

Announcer (5s):

Welcome to the Maximize Business Value Podcast. This podcast is brought to you by Mastery Partners, where our mission is to equip business owners to maximize business value so they can transition their business on their terms. Our mission was born from the lessons we've learned from over 100 business transactions, which fuels our desire to share our experiences and wisdom so you can succeed. Now, here's your host, the CEO of Mastery Partners, Tom Bronson!

Tom Bronson (36s):

Hi. This is Tom Bronson and welcome to maximize business value podcast for business owners who are passionate about building long-term sustainable value in your business. This episode is part of our series on the value of assessment tools for your organization. You probably have heard about various assessments and chances are pretty good that you've had some exposure to one or more assessments during your career. This series explores the best ways to use these assessments to improve your business. Today, we're going to explore culture index. I'd like to welcome our guests, Stanton Williams and executive advisor at culture index.

Tom Bronson (1m 17s):

Now culture index provides data and reliable insights to predict your employees performance in their roles. Businesses can use this knowledge to become a highly accountable organization focused on making the business owners vision. A reality in short culture index helps businesses grow scale and exit. I've heard a Stanton say that a number of times now I've known Stanton for several years first through the servant leadership organization, business navigators long before he joined a culture index, but buckle up, this is going to be a fun ride. Welcome to maximize business value. Stanton.

Stanton Williams (1m 57s):

Thank you very much, Tom. It's great to be here. I appreciate the opportunity.

Tom Bronson (2m 2s):

I am very excited to learn about one of my favorite assessments and that's culture index. But before we get there, tell us a little bit about your background and how did you get into this line of work?

Stanton Williams (2m 15s):

Yeah. Good question. I, since I, my path to leadership was through sales. It was, it became through sales leadership and ultimately as the president of a company and as a president of a company that is data-driven, I valued assessment tools and I've always used those to help me make better decisions. The, the thing that stood out to me about culture index is that it, as opposed to just giving me a report, it was the first, the first program. And the really the only program that I know of that gave me a system and a process that taught me language for helping me to understand how to make sure that I identified the right talent, that I, it would help me make sure that I had the right people that recurrently on my bus in the right seats that I understood what understood what their intrinsic motivational needs were, what their preferred communication style was.

Stanton Williams (3m 22s):

So that when I applied that knowledge and that's the key when I applied it, then, then people were a lot happier and I had a system and a process to follow that's. That's what, that's what led me to culture index.

Tom Bronson (3m 38s):

And you, you joined culture index a little over five years ago. I think. So let's jump in and talk a little bit about a culture index. What exactly is culture index? And, and could you give us a little background on that assessment tool?

Stanton Williams (3m 53s):

Yeah, so the differentiating factor is that we are using data and analytics to drive organizational outcomes. So we don't do not consider ourselves to be in the personality profile space. We're in, we are growth advisors, we're business advisors. So we think of it as Moneyball for business. So it's a matter of using data and analytics to drive desired organizational outcomes down. You know, we work with a lot of nonprofit organizations as well for the for-profit organizations. Those desired organizational outcomes tend to be more revenue, more profit, more scale.

Stanton Williams (4m 35s):

So we are attracted to high growth organizations.

Tom Bronson (4m 40s):

I love that. And the money ball for business, one of my very favorite movies of all time and, and what a brilliant analogy that you've drawn there. So a few weeks ago, we are actually last week, we had an interview with Dr. Jenny gray to kick off this series. And there she described several different types of assessments, personality, work, style, and cognitive personality, or sometimes predictive assessments are typically preemployment work style or productivity assessments are typically used to improve team and individual performance.

Tom Bronson (5m 21s):

What type of assessment is culture index?

Stanton Williams (5m 26s):

Yeah, that's a good question. So culture index, as part of our program is a personality inventory, but 80 people naturally gravitate toward the, the preemployment aspect. And that's, that is a portion of the program. I'd say 15%, 85% of our program is about understanding what the desired organizational outcomes are. And then making sure that we advise organizations as to how to develop how to develop their organizational hierarchy, how to make sure that we have a leadership team that is most likely from a predictive standpoint, able to help us achieve those desired organizational outcomes.

Stanton Williams (6m 16s):

So it's about, it's about organizational design. It's about retaining the talent that we want to retain by understanding how people are motivated, the motivated so that we can make sure that we're motivating them, that we get them properly aligned in a role based on what their gifts are. And, and then the rest of it is about making sure before we ever think of interviewing anyone, that they are wired to be who we want them to be.

Tom Bronson (6m 48s):

So this is a, it is a way to, I think, even in an introduction that I used of you up there, I said that just a few minutes ago, that, that it will give you a sort of predictive performance. Is that, is that

Stanton Williams (7m 5s):

Yeah, absolutely.

Tom Bronson (7m 6s):

Okay. So it's going to predict perhaps the performance in, in a future role or that kind of thing. Of course, we're going to get into the nuts and bolts of it. How, how is culture index best used by businesses to improve those outcomes?

Stanton Williams (7m 25s):

Well, so one of my first questions to an executive is what are the biggest challenges that you're facing in your business? Because those are the challenges that we, the bigger, the challenge, the more interested we are and the more good we know we can do, because we're going to take a look at who is on the bus and, and, and in which seat, and we're going to be able to pretty quickly understand why they're having the challenges that they're having. I've got an example top of my head that I can use here. So I've got a, an aerospace manufacturer and a, and from a very high level, I can look at the, the mix of their employees.

Stanton Williams (8m 13s):

And I can see that 27% of all of their employees are social patterns, meaning that people skills great with people. They, they don't have a compulsion to complete, they aren't perfectionist. There's, there's nothing wrong with, with these patterns, but in a, in a aerospace manufacturing company where we're, where it's all about the floor, and it's all about execution and solid about precision. And it's all about keeping the trains running on time. That's that, that's, that's a data point that makes my eyebrow, that raises my eyebrow, another, this a client also that 14% of their staff was not, was not willing to complete a five minute survey.

Stanton Williams (9m 2s):

So I know when I just look at that, that I know that they are not as efficient as they should be, and I know that they're having to do a lot more rework than they should. I know that that is very costly. And I can tell just from

a very high level, what their challenges are just looking at the, at the data, if I may vary, you know, from a 20,000 foot level. So, so this is very predictive and we can use this and we can look at it by department. We can look at it as a whole, and it's very instructive as to what the challenges are. And what's more important.

Stanton Williams (9m 44s):

We're not as interested in what the challenges are as we are in fixing those challenges so we can understand what it would take to, to right the ship, to drive more efficiency, to achieve the desired organizational outcomes.

Tom Bronson (9m 60s):

So are there, are there certain situations that it's attempting to solve or, or certain things, and it's attempting to help a business avoid in conflict or something? Is there, there's something specific in the assessment like that?

Stanton Williams (10m 19s):

The overall, the premise of the program is that we are all unique. We all have personality traits that are set early in life. And for the traits that we measure, we don't measure everything. But the traits that we measure, those traits are set very early in life. Once they're set, they're set, they don't change. And so we can quickly identify what the, what the gifts are, what the talent is, what the superpower is of each person. And it's about making sure that we are using that knowledge to help businesses generally again, drive more revenue, more profit, more scale.

Stanton Williams (11m 6s):

So normally those are one of the challenges, one or more of the challenges that we're addressing. I'm not making, I don't have the revenue I need to be, to have, I'm not growing at the rate I need to be growing. I'm not making enough money for the revenue that I have. All of that can be explained with the data that we're collecting from these analytical trade surveys.

Tom Bronson (11m 29s):

That's amazing. That is, that is quite a, a, a, an offering there let's, let's back up and give just a little bit of the, kind of the nuts and bolts. You know, when I, when I I've taken the survey, I'm a big fan of culture index, and I'll explain more of that on the back end of, of this podcast when we explore MI and my culture index. But it, the, in essence, it is, and I, I want you to state this cause I'm going to, I'm going to state it in layman's terms. You know, the, the thing that you said that by a certain age, we're hardwired a certain way, and that's kind of the top graph that it's measuring and showing the data on.

Tom Bronson (12m 17s):

And then, and then below that measures how we think we need to be in the role that we're in. So how do those two kind of things, how do you, how do you put those together to, to make it make sense?

Stanton Williams (12m 30s):

Yeah, so, so we are measuring, each of us have super powers when we are properly aligned. Each of us, each human has gifts and when they're properly aligned. So, so, so we are measuring what those, what the guests are, what the, what the talent is. And then we are looking at who that H or the, how that person is aligned in their role at work to understand, and how to the extent to which they feel the need to attempt to be someone they're not in order to be successful. Ideally, that person is properly aligned. So they're doing in their role, what they were born on this earth to do, but there are a number of instances where we find people have gifts and talents, but those gifts and talents are not what the role needs.

Stanton Williams (13m 24s):

And so to the extent that people are attempting to be someone they're not, it doesn't work well, they're not as happy. They tend to be less motivated. They tend to th th these are the types of things that lead to turnover that lead to employees being, you know, not, not as motivated, not as engaged and, and it's very costly for the business.

Tom Bronson (13m 56s):

Yeah. That's I just, I love the visualization. I wish that we were doing this so that we could show the charts, but we'll have to describe those a little bit when we get onto the back end one last question, before we take a quick break, you know, having employees or candidates taken assessment, and in this case, it's probably candidates ask them to take an assessment when they haven't taken one in the past, it can create some anxiety among either current employees or, or future employees, the candidates. How can a business owner kind of minimize that anxiety when introducing assessments into the company?

Stanton Williams (14m 36s):

Yeah. If it's, if it's for existing employees, you know, we have a, we have a script that we suggest people use, but it's, it's something along the lines of, we are, we're asking, we want to understand your preferred communication style and your intrinsic motivational needs. This is going to help me as a leader, be a better leader for you. It's going to help me understand you better. And part of our culture is, is making sure that we, that we do treat people the way they want to be treated. And if we're going to do that, we really need to understand you better.

Stanton Williams (15m 19s):

Please give me five minutes to complete two questions. Now, if it's a, if it's asking a candidate to complete the role, then we're just saying, Hey, this is the first step in the process we want to, we want to understand who you are, and please, please complete this short five minute, two question survey in order to take the next step.

Tom Bronson (15m 42s):

And so you would recommend even before interviewing somebody that, that they should take the culture index.

Stanton Williams (15m 51s):

Yes. And the reason is every because every human does have gifts and because every human does have talent, the goal of our program is to remain as objective as possible. When we interview someone, without this knowledge, we start making subjective decisions. Then whatever we take, we get the survey results. After we've already interviewed them, we've already seen the gifts that they have. We already start to like them. We already see the experience they have, and we start convincing ourselves that well, you know, even though this is very different, their wiring is very different from the person we need.

Stanton Williams (16m 37s):

We start convincing ourselves that I could just work. One of the things that I know as a, from a client's perspective as I was a client for, I started advising is that the trait, the traits, or the trades, and, and you will see those traits play out in real life. So just, just to avoid, to remain objective, it's best to survey them before even deciding to interview.

Tom Bronson (17m 5s):

I think that's a great idea. If you use resumes or whatever, to kind of weed down and then use the culture index, because if you know, somebody does not have the, the natural strengths to fulfill a certain role, then, then it would be wasting both of your time, right? To, to go and even do the interviews. So, but you also may find somebody that, that even on a resume, doesn't look that great, but has exactly the strengths that you're looking for. It could be a great fit for your organization. I'm a big fan of using it for talking with Stanton Williams. Let's take a quick break. We'll be back in 30 seconds.

Announcer (17m 45s):

Every business will eventually transition some internet employees and managers, and some externally to third party buyers, mastery partners, equips business owners to maximize business value so they can transition their businesses on their terms. Using our four step process. We start with a snapshot of where your business is today. Then we help you understand the way you want to be and design a custom strategy to get you there. Next, we help you execute that strategy with the assistance of our amazing resource network. And ultimately there'll be able to transition your business on your terms. What are you waiting for more time, more revenue, if you want to maximize your business value, it takes time.

Announcer (18m 26s):

Now is that time get started today by checking us out at www.masterypartners.com or email us at info@masterypartners.com.

Tom Bronson (18m 38s):

We're back with Stanton Williams and executive advisor with culture index. And we're talking about the culture index and how you use it to better your business, to grow your business, to, to, to really improve your business profitability, all kinds of great things you can learn by using the culture index as our audience already knows. I have taken all the assessments that we're talking about in this series. So let's use me as a Guinea pig, and I'm just going to hold it up here for anybody who happens to want to see this on a YouTube. You can actually see my chart. I'm going to hold it up here for just a second.

Tom Bronson (19m 18s):

Let's use this as the Guinea pig first Stanton, what can you share about, or what insights do you get from seeing my assessment?

Stanton Williams (19m 29s):

Well, so I want to frame it this way. I just thought of this when we're, when we're interviewing people, people are get, are, are answering questions based on who they are. So their perspective of themselves is based on themselves. So relative to themselves, there are a lot of things. So one of the things that we are doing is we're, we are, we are, we're looking at everyone's gifts in relation to all humans on earth. So when, when Tom held up that, that visual, you know, w w we are showing what the norm is, and then we are measuring how different Tom is from the norm.

Stanton Williams (20m 18s):

And there are benefits to being more normal. There are benefits to being less normal. In this case, there is nothing about Tom that is normal. There's nothing about his, his traits that are anywhere near the norm. In fact, they are so far from the norm, they are extreme outliers. And so that means Tom has extreme gifts, and he also has, the sword always cuts both ways. So that, that means is extreme gifts. He has to be aware of because he has potentially extreme challenges, because if he's that, if he's that different than the norm, he could be off putting to many people that are more normal.

Stanton Williams (21m 0s):

So Tom, given his, his maturity has learned this over time, but we're measuring Tom's traits. And every, every person's traits relative to norm what the norm is for all humans on earth, and you've got to ask, well, how do you know what normal is? Will a tremendous amount of work has gone into understanding how to, how to understand what that is. And so that's a really, a lot of the value of what we're doing is it's not just understanding, well, I've got strengths in this area. How, how, how is this at strength relative Donald's humans? How much of an outlier is this person? What's the benefit of that? What's the potential downside of that?

Stanton Williams (21m 41s):

How ready am I for this? You know, for the, for the intensity of a trained, right?

Tom Bronson (21m 50s):

Yes. For sure. Do you, would it, would it be a benefit to kind of describe the traits that you're measuring here?

Stanton Williams (21m 56s):

Yeah, so, so Tom's highest trait is his autonomy trait. Now this is measuring his inner directed ego system. This is his gas pedal. Now his is a trait. I believe Tom is five to the right. Is that right? That

Tom Bronson (22m 13s):

Is correct. Yes. I am five to the right.

Stanton Williams (22m 15s):

So, so it's, it's, it's, it's over 98. It's higher than well, over 98% of all humans on earth. We don't measure past the 98th percentile. So this tells us that he's more, he's more take charge. He's more assertive, he's more aggressive, he's more opinionated. And result-oriented enough, never enough for Tom risk oriented, confrontational growth oriented. Then over 98% of all humans owners. So that's, that's as high as trait. And that drives everything about his pattern. Now he's all shut. Also has very high social ability, but because his, his autonomy trait is higher than that social ability trait, Tom needs to win more than he needs, wants, and seek social acceptance.

Stanton Williams (23m 13s):

So he's going to be more selective in professional and in his use of that social ability. So when he sees an opp an opportunity to win or to advance a position, he will turn on the charm. He'll light up a room. He's motivational, he's a, he can be inspirational, is intuitive with people. He can glue people, you know, glue people together, persuasive, influential, but he's going to do it on a selective or professional basis. He's not going to do that in a, in a setting where he doesn't see that there's a to do that. He's not going to do it to feel good about himself. He's going to do it for a purpose. So yes, he has social ability, but the real, the relation of that trait to his autonomy trait is significant.

Stanton Williams (23m 60s):

It also makes the Tom based on these, based on that, that relation is data-driven, it means that metrics pick a language to him. It means that he's going to run his business and make decisions based on data that he's going to look for data points when he makes decisions for him, experience is just a data point. It doesn't mean he's going to rely on previous experience. If there are other, other data points, we're also also measuring his patients extreme lack thereof, the norm. So 98% of all humans on earth are more patient. He's extremely impatient.

Stanton Williams (24m 40s):

He's extremely intensive, extremely restless. He has an extreme sense of urgency. He is. He has to work at

listening because his nature is he's. He's a, he's a shiny object kind of guy, and he's, he can be easily distracted, but, but when it comes to we measure change agents, two different ways, the, the autonomy trade is the innovation we've got to innovate. We've got to get bigger, stronger, faster in this, this impatience trade is now, we've got, we've got to, we've got to innovate and we got to do it now. So when we are looking for the change agent, we know how to identify that because we're measuring that.

Stanton Williams (25m 24s):

And one of two different ways in this case, he's got both. So he's 98% of all humans move in at a more to methodically for, for him. So that's, this has been the case throughout his career. And one of the, one of the things that I have to believe has led to a success is that he's just, he's the inspiration. And he's the guy pushing his team forward for these reasons also measure conformity with rules, policies, and procedures. And in this case, Mr. Tom is a non-conformist 98% of all humans are more naturally conforming.

Stanton Williams (26m 5s):

So he's going to be selective per conformist. I mean, there are certain things that really do matter to Tom. And if, if I were to miss one of those things, or one of his team members want to miss one of the things, he would let them know about it in a heartbeat, but this is not a guy whose first question is, Hey, Hey, what are the rules? So I can follow the rules because Tom would say, action reveals opportunity. That analysis never will. So we, yeah, we need to get the analysis, but we got to get started. We got, we can build that plane, but we can do it. We can get it into flight as we're getting it built. And, and, you know, I also say that no one changed the world by playing it safe, because this is, this is a man, this is a man of action.

Stanton Williams (26m 50s):

So, so that's the gift. Now. Now the, the other side of that is Tom is learned earlier much earlier his career, that he needs the right amount of execution and the right amount of precision and the right amount of perfection around him to help with these things, because he is so big picture. So macro, so conceptual that that's his gift setting the vision driving for the results, but getting the people that are great at making sure that we're executing on the vision is always going to be important for people like Tom.

Tom Bronson (27m 29s):

Wow. But that is extremely accurate. All of those things, you know, it's funny, I had, I don't think I've mentioned this to you because you just got back from vacation. I had a happy hour last week with, with Jason Williford, you know, also with a culture index. And I was laying out for him, a sort of a business strategy that I had, and he said, Hey, so wait a minute. What are, what's your, what type of a, what's your CIA? And I said, I'm a trailblazer. He goes, okay, got it. And then as we kind of go through this, he thought about it for a little while.

Tom Bronson (28m 9s):

And then he started firing questions at me about details about how this is going to work and how that's going

to work. And I said, stop, I'm a trailblazer. Those things don't matter. Those will fall into place to me as I'm rolling this train down the track. Is that a good descriptor?

Stanton Williams (28m 28s):

Yeah. No, it, it is no action. No action reveals those opportunities. So we got it. We got to get that thing going.

Tom Bronson (28m 39s):

Yeah. It's to me, it's, let's get going and we'll figure out the details as we need to figure out the details. And so I just thought that that was funny that someone like Jason, who is so well familiar with culture index, even knowing that I was a trailblazer, as soon as I told him, this is not important, he goes, oh, that's right.

Trailblazer.

Stanton Williams (28m 57s):

All right. Well, if he were to see the width of the pattern and trailblazers on a trailblazer, so there's, you know, this, this is about as wide as we see.

Tom Bronson (29m 9s):

Right. Right. So, so now let's say that that I'm applying for a job and what should the hiring manager, what should the hiring person or the interviewing person, they now learn from me? What kind of jobs am I good for? Or what if I was applying for, let's say an operational role, would you eliminate me in this case? If I'm applying for sales and am I, am I right for that kind a role?

Stanton Williams (29m 42s):

Yeah. A good question. So the answer to that question, Tom is going to be based on the company because you know, certain companies are looking for certain types of traits and certain roles that might be counterintuitive for others, but this is this. What, what I, what I can say is this is a pattern that is gifted it taking us into uncharted waters. So what I, what I would never, you know, what I never want to do with someone like this is put them in a role where we're asking them to maintain that that's not going to work. I mean, that, that would, first of all, I don't even know how we would hire someone, but when I see your pattern, this is not, this is not a person that's eminently employable.

Stanton Williams (30m 31s):

So

Tom Bronson (30m 35s):

Yeah, you see my pattern and run runaway

Stanton Williams (30m 39s):

Likely employable at best, but that, so, you know, but, but meaning that th that you're more independent than over 98% of all humans. And that would be what leads to the, to that employment comment. But so taking us under an uncharted waters, this is someone who's naturally gifted at consulted sales. This is naturally someone who's gifted at innovating at pushing us forward at. So, so it's four proactive traits. So I've got it. If we're going to bring someone with these traits on, it's gotta be in a position where they can drive change, where they can innovate where their gift for shaking it up is valued.

Stanton Williams (31m 28s):

Because, you know, we've put this not everybody's ready for this. So the first question I would have is who would this person going to report to? And then I can walk and say, well, how well is that going to work? And we can see it. We can avert a train wreck, right? We can see the train wreck before it happens. So I don't want to do that to the candidate. I don't want to do that to the leader. And, but so sometimes the person we need is not the person that we want. And we've got to look at it from an organizational design standpoint. If we need a pattern like this, how are we going to set that person up for success? How willing are we to give Tom the freedom and the independence and the autonomy that he needs to do, what he needs to do?

Stanton Williams (32m 13s):

And if we're not ready for it, then we shouldn't bring it on.

Tom Bronson (32m 16s):

Well, and that's, I think that's the, the important thing here, right? And it's, that knowledge is so important. If you, if you understand, you know, where my strengths and weaknesses are, you can set up, even though I'm, what did you call it? Chronically unemployable. I think my, my wife calls it like Dave cop's wife, genetically unemployable. But, but if you understand where my strengths are, then you can set up and design the job function, right. To set me up for the best success for the, for the outcome of the company.

Tom Bronson (32m 56s):

Right. I just, I love that.

Stanton Williams (32m 59s):

Right. And not, and so there are trailblazers, not a trailblazer, so there are more narrow pattern trailblazers. And so it may be that for this, for the position that we need, we need a more narrow pattern. It may be that we need this wide pattern. And if we are just want to make sure that the, that the company is ready for this, I'm also Tom going to, if we're, if let's just say you're a candidate, then you know, we're going to look past some things that we don't pick up on. I'm gonna look for an, a natural humility. I'm gonna look for intellectual curiosity. I want to make sure that we're going to bring on someone who is, is properly aligned with that, that this person's goals and the organization's goals are in alignment.

Stanton Williams (33m 47s):

And that with all the gifts that a pattern like this has, I want to make sure I'm mitigating the potential downside of bringing that person on. So I'm going to ask some questions, just like Jason Waterford did of me when I started to make sure that he's not bringing on someone, who's going to be disruptive in a bad way.

Tom Bronson (34m 6s):

Right.

Stanton Williams (34m 8s):

You're battered is disruptive, but that can be good. It, we just want to make sure we're not bringing on someone who's disruptive in a negative way.

Tom Bronson (34m 17s):

You know, it's interesting that, that, I mean, the data here sort of shows what I already knew about myself years ago, I sold a company and went to work for that company, a publicly traded company. And I had built up a company through the years, sold it to this publicly traded company. And I thought, man, I have arrived. You know, I now work for a big publicly traded company. I'm an officer, you know, flying around in a private jet and doing all this stuff. And it was the worst four years of my life having to report to somebody else. And, and when, so I left there, you know, started something new. I sold that a few years ago.

Tom Bronson (34m 58s):

And when I remember sitting in the conference room, talking with the buyer and they were, they, we had spent the day talking through my management team and strengths and weaknesses and, and, you know, positions going forward. And at the end of the day, I said, okay, let's, you know, that's everybody let's wrap up and go have dinner. And they said, whoa, what about you? And I said, well, I discovered two things about myself 20 years ago when I sold a company. And that was number one, I'm a pretty decent CEO. I really am good at, at calling the shots and driving the train. Number two, I'm a terrible employee.

Tom Bronson (35m 40s):

And so I'm not coming on this deal. And so I'll stay as long as you need, but, but I'm not coming on because I know that that's me, right? That it, this the, I, I've got to be the driver and, and listening to other people call the shots is very difficult for me

Stanton Williams (36m 2s):

Because Tom, that the higher, the, I mean the larger, the employee count larger the company, the fewer patterns like yours, we tend to see. And that's the reason they just don't, they're, they're not, there's not, there's not a political bone in your body. And if it's, if you see it being the case, you're going to say it, and that's gonna, you know, those larger organizations are more political and you don't, you know, your patterns, doesn't, it's more entrepreneurial in nature. So you need to, you need to be in a more entrepreneurial environment.

Tom Bronson (36m 36s):

I used to, I used to hate that. Yes, we had back in those days, we had 13,000 employees and, and the people who were getting ahead were the ones who are very political. And I just had no political agenda whatsoever. I, I just don't think like that. Right. I'm trying to solve problems and, and, and build a business and whatever happens, happens. And, and that's interesting that the, the, it would show that. So, so are there, are there specific types of businesses that, that CIA has really made for, or is it kind of any business,

Stanton Williams (37m 13s):

Good question where we are drawn to what we're industry agnostic, but we're really a certain types of personalities are drawn to us and they tend to be the high growth, no nonsense. And I have time for mistakes. Data-driven results oriented gas pedals got to get bigger, stronger, faster. I have to scale. There are no excuses. Those are the types of organizations that are the leaders that are, that are attracted to us. And it's, it's, non-profit, it's for profit. So it just, it's going to be more on the, the personality of the leader and the leadership team, because we're not, we're not, we're, we're, we're valuable for a lot of situations, but we're not, you're not going to get the value of our program in a lifestyle business that you will, if this is, if the business has a high growth or wants to be high growth and is willing to make the decisions necessary to be high growth.

Tom Bronson (38m 17s):

And then in a way, what about the openness of the organization that just occurred to me that as I'm thinking about these things and using these to the advantage of the organization, would you, would you be a fan of like sharing, let's say a entire leadership team. And when I was at my last company, I had, I had a dozen direct reports running all different businesses for us. And, and would it be a wise idea to share the results with everybody? Or is it just something that you say, Hey, your supervisor needs to understand this about you?

Stanton Williams (38m 59s):

Well, so ideally in that case, how many leaders did you have 12?

Tom Bronson (39m 6s):

There were, there were 12 on our leadership team.

Stanton Williams (39m 8s):

Well, so, so ideally all 12 of those, we would have go through a, a two day intensive leadership training workshop where we're we're, we are helping each of the 12, not only understand themselves better, but understand each other better because most conflict can be explained by differences in these traits. Instead of he's a jerk, she's a jerk. She's not this, he's not that when you understand what the, what the, what the, what the wiring is. Okay. So I understand now it's not that he or she is, is meaning to be a certain way. It's a

lot of it has to do with wiring.

Stanton Williams (39m 49s):

Okay. So I can, it's easier for me to extend a little grace and then value them for the gifts that they have, and then give them a little getting to give them a little slack for what they're not. And the most successful clients that we have will we w they, they will, you know, they'll use this throughout the organization. So even people that don't go through the training will have their traits, maybe on their wall or on their workstation. And, and, and w they'll have things like likes this dislikes that do this. Don't do that just as a reminder, that before you have a visit with that person.

Stanton Williams (40m 30s):

Oh yeah. And don't remember who they are so that I set this conversation up to be most effective because my natural approach might not be nearly as effective as if I slow down a little bit and, and treat this person away. They want to be treated.

Tom Bronson (40m 46s):

Yeah. Yeah. Awesome. Well, before we go, we need to wrap up here in a few minutes, but before we go, what about a shameless plug for a culture index? What sets you guys apart from other assessment tools and how do you work with clients already? You know, just full disclosure to our audience. I already know this because I've recommended Stan to a number of our clients.

Stanton Williams (41m 9s):

Well, right. So, so we, what's different. I think that the thing that is most differentiating for us is that we it's the Moneyball for business, but we're going, we're going straight to the C-suite. We don't start with HR. This is not designed to be an HR tool. It's designed to be a tool that helps leaders drive results. It is used by HR, but it starts at the C-suite. And so it's the first program. The only program Tom I've ever been exposed to that taught me, or I was a client for, I started doing this, that taught me over two days, how to understand humans and ways that I'd never understood humans.

Stanton Williams (41m 57s):

So then instead of relying on somebody interpreting a narrative to tell me how to make decisions, I was able to make decisions based on the knowledge that, that I'd been trained on. I'm going through that class. I'm like, I can't believe at that time I was 48 years old. How am I just learning this? And I was, I'm 48 years old. Now I'm a lot older than that now, but that's so, so it was life changing from that standpoint. It's so it's, it's the, it's the teaching of language. It's the, it's the equipping leaders to be able to make the decisions. It's teaching people how to fish and then being the fishing guide.

Stanton Williams (42m 38s):

And, and what do I love doing more than anything is growing a business, but if I'm not doing that myself, the

next best thing is helping other people do it because everybody's has the same type challenges. Right?

Tom Bronson (42m 53s):

Yes. And I love the way you guys call yourselves, you know, your business advisers, right. You're there to really advise the business owner based on the data that you're gathering about the business. Now, before we go to, I'd be remiss. You and I had a great conversation prior to recording, talking about your recent trip to Kilimanjaro. You just got back this week. I know that. So just give us a little bit of taste of what that was like.

Stanton Williams (43m 24s):

Yeah. So this was a, th this was an incredible experience. I went with my boys, my boys are 28 and 24. And, you know, from my perspective, I was an incredible dad. Their perspective is one. And so, you know, they, they were able to pick up on some things that I didn't realize that I might might've been able to do better than I did. And so I think one of the things I wanted to do was, was really bond with them again. And we did, and I, a window, when a challenge would come up, instead of me going in and fixing it, which is my nature, I forced myself to back off and I let them take charge.

Stanton Williams (44m 7s):

And they, one of them in particular handled it the way I would have, but it was okay if he did it. And it was better that he did it. So I was able to sit back as a dad and let them do that. But from a, you know, kill it and kill the Jara was, it was a, it was a magical experience in a lot of ways that the beauty, the people Tanzania, there were 10 of us that did the hike or the climb. And we had 50 support staff that helped us, whether they be guides, kitchen staff, carrying the, the toilets up to the mountain and down, we were treated here.

Tom Bronson (44m 47s):

And did you just say carrying pilots up and down the mountain?

Stanton Williams (44m 51s):

Yeah. Yeah. That was a, that was a bonus that I didn't anticipate. So I've got, I've got to throw in a plug for Ian Taylor tracking because I can't imagine anyone doing it better. They were, they were in are amazing. And it's not just that, but they give back to their people and they make sure that those people are taken care of. So it was, it was an incredible, magical experience that my kids won't have one of my more verbal son. It said male was perfect. Couldn't have been better. And I, I agree with him. We were so well taken care of fed. We were, I thought I was going to gain weight because we had three course meals, three times a day from this kitchen staff.

Stanton Williams (45m 35s):

And they would just move in. The whole group would move the city. And the last one was the lead, the first ones to show up and we show up to the camp and we would, the tents would be set up and could food would already be cooking and, you know, it was magical. And then we went on a safari that was saying, these

animals in their natural habitat is pretty amazing too.

Tom Bronson (45m 56s):

Oh, I bet. I bet. I just, I just can't imagine, you know, I was sharing that with my wife before we got onto record here. And she said, well, that's one of those experiences that I'm just going to have to live vicariously. I'll bet. It's not. I bet it, did you have to get in shape before you went?

Stanton Williams (46m 17s):

Yes, sir. That was one thing that I was very concerned about because as it turned out, Tom, I was the, I was the senior in the group and there were a lot of people that were well. So there was me at 56 and someone else at 53 and then the next oldest was 32.

Tom Bronson (46m 44s):

Wow.

Stanton Williams (46m 47s):

So I, I started in January, so we left in June 22nd, but I was, I started in January really working to get ready for this because I did not want to have issues on that mountain.

Tom Bronson (47m 2s):

Wow. The whole trip from beginning then what is this like a, we, you leaving from here even where you gone two weeks, three weeks.

Stanton Williams (47m 11s):

Yeah. Left on the 22nd. Got back on July 8th. So, so it was, you know, some of those were travel days, but it was, but it was a really, I don't know that it could have been better. And I, I, we loved the people are really miss those guys.

Tom Bronson (47m 29s):

That's awesome. That's awesome. That's, that's the way you want a trip like that. Especially, you know, the bonding time with, with sons that's yeah. You, you will, that'll be a memory that will last for the rest of their lives. And so that's so important. All right, before we go, we'll have to ask my last business question here. This is all about maximizing business value. And thanks for that little diversion. What's the one most important thing you recommend business owners do to build value in their business

Stanton Williams (48m 1s):

To build value. So for it all, it starts at the leadership team. So we've got, if we can get that leadership team, right, first of all, where are we today? Where do we want to be? Do we have the leadership team to get us there? If we get the leadership team there, the leadership team will do the rest of the work, right? So, and

there's not one formula, it's a matter of what are the goals and what are we really going to need to get there, but we can pretty quickly back into who, who the right people are in those seats. We get that right. As you know, the right leaders are gonna take care of everything else.

Tom Bronson (48m 39s):

Yeah. I love that. Yeah. I think you're right. And of course you've done so well, but I can't let you off without asking about us question. And that is what personality trait revealed in culture index or not has gotten you into the most trouble through the years.

Stanton Williams (48m 60s):

Well, I am, I have an extreme Lehigh. I have a 90th percentile, high autonomy tray, which has served me well, but it's gotten me into a lot of trouble because that means that it's higher than 98% of all humans, which means I can unintentionally annoy 98% of all humans. So that's, so that's that, that that's been when I was younger, Tom, because I, because there's nothing naturally humble about me. I, I didn't see the need to modify our, our, to be aware of it.

Stanton Williams (49m 45s):

And so there was some unnecessary suffering along the way. So even when I am aware of it, I still can mess up. And I'm best when I can have people around me that can let me know when I do that so that I can fix it. Cause I don't want to do that. But that's when that's been, there've been times since you asked, there've been times, I thought some ways I might dial that back down a little because it, because it can get me into some trouble.

Tom Bronson (50m 11s):

Yeah, no doubt. No doubt. I've I've of course the similar issue. So how can our viewers and listeners get in touch with you

Stanton Williams (50m 20s):

SWilliams@cultureindex.com or at 8 1 7 4 8 0 7 5 5 7.

Tom Bronson (50m 32s):

Awesome. Awesome. And a few, if they reach out to you, I believe that you will even do a culture index for them just to, just to get a taste for what it feels like. Right.

Stanton Williams (50m 44s):

Right. Well, our brochure is what we call the demo or the diagnostics. So we'll let you do a hundred of these limited. So yeah, if you're interested in what the insight, that's the way that's our brochure.

Tom Bronson (50m 58s):

Awesome. Well, thank you Stan, for sharing your insights and thank you for being our guest today.

Stanton Williams (51m 3s):

Thank you, Tom.

Tom Bronson (51m 5s):

You can find Stanton Williams on LinkedIn, of course, at sWilliams@cultureindex.com. Or of course you can always reach out to me and I will be happy to make a warm introduction to my good friend. Next week, we continue to series and we'll find out more interesting stuff about my assessments. You don't want to miss that. This is the maximize business value podcast, where we give practical advice to business owners on how to build long-term sustainable value in your business. Be sure to tune in each week and follow us wherever you found this podcast. And give us a comment or a suggestion for anything that you'd like to learn about in the future.

Tom Bronson (51m 45s):

We would love to podcast about it until next time. I'm Tom Bronson, reminding you to use assessments wisely in your business while you maximize business value.

Announcer (51m 59s):

If you're tuning into the maximize business value podcast with Tom Brunson, his podcast is brought to you by mastery partners, where our mission is to equip business owners to maximize business value so they can transition on their terms on how to build long-term sustainable business value and get free value building tools by visiting our website, www.masterypartners.com that's master with a Y mastery partners.com. Check it out.

Tom Bronson (52m 45s):

That was perfect. I wouldn't make any changes.