

# 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

**MARS**

CLO &  
VP Talent &  
Culture



CLO,  
VP Talent  
Development  
& Change



CLO,  
VP People  
Development

**Google**

**\$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**

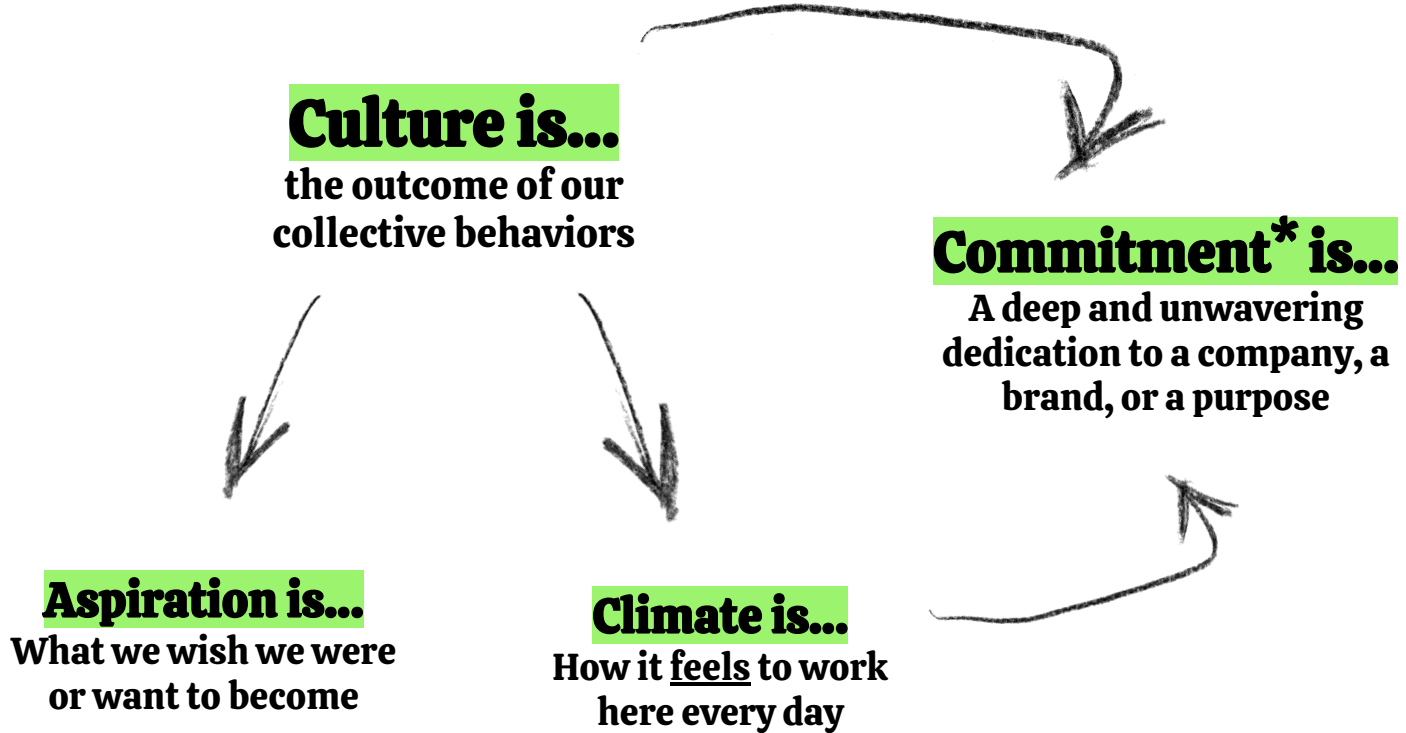
**\*Published values are often either artifacts or aspiration**

# 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

# 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 WERE 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**

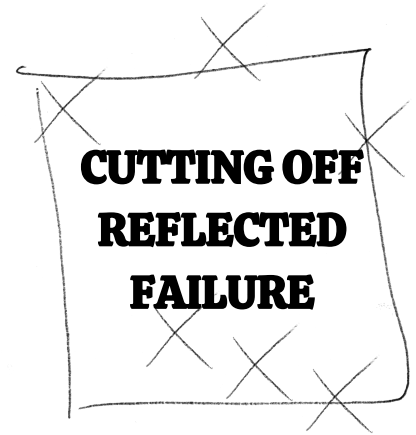


# Cognitive traps that land us in wrong fit...

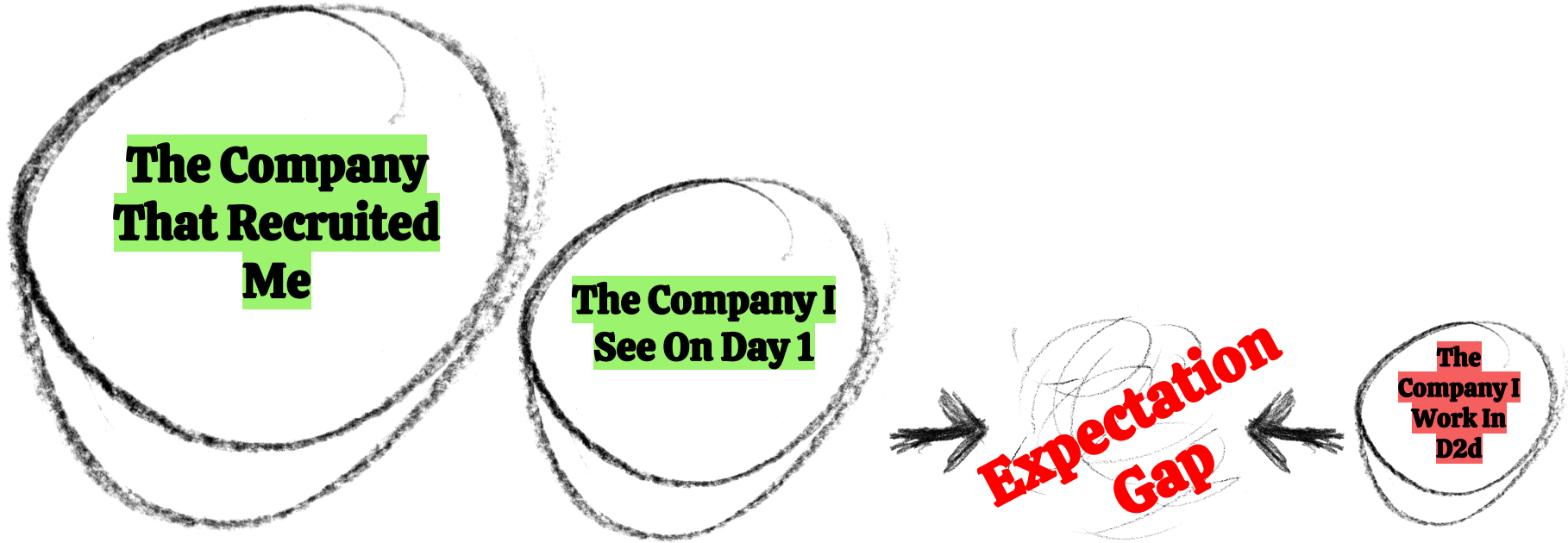
## CONFIRMATION BIAS



## BIRG-ING and CORE-ING



# The three versions Of a company..

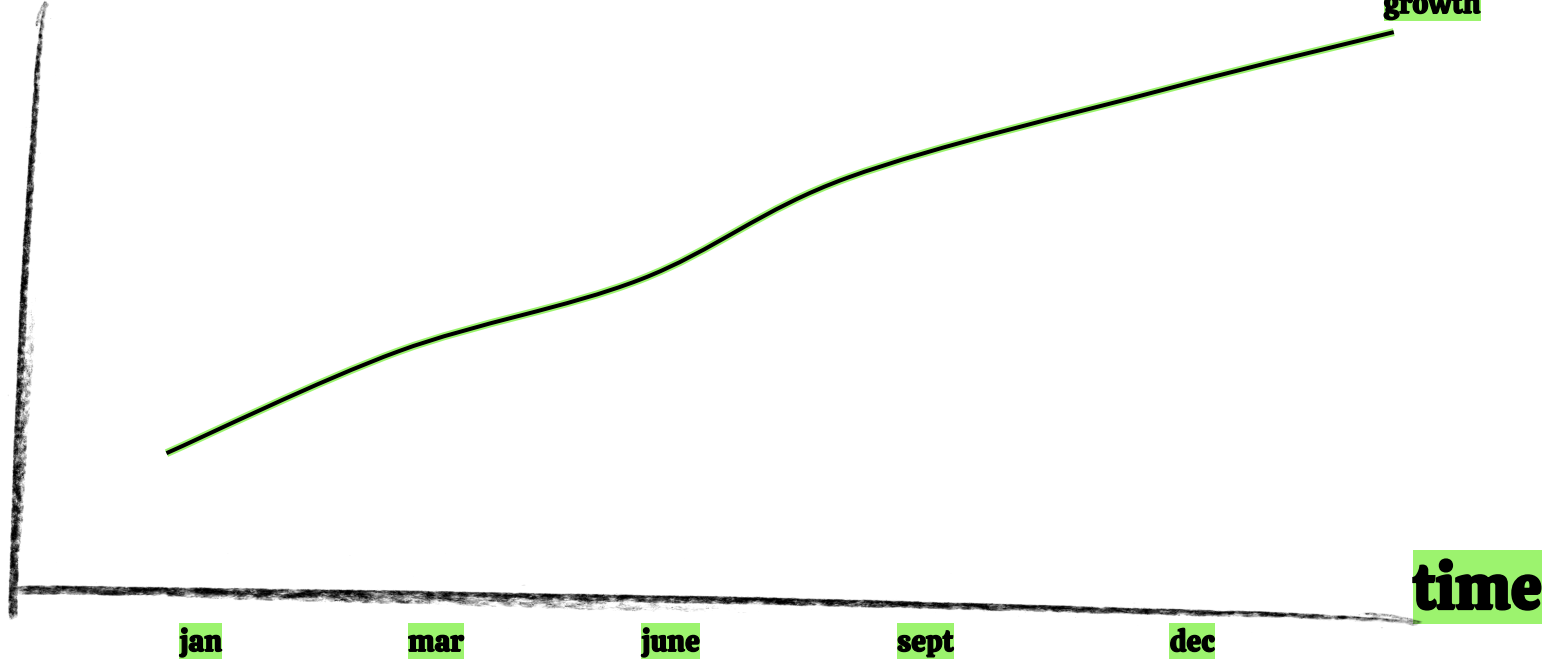


**What are a few of the things that  
leaders/companies\* can do to help  
talent find right fit?**

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

# The shortening cycle of re-recruitment\*

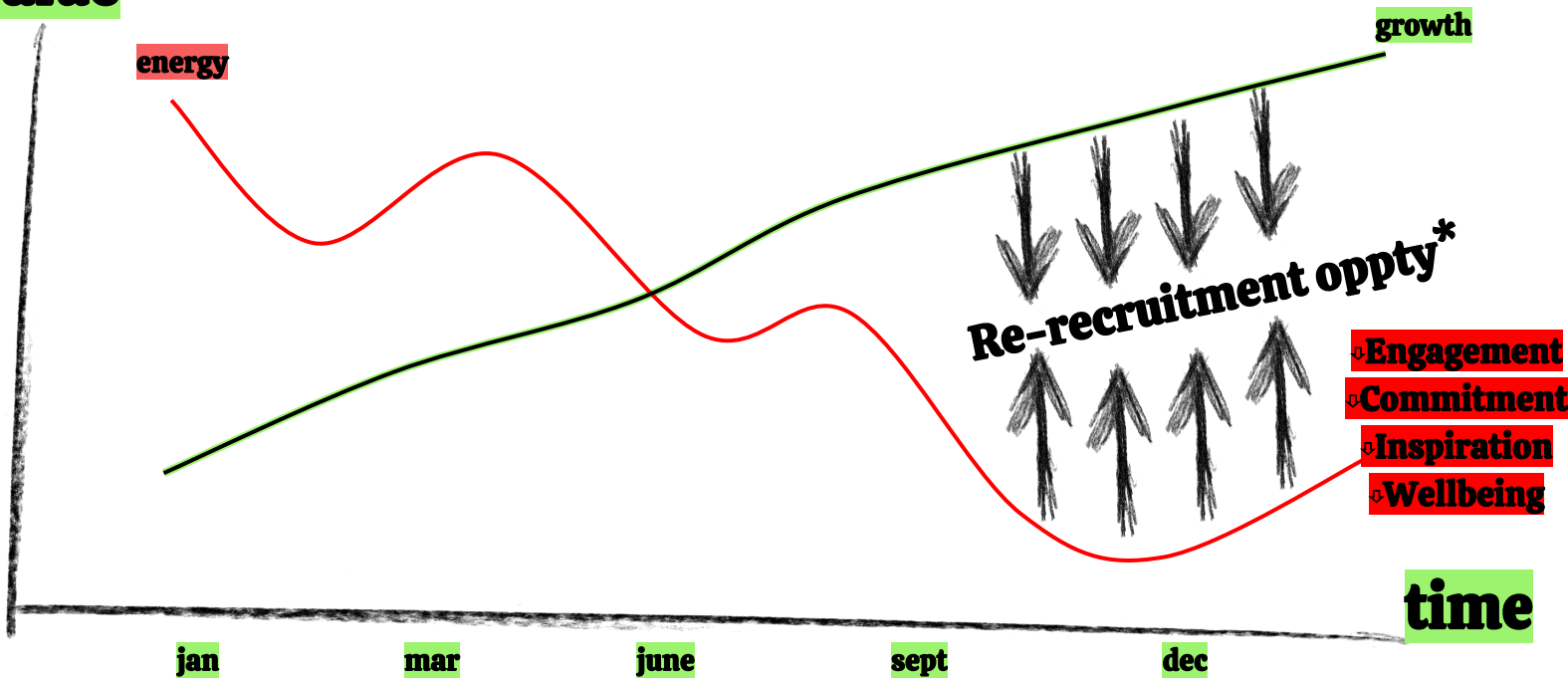
Value



time

# The shortening cycle of re-recruitment\*

Value



\*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

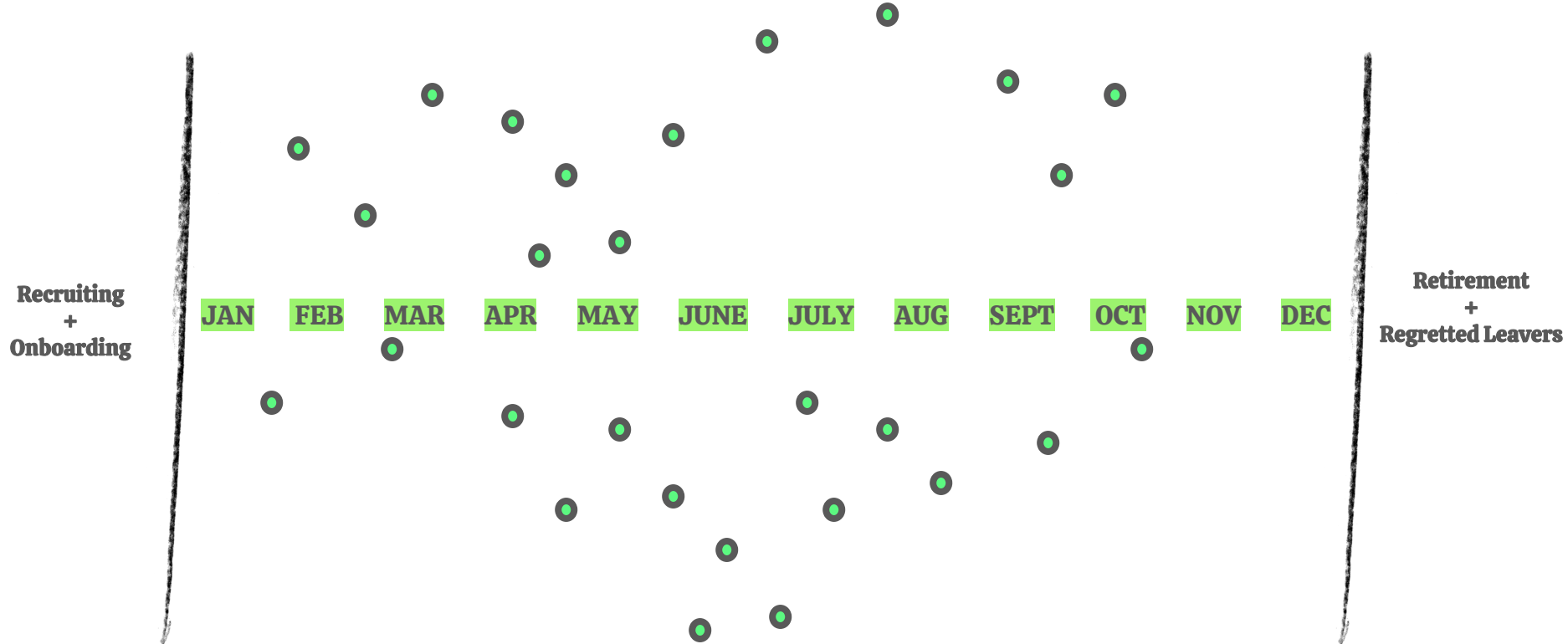
OCT

NOV

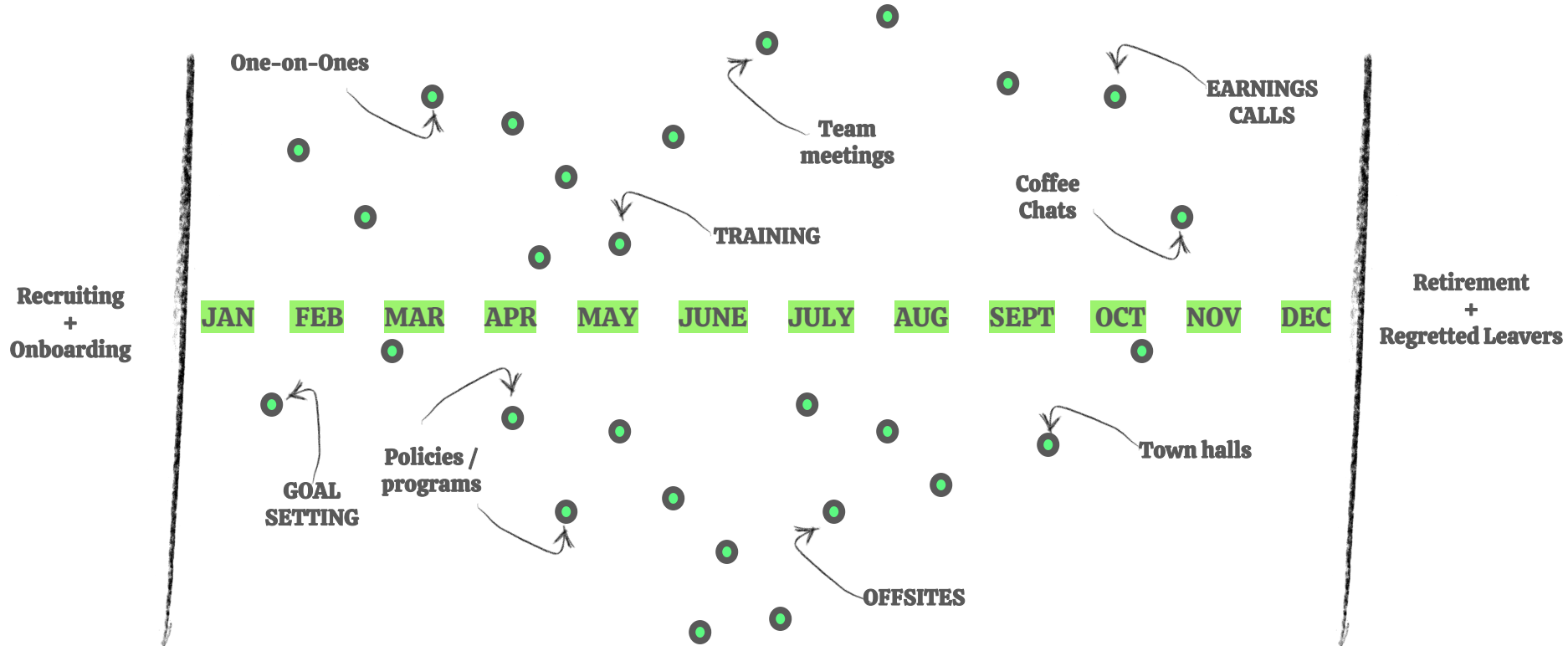
DEC

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?



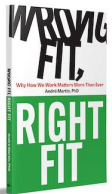
**If you have  
right fit,  
don't take it  
for granted**

**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](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.



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