

A group of people are gathered around a table in what appears to be a workshop or office setting. They are looking at documents and talking. The scene is dimly lit with warm tones. The text is overlaid on the image.

THE CORNERSTONE GROUP

# TOUGH DECISIONS TOO LATE

“

**In roughly 20 years of managing people, I've never had anyone come to me and raise their hand and say they can't do their job. *Not once.***

*Jeff Weiner, LinkedIn CEO*

**Fear**

**Busy**

**Devil you know**

**Shallow talent pool**

**Look the other way**

**Don't know where to start**

**Demoralize the team**

**Empathy**

**No \$\$**

**Change Weary**

**Board**

**Corp Knowledge**

**Tolerate stinky performance**

**Been here forever**

**She's not that bad**

**Owner's Son...**

**Second guessing**

**Rationalize**

**No time**

**Retiring soon**

**Culture**



“

**Good CEOs realize that a wrong decision may be better than no decision at all.**

# About the Survey

- Deployed in May 2017
- 150 CEOs'
- Running organizations of 30 - 300 employees
- Focus: Implications of waiting too long for various change initiatives...**including talent**
- What types of changes are you driving?
- Which were most difficult
- Are you making them in a timely manner?
- If not why?



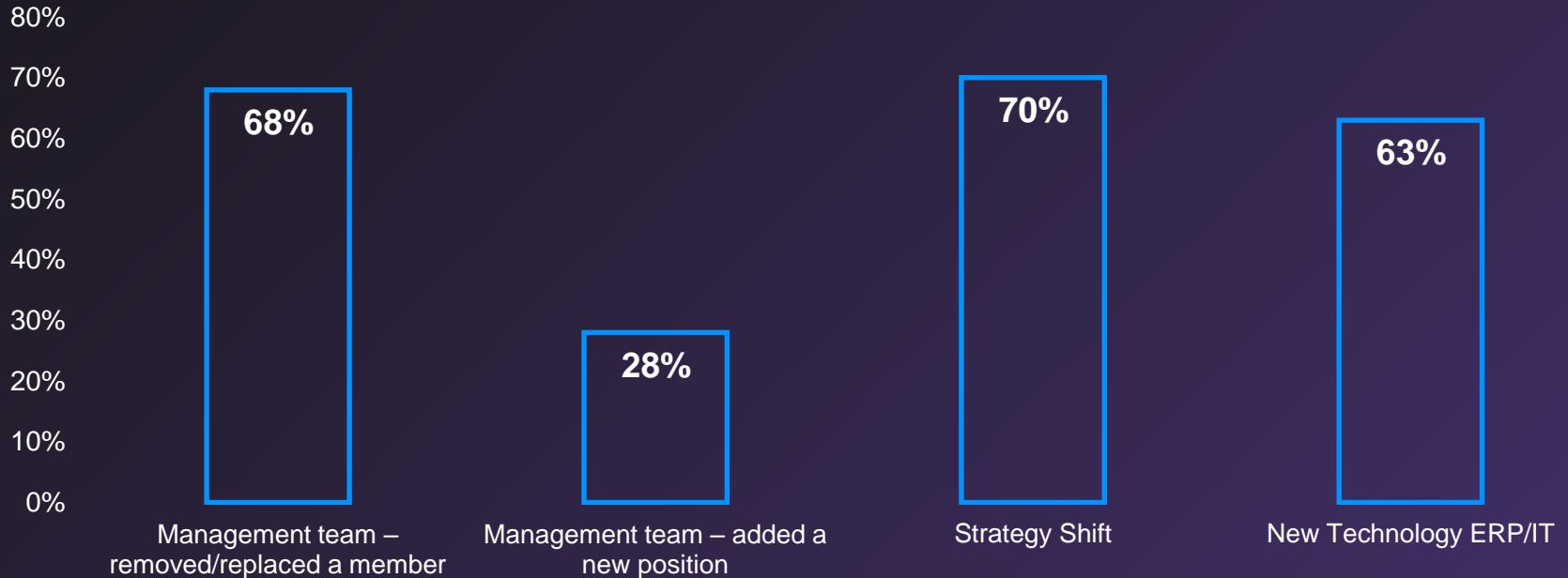
# Major changes made last 3 years

Percent of organizations making these changes



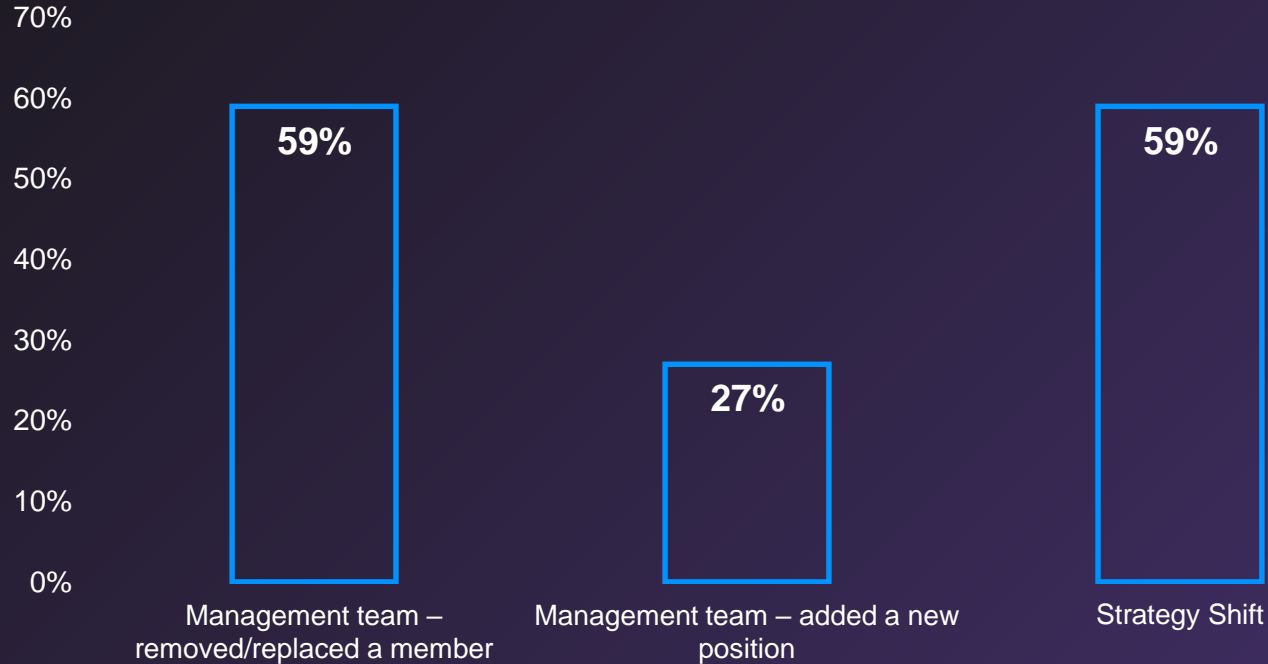
# Degree of Difficulty Driving these Changes

Not Difficult | Somewhat or Very Difficult



# Execution Timing

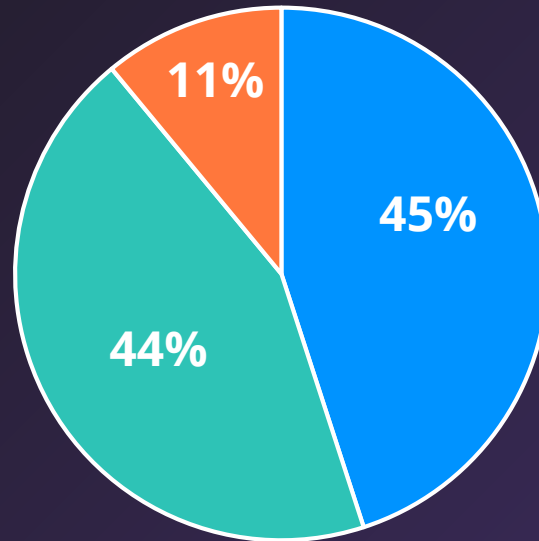
Too Early | On Time | Too Late





# Execution/Removal

Too Early | On Time | Too Late



■ Lack of time/resources

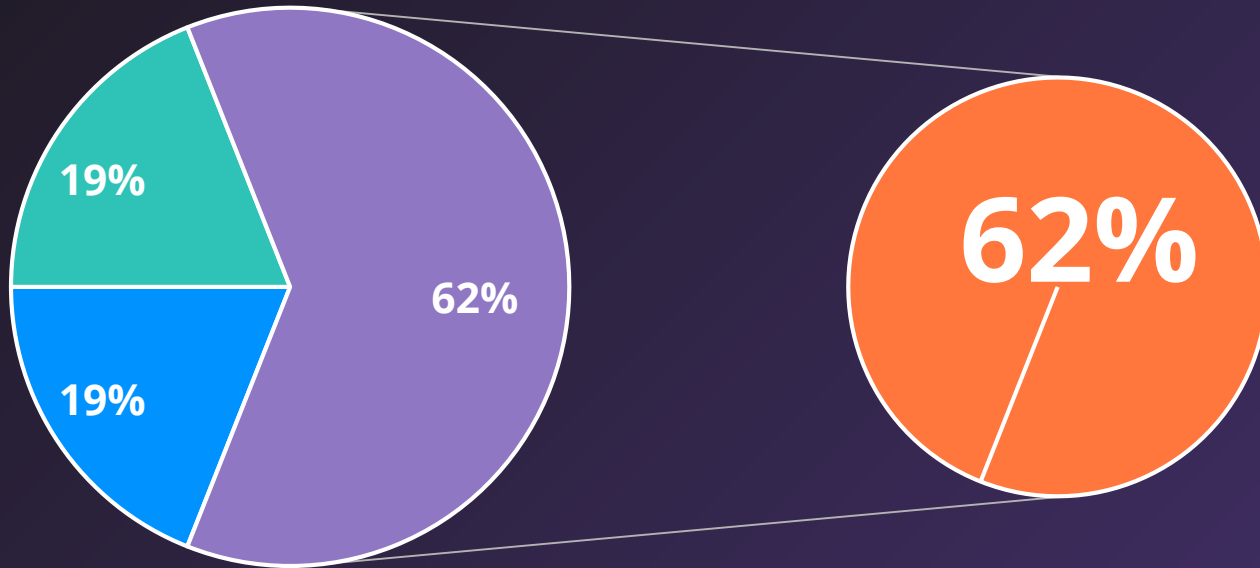
■ Impact on Mgt team

■ Overall business impact

# Fears Realized?

Too Early | On Time | Too Late

■ Came True   ■ Partially Came True   ■ Did Not Come True



**Make the change as quickly as the need is seen. There is no reason to keep under performers.**

*I've consistently experienced better than expected results from swift actions while delaying actions have almost always compounded the original issue.*

# When the dust settles

*Regardless of timing, I've found the results of major actions have consistently been better than feared.*

**A company is more than just 1 person, no matter who they are or what level they are. Good teams fill the void left behind.**

Personnel changes are the hardest to make but the most valuable in my experience. **Getting the right people in the right places is key.**

# Typical Ailments

- Star somewhere else, **but not here**
- Not having tough conversations, *early enough*
- Hiring too fast, firing too slow, wrong equation
  - Not taking a disciplined approach to selection
- Cruddy management

# Tough Conversations

- We have an issue
- Don't worry that you are being unkind. Your being the opposite
- Letting someone go...do me a solid!



C+

***“We really  
suck at  
hiring!”***

**...and  
Interviewing**



# The correlation between manager ratings and employee engagement

We asked respondents whether they agree with the statement "Overall, I feel passion and energy for my job."



# The correlation between manager ratings and turnover

77% of people with bad managers say they'll look to leave their companies in the next 12 months.



# The difference between good and great for people managers.

This biggest trait differentials between great managers and merely good managers.



# Boston October 2018





A group of people are gathered around a table in what appears to be a workshop or office setting. They are looking at documents and talking. The background shows shelves with various items. The overall tone is professional and collaborative.

THE CORNERSTONE GROUP

**Thank you,**

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