

LIE 4: The best people are well-rounded.

TRUTH 4: The best people are spiky.

Understand the Truth

Stop. Using competencies to measure performance, identify skill gaps, drive development or drive succession and talent planning.

Start. Enabling every team leader to identify the strengths of each person on their team and give every person a tool to identify and express their strengths. Require team leaders to be proficient in these tools. Source: *First Break All The Rules* (Marcus Buckingham)

So You Can... Scale individualization across your organization.

What's Needed. In order to start, you need:

- 1 – A way for individuals to discover their strengths
- 2 – Integrated tools and processes to help organizations learn what makes their employees unique
- 3 – Creation of processes and rituals that allow your employees to apply their strengths to their work

Start the Conversation

The FLC revealed a new truth: The best people are spiky.

Question	Listen for...	Redirects
· How did you react to the lie?	<ul style="list-style-type: none"> • Surprise or intrigue • Disbelief 	<ul style="list-style-type: none"> ■ I was questioning it myself... But when I think of my own real-world experience, it makes sense.
· How did you react to the truth?	<ul style="list-style-type: none"> • Agreement • Some buy-in 	<ul style="list-style-type: none"> ■ I agree that when I work in my areas of strength I have better results and find more work satisfaction.
· How does this play out in your world?	<ul style="list-style-type: none"> • 9 Box 	<ul style="list-style-type: none"> ■ Before you heard about it in the FLC, had you thought about how much more engaged and productive your employees would be if they focused on their strengths?
· How are competencies measured in your organization?	<ul style="list-style-type: none"> • Testing, Certifications Badging 	<ul style="list-style-type: none"> ■ Most organizations measure the employee's competencies against a common standard instead of against their unique strengths.
· How are competencies applied in your talent management strategy?	<ul style="list-style-type: none"> • 9 Box • Determine promotions, raises 	<ul style="list-style-type: none"> ■ Most organizations have been doing it the same way for years and are not seeing the results they desire.
· What would it mean for your organization if your employees focused on their individual strengths in their work?	<ul style="list-style-type: none"> • A shift in thinking from the old lie to the new truth 	<ul style="list-style-type: none"> ■ Would you like to hear how ADP can make it easier for you to learn what makes your employees unique, and create processes and rituals to apply at work?

Others | Outdated View

Competencies. Organizations generalize and standardize people across the enterprise leaving them disconnected and fueling an epidemic of disengagement.

ADP | New Way of Thinking

Uniqueness/Strengths. ADP utilizes an individualized approach across your organization that leverages the strengths of the employee and increases engagement and effectiveness.

CALL TO ACTION:

Let's explore how ADP can help you enable every team leader to identify the strengths of each person on their team.