









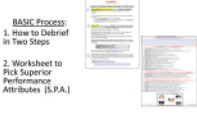
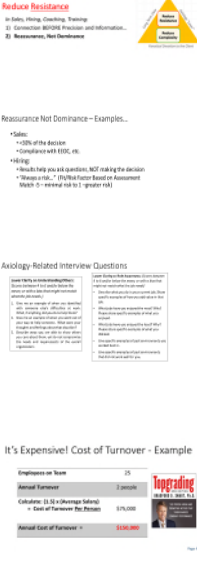

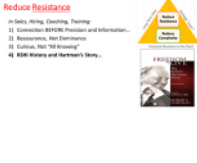





Explaining Formal Axiology and the HVP to Human Resource Professionals,
 Thursday 10/24/19 1:30 p.m.







	<p><u>Intro</u> – Axiology/HVP and HR! <u>Excited</u>—some things I’ve learned, from all my mistakes, that have helped me turn potential resisters in the HR department into allies and champions. Time to reflect--- <u>Empower</u> –</p> <ul style="list-style-type: none"> - I want you convince you that working with HR can be profitable and productive. - Three work in the world focus areas that will help you, two things you must reduce and 15 tools and resources to help you. You’ll see what I discovered worked – as everything I share I did the opposite of, at some point! - You’ll have access - /RSHI2019 <p>I am here to serve you today - so as you have questions - let me know. And, I've also left time at the end - for questions.</p>
  	<p>13,000 EE ORG – EXEC IS INTERESTED, AND SHARES B4 MOVE FORWARD HR NEEDS TO BE INVOLVED = WHATS YOU GUT REACTION? HOW DO YOU FEEL? WHAT DO YOU THINK?</p> <p>Some will share – RUN! Common refrain. Horror stories, avoid at all costs, heard and have them yourself... On the outs with them, territorial...</p> <p>Diff. perspective – it IS poss - CAN get HR on your side when they somehow get in the mix. Reflect – KEY CLIENTS– CEO, Exec, AND HR - 16 years PPD</p> <ul style="list-style-type: none"> - 2005 TTI SI, The Meffords, - trained hundreds of HR and T&D leaders, internal and external consultants -for today, I’ve thought about those moments when I exp an HR Leader buying in, saying Ahhh, okay! Let’s get started... <p>SEGUE: It makes sense to understand the philosophical under pinning’s - @ working in the world – three musts Sys, Ext, Int – views – were clarified for me by a story I read in the WSJ</p>
	<p>Aren’t they cute?</p>
	<p>WSJ Article = How PetSmart Swallowed Chewy—and Proved the Doubters Wrong 10/1/19</p> <ul style="list-style-type: none"> - 4/17 , PetSmart paid \$3.35 billion for Chewy.com (largest e-commerce deal ever. - doubters - could not compete with Amazon. - customer-retention rates were “some of the highest we had ever seen,” - Today Chewy worth \$11 billion - “Everyone thought it was stupid,” PetSmart CEO. “It was not an easy decision putting \$3 billion into a company that was losing money. I was building a customer-focused business over the long run,” he says. “Chewy didn’t make sense in the short-term.” - Founder of Chewy: Brought – passion for dogs and a fanatical devotion on customer service. Customer care = pet lovers – do anything... (true, I bought the wrong size item, they shipped me a new one and said share the wrong size with

	<p>your fav pet charity...) Founder shared... “We knew if we won the customer, we would have them for life,” he says.</p> <ul style="list-style-type: none"> - Applies to what we’re talking about... - LONG TERM VIEW: <ul style="list-style-type: none"> ----In the military they say – slow is smooth, and smooth is fast – want to go fast, pays to be methodical and to take the long view - LOVER/FANATICAL: <ul style="list-style-type: none"> ----Competing with larger firms, that have more resources(like Chewy to Amazon) – we can bring something Amazon cannot <p>Mastermind with 4 other long term, successful, top-producers – All in, long view, fanatical about taking care of “their people”</p> <p>Now – there are two actions we need to take to work effectively with all – but esp with HR... And they are perfectly represented through by MD’s and a podcast I listen to regularly... (Health /Nutrition Nerd...)</p>
 <p>Lessons from Clinicians and Academics</p>    <p>“Give me what you like about this candidate and about any concerns you might have...”</p> 	<p>Two MD’s in the front line serving 1000’s of people – They often say -</p> <ul style="list-style-type: none"> - While the detailed and accurate protocols shared by researchers, academics and lab techs are technically right (can read the papers and the books) – they don’t work in the field, with REAL People. - Real sense of urgency – these doctors have tools that could save someone’s life, things many other patients have benefitted from – but even though life and death, SOME CANNOT BE PERSUADED - Then – make small changes in the diet – skip the bread. - EXAMPLE – IF - start one small steps– maybe skip breakfast 12 hours of IF, let them work up to, 14, 16, 18... <p>If you’re in it for the long term, and you know and love and are passionate about the value – they will come along, they understand and they will become HUGE promoters...</p> <p>Reduce Resistance = Intrinsic First! Connection Beats Precision and Information</p> <ul style="list-style-type: none"> - 100’s HR & OD Team Large company - educ, lots respons,, some authority; facilitators; passion and care for people and process; want to matter; want to help; can be marginalized. more like us than not – - BUSINESS PARTNERS – DIVISIONS THEY SUPPORT...MAKE THEM LOOK GOOD - THEIR Goals and what they are willing to do, then accommodate (90 minutes, half day, no benchmark, a benchmark – flexible) <p>The Greatest compliment I’ve ever received is when one asked me what I thought and then attended to my answer.</p> <ul style="list-style-type: none"> - You First – when debriefing... coaching... <p>Extrinsic/Systemic - practical action & a understanding of the structure...</p> <ul style="list-style-type: none"> - Get them to USE the assessment for a goal they currently have...

	<ul style="list-style-type: none"> - MUST understand the role/job – before you can share RELEVANT INFO - BASIC process; versus ADVANCED process - EXAMPLE – Two Step Process... - use step 2
	<p>Reduce Resistance = Intrinsic First! Reassurance, not dominance -</p> <ul style="list-style-type: none"> - While we've had bad exp with HR, they've had bad exp with consultants... <p>CEO shared – BOSTON – you're different, you make us want to take this in – you're not dogmatic and strict. (THIS BEGETS MORE BUSINESS NOT LESS)</p> <p>REASSURING _</p> <ul style="list-style-type: none"> - <30%, Demonstrate Compliance (comfort level in this...) - Have compliance links ready, to share... - Hiring: "Always a risk..." (Scale: 5 = excellent fit/minimal risk; 4 = good fit/less risk; 3 = satisfactory fit/some risk; 2 = fair fit/high risk; 1 = poor fit/higher risk.) - Results help you ask questions, NOT making the decision - Axiology related questions... <p>Case they can easily make – credible resource... silent killer of profitability... simple tool...</p>
	<p>Reduce Resistance Curious – Not All Knowing...</p> <ul style="list-style-type: none"> • Example INCREASING Resistance – Consultant, both there. Shared blatant, rough Conclusions @ VP Sales and his profile. (while partially accurate, not the whole story) Came across as tho' a GURU and ALL KNOWING. (WEAPONIZED...) He's no longer there, I am. (5 years later...) HR Director – this week "we need your expertise..." Safer – According to the Assessment... (and reduces resistance) • Psychoanalyzing – "She's cold, does not understand people and is a user" "He's a dformat" Appreciate, be curious, don't judge or psycho analyze--- • BE MORE DIPLOMATIC.... <ul style="list-style-type: none"> • Relate well to these terms, and to feedback shared with compassion and ONLY WHEN IT RELATES TO THEIR GOALS • Three dimensions – LOW - (Ie: See External Ext (system judgment) and internal int. (Sense of Self) and int ext (Role awareness). • Listen closely to their goals and START there... do not double barrel them. • Diplomatic • (CHRO MITCH – 150 Managers – coaching/assessment "CEO – I've never seen so much receptivity, you're our Guru...." (HE GAVE ME THAT TITLE BECAUSE I WAS CURIOUS, NOT ALL KNOWING - NOT BECAUSE I ACTED LIKE A GURU...)) <p>Ask first. Facilitative approach – we're in this together; what you think matters...</p>
	<p>Reduce Resistance</p> <p>Hartman's Story... Maslow, Director exec Talent "Cool" – history, USE IT!</p> <p>HOW I SHARE HARTMAN'S HISTORY:</p>

	<ul style="list-style-type: none"> - People ask – is this your assessment? Heavens no... Long history- ROBERT S. HARTMAN (1910 – 1973) was a philosopher, professor and business person who pioneered the science of values ("axiology") as a field of study. - Robert Schirokauer – 1932 fled Germany fake passport. Rejected communism and believed that 'every life is sacred and that you can't kill people for an idea' – - Changed name: Robert S. Hartman. PhD's – math, law and philosophy; 12 books, hundreds of articles - colleague with psychologist Abraham Maslow – Hierarchy of needs – safety to self-actualization.... - Hartman's vision was to give us the means to recognize and fulfill "the good" within each of us, thereby enriching our lives. By applying these principles on a broader scale, we may also enrich our world and make it a place of more "goodness" and peace. - HVP services as a roadmap – pointing where we are and where we can go – to full self-actualization How people judge, think and process. - He was nominated in 1973 for the Nobel Peace, worked with companies like Seimens, Volkswagon, Alcoa Aluminum were using HVP. <p>RSHI – 43rd conference; Become a member ALL IN! The Institute has been active for over 40 years (since 1976) with the single intent of changing the world for the better through understanding the science of values. We have many active members from a variety of countries ranging from philosophers to Hartman consultants ("axiological service providers").</p>
	<p>Reduce Resistance = Intrinsic First! NTRINSIC – FANACTICAL CUSTOMER SUPPORT Help Them Understand</p> <ul style="list-style-type: none"> -patience - Lots of questions - Some defensiveness –lots of repeating. THEY WANT TO KNOW TOO –for their own credibility and comfort... - Jennifer – exc consultant - 2012; On Debrief calls, conversations; still doesn't get it; but STILL USES – resulted in a lot of consulting and coaching business. - Kate- Director HR - watchdog; she wants to understand; can feel critical; WANTED TO SAY – YOU DO NOT NEED TO KNOW ALL OF THIS, THIS IS WHAT YOU ARE PAYING ME FOR!!! (CALL this week – kudos from the CEO – she was thrilled!!!) - HUB Chris (Sales VP) – okay – I think I have it, let me share and tell me if I'm right... Instead of seeing their confusion and questions as an intrusion – see it as interest. See their questions as a way to add value, and create a FOREVER client! <p>PODCAST: Geared toward HR and Business leaders... More coming @ development for six dimensions...</p> <p>Five Reduce Resistance focus areas...</p>
	<p>Reduce Complexity</p>

<p>Reduce Complexity... 1. Skills, Ability, Coaching, Training 2. Insights, Sources of Technical Errors 3. Intuitive and Teach Back 4. Resources - shared team work 5. Axiology Flash Card</p> <p>FIT Matters...</p> <p>Five Key Areas of Job FIT</p> <p>Five Key Areas of Job F.I.T. - CARANALOGY</p> <p>Under the Hood How a Person Thinks & Feels Acumen</p> <p>Under the Hood How a Person Thinks & Feels Acumen</p>	<p>Reduce Complexity Drop Technical Mumbo Jumbo</p> <p>I use these images – car analogy theme –it works...</p> <p>Set it up – FIT – Areas of FIT – Axiology – what it gives you...</p> <p>Five Areas – puts the science into context, instead of lumping performance all together and helps them uncouple – DISC and other tools, from what HVP is telling them...</p> <p>@ Axiology, CAN TWEAK AND GROW THESE AREAS -under the hood – because one can tweak the engine, but it takes desire, work and focus. - - Similar level of performance but higher the capacity easier it will be perform strong long term, and in many areas.</p> <p>Ties it together... this gets missed so often, I refer back to...</p>
<p>Reduce Complexity...</p> <p>The Science of Axiology (Acumen)</p> <p>KEEP CALM AND TEACH-BACK</p> <p>JEOPARDY!</p>	<p>Reduce Complexity Interactive and Teach Back - Training AFTER you are in...</p> <ul style="list-style-type: none"> • definition of Axiology... Ask participants to each read create a 32 WORD summary. COMPETITION. “So you can explain to managers you work with - what this area measures...” (elevator statement – 32 WORDS) • So can share with their business partners... • <u>example:</u> Axiology is measuring the quality of our judgment and decision-making by gauging both our mental clarity and emotional orientation and conditioning. <p>Teach Back: IE: Understanding Others –“stepping in the shoes of others...” Listening skills, empathy and degree of emotional distance, ability to build trust and rapport; Ability to adapt; HI SCORE --- CR – Retail Manager - clear about others, people tell her things, appears intuitive, gets the underlying emotion and feeling, not just the facts. LO SCORE</p> <ul style="list-style-type: none"> - HL – exec recruiter – client telling a story over lunch @ ailing health of a family member, Client obviously upset; Recruiter – missed it, and jumped into business: - BG – Team Leader – distance from others, did not adapt, intelligent @ the business and the doing, not aware of team and interpersonal dynamics.

<p>Reduce Complexity...</p> <ul style="list-style-type: none"> 1) Axiology, Axiology, Coaching, Training 2) Images, Research of Technical Terms 3) Instructional and Flash Deck 4) Laminated Axiology Flash Card 5) Personal Note Sheet  	<p>Reduce Complexity Laminated Axiology Card -ADVANCED</p> <p>Build up to it – Definition Competition, Dimensions Teach Back; LAMINATED CARD,; debrief a report; debrief their own...</p>
<p>Reduce Complexity...</p> <ul style="list-style-type: none"> 1) Axiology, Axiology, Coaching, Training 2) Images, Research of Technical Terms 3) Instructional and Flash Deck 4) Laminated Axiology Flash Card 5) Personal Note Sheet 	<p>Reduce Complexity Apply It and They Own It!</p> <ul style="list-style-type: none"> - BIGGEST PART – OWN OUR OWN RESULTS - is YOUR Comfort in talking to people about their strengths and blind spots – being both supportive and challenging. - HR sat in on Exec debriefs with me. HE WAS SO IMPRESSED! Been a client since 2014. - Review their own with them - Assess an employee who’s struggling – review with HR, insights... dev resources (Learning Bites, Podcasts for each dimension) - Hiring – give them the interview questions...
<p>Reduce Complexity...</p> <ul style="list-style-type: none"> 1) Axiology, Axiology, Coaching, Training 2) Images, Research of Technical Terms 3) Instructional and Flash Deck 4) Laminated Axiology Flash Card 5) Personal Note Sheet  	<p>Reduce Complexity Make It Real -</p> <p>EXAMPLE – 2 supervisors in Aviation – that I worked with:</p> <p>Bob –one of the highest under the hood scores; LOTS of capacity, a clear thinker. NOT a high performer. Roads Traveled= troubled past/family; not setting goals for the future. No history in aviation, so not a strong love for it. Extreme motivators – theor/ indiff Traditional; Overuse of his very high C compliance, accuracy, get it right style. (He could learn to manage his style – be less curt and cutting AND better und traditional environment and use his theoretical for good) Ferrari in the Garage.</p> <p>Frank – mid to low scores on DBPG, under the hood personal skills; aviation family. has young kids; drive to success; motivators match – trad/individualistic; style – high I, expresses optimism; LOVES company, boss, everything about the business – Proud to be there. has to apply MORE effort to get the job done, can be inconsistent in his performance and is a competent manager. 2010 Honda that runs pretty well. Coaching was around growing mastery around top 7 personal skills needed for mastery in the role.</p> <p>ALSO STORIES:</p> <ul style="list-style-type: none"> - people who’ve developed an area – the difference it made. - Role Awareness – growth - Sense of Self – challenges - For hiring – challenges based upon – low scoring area
<p>Reduce Complexity...</p> <ul style="list-style-type: none"> 1) Axiology, Axiology, Coaching, Training 2) Images, Research of Technical Terms 3) Instructional and Flash Deck 4) Laminated Axiology Flash Card 5) Personal Note Sheet 	<p>Reduce Complexity</p> <p>Reduce Resistance</p>

Three Mindset Musts and What We Must Reduce...



Comments?
Questions?



priceless
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to Human Resource Professionals
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Only possible – if we bring this mindset...

Less of a tendency to bring a negative bias to the relationship - make it work and actually have a fan for LIFE.

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