

# Leading with People First.



Building Culture, Trust & Resilience in Tough Times

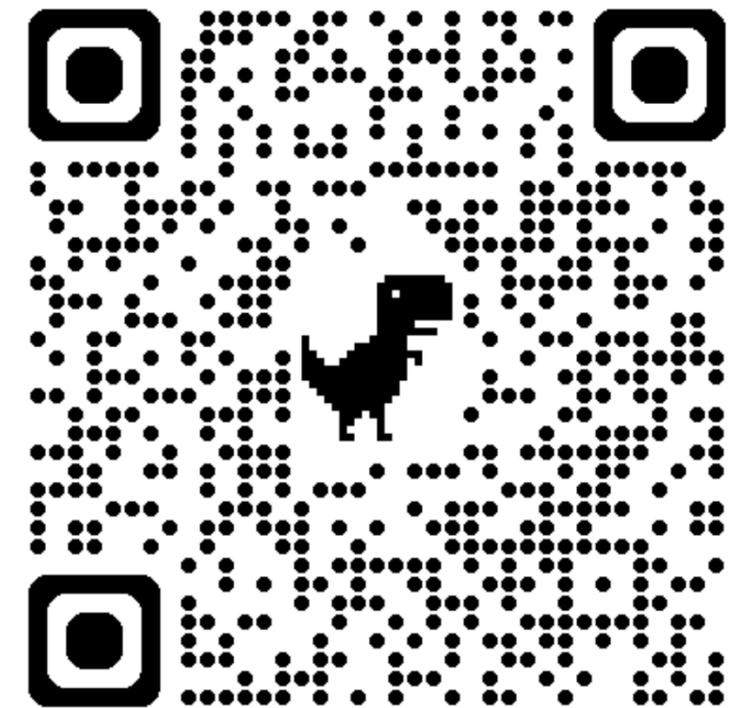


# Introduction

*“Most people think leadership is about control.  
We know it’s about trust.”*

- 25 years of transportation experience
- 8 years of business ownership
- 43 years of trying

Professional learner, too much communicator, vulnerability tester, big mouth conductor, struggling delegator, & truth speaker.



Let's be friends....

# **Story Time.**

---

Party of 8... Passion of a 1000.

# What are we talking about today?

*"Clients do not come first. Employees come first. If you take care of your employees, they will take care of the clients." – Richard Branson*



**Lead teams with transparency, empathy & trust**

→ 85% of employees say trust in leadership impacts engagement (Edelman Trust Barometer 2024).

**Align culture, performance & purpose**

→ 4x higher revenue growth when aligned (Glassdoor).

**Get great talent to stay**

→ 82% leave for reasons other than pay (Gallup).

**Resilience in the work place**

→ All things start at the top - how to bring your company to life in challenging times.

**The Future & Prepping for it NOW**

→ Focusing on the future today and evolving employees for the next chapter of technologies.



# Leading with Transparency, Empathy & Trust

*Teams with high trust are 12x more likely to deliver excellent results.* Source: Swift Trust Study

01

Active listening, empathy, and vulnerability. These behaviors increase discretionary effort.

02

Candor:

- Talk through “failures”
- Share P&L - Open Book
- Communicate the HOW of NOW

# THE EOS MODEL®

The EOS Model provides a visual illustration of the Six Key Components™ of any business that must be managed and strengthened to be a great business. This model applies to big and small businesses alike, in any industry.



# Align Culture, Performance & Purpose

## Culture

EOS Framework

Vision & Mission

Fun

Core Values

## Accountability

Scorecards

Audits

Level 10 Meetings - ALL departments

Goals specific to each role

## Communication

Townhalls

Think Tank Sessions

One on One's Consistently

Clarity with communication tools

**Companies with high-trust cultures outperform peers by 286% in total return to shareholders (Harvard Business Review).**

# Proven Process

How does my work matter to our ecosystem?



## Results

**53%**

Employees who experience role clarity are **53% more efficient and 27% more effective** than those with unclear roles.

**87%**

**87% of employees say meaningful recognition impacts job satisfaction.**

## Strategy

- When employees have clarity in their role and are confident in their competence, **they're more likely to "take charge"** and go beyond just doing their core duties.
- **Create a system of reward** for success that is beyond monetary value.
- Having a process shows people how they "fit" within the puzzle and **why they matter.**

Leading with people first.



# Retaining Talent Against Short-Term Perks.

People stay for meaning, not perks.

# 80%

employees value growth & meaningful work over pay increases.

Source: PwC 2024

Transparency + recognition outweigh competitors' short-term perks.

## Short Term Perks

- One Time Bonus →
- Free Coffee & Snacks →
- Swag →
- Pizza lunches →
- Ping Pong Tables →
- Some other weird perk →

## Loyalty & Career Growth Programs

- Clear promotion pathways
- Mentorship & Training Programs
- Pick benefits that matter to YOU
- Recognition program aligned with values
- Trust & Feedback - Projects
- Round Tables & Think Tanks

# The Evolution of Resilience

Change is our **Constant** - and our **Superpower**

Year	Evolution	Leadership Message
2017	Candor Launches	<i>The start of a vision.</i>
2018–2020	Ownership change, 2 office moves + COVID	<i>Adaptability under pressure.</i>
2021–2023	2 TMS transitions, team rebuilds	<i>Testing, learning, and improving.</i>
2024–2025	New systems, new leaders, new focus	<i>Built trust through transparency.</i>

Amid all this change, how do you keep your employees steady and confident?

# Story Time.

---

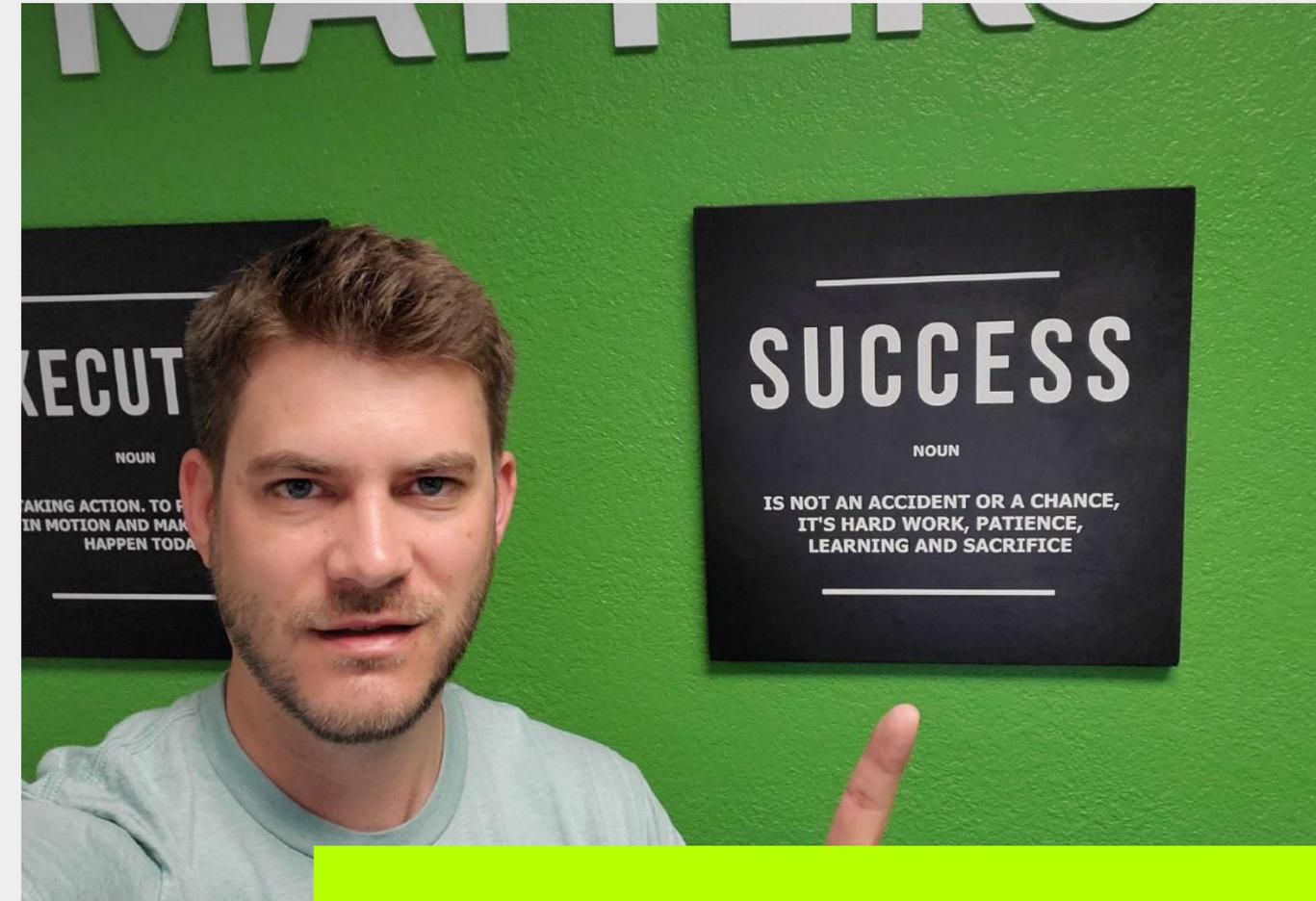
Resilience isn't about staying the course at all costs — it's about listening, learning, and leading through the pivot.

# Resilience in Real Time

Test → Talk → Tweak → Thrive.

- **Test it** - pilot small.
- **Discuss it** - openly through debriefs with all stakeholders.
- **Tweak or terminate** - no ego. Just data and dialogue,
- **Transition fast** - clarity & communication.

*We don't fail fast — we learn fast. That's resilience.*



# 31%

In companies where leaders admit mistakes, employee trust rises by 31% and innovation improves by 23%.”

(Source: MIT Sloan Management Review, 2024)

# Leading Yourself First

Personal Resilience and Self-Check-ins.

## re·sil·ience

Resilience is the capacity to recover quickly from difficulties, adapt to change, and keep moving forward despite challenges or stressors.

Lead Yourself → Lead Others → Lead Culture.



“Resilience isn’t about standing tall when everything’s perfect, it’s about standing back up when everything’s not.”

- Nicole Glenn

# Humans Doing What Only Humans Can Do.

## Get Uncomfortable on Purpose

AI and automation aren't coming for our jobs — they're coming for our routines.

So instead of giving our team 'the scaries,' we've decided to make them uncomfortable on purpose — because the future belongs to the people who can do what AI can't.

**25%**

*Teams with high communication competence see 25% higher retention and 30% faster skill adoption during digital transformation.*

McKinsey 2024

**73%**

*73% of workers fear AI will replace parts of their role — but 85% say training and leadership communication reduces that fear.*

Deloitte Human Capital Trends 2024



**Hard times don't create heroes. It is during the hard times when the hero within us emerges.**

—Unknown



# Conclusion:

## Consistency is Key.

- ✓ Pick an operating system or consistent tools for your business
- ✓ Communication - Openly discuss your current position and your business's future direction.
- ✓ Turn a wrong into a learning lesson and be vulnerable at times.
- ✓ Always look ahead and bring your team along for the ride.



# Additional Resources

Hey Smarty Pants.....

For our overachievers sitting in the front row.

**Yes, you.**

In a boundaryless world, work isn't defined by jobs, the workplace isn't a specific place, and many workers aren't traditional employees. Those who partner with workers and experiment with what's possible will create sustainable work models and elevated outcomes—making work better for humans and humans better at work.™

Gino Wickman's EOS Series Books - Traction

<https://hbr.org/2019/07/leading-with-trust>

<https://www.ajoconnor.com/the-power-of-transparent-communication-a-vital-leadership-competency/>

<https://www.deloitte.com/us/en/insights/topics/talent/human-capital-trends/2023.html#explore>