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Do You Know How You Are Wired?

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Panelists:

Heather Nunley, Founder & CEO, Culture Fuel Group

Dave Priddy, President/Founder, DK Sales Consulting LLC

Robb Breeding, Founder and Coach, REV Advisory Group

Alan Wallner, President, Visionary, Conscious Branding

Alan Wallner (00:00:14):

Today, I'd like you to think about how you're engaged or interact with your business. Let's take a moment and think about that. Are you one who identifies with change or do you enjoy tolerating that risk or do you thrive on that risk or are you more risk adverse and change creates that stress for you? Maybe you love to do research and dealing with data and collecting information, or maybe it's systems that really float your boat and get you excited every day about what you're doing. Do you like to organize, create systems, procedures, and structure?

(00:00:59): While you're thinking about that, the question to ask is how am I motivated to take action in my business? Knowing how you are wired can help you better leverage your strengths and successfully scale your business. But before we get into some details around knowing how you're wired, we're going to welcome our panelists. Today we have Heather Nunley, the founder and CEO of Culture Fuel Group. Heather works with business leaders to elevate accountability and advance top talent. Heather is dedicated to creating workplaces that are more innovative, focused, engaged, and she's very passionate about helping leaders intentionally manage culture. And then by doing that improve their results, better retain employees and deliver greater customer satisfaction.

(00:02:06): We have Robb Breeding, he's the founder and coach of Rev Advisory Group. Robb works with growth-minded business leaders and uses an approach focused on people with a philosophy driven by improving implementation and accelerating results. Robb's love for people, business and leadership development are at the heart of everything he does. Robb, it's good to have you here today. We have Dave Priddy, and Dave is the president and founder of DK Sales Consulting. Dave's been leading and coaching and training sales organizations for more than 20 years and has a passion to maximize people's talents and their potential. When Dave is working with his clients, he teaches them to understand why customers make decisions in less than 90 seconds. So, Dave, it's great to have you today as well.

(00:03:07): Why is it so important to know how you are wired? Not everyone thinks about that when they're starting their business, but in a way it's to better understand your DNA. So you can get more clarity and personal insights to set your business and your team and yourself up for greater success. And this is interesting because when you break it down, all these assessments are different ways to learn about different personality types. There are two types of entrepreneurs, two types of individuals, and they're starters. So people who love to begin new things and are high idea generators quick to move from one project to the

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next they may not be wired to finish things. That's like me. So I drive people nuts sometimes.

(00:04:03): We also get distracted a lot; starters are more motivated by generating new ideas than seeing them through to completion. The flip side of that, we also have what is known as the finisher; they're geared to finish rather than to do quick starts. They like to do lists and am more organized and love to use numbers and data. Finishers are not always motivated or excited about new ideas, but they are motivated to complete things. These are just two extremes and are two ways of doing things and there's no right way or wrong way, but a successful business needs both starters and finishers. The important thing is knowing how your team and you are wired so that you can align people with their strengths and be set up for success, get the right people working together and to be successful as you possibly can be. You'll only get results from great ideas if you finish and implement them. The two need to go together. With that, I am going to ask Robb, when did you discover how you are wired? And can you share how not knowing impacted your life and if you had a business, then how it impacted your business?

How to Discover How You're Wired

Robb Breeding (00:05:24):

I've always been interested in this topic even when I was very young. I had a troubled youth and so I was introduced to psychologist early in my life. Not because I was crazy, but because I like to get in trouble. So when I started out with things, I remember the first iteration of Robb was I had gotten into some trouble when I was young, but I decided to get my head screwed on it. And then I started off in my career at college, I decided I wanted to be a youth pastor.

(00:06:05): A lot of the classwork we studied people and in kids; this switch to psychology where we continue to learn about people. And when did I discover how I was wired? I think you fall into it. You start to realize what you're good at. And people start telling you, and the mirror starts to get held up in front of you. And then as you get older, maybe it becomes more intentional. So Sears was my first corporate job. I worked there 11 years. I was going to be the CEO, but then I left; Sears used to be a great company back when I worked there, it has pretty much gone now. And they had great training programs.

(00:06:51): And so those started to educate me. And then you asked the question about business. While I started Shock City Cellular, which is the wireless phone company that I owned, we had lots of employees over time. And we would use these types of use assessments and different things. When I thought about this question, how has it impacted me? I think it's you stumble through and you realize I'm good at this. I'm not good at that. I'm like this, I'm not like that, Oh, this is a skill that I can learn and mitigate, this weakness that I might have, or here's a strength. If I lean in here, I can be much more effective. And I think

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that's been my approach to this topic personally, since that's what the question was really about.

Alan Wallner (00:07:37):

I think the important thing you had slipped in there is the first iteration of Robb. I think that's an important thing to point out too, that you're always learning about yourself. It's not like you're pigeonholing yourself into one aspect of yourself. But you're just knowing more about you.

Robb Breeding:

At first, you just happen by chance. You just fall into things. And then as this last iteration, the one that I'm on now, where I've got a consulting and coaching company. Well, certainly it's very intentional. Because I'm talking to people about it every day. I think that with most of us, it evolves over time.

Heather Nunley (00:08:28):

My first take at assessments was about 20 years ago. It was when I first discovered them. And that was when I was in a corporate career at the time. I was a human resources director in retail and consumer products and goods industry. And also spent a little bit of time in hospitality. I find them quite effective even now as a business owner. However, at that point, the very first assessment that I took was the DiSC profile, which I'm sure many have heard of here. There was so much validation there, like I said to Robb's point it's like, you know how you operate, how you function, what you like, what you lean toward, move away from, and taking an assessment really helps to validate in most cases what you already know about yourself.

(00:09:33): So that was really affirming for me. And I found it to be really useful in my interactions with other people as well. And I've been on an assessment journey quite honestly, over the last 20 years, I find them quite fascinating. I've taken many, and I'll talk a little bit more about that, but essentially prior to understanding my wiring, I'm certain for a fact that I wasted time, that I wasted energy resources, because with each assessment I've taken, I've been able to better hone in on what it is that I really do best. And also how I connect to other people when I'm among a group or a team type of a situation. So I really think the assessments that are gained there can be critical. You really learn what your triggers are. And it helps you learn how to communicate and adapt in different environments and situations as far as businesses concern.

Alan Wallner (00:10:32):

Do you find it gives you a bit of an intelligence in terms of managing your way through groups of people and collaborating, and just through different cultures?

Heather Nunley (00:10:45):

I definitely agree with that. The other thing that I think comes to mind when I think about that is it takes away any sensitivity around people pointing out different things about when you

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really know who you are and that's been you know it, and then you see it as on a result or on a profile from an assessment and someone then points it out. Like you said, there are people who are starters and there are people that are finishers, and I can very easily joke around with people, intense, as to where it is that I am versus taking anything so personal. I just understand my make-up and I'm okay with that.

Alan Wallner (00:11:23):

That's a very valid point. It just helps you really feel good about where you are and what you know you can do. So that's very important. Dave, I'd like to hear your perspective on this, how you learned a little bit more about how you're wired.

Dave Priddy (00:11:54):

It goes all the way back to high school. I remember taking the aptitude tests. It's like, Oh, what should you do? Should you go to college? Should you go into the trades? And I didn't even realize that until I started hearing this. I'm thinking back to when I first was looking at this, because I was thinking DiSC and all the other things, but I remember taking these questions. One of the top ones at that point was sales. So who knew. It's just, Oh, you should go and do this. And some people with the best intentions, not knowing yourself, is you can sometimes tend to listen to other people based on their limited knowledge of you that can maybe influence you.

(00:12:40): If you're not a starter, you probably shouldn't be too much on the entrepreneurial side, unless you're working with someone who is, that's the other piece; what's missing is maybe you can find that missing piece by partnering with others. So that's what was my lessons learned because when I first started I wasn't busy, it was just how do I finish this last class and go out and have some fun or not getting into too much trouble for being home late.

Popular Assessment Examples

Alan Wallner (00:13:35):

So now you've all talked about different assessments that you've taken in. You have a sense of how you're wired. I know from what you've all said, some of you have taken tons of assessments and maybe some of you not as many, and I don't want you to go and list all of them otherwise we'll be here all day. But there may be some overlaps here as well. So I'm going to start with Heather and I'm going to ask you to give us a sense of some of the assessments you've taken and how that helped you learn a little bit more about how you're wired. And then Dave or Robb, if you wanted to say the same assessment, don't go into as much detail, but hit on another one that helped you out as well. And so Heather, we'll start with you and you can let us know which one or two assessments helped you or stood out the most to you.

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Heather Nunley (00:14:18):

As I had mentioned, I probably wouldn't be one with the long list and I don't think that this is a suitable display here, not necessary at all, but in terms of me figuring out how it was that I was wired, one thing is as I spoke to is I just felt like it really increased my self-awareness. In general it also impacted my professional development. I think helping to guide me in terms of choices that I would make, like Dave said, there's certain people that point you in one direction, but you become more self-aware as a result of taking some of these assessments and it shifts you into a different direction. And just overall, I really do believe that it helps to increase effectiveness.

(00:15:09): What I mean by that is I use the assessments in the work that I do with clients. And it's usually we're starting at a set point and then we're looking to get to a certain place. But with that said, the one that I use quite a bit in my work and I've taken it myself personally, it's called the 260Reach assessment. Many of you have likely heard of 360 assessments. This one is a little different from your typical 360. It answers the question. What do people think about me? And it basically measures reputation. So it helps you understand your own brand from the inside out. And I've also used it with teams as well. We can do a consolidate assessment where we look at what does a team brand look like overall and how it is that they show up because perception matters right at the end of the day.

(00:16:02): And usually I'll utilize that when I'm doing some strategic work with clients that are related to another one. Two more that I use quite a bit, even when it comes to hiring or even if I'm hiring an outside consultant to work with me, and those you're likely all familiar with too, but the StrengthsFinder and the Kolby A assessment are two that I utilize quite a bit. Talking about saving money in terms of time and resources that Kolbe assessment specifically, that answers how do you naturally and instinctively take action. And I found that useful when hiring new team members to see how this person might fit on the team. And as far as the StrengthsFinder, you mentioned it earlier, Alan, that one measures the DNA of your talent overall. So what are your real strengths to help you line up your unique brilliance as it relates to your workload and the specific projects and tasks that you might take on? So those are three that I use pretty frequently and I've tailored them dependent upon the client work that I'm doing.

Alan Wallner (00:17:15):

I like the blend of what you have there, because instead of getting frustrated with why can't I do this, or just lowering your self-esteem. Well, that's not how I'm wired. I love doing this, so I'm just going to keep pursuing that and following that and I do it well and they enjoy it and it fits with me. I can see how that would keep your energy level a little higher. And not only that, save you time from going down the wrong path, possibly forcing yourself into an area where you think you should be, because everyone tells you, you should be there when in reality you know yourself better and what feels right for you.

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Dave Priddy (00:18:10):

I started listing all of the ones that I'd taken and you're right. We would fill the rest of the hour with all the listings and even just with one or two pieces. It's interesting, you mentioned that 360 degree, 360 degree reach. I did that a couple of times at Johnson & Johnson. And I forgot, I just thought it was 360 degree feedback. I think the thing that validates a lot of them for me is that they're all very similar that my outcomes on it was very, very similar. Now they might've put me in a slightly different box and things like that, but they all seem to be agreeing when I filled out the questions and everything that it was all very similar.

(00:18:54): I think one of the biggest dangers of these is being put into a box to be pigeonholed. It's like, Oh, I know what you are now. So I don't need to think anymore. I just need to say, okay, I know you're this, so I don't have to do anything different. And I know that's what a lot of people have a concern about. Because again, you're trying to figure people out and it depends on why you're trying to figure that out. I think that's the other thing, you've got to come from that. The reason I want to figure out is so that we can have a good communication, that we can work together and make it so that we're moving in the same direction. And sometimes it's saying, Hey, we're not going in the same direction.

(00:19:35): So find out more quickly, no harm, no foul here. I got someone who you should talk to who would be a better fit to work with you. So it's the one I use more often than not is BANK. That's the blueprint action, nurture, knowledge, and it seems to fit more into the sales side. I've used DiSC again, all the others. They all have a certain amount of value in different ways. DiSC and Myers-Briggs seem to be more focused on the HR side. But they all can bring value. And I think the first value is understanding yourself, because if you're going to try and do any flexing and meet to someone else, you've got to know yourself so that you're not going to naturally get on natural.

(00:20:24): So I think that's the first step in it. It's a matter of understanding yourself and then being willing to make some flexing. You know what, before I got involved in these, when I first started out in sales, I'd talk to my reps about reading the walls. You go in and look at the walls. With BANK, I know that, okay, if it's covered with "I love me"s and awards and everything, their action; if they have 10,000 questions in the first 17 seconds, they're probably more knowledge. I had reps who were doing that categorization to understand how they should communicate with them. Now there's different tools that you can utilize to help identify that more quickly.

Alan Wallner (00:21:04):

The breadth of tools does help you learn about how it all works and pigeonholing, I think yes, definitely have to be very careful with that, but it's more or less to open your mind around all of these things and maybe to be more observant while you're out there and to be more cognizant or conscious and aware of others rather than pigeonholing them. So it's just maybe slowing you down a bit to be aware of cues when you walk in the room to pay attention to people so that you can communicate better and learn from one another.

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Dave Priddy (00:21:37):

It's the same idea of, are you listening to respond or you're listening to understand, and that's the whole concept. If you're doing these to facilitate, to help people understand who they are and then have that communication, because I want people to know exactly who I am, that NAKB, so that when we have that communication, I flex for them, but then they flex for me. So all of a sudden, it's a much better communication tool.

Robb Breeding (00:22:07):

Heather and Dave have said a lot about the utilization of the different tools. And so in my coaching we use a lot of this. Basically we use two things for coaching executives in helping them to achieve or get to accelerate their development, get some transformation quickly, and then also work with the assessments and in helping select so when you're hiring, being able to look at a role and say here's some of the behavioral characteristics or some of the drivers that we're going to be looking for.

(00:22:54): I've used all kinds of different ones, just like everybody else over the years. And so what I've landed on is that there's really three parts that we need to look at. And the first one is the thing that we've been talking about, and that is our natural talents or our natural abilities and our behavior, which break down into two things, our behavioral style and our values and driving forces. And so we have an assessment for behavior style where we're using a DiSC assessment, which I think is the most easily understood. And it's also the most highly validated assessment tool out there. If you want to get underneath behavior, that's the one. And then the company that we work with TTI Insights has a driving forces or motivators, or a values assessment that we're using.

(00:23:48): And they combine those two to really get at what they call a talent insights assessment. And to me, sometimes the assessment itself isn't the magic, it's the reporting. The reporting that you get from some of these companies can vary. I know some people are tuning in to get some ideas about assessments to use, and that particular one, when it comes to foundationally, who we are is really, really good. And then I just want to add that there's two other things. There's soft skill competencies that we need to be able to measure, and there's hard skill competencies that we need to be able to measure. Those are different where our talents and our abilities are really very fixed. These things are skills that we can develop. And we can lean into our strengths.

(00:24:35): We use several different devices to measure emotional intelligence. We also measure around 25 different soft skills or we call competencies from communication to interpersonal skills. Those are some of the devices I'm using in my coaching now. And since I have immersed myself in this, it's been really helpful because now I'm not wasting time honing skills that aren't going to impact my work on a daily basis or where I'm trying to go, but I'm working on things that I know I need to improve, or I need to get better at. And then I'm leaning into those talents that are more fixed and like Heather and David have been discussing. That's my take on it. Definitely very passionate about the tools that I'm using now. I really love these tools, a multi-science approach.

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Alan Wallner (00:25:31):

Everyone is unique and we don't want to take away that uniqueness of the individual. That's all a big part of this. And sometimes those uniquenesses, the attributes can be very complex. So this is a way to help you understand yourself better and maybe to observe and see similar things in other people. And it's not the label. It's not the pigeon hole. It's more or less just helping us be more aware of the unique attributes that everyone has so that we can embrace that and allow people to be who they are and to better communicate and to learn how to work together. For example, even if you take an assessment and you really want to be a doctor, but maybe the assessment says you'd be better off over here. There's nothing wrong with still taking a look at the doctor aspect and maybe pursuing that.

(00:26:24): But you're going into that though, knowing that these are areas that I need to improve upon to become X type of doctor. It's just like Heather was saying earlier, it can help you focus your efforts. So you're not wasting time in another area. It just gives you some guidance and that's what it is. It's a guidance tool to give you some insight, but it's not a be all to end all. And that's why you have done so many, just to hone in a little, or just validate things that you may be thinking already.

Knowing How You're Wired Can Help You Be More Successful

Alan Wallner:

I wanted to go a little bit more on that because I didn't want people to think that we're saying you have to do assessments so that you end up knowing exactly where you are, because that's not what it's about. It's about understanding yourself better so you can go in and leverage that knowledge and leverage that information to grow. So once you know how you are wired, how has this helped you enjoy your business more and to be more successful? I know you've talked about efficiencies. I know that you've talked about not wasting time in certain areas, but how has it helped you in terms of making your businesses more successful?

Dave Priddy (00:27:52):

I think the first thing is better understanding myself. And it's understanding no matter what you do whether it's DiSC, whether it's BANK, whether it's, MBTI, we're all made up of everything. It's not like I'm only a blueprint or I'm only a nurture; there's all the different aspects of every part of that. So what has helped me is understand, why do I like these things? Why do I maybe not like things and how do I adjust to that? It also helps me identify what's important to me, to clients. And are they willing to flex? Cause the people that are, you can identify pretty quickly those that are not willing to flex. I might be able to work with them if the things that they want, that I'm looking to have flex aren't that important to me or to their success, but it also might help me identify it's okay not to just walk away, but run away at top speed.

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(00:28:46): It's not necessarily that there's not someone who could help them. It might just not be me. I know people, both the people that are the clients that I'm working with, but also the other people in my universe, if you will, who can I recommend? I know a lot of people who were in financial planning, I know a lot of coaches, I know a lot of marketing specialists, and I also know there's some people that I would never refer to other certain people. So that also helps me identify where I can help, either by participating or by not participating, but who to direct them to. The biggest benefit is knowing myself.

(00:29:37): Because sometimes it's flexing into something that I don't do that often, that is not necessarily one of my favorite things, but identifying someone who I really connect with for one reason or another, but then knowing that I can help them understand themselves better and help them accelerate things. So it may be more of a challenge, but then it gives me a chance to expand what I do and to grow in the things that I do. I mean we talked a little bit earlier about it being a work in progress. Well, always a work in progress, and if you ever don't agree to that, I don't want to talk to you because you're not going to be any fun. And you're not going to have any fun with the world, understanding that, you need to react differently.

Alan Wallner (00:30:26):

You bring up some interesting things; you're getting a lot of knowledge around all these things. So you've got a lot on your mind, but you also have to remember that you still have your gut, and there's nothing wrong with listening to your gut along with the knowledge that you have. So if it just doesn't feel right, but maybe it still looks good on paper or in your mind based on what you've been learning, you still have to listen to that gut. And if it just doesn't seem right, then go with your gut.

Dave Priddy (00:31:02):

Sometimes the better you understand yourself and the better you understand others, it gives you more explanation for the gut. It's sort of like, okay, maybe there was in the past, it was the gut, but now I'm going to say, Oh yeah, you know what, back then the reason the gut was telling me either run away or jump in was because of a lot of information I've learned since then.

Alan Wallner (00:31:24):

I'm also going to point out, so people aren't worried because we were talking about a bunch of different assessments before, that we're going to list those all in the follow-up recording of this. We'll have a listing of all the different assessments that you have done so people can at least get a sense of what's out there. We're going to have that stuff posted there. We're not going to lose what we're talking about here in terms of the different assessments. Robb, I'd like to hear your perspective on this year in terms of how it's helped you enjoy your business more, how people are successful.

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Robb Breeding (00:32:11):

Most of my career, I've had the fortune of being able to decide what I'm doing. I have a consulting practice that I own. And I don't have a lot of people telling me what to do; this is really important to me. I do understand myself because whether I like it or not, I'm still going to have to do and accomplish things that maybe I'm not really good at right now. I don't have an integrator. Right now it's just Robb. In the past, when I had surrounded myself with a lot of people, you want to fill those gaps. But I think first of all, to answer your question, how has knowing how I'm wired helped me to be better? I'm just more effective.

(00:32:52): I know what I'm good at. I know when I need to reach out for help. Another thing is knowing the difference between what a natural talent is and what a skill is. I was saying before, the soft and hard skills, being able to parse that out, it's really helped me to say, okay, wait a minute. No, that's just who Robb is. Okay. I'm not going to try to change that. I'm just going to bang my head against the wall if I do that. But over here, this is a real skill that I could work on like time management or whatever; it is that I could add to that to mitigate some of my natural tendencies. I think soft skills, and I'm sure Heather would agree with me and Dave too, because that's a work we do that is just so under appreciated.

(00:33:41): Because they're harder to understand than a hard skill. Like the idea of a technical skill. I'm going to be a doctor. I have to learn how to do this or that. I have to learn chemistry. I have to learn all these facts and figures. I have to gain some experience. But on the soft side, I believe that these assessment tools that we're talking about and specifically the skills assessment tools, will give us a framework to build people up in the way that they need to be built up. The cultural difference that people have of high soft skill competency, and accompany the difference that that can make. If you listen to Patrick Lencioni, those are the companies that are going to win in the future because it's just such a differentiator. When we know ourselves and we can function well together personally, and I think that's what these assessment tools have done for me. They've just made me better at that.

Alan Wallner (00:34:36):

You had mentioned EOS in what you're talking about. For those of you who don't know, EOS stands for Entrepreneurial Operating System and it comes from a book called "Traction," and they break positions into two categories. There's the visionary and there's the integrator. And you had mentioned the integrator and how I fit in with that is I was playing both roles, unbeknownst to me. I'd always be running my business, hitting a ceiling and just keep fluttering up there and could never get my business past a certain point. And I would end up just being frustrated with it and exhausted and feeling no love and just under loved, underpaid.

(00:35:24): Then it ends up tanking because I'm burning out over my business. I did that a few times and lo and behold, I get this book "Traction" and then learning a little bit more about getting the right people, the right seats. I learned a little bit about Kolbe and StrengthsFinders from Fabienne from Boldheart. So that was very beneficial for me. And, and then just learned through the book "Traction" that there's the visionary and the integrator and, Oh my goodness, I'm more the visionary. I'm not the starter guy and not the

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finisher guy. That's why I kept crashing with my business and was frustrated with it all the time because I had this shiny object syndrome, always going over here and never finishing things. So in order to have a successful business, you have to finish things.

(00:36:14): The EOS, Entrepreneurial Operating Systems, the book "Traction," that's another good way to look at your business and also gives you systems to put into place. If you're not a real good systems person, if you're more visionary, it gives you a good idea as to how to start mapping out, laying out the groundwork for your business. But also if you're in a group, more of an integrator, it gives you nice processes to follow around that as well. And then it just helps you understand how the integrator and the visionary work together to make a very strong business. A little sidebar around EOS. Heather, I'd like to hear how knowing how you are wired, how that has helped you enjoy your business more and to become more successful.

Heather Nunley (00:37:04):

I'm going to add just a bit to your sidebar and then I'm going to respond. I would say since you brought up the EOS system, that was really enlightening for me. Learning about the book "Traction" and what knowledge you really gained from taking that assessment. And another reason that I like it is that it doesn't need to be administered by a coach or consultant like Robb or Dave or I. You literally read the book. If you do a self-assessment and you have your results, you can really learn a lot. I would give that one a thumbs up as well as it relates to how me being wired has helped the success of my business. I like to think of the way that I can use assessments and I have three different ways.

(00:37:52): One is I can utilize it in an initial phase, usually if I do work with solo business owners, but I also work with teams as well. And usually when I'm doing work with the team, it requires an initial discovery phase where I might do an assessment. You utilize an assessment tool to see where do we stand right now? And then it might take me down the line to a development phase with the client where we might take a specific assessment based on the needs of that team. And then closing out an engagement with a client might mean in some cases, me doing another assessment, just so we can measure a ROI, the return on the investment that they've made with us. These were your results when we started 12 months ago, and now here we are 12 months later, and this is a view of what the team might look like and where that really played itself out.

(00:38:52): I did some work with the franchise group. Many of you have likely heard of Massage Envy franchises. They're a huge company, but then they work individually. These franchisees buy one. Well, it was a franchisee that owned two and we're looking to open more. So I ended up working with them when they had two franchises, we did an initial assessment. I ended up putting together a development program for their leadership team. What they wanted to do was they wanted to unify their franchise brand and these new locations that they were going to open. Massage Envy is very distinct, but then when you're working with individual owners, it takes on its own culture within the franchise. They really wanted to make sure that that carried out with their expansion and with the development of the leadership plan. At the end is when I did go back and we did another assessment, the

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same assessment, but it was an attitude, the attitude of the team over a period of time where there were some pretty significant growth and they were so happy to see it.

(00:40:04): With businesses sometimes we want to see that data. It's not Heather the coach giving an opinion about something, but it's more objective and providing some data for the information to really be grounded in. So taking the findings from those assessments and utilizing that to focus on specific areas can really be beneficial. And in my case, in that particular case, helped to carry out a project that started off as something really small, but the client then wanted to engage in and learn and know more and really build upon that.

Alan Wallner (00:40:45):

I liked what you were saying about the data part of it; you have the discovery developments and then you've got the measure. And I think the measurement of it is very important because that goes along with everything that we're talking about here, because you've taken assessment measure. It's always a constant evolution ebbing and flowing because you're always getting new indicators, new things coming in, impacting a team or an individual. And based on where you are with everything, you may respond differently or one way or another. So by doing some assessments periodically, you're now taking all these new things you've learned. And now, where have I grown to, and also what I like about it in terms of the team, oftentimes there isn't a lot of revealing of how someone's feeling inside.

(00:41:46): And so it sounds like through some of these team assessments, in terms of the culture, that gets pulled out a little bit, and then you can see where your team as a culture stands, your team has a perception. Your team has a productive entity together. How well is it doing? It sounds like the assessments can pull out some of the things that normally aren't shared verbally, or maybe shared verbally, but might be misunderstood. Is that what I was hearing too, with a team, it can help you better understand the dynamics of your team and how healthy it is.

Heather Nunley (00:42:26):

I definitely think so. Like I said, I think it's people looking at themselves against a cumulative group of people in general sometimes lands differently than their manager or their leader saying, this is what you need to work on when they can compare and contrast. Not that the assessments are meant to compare yourself to other people, but as I said earlier, there is some validation in knowing, I am who I am. And this is what that looks like for me, that I think is useful for people to see that among a collective group.

Knowing How You're Wired Can Help Your Team As Well

Alan Wallner (00:43:07):

Now with our understanding of what motivates people to take action, or at least have a better understanding of their strengths, how has this helped you find or engage and retain

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your teams as you're growing and building your business? And if maybe you are still as a smaller business, how does it help your clients attract and retain and engage the right people in the right seats?

Heather Nunley (00:43:52):

When it comes to building and developing a team, the assessments really can be invaluable. And I say that in their use as a development tool, not necessarily as a performance tool per se. We utilize them in that way, but I think it really helps to understand development of where people are now and where it is that they want to be. It gives you a more closer view there. And I know in my case, I had mentioned it earlier, but I don't do any hiring now without looking at a StrengthsFinder or a Kolbe A assessment, because it really helps support putting the right people in the right seats on the bus if you will. So I find that to be really useful in that way. I'm a solo business owner. I work with other coaches and consultants. If I bring on a larger client where I need some support, and even with that I'm conversing with other consultants, what are your strengths? What are your weaknesses? It helps to balance out my own team as needed for larger more strategic projects and initiatives that I might engage in.

Alan Wallner (00:45:14):

So you make it part of your hiring process. Then once you've maybe whittled down your candidates and you've got your top three to five, then you roll in the assessments. Is that how you usually do that?

Heather Nunley (00:45:28):

We do some pre, and this is for actual hiring, pre-interviewing and then we'll do an assessment. But like I said, when I'm looking to partner with another consultant, it's more conversational. It's saying, what might you bring to the table that could help us deliver on what the client needs at any given point on a project?

Robb Breeding (00:45:50):

At the company that I owned, where we had lots of employees and we did a lot of hiring, it was a retail company. We had really good systems for doing hiring. We would have good systems for attracting candidates and then we would have interview systems. With these assessment devices that are out there, something that I didn't leverage back then, more of the things that I do now is I help businesses with what we call a benchmark. So we're actually assessing a role, and we use stakeholders to do that.

(00:46:48): Let's use my company as an example at Shock City, we had general manager at every location. So we would benchmark that role from a behavioral driving force, the skills that it's going to ask you to bring to the table to be successful. And so now to the interview process, to the resume and a job description comparison, we can now add some objective data about how engaged is that person going to be with this work? Are they going to like it? Are they going to enjoy it or are they going to be naturally good at it? Or do they bring some skills already developed that are going to be necessary? Or are we going to have to develop

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them? I think Heather mentioned in terms of using it for development, we provide the actual target.

(00:47:34): Sometimes we just take an assessment, we say, here's where we're at. Well, where are we trying to go? And so by having the role assessed, which is something that I think I'm sure others are doing out there, but I think that that's something that since I've been working with Rob Hiller, who's mentoring me through this and where I've gathered a lot of this information from working with him. Having that benchmark or that point to where we're aiming for, when we're developing with an executive, it can be real helpful because it saves time and energy. I wish I was doing that when I owned my business, but now that's what I'm helping others with. And so now, instead of just having the resume comparison to the job description and the interviews, I don't care how good you are at it, you've added some objectivity with some of the science into the selection process; that is a really important thing and it's got to be done.

(00:48:21): You can't use any instrument for that, by the way, in a hiring process, you have to use a SHRM approved one; it has to be validated so be careful out there, business owners, if you're listening, not to just pick up some assessment and use it. Myers-Briggs for example, is not a validated assessment. It can be a huge help in making sure you reduce turnover and increase engagement with your team.

Dave Priddy (00:49:13):

I was a hiring manager for 30 years and one of the keys was looking for a diverse team. It would have been a lot easier if I had been utilizing a lot of these things because you don't want to have; one of the dangers about being successful, especially a team leader or whatever, who's been really successful, their natural transition is I have to hire 10 of me and then they'll hate themselves and their employees. So it's looking for that diversity; there's certain things you've got to match along the lines, but it's avoiding that sameness because that's also not the way you're going to be successful. Because you're not selling to the same exact individuals either. So you can have that diversity of thought and diversity of trying to look at things from a different perspective and say, Hey this might work with that one. Because they're a lot different than you are. In talking about development, not only on trying to identify what might be best for someone and be careful saying, well, what would be best for you because that's a good way to have them say just the opposite.

(00:50:28): But identifying what are some of the processes and how do you put them through. I'll use BANK, I'm going to treat a blueprint's development a lot different than an action or a knowledge, and I'm going to look for those resources. I've tried to do that throughout my career and the people I've had the most success with I've identified what's important to them and then given them the resources. But a lot of times it'll be, here are the resources and I might guide them. Here's three choices, but let them choose that. Let them decide not only what resources they're going to use, but how they're going to use it. I had one of them, the second person that I ever trained at Johnson and Johnson, he was dyslexic and he says the process was literally talking back and forth and helping them memorize.

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(00:51:21): He says, Dave, let me go spend six hours in my hotel room, leave me alone. Literally, the next day he did more in those six hours than he had ever had in the week or two beforehand. And it was because I said, okay, I'm going to trust you. I still keep in touch with him today, we have a real good relationship. It's understanding how people learn, but also what motivates them. You talked about benchmarks; a blueprint is going to be motivated by things different than an action, different than a knowledge, different than a nurturer. So finding out what's important to them, not just assuming, but validating, Hey, would this be something that would motivate you? And so your actions love the contests, knowledges. They just want to know everything and anything. So it's identifying what's important to them and trying to find the right rewards for the different personality types as well.

Alan Wallner (00:52:18):

To even build on that more, you said that you hired to get the diversity, because you don't want to hire all the same people. Like you, it's the same way with clients. All your clients are not the same. Understanding these assessments will help you better understand all your clients, so you can get the right people to work with the different diversity of clients that you have. So it becomes even more instrumental, there just helping to get the right match with everything.

Dave Priddy (00:52:52):

With DiSC, the last time I took it was 10 years ago and my natural was like 86% dominance, but my adapted was 44% dominance. So depending on the situation, that number may vary. And that is the same thing with BANK; knowledge is my third, but that's also my stress code. So if I get under stress, I might need about 10,000 pieces of information, which will make my son happy, who's in knowledge, but that will drive my daughter crazy, who is an action that's.

(00:53:27): Back to understanding yourself, but also understanding others so that you can meet their needs and be talking to the Platinum Rule, treat others the way they want to be treated.

ATTENDEE QUESTION: *I have a business partner and we're both wired as starters. We can't afford to hire a full time finisher. What do you suggest?*

Alan Wallner:

I've got one question here that we can sneak in quick from our attendees. And so I call it my ABQ, another burning question. This one is I have a business partner and we're both wired as starters. We can't afford to hire a full time finisher. What do you suggest?

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Heather Nunley (00:54:09):

I'd be happy to respond only because it has been my personal experience. Prior to me doing my consulting work, I worked in a family business with my husband. We own a carpet cleaning and a water damage restoration company. In any event, we did the assessment and I am apparently I'm an anomaly. Fabienne Fredrickson has actually consented, because I'm equal parts starter and finisher. And apparently it's rare. My husband is an absolute starter and he really needed a finisher. So the conclusion that we came to was that we would make a decision. I played the role of the finisher in that partnership, even though I had the ability of a starter; it was important for me to scale back and really take on that, finish the role. I had that ability to do that and allow him to be the visionary and take the lead in that role. So it would likely boil down to a decision of, okay, who's going to step forward and really be that because it's really challenging to have two people lead at the same time.

Robb Breeding (00:55:26):

I could add to what you're saying, Heather. I was in a partnership with my brother while we were both starters. When we started, it was just us and we had one location that I ran. We didn't have the ability to bring on somebody to integrate for us, which would be the EOS term or to bring on somebody to help the finisher. And so one of the things about a starter is that we have really high Ds. We have Type A personality. Leaning into that to push through and not give up until you get to a place where you can start to bring some of that help on.

(00:56:14): And then of course developing some skills that are going to be helpful, like time management, project management skills, those kinds of things that can help to get what you need, but you can't afford to add. That's what I heard him saying. I think that some of those things, when you can lean into some of our strengths, can help us to overcome. Heather, I would love to have your personality. That combination, I think that's really good. I'm a one way person.

Dave Priddy (00:56:56):

I think that both Heather and Robert were talking about that you've got to find where that resource is. And the way the question was asked, it sounded like it was literally, they were both the same. I think one of the keys is when you're running into something like that, whether it's when you're first starting out or you've gotten started, and all of a sudden you realize, Oh, we have this missing piece. The first and foremost is to identify what the missing piece is, and then start to talk about so what is it that we need to do to move to the next step, to take that next, move to that next level? And there's a lot of people who can give people feedback.

(00:57:39): You don't necessarily need to hire. But it's identifying what are some of those steps. And does one of them have that capability to flex into that, because again, we're all made up of all of it like, I've gotten really, really, really low on some things with BANK, I tend to being it's a different level. But if you can nurture that other piece of it to grow and learn how to do that. And sometimes, if you've got your own business, you've got a lot of people that are rooting for you, whether it's your parents or a friend from school, or just the person

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next door who was running their own company, you can find those resources. And that may be a way to help you flex that muscle. I mean, going out and working out, the more you use it, the better you're going to get at it. So that may be another way to approach that until, as Robb said, you get to that point where you're big enough, then you can hire it out.

Closing Remarks

Alan Wallner (00:58:44):

We're at our time here. And so I really want to thank the three of you for being here with me today and sharing all your insights and wisdom around this. I know it changed the way we do our business here, and it's really helped us a lot. I thank everyone for attending this episode of Thrive!cast. I hope you enjoyed the conversation today. If you have any follow-up questions or questions that we weren't able to address through the time limitations, please send them to us at info@consciousbranding.com and we will respond to you.

(00:59:22): We're starting to plan for our round of episodes in the coming months. I'd like to hear your thoughts around some topics you'd like to have us include, and you can send that to us at info@consciousbranding.com as well. I look forward to seeing you all back here at our next episode next week. And remember, you create your world, so believe in your vision, drive it with purpose and above all take action. So until next time, go out there and be remarkable!

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