

# PEAK

## P E R S P E C T I V E S

The Monthly E-Newsletter of  
Peak Pathways, LLC.

### A Contributing Member on a Winning Team

The most common and critical business relationship is between an employee and their boss. While leadership responsibilities certainly make the boss primarily responsible for that relationship, every employee needs to have ongoing conversations with the boss in five key areas (based on *The First 90 Days* by Michael Watkins). If the boss isn't initiating the discussions the employee must take the initiative.

1 – Be clear on the situation. There are vastly different implications whether you are in a start-up situation; turn around; realignment; or sustaining momentum of recent success. Besides knowing where you are at the moment, it helps clarify the contribution you are expected to make to the team.

2 – Articulate and understand expectations. Following naturally out of understanding the situation; defining what is expected, by when, and how will help both parties establish a deeper understanding of what they each will give to and get from their work together. An important element of expectations is defining how performance is evaluated and measured for compensation changes.

3 – Figure out a style of working together. There are many different ways for a boss and employee to work together. Rather than taking a trial and error approach to finding what will work for both parties, it is far better to have a deliberate conversation and agree on a style. Elements of style include communication, feedback, progress updates, questions, and problems. For example, will we meet at planned intervals or as needed; in person or by phone or e-mail; one on one or at team meetings; written reports or verbal updates.

January 2015



### The Profiles Sales Assessment™

#### Overview

The Profiles Sales Assessment™ measures how well a person fits specific sales jobs in your organization, so that you can optimize sales performance. It is used primarily for selecting, onboarding, and managing sales people and account managers. The "job modeling" feature is unique, and can be customized by company, sales position, department, manager, geography, or any combination of these factors. The sales assessment enables you to evaluate an individual based on the qualities required to perform successfully.

#### Purpose

The Profiles Sales Assessment™ is used for selecting and motivating sales people in order to maximize and increase sales performance.

Learn more [here](#).

4 – Agree on resources available. Resources include budgets, equipment, time, people and facilities. A clear understanding of what you have or don't have available to do the job is a critical component to defining and meeting expectations.

5 – Develop a plan for accelerating success and ongoing professional development. Everyone has something more they could learn and skills to add or develop. Beginning a dialog about these at the start establishes development and professional growth an inherent job element and a mutual recognition of current strengths and opportunities.

The best time to have the first round of these conversations is during the interview process. When open discussions in these five areas are ongoing natural interactions between the leader and the employee, success is more likely and both people will feel like contributing players on a winning team.

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## Onboarding at Disney: When the Magic Happens

Jeff Noel, a facilitator at Disney Institute, spoke in a video about being "[The CEO of You](#)," in which he shared insight on how to inspire leadership at all levels. Noel's major point of focus was the differentiation between task and purpose. "To empower all employees to take on leadership roles, it is important that everyone understands the larger purpose behind a task. Employees should be immersed in the broader context of a project so they clearly can identify the importance of their role and how it impacts the organization." The only way to start an employee on the right path to next generation leadership, then, is extensive, comprehensive **onboarding**.

At Facebook's [Onboarding Bootcamp](#), technical engineers are treated to a six-week, full immersion onboarding process. Full immersion during the onboarding process is the only way to guarantee a new employee will know his or her role in an organization.

This is what [Jeff James](#), Vice President & General Manager of Disney Institute, says about onboarding a new hire into Disney:

*"A new hire will make many judgments about an organization based on their first few days; therefore, onboarding training is crucial for both the employee and the company. This training should go beyond 'how-to' training into the 'why' of an organization. By sharing the organization's history and values, new hires will be more empowered to embody the spirit of the company and feel more fulfilled. At Disney, our new-hire*

## Featured Report

### Medical Appliances and Equipment Company Builds Sales Force Using Profiles Sales Assessment™

As a player in the global medical device industry, this company needed to identify excellent candidates and develop reps already on staff. Profiles International worked jointly with them to develop a custom assessment for their workforce based on the Profiles Sales Assessment™. "Using the assessment has made onboarding new employees quicker, and the model is correlating directly to higher sales."

Request the full case study [here](#).

## About Peak Pathways

The focus of Peak Pathways is on the leader with services in five key areas:

**Leadership/Executive Coaching** helps leaders to personally grow in areas important to business.

**Executive Career Transition Coaching** starts with choosing the career, successfully searching for the right employer & emphasizes success transitioning into the new role & responsibilities.

**Team Development** is working with staff members at various levels to reach new heights of productivity & personal satisfaction.

**Team Selection & Hiring Practices** develops strategic plans & routines to create a top performing organization by having top performers in every job.

**Stress Assessment and Control** utilizing Emotional Intelligence & other assessment tools.

**Key Professional Affiliations:**

[Profiles International Inc.](#)

[The Hudson Institute of Santa Barbara](#)

[Korn/Ferry International](#)

*orientation is called 'Traditions,' and introduces our Cast Members to not only important information they need to know about their new role, but also the legacy and history that remains at the heart of The Walt Disney Company."*

James goes on to say, "Training should not be seen as optional; rather, it should be operationalized and embedded into the fabric of your organization." He says that, when developing an onboarding program, you should ask yourself these three questions:

1. What cultural values will be established during this training experience?
2. Based on this training experience, what room will be left for improvisation by employees?
3. How will this training reflect care for employees?

[On the first day of work](#), new employees attend Disney Traditions. With a focus on the past, present, and future of Disney, Disney Traditions help new hires recognize and appreciate the connections they have to the Disney story, their daily impact on the quality of the Disney Show, and the role they can play in the company's growth and success. But that's just the orientation. The onboarding process continues much longer past the initial "Traditions" program, and the leadership at Disney set the example for its employees.

In his book, "[The Wonderful World of Customer Service at Disney](#)," J. Jeff Kober says:

*"When it comes to creating priorities, it's about the individual leader. Leaders really do matter. They matter most when they take the reins, when they pick up trash, when they are involved. An operation is no better than its immediate leadership. Leadership for me is many things, but one of the most important is modeling what you want others to do. If you pick up trash, everyone will pick up trash. If you show courtesy to your employees, your employees will be friendlier to your customers. If you take the time to have a little fun, your employees will make it fun for others."*

Every employee collects trash; whether manning the rides or playing the part of Disney princess. Walt Disney said, when the parks first opened, that he wanted to keep the park clean to the point that people would be embarrassed to throw anything on the ground. That standard has been reached because of the example leadership has set, and the training each employee receives during onboarding. By setting the example, leaders continue to mentor and influence their employees, throughout their career.

In addition to the three questions listed above, use this checklist compiled by contributors at [Inc.com](#) to better **identify potential leadership** candidates:

- Works well on a team and with other team members; brings out the best in others

[International Coach Federation](#)

[Team National](#)

For more information please visit our [website](#).

Past issues of Peak Perspectives can be viewed [here](#).



- Is inclusive of others' ideas and personalities
- Responds well to feedback
- Is able to learn from and listen to others
- Is willing to teach others
- Is solution-oriented and creates opportunities out of challenges
- Able to solve customer issues and complaints (within their role), proactively seeking out situations where the problem may not be immediately evident
- Seeks additional responsibilities while excelling at existing assignments
- Is capable of working effectively in a multi-tasked environment
- Finds themselves leading by example even when not assigned the title or direct responsibility; is someone others choose to follow

Many organizations believe leadership is a noun. However, because leadership is dependent on the action one takes rather than the position one holds, the folks at Disney Institute encourage everyone to view leadership as a verb. Therefore, despite job title, everyone should be the CEO of himself or herself (for more information about how Disney onboards and develops the next generation of leaders, check out their video [here](#)). In order for employees to become great leaders, they must know their role, actualize themselves, and acclimate to the company's culture. The only way this can happen is through onboarding.

