I use working time to meet	-3 -2 -1 0 1 2 3 Gap_____	I use working time to do stuff
I keep a set schedule most days	-3 -2 -1 0 1 2 3 Gap_____	I vary my schedule to my projects
I like to work 9 to 5, five days a week	-3 -2 -1 0 1 2 3 Gap_____	I like to work when you need to

How do I view rest and recovery?

PTO should be unlimited	-3 -2 -1 0 1 2 3 Gap_____	PTO should be fixed/ earned
On vacation, but available	-3 -2 -1 0 1 2 3 Gap_____	On vacation, out of reach
"I am busy most days"	-3 -2 -1 0 1 2 3 Gap_____	"I am fulfilled/ challenged most days"
Well-being/health is a core value	-3 -2 -1 0 1 2 3 Gap_____	Well-being/health is a nice to have
A end of project, I start a new one	-3 -2 -1 0 1 2 3 Gap_____	At end of project, I take time to recover

Totals

Total asterisks (wrong fit)	(Total: 55 questions)	Total no asterisk (right fit)

MY RIGHT FIT/WRONG FIT ASSESSMENT

High Impact

COMMITTED

FULLY
ENGAGED

Low
Meaning

High
Meaning

COMPLIANT

COMMITTED

Low Impact
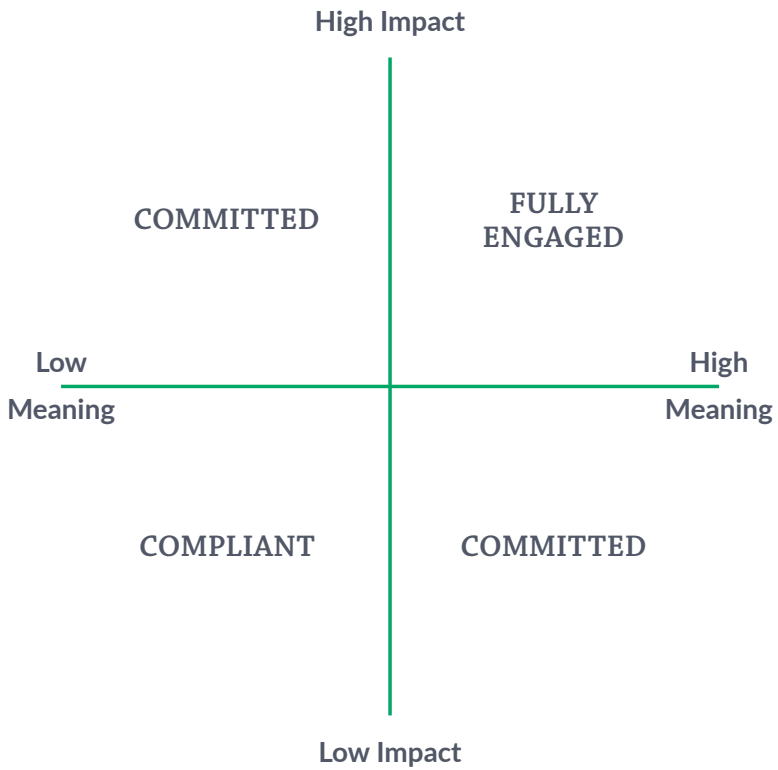
Figure 7.1: Meaningful Work Grid
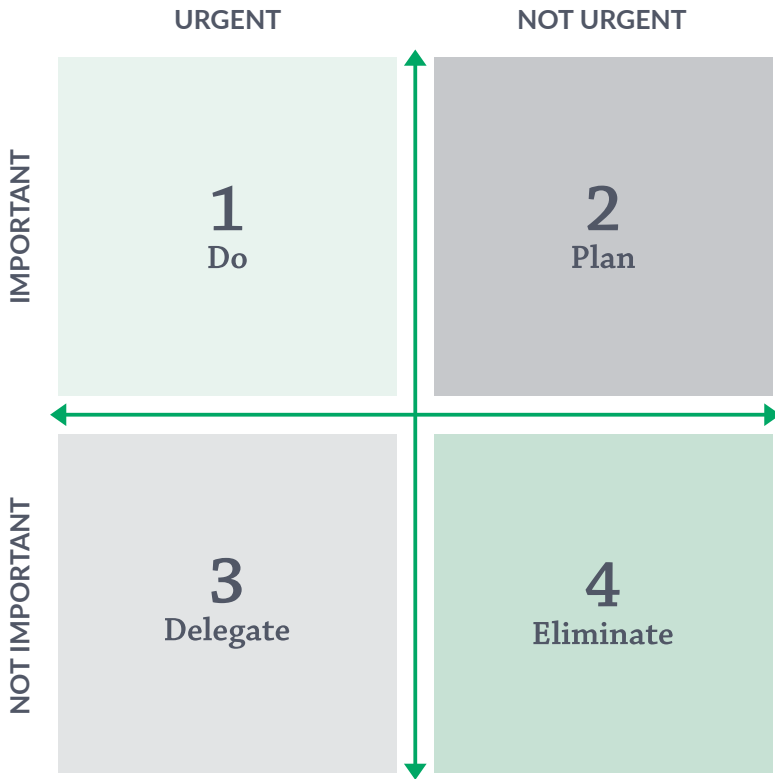
Figure 7.2: The Eisenhower Matrix

Figure 7.3: Top Ways Leaders Learn over Their Career

Diagram labels:

- Challenging Assignments
- Developmental Relationships
- Hardships or Adverse Situations
- TOP LEARNING EVENTS FOR LEADERS
- Coursework or Training
- Personal Experiences

ONBOARDING

| -30 to Day 0 Preboarding (What allows talent to be ready to work?)	Day 1–3 Orientation/Welcome (What allows talent to know the company?)	Day 4-90 Cultural Immersion (What ensures talent will be successful?)
☐ Equipment assigned	☐ Company purpose overivew	☐ Work principles, practices, platforms deep dive
☐ Credentials issued	☐ Company origin story/history	☐ Self awareness/work style assessment
☐ Set-up on company tools/platforms	☐ Operating model overview (how we make money/impact)	☐ Time (outside of tasks) to build trust with the team
☐ Tax/I-9 docs signed	☐ Product/service overview	☐ Trusted sponsor network built (BFF, mentors, key colleagues, etc.)
☐ Benefits overview/choice	☐ Values (linked to behaviors) overview	☐ 30/60/90 day check-ins completed
☐ Desk/office assigned	☐ Leader "rules to the road" stories	☐ 12-month realistic job preview created
☐ Company swag received	☐ Manager/team meet and greet	☐ Coached through first big win/key deliverable

Figure 10.1: A Sketch of the Ideal Onboarding
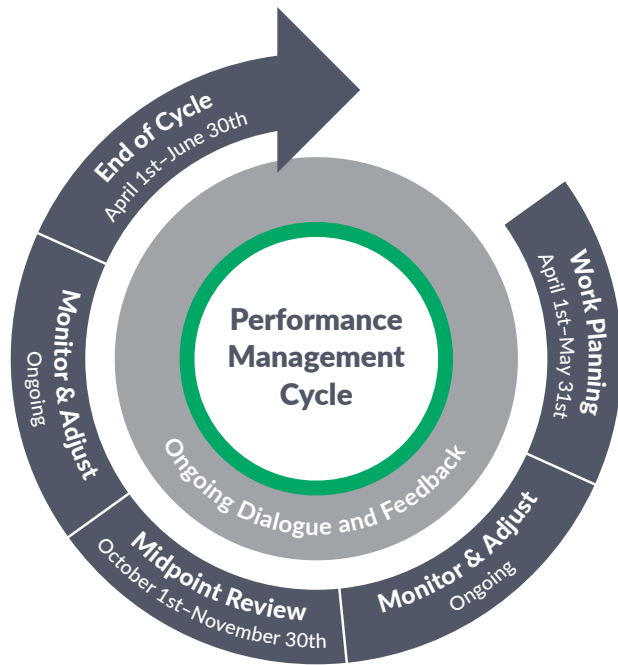
Figure 10.2: Visual of a Typical Performance Review Process

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