THE
GREAT
~~RESIGNATION~~
Awakening

HOW SUCCESSFUL LEADERS ARE ATTRACTING, ENGAGING, AND RETAINING ROCK-STAR TEAMS

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The Great Awakening

How successful leaders are attracting, developing, and retaining Rockstar teams.

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DEDICATION

To my Bird, my Bud, my Pea, and my Squeaker. You are my reason for living. Thank you for everything you have expected me to become for you.

Preface

"You realize I don't need you, right? I could go out and replace you tomorrow and I wouldn't even break a sweat doing it".

It was 1998 and I was 26 years old. I was the Assistant Regional Manager of a TGI Friday's franchise in Vancouver Canada. Our goal was to bring the TGI Friday's famous Jalapeno Poppers and potato skins into the Canadian market, and as a young leader, I was on the cusp of what I thought was a very bright future.

At the same time, I was going through a really nasty divorce, was a single dad and was trying to figure out how to balance paying my bills and providing a life for my son. I was working 12-14 hour days, 6 days a week, sometimes sleeping in a booth in the back of the restaurant because I knew I would have to be back to open the restaurant within 6 hours. Stress was high, motivation was waning, and I had just sat down with the Regional Manager to get "feedback" on how things were going.

I don't remember what I had done to garner such a comment, but as I sat there looking into this man's eyes as he verbally berated me (once again) for my shortcomings, a thought crossed my mind. "There has got to be a better way to lead than this!".

To that point, the image I had from my superiors of what a leader should be was a dominating, aggressive, and threatening person who kept their employees in check by regularly reminding them of how disposable they were. But that just wasn't me. I had been in leadership roles since I was 19 years old, and I tried…REALLY tried to do it the way my leaders had done it with me. But like a coat that was 2 sizes too small, it just felt…wrong.

I knew the golden rule. "Do unto others as you would have them do unto you". My dad had that quote hanging in his office for as long as I could remember. It still hangs in his house today. I knew how I wanted to lead, and I knew that the way of leading that I had observed just didn't make sense.

So, I quit.

With the prompting of a woman who would later become my wife (and possibly is the most insightful person on what I should do with my life that I have ever met), I decided that I was going to figure out what it took to be a great leader. I wanted to know 3 things:

1) Why do people do the things that they do?
2) Could I harness that knowledge in a way that I could help people naturally want to perform at their highest level in their personal and professional levels?
3) Could I take that knowledge and teach it to others to help them with the people that they served?

That journey has taken me through over 12 years of higher education, a Bachelor's degree and 2 Master's degrees in psychology, Executive Leadership roles in a wide range of industries, delivering training and consulting with some of the biggest companies out there, and a lot of experience in what it takes to create what I call "Rockstar Teams".

You know the kind of team I am talking about. The kind of team where everyone takes ownership of not only their roles, but also take ownership of supporting each other and the mission of the organization. They want to succeed. They want to contribute their best self every day. They don't need someone standing over their shoulder holding them accountable. They are self-driven. And the products and services that they create…? They leave their competition in the dust. They naturally create raving fans out of their customers, build and develop the people around them because they care about them, and are constantly innovating.

I've seen it. I've built it over and over again in my 30+ years of leadership. It is so much fun as a leader standing back and watching it happen right before your eyes. It is addictive when you see it all come together.

Listen…what I am about to say to you may sound like a marketing schtick, but I don't have to market to you. The book is in your hands so…nothing to sell here.

People who know me know that I just want to help. It literally keeps me up at night. No joke. I have been in situations as a leader where I had absolutely no idea what I was doing. I had very few people in my life to help me in this journey. I have definitely had some, but most of the time I had to use duct tape and twine to hold it all together. I honestly don't want anyone to have to go through what I went through trying to figure this out. It sucked. If I could, I would literally take my brain out of my head and implant it into everyone I meet who wants to know how to create a successful organization.

I guess that that is what this book represents. My attempt at downloading the things I have learned.

Again, I just want to help. Please reach out to me to ask for clarification on anything you read here or how to apply it in your organization. You can find me on Facebook and on LinkedIn @theleadershipguy or on my website at LegendaryLeadersConsulting.com. Connect with me and let's get you and your organization where you want it to be.

Are you ready? Here we go.

Beginning download…

Jay Timms

My name is Jay Timms. I am going to show you how to find, train, and retain some of the greatest Rockstars of your industry. This book, The Great Awakening, will show you the 6 strategies that drive culture in some of the most successful and profitable companies in the world.

There are plenty of leaders out there who are just starting in their journey of being what I call a "Legendary Leader". Leaders who have just started in their leadership roles, or those who feel trapped in a rut of never-ending hiring and training, that keep losing good people and haven't been able to zero in on why. They are trying to learn the foundations of how to create a Rockstar Team. Leaders who know that they want to do things a bit differently because what they are doing is not sustainable. My job is to give them the tools to identify and create momentum towards creating an amazing group of people within 90 days. If that is you, pay close attention; this book will be very helpful for you.

The second thing that I do (which occupies about 90% of my time) is helping leaders scale their systems. This group, enrolled in the Legendary Leaders program, already have some experience developing teams and creating a culture of growth but feel burnt out, frustrated with employees who have a lack of passion for what they are doing, feel like they are tied to the company and want freedom and the ability to focus on things that are going to help the company grow. I help them create a business that is the basis for a wonderful, liberated, free

life. We use science and research principles to help laser in on things which will have dramatic, long-lasting impact.

Worksheets

My goal is to create the world's best book for leaders on how to create a culture within their companies which attracts, supports, and retains incredible employees. This book is packed full of strategies and tools I have used to develop industry leading leaders and teams which outperform on every level – the same strategies, tools, and worksheets I use with clients in my Legendary Leaders program.

You can download them all from LegendaryLeadersConsulting.com/kit. Jump on the link, download the kit, and get ready to get busy.

Keep your worksheets handy and complete them as you read the book.

Introduction

In 1911, Fredrick Winslow Taylor described in his book, "The Principles of Scientific Management" a new way for the "modern leader" to create success in business.

He said "In the past the prevailing idea has been well expressed in the saying that 'Captains of industry are born, not made'; and the theory has been that if one could get the right (person), methods could be safely left to (them). In the future…*no great (person) can…hope to compete with a number of ordinary (individuals) who have been properly organized so as efficiently to cooperate.* (Italics added for emphasis and parenthesis added to reflect modern language).

In other words, "Don't worry about finding the right person. Find a bunch of compliant people, tell them what to do, hold them accountable by standing over them, and you will be successful".

You want to know what is scary? This book has been considered one of the greatest books on management of all time. You can see the influence of this belief in just about every industry out there.

The Pandemic of 2020-2022 did a lot of damage to the world, and it will continue for years to come. But it also did something that nobody predicted at the beginning. It has sped up trends and attitudes that pre-pandemic were just rumours and subtle thoughts. One of those trends was the attitude that people were getting tired of dealing with bosses who were unskilled and were stuck of an attitude of "do it or else". Employees saw that the "Peter Principle" was rampant, and they felt they deserved better.

For multiple reasons, people have realised that they don't have to be treated that way and are okay with stepping out into the unknown. The pandemic taught them that they didn't have to

take it anymore. They didn't have to show up day after day and do something that didn't fulfil them. They realized that they could get by on less money, could work less and spend time with people and things that were a priority, or that they could go out and create something that they never thought possible before. Anything was possible.

Media has come up with a term for this. They are calling it the "Great Resignation". Hate to break it to you. This isn't a "Great Resignation". This is a "Great Awakening". People have awoken to the fact that they deserve better, and they have gone out looking for it.

So the obvious questions are, 1) Is this going to be permanent and, 2) Is there anything we can do to mitigate the repercussions of this "Great Awakening"? My observations?

1) No. I don't think it is going to be permanent. When you look at how change works, most often the initial stages of intentional change involve rapid and expansive distancing to previous behaviours to avoid returning to those undesired characteristics and behaviors. Eventually there is an easing of, or a swinging back on the pendulum, to a happy medium. BUT, when done properly, you will never go back to the previous behavior. Also, the way companies are trying to make employees happy right now just simply is not sustainable.

2) Yes. There is something that can be done to mitigate the impacts. But, just as people have changed the way they approach their work, organizations and businesses need to change. And fast. Because if you don't change, you are going to be left behind in the next stage of business.

Every successful business that creates amazing products and services is built off of 3 pillars that drive them towards what I call "Rockstar Teams":

Identify the right people. Many companies rely on "gut feelings" or poorly developed scales and surveys to identify their employees. This leads to poor decisions and hiring people who are destined to fail and create a toxic environment in their team. In the first part of this book, I'll show you how to use researched methods to not only find the right people but allow you to have confidence that you are putting the right people in the right place at the right time.

Develop them effectively and continually. Great companies know that training and development is key. Without proper training systems that are designed to identify strengths and encourage development of those strengths, employees will miss expectations, perform poorly, and will not be able to help your company grow. In the second part of this book, I will share with you some of the key principles needed to have a sustainable training system that will inspire your employees to take ownership and will foster a culture of innovation and succession. You will be able to set it on automatic and only have to check in on it once in a while. Set it and go!

Retain them. Turnover is the "silent killer" of many companies who are destined to fail. Companies who do not know how to hold onto their people are constantly in a state of panic, wasting time training new people, trying to replace knowledge and skill that has walked out the door, and wasting a huge amount of profit. In the last part of the book, I will show you how to take these Rockstars that you have hired and trained and keep them so engaged in what you are doing that the thought of leaving just never enters their minds. Hint: It has nothing to do with higher wages, more benefits, comfy chairs, and free snack bars.

3 PILLARS OF TOP PERFORMING ORGANZIATIONS MODEL
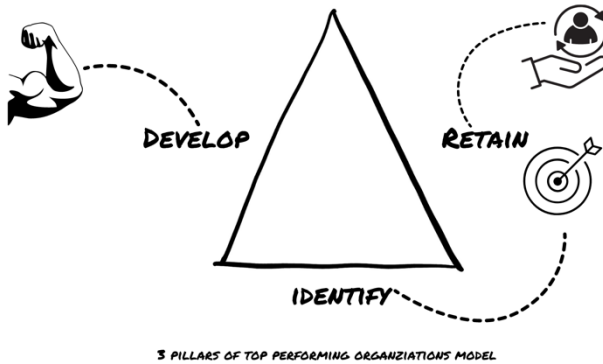
Truth be told, some companies have become pretty big by ignoring these things. Having a system that drives the best people in the industry into your company and makes them actually want to stay (at least in my case) took some serious focus on these three core parts of my businesses.

Think for a second about how some companies look at developing their teams. The way most companies deal with employee onboarding, training, and retention is the "hole in the bucket" syndrome. "We don't have a lot of time to deal with figuring out how to deal with employee problems because we are so busy dealing with low customer satisfaction/product quality/people calling in sick/burnout/…pick your problem". So, they plug the hole by hiring anyone who is available, but who will never…EVER be successful in their company, providing a cursory overview of training for new employees or cross training and a "good luck" pat on the back, and providing "carrots on a stick" like higher wages and unique benefits to hold on to people. Eventually these companies hit a ceiling and will never move beyond this to become the company that they have envisioned.

Business development model 1.0 – Hire anyone, Good Luck, Carrot Bait

The whole process is archaic, expensive, and an absolute drain on the energy and time of those who are already part of the company. You may have the best potential products or services in the world, but it won't make a lick of difference if you don't have the right people who actually care about creating and developing what your customers want.

If you think about these three things, hiring the wrong people out of need, cursory or ineffective training, and creating "programs" and perks for retention, what do you think is the common element? You are. You are in the middle of all of them. You are burnt out and feel like you are on a never-ending roller coaster, you feel frustrated with employees who just don't "get it", and you are wondering if it is all worth it. A recent survey suggests that more than 79% of leaders (people who supervise groups of 3 or more people) feel a disconnect between work/life balance.

It is not your fault. This is how things have been done for over 100 years. However, this model will no longer work. In fact, it is the very thing that is killing us.

My Discovery

I figured out that the real engine of any company is the people that work in it. When I decided to go against what everyone else was doing and to dig into the systems that created successful companies, I learned some important truths. As I was doing my research, I went out and found companies that were doing things differently and were succeeding in ways that their competitors would never even dream of. I sat down with the leaders of these companies and compared notes. They "opened their playbooks" so to speak, and what they were finding were the keys to success were exactly what I was finding.

It wasn't about the P&L. It wasn't about the investors. It wasn't about customer satisfaction surveys and reviews. And it certainly wasn't about holding people accountable. It was about finding the right people, collaborating on a vision together, and then getting out of their way and allowing them to be the amazing people they already were. It was about listening to what they needed to be successful, removing barriers, and caring about their team's personal success more than they cared about our own success or the organizational success.

When I started applying these principles, suddenly I felt less stressed and burnt out, the companies I worked with and consulted for exploded with growth, and the leaders had more time and money for their own lives and families, and actually looked forward to going to work every day.

I call it "Leadership 2.0" because it is not built on a system developed in 1911. Leadership 2.0 is built off recognizing the strengths of others and creating environments that foster growth for everyone involved in the system. It creates freedom, time, energy, and money for everyone involved.
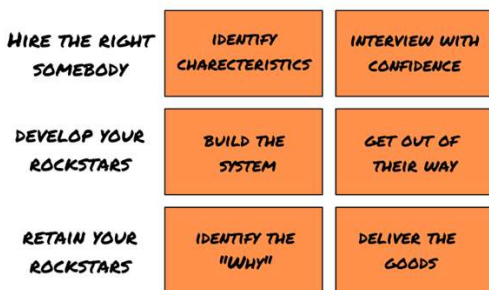
Business development model 2.0 – Right Person, Training, svtatinable retention

There are 6 strategies that I have used in the companies that I have worked with and that I teach my Legendary Leaders clients. These strategies helped my teams to identify future Rockstars, create training systems that naturally drive innovation and productivity, and retain some of the best people on the planet in their industries. This has allowed me to develop hundreds of leaders over the years who are now out duplicating what they have learned and are getting the same results that I would get if I was standing in their companies.

These are the 6 strategies that drive self-sustaining Rockstar Teams.

HIRE THE RIGHT SOMEBODY	IDENTIFY CHARECTERISTICS	INTERVIEW WITH CONFIDENCE
DEVELOP YOUR ROCKSTARS	BUILD THE SYSTEM	GET OUT OF THEIR WAY
RETAIN YOUR ROCKSTARS	IDENTIFY THE "WHY"	DELIVER THE GOODS

6 STRATEGIES FOR ROCKSTAR TEAMS

In part 1, we will look at first 2 strategies that make up the foundation of any Rockstar team…hiring. In Strategy 1, I'll show you how to get laser focused on the type of employee that you will look for who will help you to take your company to new heights. You will learn how to identify the "somebody" who is going to be perfect for your team, rather than settling and hiring just "anybody". You will get crystal clear on who that person is and how to identify them when you see them. Every day, you will wake up knowing that the people you have working in your team will be the right type of people and will have the skills and abilities to get the results you need.

In Strategy 2, we will build confidence in your interviewing skills. I will show you how to perceive what is really going on in the minds of your candidates during your interviews like never before. You will have the tools you need to be able to cut through the rhetoric that your candidates speak. You will know if what they are saying are canned responses that they have designed through watching the YouTube videos on "How to get hired at" your company. You will know which answers are real and which ones have been prepared for you. In essence, you will have the confidence that when you make a decision in who you hire, there will be a very high probability that the person you select is the one that you want.

In Part 2, we will look at the 2 strategies that you will need to get your Rockstars to fully engage their talents and skills in supporting the vision of the company.   It all starts with Training.

In Strategy 1, I'll share with you tools and systems that you can use to ensure that every single employee understands their role, and how this knowledge will organically inspire innovation, learning, and growth in every person on your team. Your employees will approach every day with a desire to become better, to help others become better, and to find ways to make what your company does better.

In Strategy 2, you will learn how to get out of your Rockstar's way. It sounds simple, but this one skill can be the greatest stumbling block to many great leaders. You will learn how to duplicate yourself and your efforts, freeing up your time to be able to focus on the things that leaders really need to be doing.

In Part 3, we will round everything out by helping you retain the Rockstars that you have spent so much time and effort on.

In Strategy 1, I will show you how to really understand and not assume what your employees want. I'll show you how to get inside their heads and understand the key motivators and the "Why" behind them choosing to come to work every day. (Hint…it isn't what everyone else thinks it is).

In Strategy 2, I will show you daily, weekly, and monthly practices that will help you hold on to those Rockstars that you have identified and invested all your time and money on.

Then in the summary we will put everything together and show you how to create systems to keep this going. How to get a flow of people into your company that are constantly looking for opportunities to make themselves, their co-workers, and the company better, stronger and more profitable.

Throughout this book, you will also find sections that I have added that I will call "Timms Tangents". I have lived with my brain for a few decades now and I have realized that, although I have never chosen to put a label on it, my brain tends to skip around a lot. If something I am talking about reminds me of something else, maybe a story I have heard or something that I saw or did once, I will go down that rabbit hole a bit and see if I can find anything valuable to share with those I am teaching.

These sections are not critical for you to read. However, if you join me in my little diversions, you may find depth or something that you can relate to that will help you on your way. It is completely up to you.

So, if you are ready, let's dive in…