

## How to Get the Most Out of Your Team [transcript]

To get the most out of your team most people believe that it's the same. You just treat everybody the same. In fact, there are books that were written that say treat everyone the same. If you read a book like that put it down, back away from it slowly because it's nonsense. Treat it like as if someone left a bag on your front porch. Let's put it that way.

Here's the deal, if you're trying to get the most out of your team you have to make a decision every single day in every conversation to get to know your employees. They're not cookie cutter cutouts. They're not little dolls that you just dress up like the last person. A lot of companies will hire someone in and say, "Well, the last person used to ..." Here's the deal. The last person might have done this, but maybe I do it my way.

I'll give you an example. A company hired me, and they said, "Come in. There's something wrong in our HR, and we think we know what it is, but we're not gonna tell you. We want you to figure it out and let us know how best to proceed." So I went to this company, and out of all their HR people one person sticks out like a sore thumb. I call her Mary, but that's not her real name, because she's like Mary Poppins on crack. She's super sweet. She actually sings all the time. She's like on steroids. She's super sweet. From England with the accent, so you have to call her Mary Poppins.

This woman is just the nicest person you'll ever meet, and this company chose to hire her in based upon her resume, put her into a room, and then have people come in so she could fire them or get written up all day. This is what they chose to do with Mary Poppins all day long. She cried constantly, so I said, "If you don't know what the problem is something's wrong higher up." And they said, "So, can you fire her?" I said, "You want to fire her?" "Yeah, the decision's been made. Okay, no problem." I terminate her. I walk with her with security to the elevator, and by the way, "Here's my card." On the back, "That's the time you're gonna start working for me on Monday morning, and that's the time I expect you to be there. You're getting a salary increase. You're the new customer employee relations."

She left, came to work on Monday, happy as she could be because now she's in the right job. Customers call, and they're upset, I drop a Mary bomb on them. They go, "You know, it was supposed to be this." I say, "No problem, hold for Mary." And they call me back five minutes later, and they're happy as they can be because whatever she does it's like a spoonful of sugar.

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I'll give you an example of her personality. And, again, keep in mind that this company thought the way to get the best out of this woman was to put her into a room and have her terminate people all day long. So, two Novembers ago she and I walk into the office 7:30 in the morning, and she has this big gigantic Mary Poppins bag, canvas bag, I don't know what you call them, and one of our employees. It's the worst thing that you can do to Mary.

Our employee says, "You forgot my birthday," and Mary goes, "Oh, I'm so sorry," and pulls a banana bread out of her purse, pulls a full banana bread all wrapped up. Did you know that plastic wrap has several colors. I didn't know this. Mary Poppins had gone to the store, gotten three different color plastic wraps, and hemp rope because it's biodegradable, and hands this woman, 7:30 in the morning, I'm sorry, banana bread for her birthday. I tried to ... Why would you have banana bread in your purse. She goes, "Oh, do you want one?" I'm like, "Of course I want one? Why is it warm? Oh my God. What's in the bag?" She does, "Another banana bread." "What time do you get up in the morning? Why are you walking around with warm banana bread?" She goes, "Oh, I just felt like baking." "You're insane."

But she bakes cookies in the shape of milk bones, bakes them herself, for our clients' dogs on the dog's birthday. That is prototypical, the exact ideal customer employee relations. How do you get the most out of people? You talk to them. You ask them questions, and you find out how best their personality and their strengths can serve your business needs. If anybody has a problem, I would be happy to drop a Mary bomb on them. Trading Standards International, it's what we do.