3025 You Dont Have a People Problem

People Fieldbook · https://kb.jeffreysummers.com/docs/3025-you-dont-have-a-people-problem-2/

The Demand

Before you post your next job listing, you name three things your current environment rewards that you do not want it to reward. If you cannot name them, you are about to hire into the same broken instruction set that produced the turnover you are trying to solve — and the new hire will default to it exactly like the last one did.

The Work

1. Write down what your environment currently rewards, what it ignores, what it celebrates, what it corrects, and what it lets slide. Answer all five before you do anything else.
2. Circle every answer that does not match the cast behavior you actually want. These are the defaults running the building right now.
3. For each circled item, write the specific change you will make this week: what you will start correcting, what you will stop letting slide, what you will start celebrating instead.
4. Hold off on any open req until you have made at least one of these changes. Fix the environment first, then hire into it.

This week, you name and change at least one default your environment has been running on, before you fill a single open shift with a new hire.