



YOUR TEAM SUCCESS PODCAST

## Why Profiles Are My Secret Weapon For Building Unstoppable Teams

**Shannon Waller:** Are you looking for an edge? Do you wanna make sure that when you are guessing on a new hire or new person on your team, that it will pay off and be a great bet? Stay tuned to find out why I love profiles so much.

Hi, Shannon Waller here, and welcome to Team Success. I was reflecting the other day on why do I actually trust profiles so much? Why do I rely on them? Why are they my go-to? Because literally, when I meet someone, especially a new client, who I know might have access to the information, I wanna know their Kolbe, I wanna know their CliftonStrengths, I wanna know their PRINT profile, which is one of the ones that we offer. I wanna know their Working Genius, which is one that I'm very excited about because it's really fun.

So I want to know those profiles because once I do, do I feel like I'm going to put them into a box? No, but I do know what I can count on them for. I know how they're going to approach the world, or at least I have a strong inkling that I can ask questions. And I kind of know, because I know those things about myself as well, I know how I can approach them. But I was really trying to figure out what is it that makes them so important to me? Because again, people come to me because I know profiles and more importantly, I know how they work together. That's one of my jams. And I was thinking about it and I was actually, this came up in my workshop that I was coaching on Wednesday, which was super fun with my phenomenal Team Leader group that I coach in Chicago. If you're listening, love you.

And I realized what it was is because when I know how someone strives, which, by the way, is measured by a KOLBE profile, K-O-L-B-E.com, if you're not familiar, and if I know what their top strengths are, their top five with CliftonStrengths, and I know what their motivational identity is through their Kolbe, like what is their underlying emotional need that has to get met for them to be in best self, and I know where in the creative process they like to be per Working Genius, I can count on that person.

One of my personal laws, and I pretty much only have one now that I think about it, is I trust people to the degree that I think they know themselves. And what's funny is when I know their profiles, sometimes I know them better than they do, because they may not have studied their profiles as much as I have. And why is this so important? Well, it's because I, and we, work in an entrepreneurial world. There are unexpected things happening all the time. Everything that I do for a living right now, I didn't know existed when I was in school. No clue. Did I know that I would have two podcasts, this one and Inside Strategic Coach with Dan Sullivan? No, I did not. Did I know that coaching workshops was a thing? No, I did not. Did I know how to design workshops and tools? No, I did not. Or speaking, I knew speaking was a thing, sort of, but I didn't know I'd be the one doing it.

And there's so much new that is happening and so much new happening in other people's companies. I want to know, what do I know? What can I count on? And people's profiles tell me that. And it's why I have so much confidence in my teammates. Katrina and I were talking



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about this. She's my brilliant support partner. She's back from vacation. Yay. I'm no longer unsupervised, which is good. We were talking about it because one of the things that Katrina does is that she is my podcast manager. She sets up all the times where I'm doing it. She makes sure that we have one ready and edited to be posted when it's supposed to be. I don't know when things are posted. As a matter of fact, I have to ask.

I was interviewing someone you'll hear soon, Ben Wolf. He's coming up on the podcast and he goes like, when is this going to be posted? And I'm like, my security clearance does not go that high. I have no idea, but I will find out. So it's interesting. I have such confidence. I knew Katrina's Kolbe profile. I knew her CliftonStrengths. I didn't know her PRINT then because we didn't know it or not as well. And it was fun. It's like, okay, I want you to be able to take over managing podcasts. We were just talking about this. She goes, yeah, that was one of the parts of the job that I was most nervous about. I'm like, I don't know how to do that.

What's really fun when I know what someone's innate capabilities are, I know how they will apply themselves, as long as they will. If someone's not motivated to do it, it doesn't matter how they take action because they're not going to. But I knew that she was willing, which is the most important thing. So I knew she would be masterful at it. And sure enough, she is. She's brilliant at this particular function. And this is kind of me anyway, but especially because I trust Katrina so much. Do I know when things are posted? No. Do I ever want to hear the podcast after I recorded it? No. I trust Willard. I know that whatever Katrina and Willard and our fabulous team does with it will be phenomenal. I do not need to supervise that process. I trust the teamwork.

I know that everyone is doing their unique part of it, and I know it's going to be fabulous. It's going to be better than when I'm recording right now because they'll take out any interruptions, they'll take out any stops, the sound will be fabulous, thanks Willard. The content will be organized, the show notes will have all the right information in it. I know the people working on the project. I know how they do things. I know what I can count on them for. Even if someone's new to the team, and I know how they take action, and if they're smart, I'm confident that they'll do a great job.

Now, the other part of this, which I think I need to not step over, is that I'm very intentional. I know what I want. I know what the end result is. And the tool in Strategic Coach is The Impact Filter, available as a download on [strategiccoach.com](http://strategiccoach.com). So if you don't have it, please go get it, it will change your life in the best ways possible. So we're clear on the intentionality. I've got high quality standards, I know what I want, I deliver my part of it, and I know everyone else will deliver their part of it. So no one's left wondering, is the podcast about anything other than team success? No, it is not, right? Like we know what the deal is. And so everyone is clear on the end result and they do their part of it.



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And it's amazing how little complexity there is, how little conversation. Nothing falls through the cracks. We're not scrambling. Now, if I was in charge of this process because I thought I should be, because I've been here at Strategic Coach forever, whatever, because if I thought I was the big honcho, this project would not run nearly as well as it does and has for years. So it is best that I am not in charge of it. Katrina is the best person to be in charge of it. And she coordinates this incredible Unique Ability Team and we deliver what I think is a great product. And you can let us know whether or not you think you agree.

So again, that's an example, but it's because I know people, I know how people strive. I just feel like I get to go into the, it's gonna sound gory, but the guts of a human, the most essential parts when I know, again, how they strive with their Kolbe, you know, the key aspects of their personality, which is CliftonStrengths, what motivates them with PRINT, and what part of the process brings them joy, which is Working Genius. Joy, genius, competency, and frustration. You're working genius, you're working competency, and you're working frustration. I don't want to put someone in the process of any project in a part of it where they don't love it. Like, why would I do that?

You know, if I'm committed to Unique Ability Teamwork, which I 100% am, I want people to be happy. I know that's when I do my best work, and I know that's when other people do their best work. So I want to know this information so that I can make that happen. Case in point, 23 plus years ago, I don't remember how long it is now, I was hiring someone to support me, okay? It's kind of the role that Katrina's in. And the person who was interviewing for the role was my sister. She had been living in Mexico, was moving back to Toronto. I knew how organized she was. I'm like, oh my goodness, what a treat it would be to have Julia work with me and get me organized. But I made her do a Kolbe profile before I hired her.

And she was like, what? You might not hire me based on the result of the Kolbe? And my point was, I don't wanna hire you for a role where I think it's a right fit, but if your Kolbe profile showed up to not, I don't want to do you harm. I'm committed to you as a decent leader, and second, your sister, to put you in a role and have you doing something that you don't love, you don't enjoy, that doesn't fit with how you naturally strive, and where you would be miserable. And she was like, oh, okay, I'll do it. And it turns out she's a 6 Fact Finder, 8 Follow Through, 3 Quick Start, 3 Implementer. And she had me organized and outgrew me in six months. And then she went off to much bigger and better things.

And she is our Unique Ability queen and does brilliant, brilliant work helping our clients, especially our Free Zone clients and 10x clients, figure out their areas of Unique Ability and just does masterful, masterful work. So she outgrew me, as I said, went on to bigger things. But that's how much I believe in it. That's how much I know it works. And the thing when you're hiring someone new or you're bringing someone new onto your team, even if they've been in the company for a while, you want to know how do people take action? What is important to



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them? Where in the process do they want to be? What motivates them? Because that's how you can make sure it's a right fit.

Without that information, we are guessing. And we're placing bets where we don't have a lot of really good information. So it's not really all about, you know, how much do people know, which in my experience in larger organizations where they don't make full use of these tools, it's all based on what someone's experience has been. Which is fine. I'm a big fan of experience and I'm a huge fan of intelligence. Let's be clear. I'm not particularly tolerant of anything other than that.

However, sometimes stuff we're doing is so brand new, no one's done it before. They've never done it before in this company. They've never done it before with our particular audience. So it is so new, there isn't anyone that could have this on their resume. But if I know that they don't know from a mental framework, what I can figure out is how will they take action, what part of the process they want to do, what's going to keep them in their best self. I know all that when I know their profiles.

So we have a robust hiring process at Strategic Coach where we do all the things. Now, CliftonStrengths you have to use after you hire someone, not before, in case you're wondering, because it can change, that's why. And you have to be very, in terms of, you have to give it to everybody that reaches a certain level in the hiring process. When you do profiles, you can't pick and choose. That's not fair. So you need to follow the fair hiring practices. But it's just to me, it's gold. It is so much fun. And of course, I kind of vibe with the people who have the same Kolbe and the same CliftonStrengths. My buddy Evan and I have exactly the same Kolbes, 3295, and I think two or three of the same CliftonStrengths. We just get each other. It's just fun. Our age difference doesn't matter. It's just cool being together.

Working together, I need people who are my complements. I need people who are different than I am. And I think what it really allows me to do, all of this deep knowledge of profiles, allows me to appreciate people's individuality and uniqueness, and I don't expect them to be like me. In fact, I'm kind of hoping they don't. I was coaching CliftonStrengths the other day, and thank you, Julia Waller. She had a quote in her presentation that I borrowed. It's Donald O. Clifton, the founder of CliftonStrengths, and he said, people are sharp, teams are well-rounded. I'm like, I'm going to have that made up into a poster. Full credit, Kevin. Thank you, Donald O. Clifton.

Because I'm like, yes, I want people to be sharp in their own unique way. And as a team, we fulfill all the things. And again, profiles give you that information. Otherwise, you are, frankly, just stuck with the intellect. You're just stuck with what people have on their resume. And that doesn't tell you most of the time anything what to do with, again, as I've been saying, how people take action, what motivates them, all the things. So you just have this one-dimensional



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take on somebody. That's not enough for me. I want to know way more. So that's why I rely on profiles so much.

Now, do I ever want to define people only by that? No. And when I hear other people pigeonholing people based on their profiles, I get mad and I correct them. I'm like, no, don't do that. And if someone only talks about one aspect of a Kolbe, like someone's Quick Start, I'm like, yeah, if someone's initiating Follow Through and Quick Start, they show up very differently than just Quick Start. You cannot just talk about one aspect of a Kolbe profile or any of the other ones. So the full dimensionality to me is really, really important. But again, the bottom line is, it adds predictability in what is often in entrepreneurial companies, a series of unpredictable events.

You want to know who you're going into, quote unquote, battle with. Who are you locking arms with? You want all the skills. You want all the capabilities. You want all the striving. You want all of the support. And you want to be complementary in those things. We don't need a whole army of clones. We need people who are complementary and who want to do all the different bits and project. Then we're going to slay. That's when we are going to win. So that is my reason why I rely on profiles so much. So yes, you hear me talk about them in pretty much every podcast, but now you know why, and I hope it inspires you.

If you've done any of the ones I've been talking about, you know, it ranges from Working Genius, which is 10 minutes and 25 bucks, like seriously. How easy can that be? All the way up through CliftonStrengths and Kolbe, which are kind of more around the \$50 range. And then you get up to PRINT, which is much more and must be accessed through someone who is certified in that, which at Coach we are. And that's a higher price point and not a retail product, but it's why that investment is worthwhile. I'm also a big fan of the one that is used by Alec Broadfoot and his company, VisionSpark, called TIP. It's wonderful, too. It really measures that cognitive and personality aspect. It doesn't measure how people strive. Kolbe, that's their domain.

But it is super useful, and you can really place it for exactly the type of role that you're looking for. You can set benchmarks. How cool is that? Not unlike how Kolbe does that with your range of success. So you can actually try and match up people with what you're looking for. How good is that? So all the things, I want you to kind of do a deep dive, and there's great profiles. I've interviewed Steve Heroux on the sales profile that they use, SalesDNA, also super useful. So even though I'm talking about these general ones, there are other way more specific ones that you can customize to have that right fit, because you're making a guess on someone, and profiles, to my mind, help you make the best bets.



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Alright, I hope this is interesting and useful. I hope you'll go do a deep dive into your own profiles, learn more about yourself. I hope it's intrigued you. Go get certified in all these things. Super interesting, if that's your jam. If not, hire someone who does love to do it. I just want a shortcut, but I want a really good shortcut that gives me really a full dimensionality of a human being, not just what you see on the resume. All right. Again, thank you so much for listening. Any questions or comments, please let me know at [questions@strategiccoach.com](mailto:questions@strategiccoach.com). And as always, here's to your team success.