

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

53% of managers are burnt out at work.

-CNBC

40% of employees felt isolated at work.

-EY

***Oh, and 21% 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**

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**

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

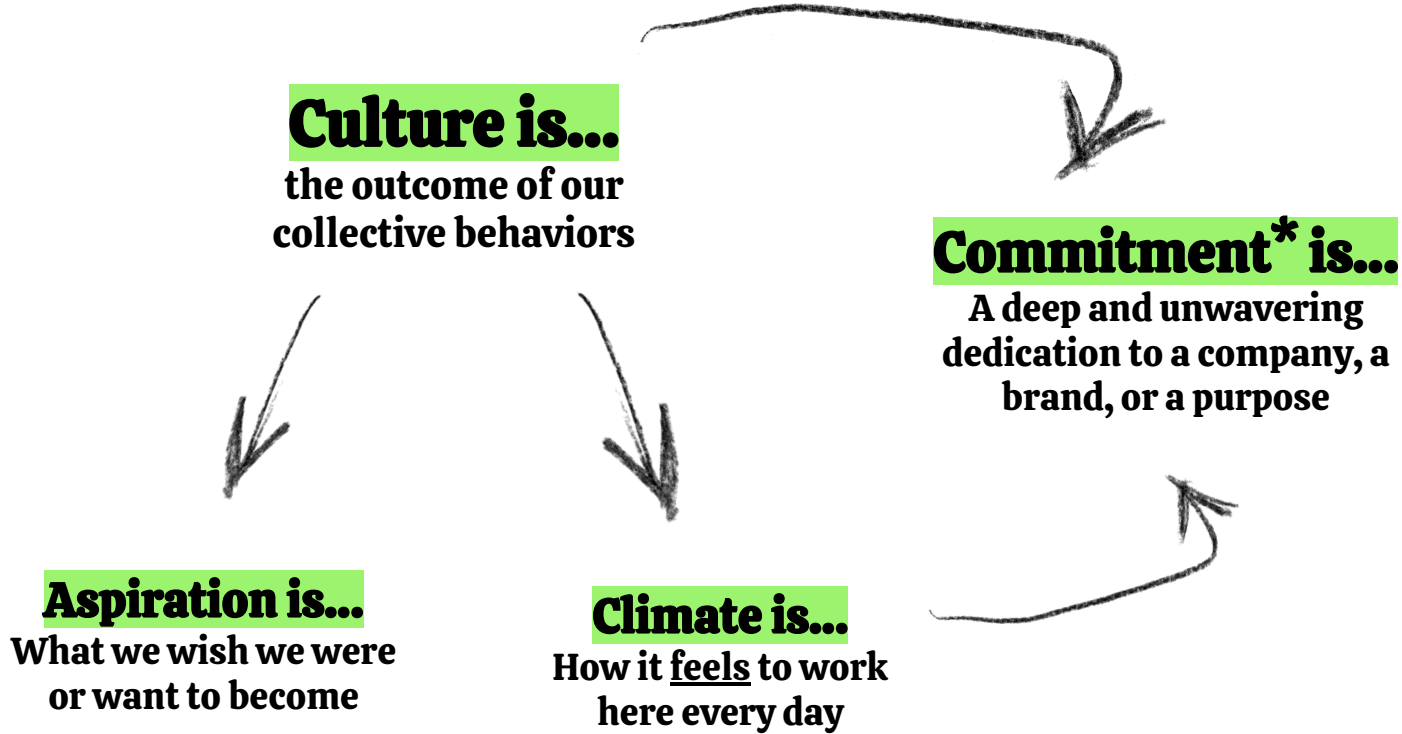
ICE CREAM IS GOOD

JCE CBEAM JC CQQD

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A Quick Sidebar to Link Culture + Climate



*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 WFERF 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

Purpose
Values
product/services
craft/job
Manager
Peers
Locations
Advancement Opportunities

VISIBLE

INVISIBLE

HOW WE DO WORK

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?**

***Creative energy is going to coordination costs over “craft” or creative endeavors**

Cognitive traps that land us in wrong fit...

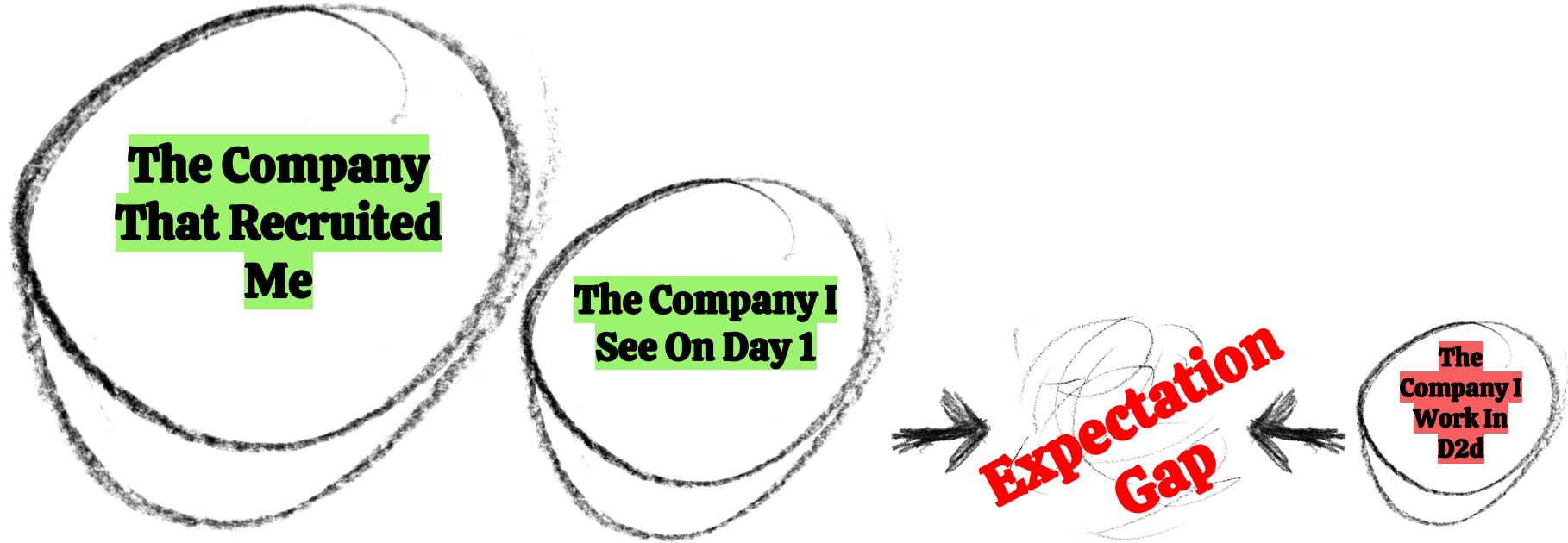
CONFIRMATION BIAS



BIRG-ING and CORE-ING



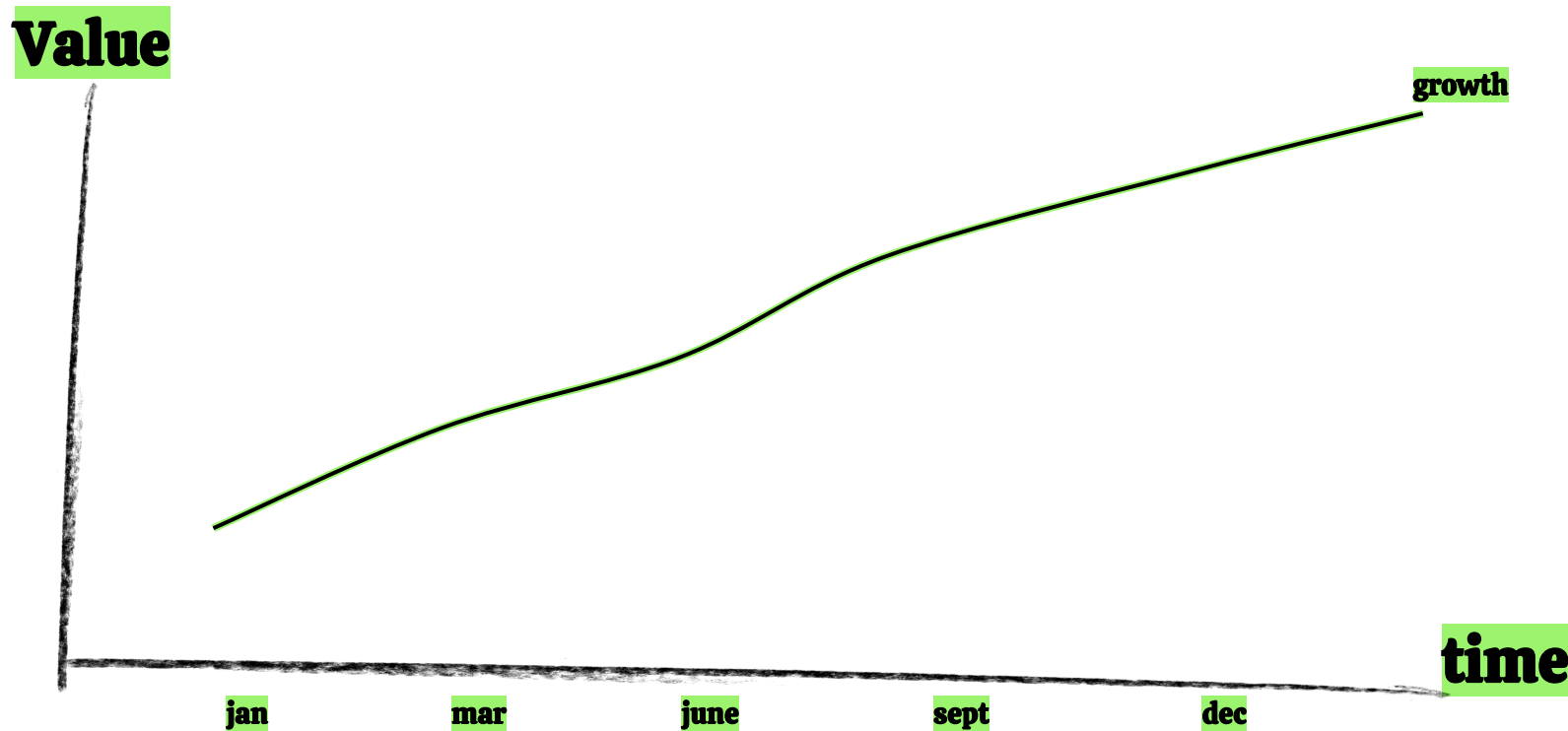
The three versions Of a company...



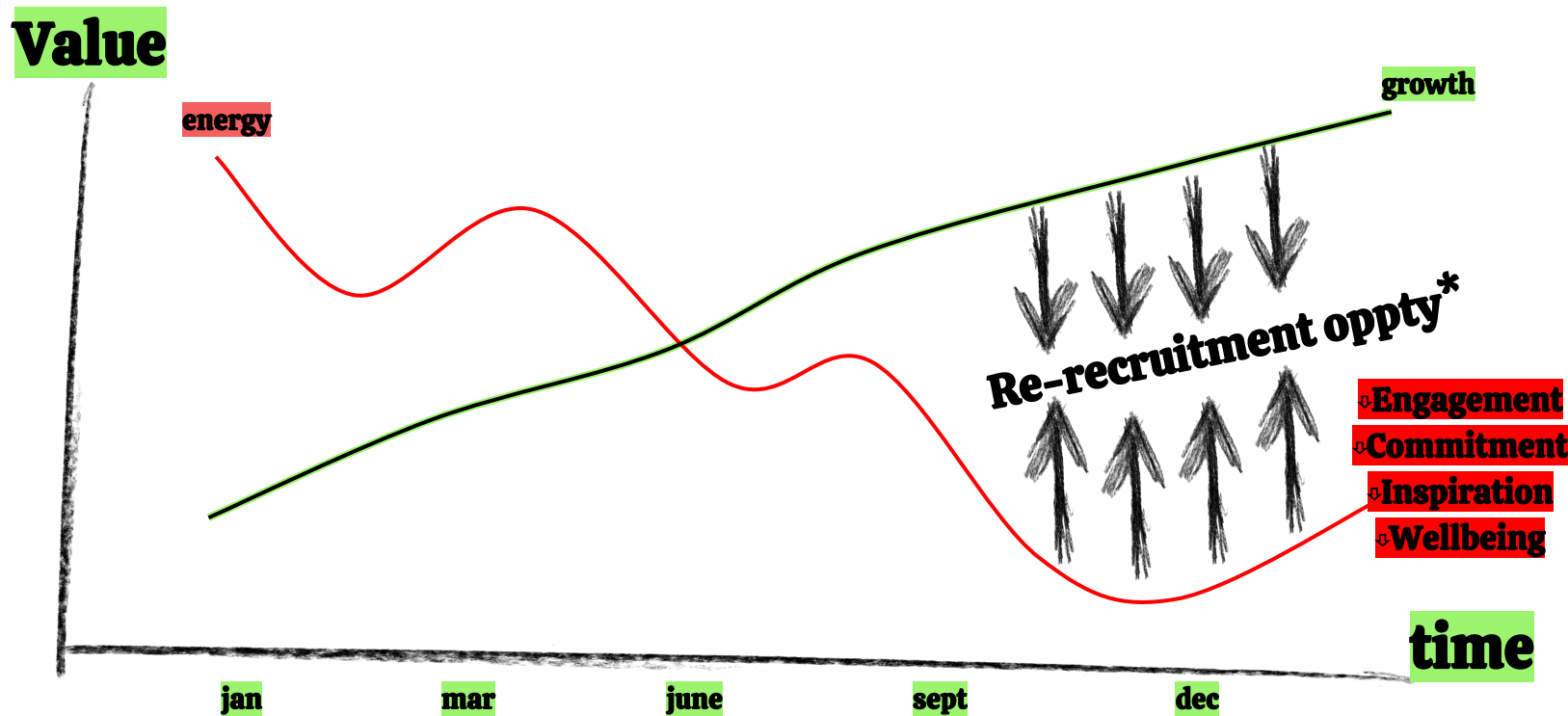
**What are a few of the things that
leaders/companies* can do to help
talent find right fit?**

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

Recruiting
+
Onboarding

JAN

FEB

MAR

APR

MAY

JUNE

JULY

AUG

SEPT

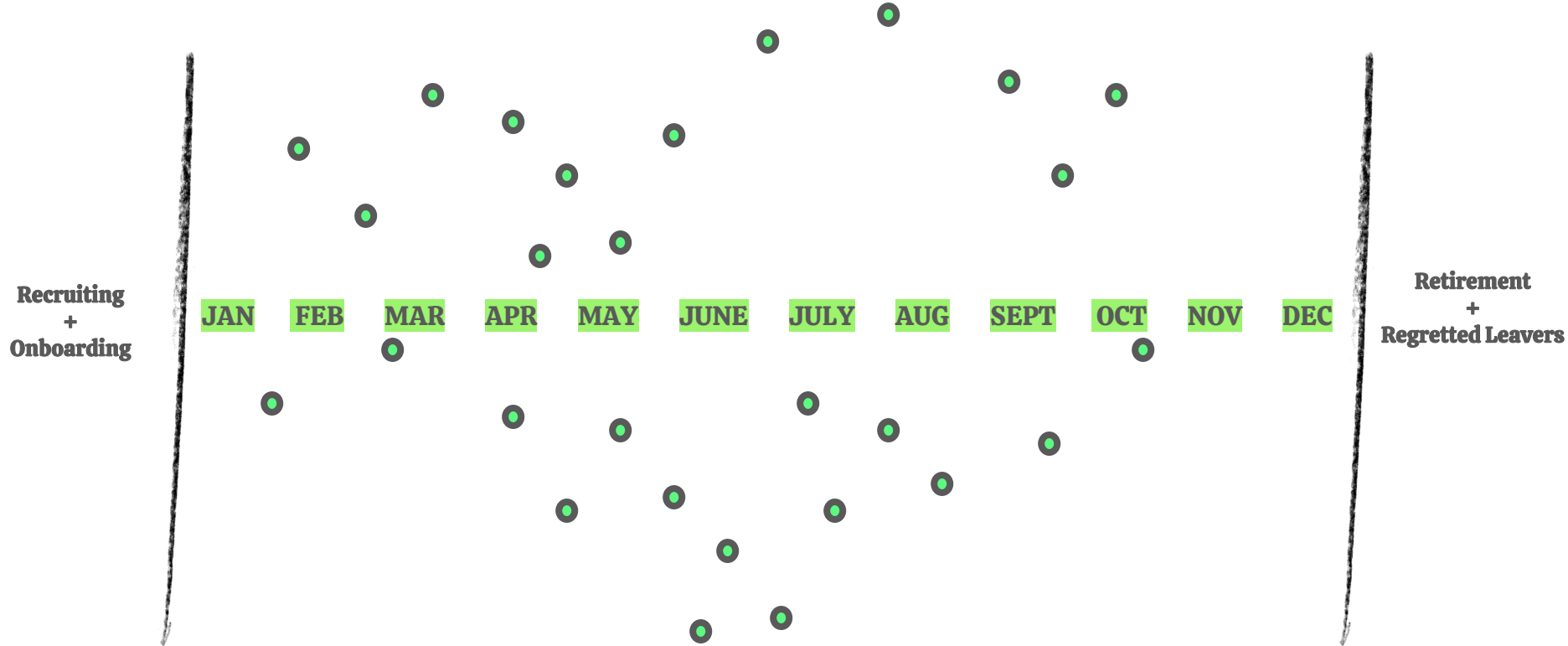
OCT

NOV

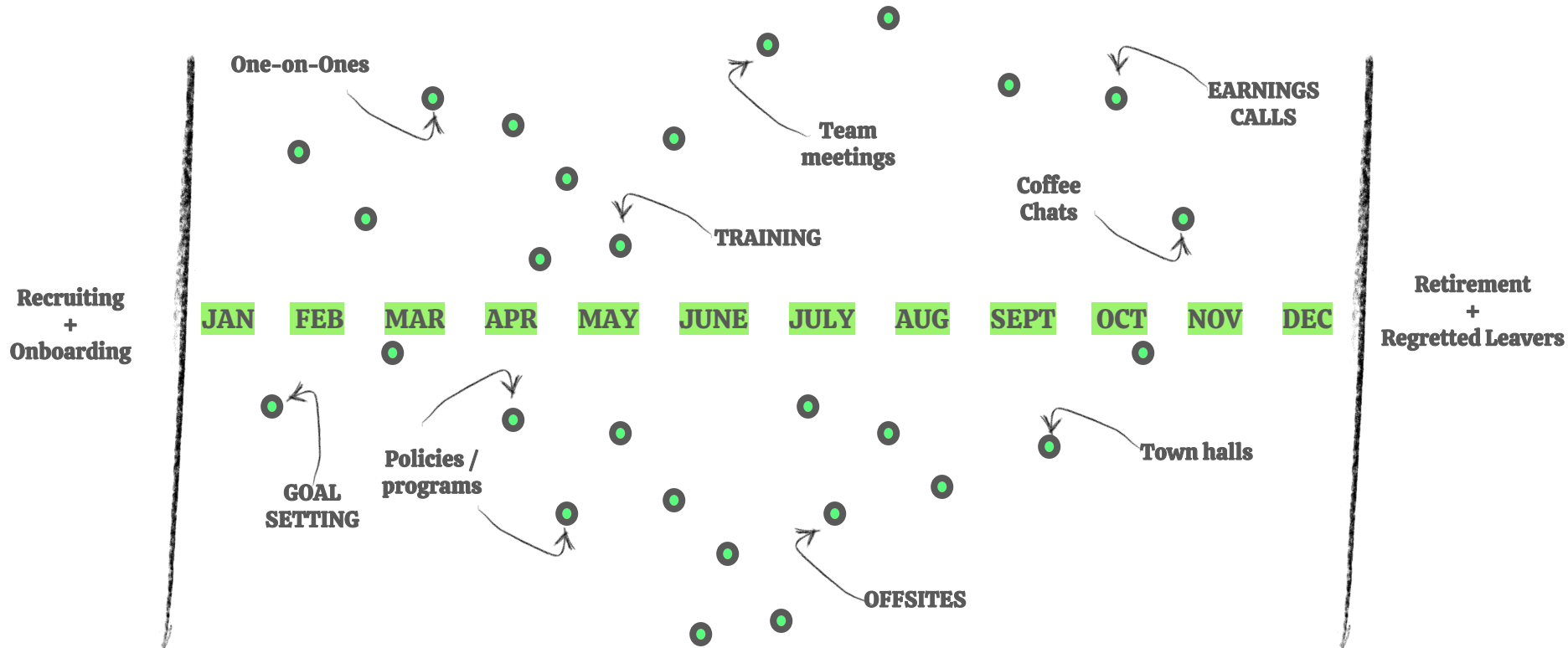
DEC

Retirement
+
Regretted Leavers

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?

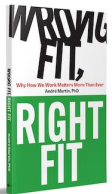
**If you have
right fit,
don't take it
for granted**

**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**
- 2. Share your stories with me about your own right/wrong fit experiences: info@wrongfitrightfit.com**
- 3. If you think wrong fit/right fit has relevance in your team/company, email me: info@wrongfitrightfit.com**
- 4. Help to reduce the \$7.9 trillion of lost productivity.**



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