



The tale of two businesses...

• Engine Remanufacturing Business





General Contractor - Road Construction





The tale of two businesses. Both had:

- Smart people running the business
- Great cultures
- Interest in growing

So why the vastly different outcomes, and could they have been predicted?



## Self-perception

- We are all biased towards how we see ourselves
- We tend to judge ourselves as better than average in almost any dimension you can dream up



- Most people rate themselves as above average drivers
- Most rate themselves as more ethical than others
- · Australian study...
  - 86% of employees rate their job performance as above average
  - Only 1% rated themselves as below average



A US News & World Report study asked participants to rate whether they and various celebrities were likely to go to heaven...

- Mother Theresa 79%
- Oprah 66%
- Michael Jordan 65%
- Princess Diana 60%
- Respondents 87%!!!

In other words, the average person is more likely to go to heaven than Mother Theresa!



So, how good are you at sizing up other people?

I think you have people problems in your business like..

They're not detailed oriented enough and make mistakes...

That position has too much turnover...

The supervisor can't hold people accountable...

# **THEY JUST DON'T FIT!!!**

The employee has a bad attitude...

The manager can't delegate and is a bottleneck...

They're TOO detailed oriented...

That person spends too much time talking instead of working...  $% \label{eq:constraint}$ 





## How do we define personality?

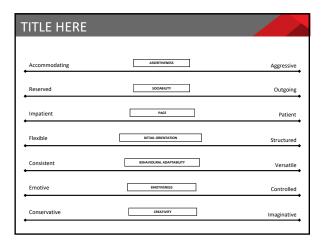
#### Traits (Basic Characteristics)

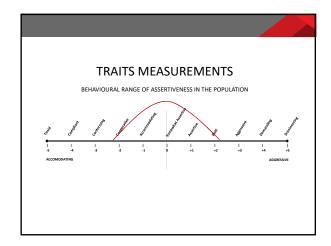
An enduring or persisting characteristic which is consistently manifested despite variation in circumstances or environment.

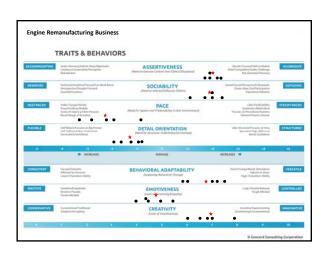
#### **Behaviour**

How we conduct ourselves; what we say and do, and how we say and do it

Extroversion is a trait; talkativeness is a behaviour.







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