



Montgomery Hassell
INC.
LEADERSHIP ARCHITECTS



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SAME COMPANY. DIFFERENT RESULTS.

THE LEADERSHIP FACTORS

BEHIND TURNOVER, PERFORMANCE, AND CULTURE



PEOPLE



LEADERSHIP



ACCOUNTABILITY



RESULTS

CONSISTENT LEADERSHIP. | STRONG CULTURE. | BETTER RESULTS.

Same Company. Different Results.

	LOCATION A	LOCATION B
 Turnover	18%	37%
 Safety	Strong	Average
 On-Time Delivery	98.7%	94.2%
 Product Damage Claims	Low	High
 Customer Relationships	Strong	Inconsistent

Why?

THE WIDE PATH

WHY DO WE HAVE PEOPLE PROBLEMS?

LABOR
MARKET



COMPENSATION



COMPETITION



GEOGRAPHY



ECONOMY



THE MOST COMMON EXPLANATIONS

This is what almost everyone believes.



All of these **matter**.

None of them **fully explain** the variation.

THE NARROW PATH

What If the Greatest Source of
Performance Variation Is Leadership?



What leaders do
every day creates
the **employee**
experience.



The factors we **control** often **matter more**
than the factors we don't.

WHERE DOES WORKFORCE PERFORMANCE BEGIN?

It begins with who you invite into the organization.



Every workforce
problem
eventually
traces back to
a **hiring decision**.



The goal is not to hire the most qualified candidate.
The goal is to hire the candidate **most likely to succeed** in your environment.

EVERY EMPLOYEE WAS ONCE A HIRING DECISION

Four employee types. One common starting point.

	HIGH ENGAGEMENT	LOW ENGAGEMENT
HIGH PERFORMANCE	 TOP PERFORMERS High contribution. High commitment. <i>Keep, develop, and retain.</i>	 FLIGHT RISKS High ability. Low connection. <i>Re-engage or risk losing.</i>
LOW PERFORMANCE	 LOYAL BUT STRUGGLING Wants to do well. Needs support. <i>Train, coach, and support.</i>	 TOXIC EMPLOYEES Low contribution. Negative impact. <i>Address and remove.</i>



How many of these did you intentionally hire?

Because every one of them started as a *candidate*.



When was the last time you asked questions about a hire?



15 years ago?



Last month?



Last week?

THE GOAL IS NOT HIRING. THE GOAL IS PREDICTABILITY.



HEAD

Can they do
the job?



HEART

Will they do
the job?



BRIEFCASE

Have they done
the job?

The best hiring decisions evaluate all three.

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SELECTION PREDICTS ENTRY.
We bring people in.



LEADERSHIP PREDICTS LONGEVITY.
We help people stay and thrive.

6. WHY DO GOOD PEOPLE LEAVE?

**Same Company.
Same Policies.
Different Leadership.**



Same
Safety
Policy



Same
Attendance
Policy



Same
Performance
Policy



Employees do not experience policy.
They experience leaders.

7. EMPLOYEES LEARN LEADER PATTERNS



The goal is not to remove personality.
The goal is to **remove unpredictability.**

NEXT:



THE LEADERSHIP STANDARD

A common standard. A shared language. A stronger culture.



THE **LEADERSHIP** STANDARD



Different Personalities. Same Standard.



Grace without **Truth** creates ambiguity.



Truth without **Grace** creates fear.

ACCOUNTABILITY IS WHERE STANDARDS BECOME REAL



**MOST ORGANIZATIONS DON'T HAVE
ACCOUNTABILITY PROBLEMS.**

THEY HAVE CONSISTENCY PROBLEMS.



Same attendance issue.
Different response.



Same safety violation.
Different response.



Same customer complaint.
Different response.

**ACCOUNTABILITY ISN'T WHAT HAPPENS
WHEN PEOPLE FAIL.**

**ACCOUNTABILITY IS WHAT CREATES
CLARITY BEFORE THEY FAIL.**



INCONSISTENT ACCOUNTABILITY DESTROYS TRUST.



THE COST OF INCONSISTENT LEADERSHIP

THE 7 SILENT FRUSTRATIONS

- | | |
|--|-----------------------|
| ① Extra Weight Carried
by High Performers | ⑤ Lack of Recognition |
| ② Lack of Clear Communication | ⑥ Favoritism |
| ③ Resistance to Change | ⑦ Lack of Trust |
| ④ Gossip | |

“ I’m not saying you created these. ”

I am saying—if you tolerate them, they become yours. ”

**LEADERS DON'T CREATE ALL OF THESE.
THEY DECIDE WHICH ONES SURVIVE.**

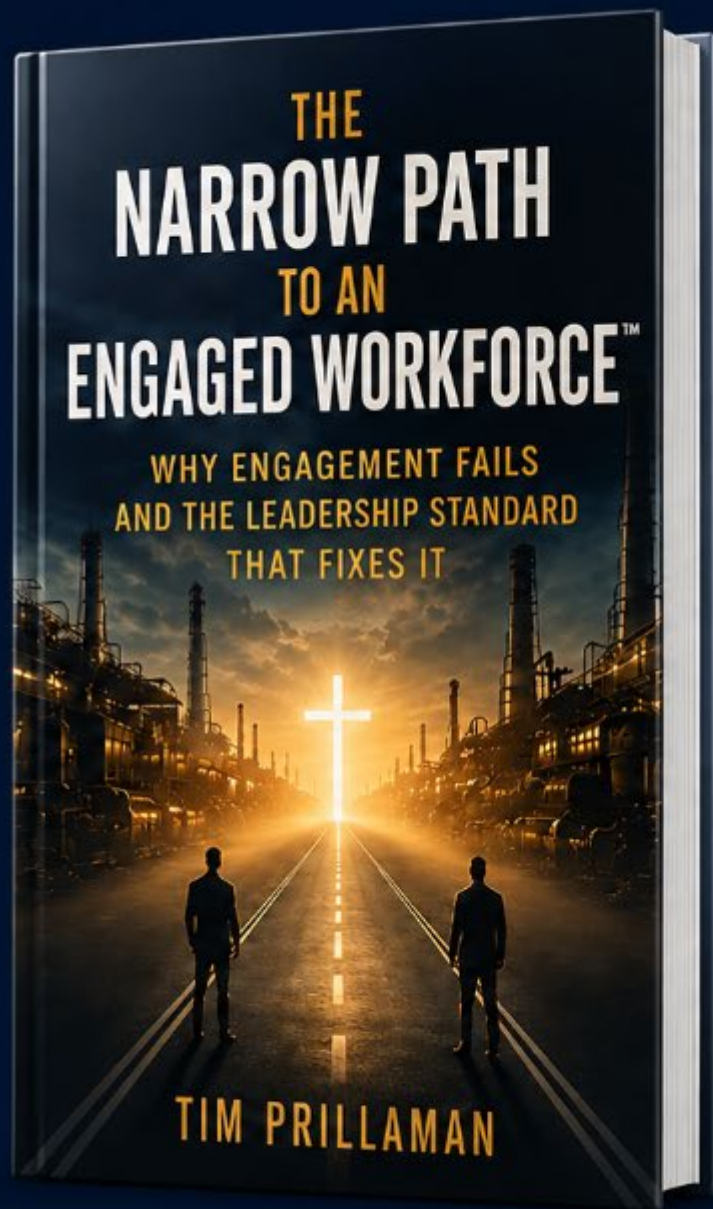
YOUR ONLY SUSTAINABLE COMPETITIVE ADVANTAGE

YOUR
PEOPLE
AND
THE **ENVIRONMENT**
YOU CREATE FOR THEM

“
*A hard job with a **good boss** is a **good job**.
A good job with a **bad boss** is a **bad job**.*”

LOWER TURNOVER | STRONGER CULTURE | BETTER PERFORMANCE | IMPROVED RESULTS

ENGAGEMENT IS THE OUTCOME.



THE NARROW PATH TO AN ENGAGED WORKFORCE™

**AMAZON'S #1 NEW RELEASE
IN PRODUCTION & OPERATIONS CATEGORY**

This presentation grew from years of observing the same pattern: organizations drift when leadership behavior becomes inconsistent under pressure.

Engagement is not built through programs alone.
It is built through leadership behavior repeated consistently over time.



SCAN TO GET THE BOOK



Montgomery Hassell