3180 The Tool Only Works If You Built the Foundation First

People Fieldbook · https://kb.jeffreysummers.com/docs/3180-the-tool-only-works-if-you-built-the-foundation-first-2/

The Demand

This week, you check whether you are using motivational-driver tools like the Primal Question model to manage a hiring problem instead of fixing it. If your best communication technique is being spent trying to activate intrinsic motivation in someone who was hired for availability, not fit, you are managing a structural problem one conversation at a time and it will not compound the way a right hire does.

The Work

1. List your cast members where you find yourself repeatedly adjusting your communication style to get baseline performance — managing around anxiety, deflation, or disengagement.
2. For each one, ask honestly: was this person hired for intrinsic fit with the Guest-first standard, or were they hired to fill an open shift.
3. For the ones hired right, keep using what you know about their driver — security, significance, belonging, achievement — to amplify what is already there. Note it and use it in your next one-on-one.
4. For the ones hired for availability, stop expecting the communication tool to fix the foundation. Flag them for a direct conversation about fit, or flag your next opening to hire differently.
5. Before your next hire, write down what intrinsic motivation you are screening for, not just what shifts they can cover.

This week, you sort your current communication effort between amplifying a right hire and compensating for a wrong one, and you change how you screen your next hire accordingly.