

# The Story of Wrong Fit, Right Fit\*

By Dr. André Martin

\*And, why how we work matters more than ever

# My Career Timeline

OD  
Consultant



Enterprise  
Associate



CLO &  
Head of  
Engagement



CLO &  
VP Talent &  
Culture



CLO,  
VP Talent  
Development  
& Change



CLO,  
VP People  
Development



**\$7.8 trillion dollars of lost  
productivity due to disengagement\***

-Gallup

**\*More than the combined market caps of Apple, Google, and Amazon combined**

# The Hard Facts\*

**30% of new  
joiners leave  
their jobs in the  
first 90 days.**

-JobVite

**50% of new  
joiners <6 mths  
were looking  
for a new job.**

-PWC

**40% of  
employees felt  
isolated at  
work.**

-EY

**\*Oh, and only 17% of employees are fully engaged at work**

# **Why is work so much work for so many people?**

**\*COVID was not the cause, it was an accelerator**

# Trends\* that got us here

1

**The rise of the culture deck** and the birth of marketing the aspirational company.

2

**The ping pong table** and the introduction of purpose-less perks.

3

**A decade of decadent growth** and a lack of urgent innovation and gaining resilience.

4

**The age of infinite browsing** and an impending crisis of commitment.

5

**The side hustle economy** and a search for more prosperity and more available creative outlets.

6

**The search for meaning** and the era of being more versus doing more.

\*More than the combined market caps of Apple, Google, and Amazon combined

**There is zero correlation between  
the published values\* of a company  
and how well they live those values  
in the eyes of their employees.**

-Culture 500 + MIT Study

\*Published values are often either artifacts or aspiration

**THE DREAM IS ON**

**JCF CBEAM JC CQJD**

# A Quick Sidebar to Link Culture + Climate

**Culture is...**

the outcome of our  
collective behaviors

**Aspiration is...**

What we wish we were  
or want to become

**Commitment\* is...**

A deep and unwavering  
dedication to a company, a  
brand, or a purpose

**Climate is...**

How it feels to work  
here every day

\*It is born out of the alignment b/w who we say we are and how it feels to work here d2d

**So, now that we are in this place,  
what can we do\* to make work, less  
work?**

**\*Stop talking about good and bad culture and start talking about right and wrong fit.**

**65+ interviews of talent over 4 months to better understand right and wrong fit.\***

**\*From first time employees to CEOs, multiple countries, and numerous industries**

**The quick brown fox jumps over the lazy log.**

# What it feels like at work right now...

Stressful  
Exhausting  
Messy  
Hard  
Unsure

=

Other Hand

The quick brown fox jumps over the lazy dog.



The quick brown fox jumps over the lazy dog.

Dominant Hand

=

Effortless  
High quality  
natural  
easy  
confident  
capable



# **What did we learn about wrong fit, right fit that was novel\* or new?**

**\*Insights that can help both talent find right fit and companies create it for more people**

# Everyone has WFRF experiences...

## 'right fit'

I didn't worry about the clothes he was wearing, that relationships formed faster, I felt more comfortable more days and he laughed early on. -interviewee

you are putting in the hours, but it doesn't feel like work. -interviewee

I could practice my craft. Period.  
-interviewee

felt like being excited to show up for work every day. It felt like home.  
-interviewee

I never had the 'Sunday blues.'  
-interviewee

## 'wrong fit'

it felt like I was On a Ferris Wheel. The work never ended and didn't really feel like we were going anywhere. -interviewee

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

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

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

# Why right fit is so elusive...

what we tend to share as  
companies and see as talent

**VISIBLE**

**INVISIBLE**

## HOW WE DO WORK

Purpose  
Values  
product/services  
craft/job  
Manager  
Peers  
Locations

Advancement Opportunities

what remains unknown by  
companies and unseen by  
talent

# **Multiple leaders with multiple ways of working create chaos...**

**How clear is your company about how they...**



**make decisions?**  
**solve problems/manage projects?**  
**socialize ideas?**  
**get feedback?**  
**Assess high performance?**  
**resolve conflict or break ties?**

**Develop people?**  
**Recognize and celebrate?**  
**Allow information to flow?**  
**socialize at work?**  
**Treat time (finite or infinite resource)?**  
**rest and recover?**  
**build relationships & Trust?**

# Cognitive traps that land us in wrong fit...

## CONFIRMATION BIAS



## BIRG-ING and CORE-ING



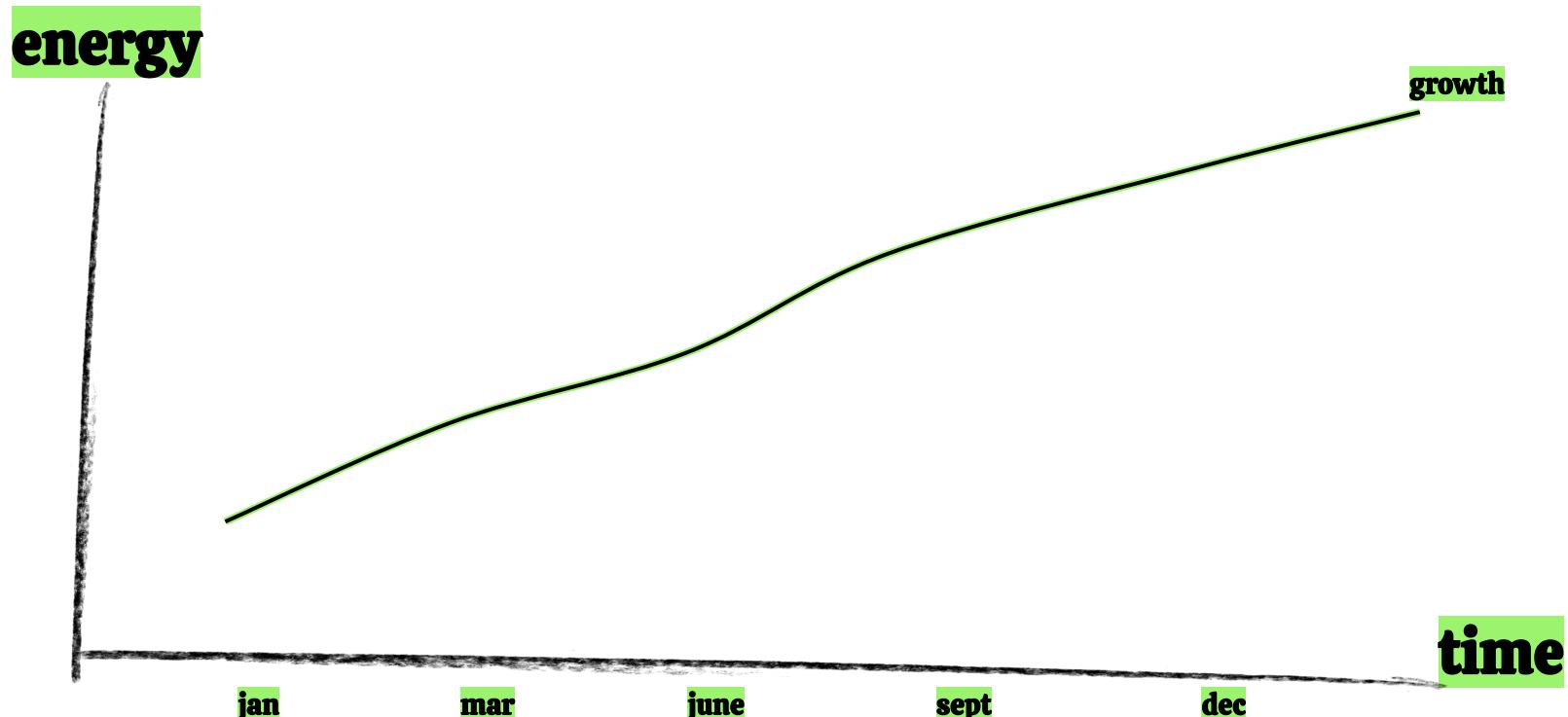
# The three versions Of a company...



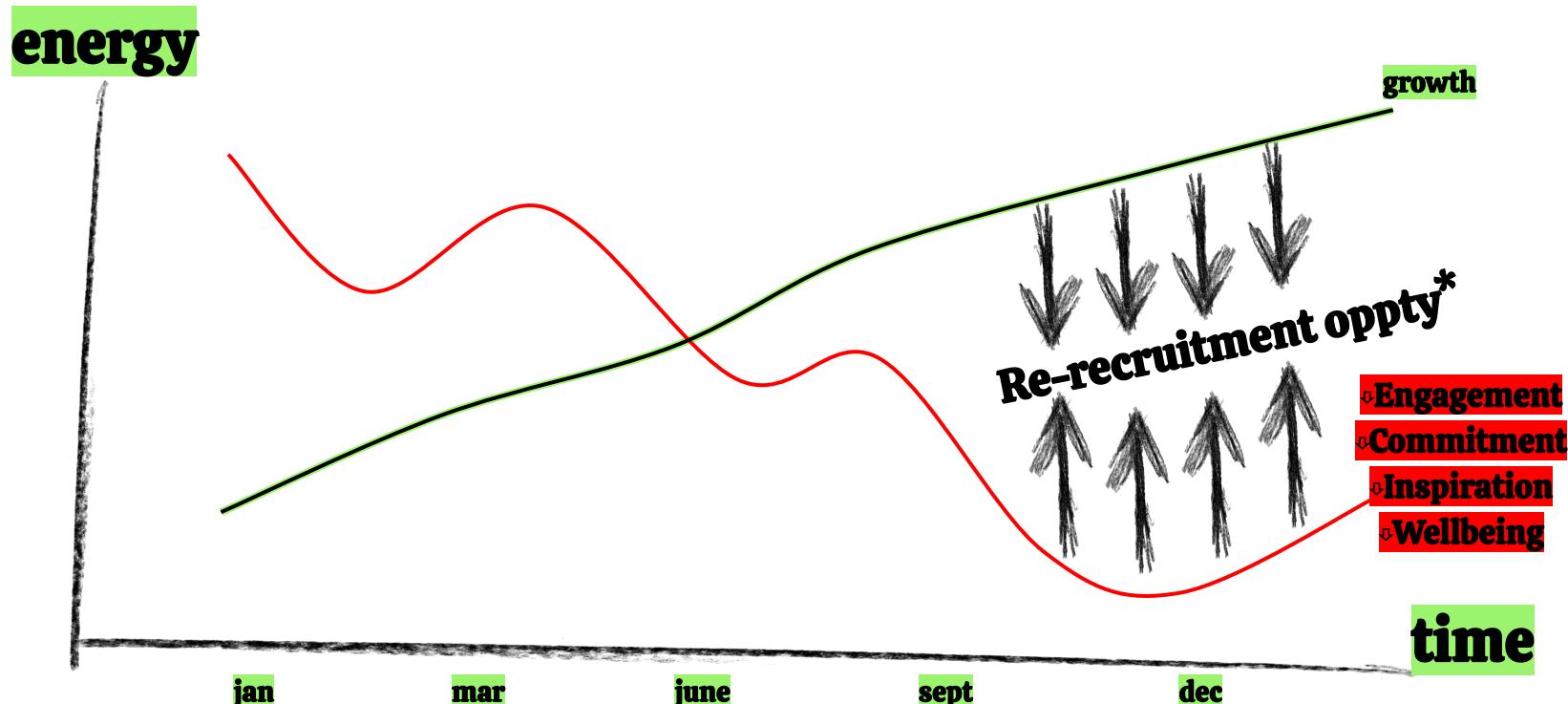
**What are a few of the things that  
leaders/companies\* can do to help  
talent find right fit?**

**\*And, if you aren't a leader these areas should show you what you could expect**

# The shortening cycle of re-recruitment\*



# The shortening cycle of re-recruitment\*

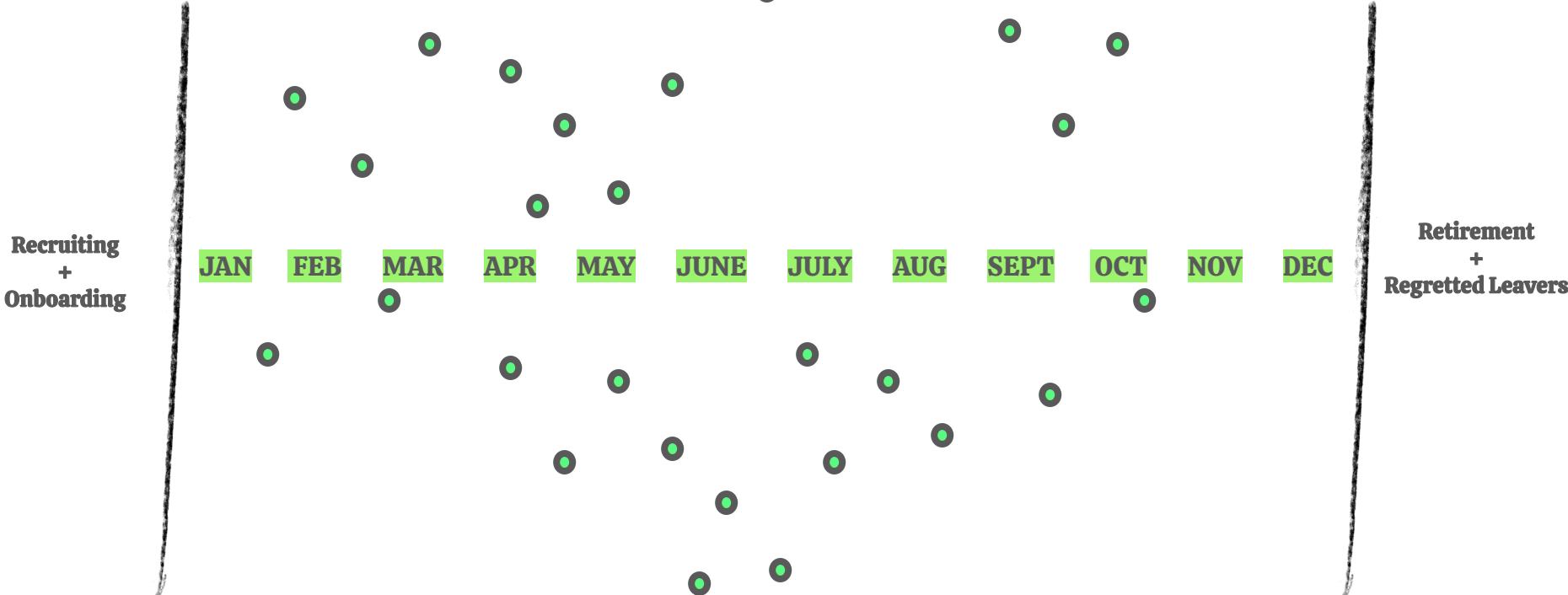


\*Remember “infinite browsing” and “distraction”, they are at play here as well

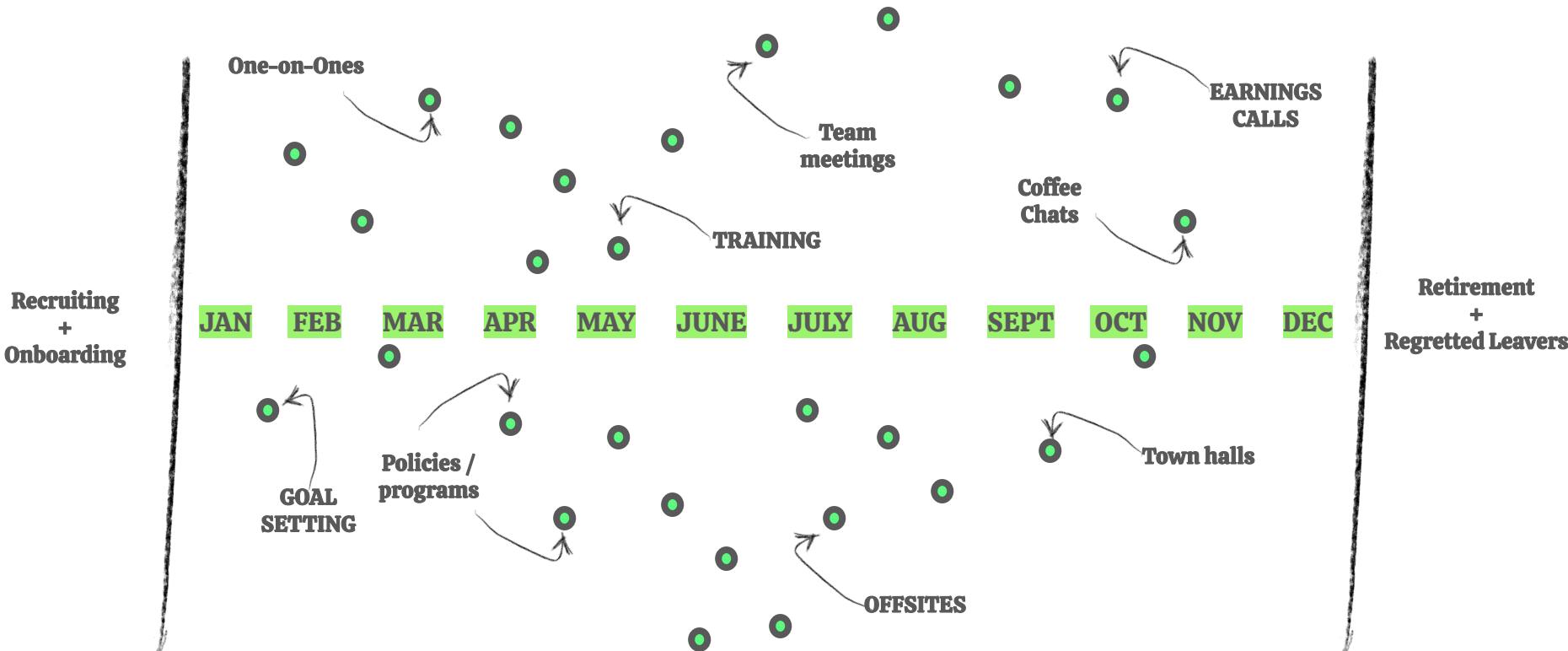
# By seeing commitment and engagement as a ground game



# By seeing commitment and engagement as a ground game



# By seeing commitment and engagement as a ground game



# By seeing commitment and engagement as a ground game

## PURPOSE

Why is the world better with us in it?

## VISION

Where are we aspiring to go?

## MISSION

How do we create value/make money?

## PRINCIPLES/PRACTICES

How do we work/make decisions?

## EMPLOYEE PROMISE

What is the real reason to stay?

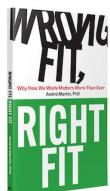
**If you have  
right fit,  
don't take it  
for granted**

**If you don't,  
know it is out  
there waiting  
for you when  
you are ready**

**If you are a  
leader, have  
intent in every  
touchpoint,  
every day**

# **Help I am looking for:**

- 1. Join in the conversation by signing up for the monthly newsletter: [www.wrongfitrightfit.com](http://www.wrongfitrightfit.com)**
- 2. Share your stories with me about your own right/wrong fit experiences: [info@wrongfitrightfit.com](mailto:info@wrongfitrightfit.com)**
- 3. If you think wrong fit/right fit has relevance in your team/company, email me: [info@wrongfitrightfit.com](mailto:info@wrongfitrightfit.com)**
- 4. Help to reduce the \$7.9 trillion of lost productivity.**



**Preorder the book @ Amazon, IT Rev, or Barnes & Noble**