

Father Of Your Team

CHAPTER 3.2



NAVIGATE THROUGH A NEW PAIR OF EYES

Weaver bird's nest, lac's resin, termite's mound
Or a beehive is hard for anyone else to do—
So do not brag, I am the most skillful around
Everyone is good at something too.

—Avvaiyar, Poet

Stage characteristic: Outside world may still create discomfort for the child at times.

How does the Father Manager handle the new employee who raves and raves about his previous organization and finds many lacks in his present organization? He simply treats it as a worthy feedback for improving the organization.

It was almost the end of the lunchtime that Thursday. Martha, from Freddie's team, was known for her planning skills and black and white combination of her dresses. A single mother who at times struggled to meet her son's expectations and financial needs, always spoke highly about the young basketballer. Her son hardly respected her. Yet, she lived in her fantasy world of her son loving her and enjoyed raving about his basketball tournaments to her peers. Freddie, who is used to having lunch with Martha, was waiting at 2:00 p.m. Martha called him to say, "Another twenty minutes please, Freddie. I will certainly be there at the lunch table." Freddie felt hunger pangs since 1:00 p.m. Martha was slightly behind schedule and wanted certain tasks completed before she had lunch. Actually, Martha, a diabetic, is used to skipping lunch at 1:00 p.m. and

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sometimes, it would be 4:00 p.m. when she would have it. When Freddie noticed it, he made it a point to have lunch with Martha so that she would have food on time. This was one of the many of Freddie's gestures—of showing concern for the team member's health.

Arnold had just crossed Freddie who looked famished, eager to devour his lunch. Arnold entered his cabin and Freddie smiled as he explained about Martha's delay. Arnold began to speak. "Freddie, while you wait for Martha I want to bring up something to you. Vishy has become a squeaky wheel. I think he has an attitude issue. How can he boast that his previous company was great and we are primitive compared to them? Even after being with us for four months, if he's still talking great about his old company to the rest of the team, isn't it bad?"

Freddie gave a solution. "Squeaky wheels need some grease. Maybe he has a point. Why don't you ask him?"

Arnold came later in the evening. Henry followed him for getting Freddie's signature for his travel form. Freddie had spread open the components of his car remote key on his table. He was trying to repair it.

Arnold was in for a surprise and asked, "Are you still in touch with electronics?" Freddie showed a small component with colored circles on it and said, "This resistor behind my key is not working. Small things matter."

Arnold continued. "I've also come for small things, which matter a lot to the squeaky wheel. I think Vishy has an attitude issue and is not the right hire. He was talking proudly about a process mining software, higher funds for the team outings, and training opportunities at his previous workplace."

Freddie told Arnold it's common for someone to feel that way. Organizations differ in their approach. Then he said something that made Arnold nod his head in agreement. "If that place was so great, think why did he quit?"

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He told Arnold to weigh in what would excite Vishy and put him to tasks that would prove to be challenging. Further, he listed three mover's demystifiers that Arnold could convey to Vishy.

1. He is here to add experience. It's good only if his new environment is not the same as his old one.
2. Different workplaces will have different setups. Even his previous workplace hadn't been the same all through.
3. He can prove himself where challenges are plenty. It can enable him to achieve something solid and develop new skills. He can be a successful entrepreneur, when he develops the ability to find an opportunity where nothing exists.

Freddie went on to explain that Vishy could take time to adjust to the new environment and asked Arnold not to attach significance to every initial perception. But he added, "It's important for us to see TransiNext from a fresh pair of eyes. His viewpoint is important."

Freddie pulled out a paper from a business envelope and continued, "Take a look at this quote. An industry benchmarking survey report costs us \$4100! I don't think we can get an approval for buying it. We are getting benchmarked by our new team member for free and we should be thankful to him for it. If there's a business benefit from that software used in his earlier workplace, let's look at gaining from it."

Arnold looked relieved. He said, "That's a valuable perspective, Freddie. Every leader can gain know-how on other companies when they openly listen to their new employees. I came in to tell you that the squeaky wheel doesn't need grease and it needs to be replaced. I've got more grease from you now." Henry and Freddie laughed and Arnold too joined them.

Reciprocation Stage

To summarize, the Father Manager's approach in the Reciprocation Stage is characterized by

- Encouraging priority to networking over performance during the early stages of employment.
- Assessing the comfort level of staff in the new environment through nonverbal cues.
- Setting up a social system through direct or indirect involvement.
- Understanding that the drivers for joining and leaving the organization are not the same.
- Eliminating doubts of the team member on cultural fitment.
- Not extrapolating early failures of staff.
- Driving mindset to look into the benefits from a new workplace.
- Using new employees' perspective to benchmark and improve the workplace.

New employees add tremendous value to your organization when you apply the Father Manager's perspective. You can make a bigger difference to your organization's competitive leadership through your new employees today.

With the third natural stage of leadership—Initial Realization Stage—you will see how the team member forms perceptions about the leadership and creates an initial impression in others.