

Aron Ain: I believe that really great people have choices where they work, and if you're going to make a decision to go hire great people, which I think all companies try to do, then you better make sure that you have a great environment, because if you don't, those really good people will go elsewhere.

(Intro Music)

Robert Glazer: Welcome to Elevate, a podcast about achievement, personal growth and pushing limits in leadership and life. I'm Robert Glazer, and I chat with world class performers who have committed to elevating their own life, pushing the limits of their capacity, and helping others do the same.

Lenox Powell: This episode was previously recorded and published on the Outperform Podcast.

Robert Glazer: Our quote for today is from the wisdom of Tina Fey, and that is, "Being the boss almost never involves marching around, waving your arms, and chanting, 'I am the boss.'" Our guest today, Aron Ain, knows this all too well. He's the CEO of Kronos, a \$1.4 billion workforce management software company, and the author of the recently published work *Inspired: how to build an organization where everyone loves to work*. As a business leader and highly experienced boss, he's led a 5,000 person company through impressive worldwide growth while retaining a family first philosophy that continues to fuel the business. Aron, welcome. It's a honor to have you on Outperform.

Aron Ain: Thanks, Bob. My honor as well.

Robert Glazer: We don't want to say that you started in the mail room, but you've had a long journey with Kronos, starting there out of college in marketing and sales roles, and then you held I think almost every functional role in the company up until when you were named CEO, so I'd love to hear a little bit about what it was like when you started there in 1979, and was it a place everyone loved to work back then?

Aron Ain: I was 21 years old, had just graduated from college, and there were three founders at the company, and the company had been around for maybe a year, and maybe I was roughly the tenth employee. One of those three founders was my older brother, who is 15 years older than me, and I was unsure of what I wanted to do when I was graduating college. He said, "Well, why don't you come help me and my partners get Kronos started?" I said, "Boston sounds like a fun place to live," and I decided to go give it a try, and I never thought I would last this long. I guess it was like any startup, although I wasn't sure I understand what any startup was like then. What I mean by that specifically, we all did everything. We did what we had to do to help us move forward. It was exciting. It was energetic. It was nice to be part of something that we believed in. I used to work six, seven days a week, not because I had to, but because I wanted to, so it was small. We were on the third floor of a walkup in Brighton, Massachusetts.

Robert Glazer: Yeah, there's a lot of stories that have started in Brighton. A lot of people live there right out of college. I did at some point, too. I'm curious, when you started at Kronos, that's been your only job. Who influenced you the most as a manager when you first starting

out, and then what were some of the things they did to help you become a better manager, and eventually a better leader?

Aron Ain: That's a good question, so people ask me that, and I really can't say that there were a lot of deep influencers for me as a leader and a manager. It wasn't the environment then. We were so focused, if you will, on the clinical aspects of the job, that in many ways I'm self-taught, and I took my basic foundations of how I was brought up by my parents and my family, and what I learned, and what was important to me in terms of how to treat people, and do the right thing, and I kind of developed my own cadence of what I thought a good leader should be, and a good manager should be, but it wasn't something that I really felt that I was taught. Quite frankly, when I talk to other people with similar situations even today, who they're really early in startups, they tell me a lot of the same things, that companies don't have time as much as startups to focus on some of those soft aspects of who you are, and what you need to do.

Robert Glazer: Did you have a mentor at all?

Aron Ain: I don't think I had a defined mentor. I had people I worked for who I learned from their experience, but in many cases, they weren't that much older than I was, because it was a young company, and we were all to some extent learning and growing together. Certainly I learned from those people, and I learned from partners who I interacted with. I learned from customers, and I was just ... I still am a sponge. I just love to learn from other people.

Robert Glazer: I've found the best leaders tend to be really guided by a set of personal core values as their swim lane, so I'm curious, what are some of the values, then, that you brought personally to leadership which you thought were important in terms of your authentic leadership?

Aron Ain: Yup. Don't ask people to do things that I wouldn't do myself. Treat people with dignity, respect, being thoughtful and kind. Communicating actively what's on my mind, trusting people to do the right things. I'm certainly working hard, and putting the effort in. Those are core components that have helped me be I think successful, and they're core to who I am today, and it's evolved from there, but for the most part, those are key components of my belief system.

Robert Glazer: There are a lot of people who think that those things are great, but they tend to be mutually exclusive with performance, so can you talk a little bit about how you've addressed that at Kronos over the years, in terms of someone who really meets all those personal values, but just struggling in their role, a job I can't do, what it is that they need to do? Obviously the company's grown a lot, so you've made some tough decisions.

Aron Ain: Yeah, I certainly believe that they connect directly. I clearly believe that business outcomes are driven by an engaged workforce. I believe with all my heart that great companies are driven by great people, and in order to have great people come work for you, and more importantly, to have great people stay with you, you have to have an engaged workforce, and so an engaged workforce is defined by a workforce that's

trusting, and thoughtful, and people have great managers who they work for, who you communicate with them, who you collaborate with, who you're transparent with, and I think they go together hand in hand. I don't think it's an accident that in 2005, when we decided to get really serious in the areas of employee engagement, our business really took off even faster than it had in prior periods. Look, I believe that really great people have choices where they work, and if you're going to make a decision to go hire great people, which I think all companies try to do, then you better make sure that you have a great environment, because if you don't, those really good people will go elsewhere.

If you can find a way to create an engaged environment, where people are working for wonderful people, who they believe in what you're trying to do, who you're supporting them and their families, who you're understanding the focus on work-life balance, then I believe you will produce better outcomes, because those great people will be fully engaged and perform.

Robert Glazer: Yeah. Thank you for sharing that. I think that's a ... You had this view. It's a more popular view now, but I think when you became CEO in 2005. This is not something as widely discussed, so clearly a pioneer in this space. When you became CEO, was that just an evolution of the various roles that you had taken? Was that a job you wanted at the time, or what sort of events led up to that?

Aron Ain: I think what happened was that my brother was the CEO from when the company was founded, and he had been the CEO for 28 years in 2005, and I think he was at the point in his career where he wanted to move on, and not be doing this full-time. At the time, I was the COO, and until I was made the COO in 2002, I never really thought that I would be the CEO. I thought that he would just keep doing his role indefinitely, and when that happened, we started talking about succession, and I had an opportunity to assume that role, but up until that period, 2002, it wasn't something that I aspired to do, and it wasn't something that I thought I would have an opportunity to do.

Robert Glazer: How big was the company when you became CEO?

Aron Ain: It was about \$500 million in revenue, so we founded in '77, shipped our first product in '79, and in 2005, about a half a billion.

Robert Glazer: You and your team, and as you said, have focused on employee engagement as a growth strategy. I'd love to hear a little more about what you did when you became CEO to actualize that, and how it plays out day to day throughout your organization.

Aron Ain: Okay. Good question. I always would see other companies winning these awards as a best place to work, and I always ... I remember saying to myself, "Why can't we be one of those companies?" When I had an opportunity to be the CEO, I was able to put some of my ideas into play to try to drive towards that outcome. Then it was trying to figure out what it would take to do that, and I don't think we clearly understood what employee engagement was back then. I don't think we clearly understood what it meant to be a world-class employer. I think we understood what it meant to be a good employer, but not a great employer, and so I put my mind to creating infrastructure,

included people, and programs, and processes, and resources to become deeply focused in this area of creating a more engaged culture, and certainly an early goal was to win one of these awards as a great place to work, so I remember we're in the Boston area, one of the places where they would give this award would be the Boston Globe Best Places to Work. When we finally made it into the top 25, we were number 21.

Then we went to 11, then we went to number four, and then all of a sudden, we were number one, and we kept trying to improve in those areas, and we wanted to do better. It focused on the various programs we put in place around, specific programs around how we treat people from a work-life balance, what we do for time off, and the benefits we offer, from having great managers, but it also focused on this whole idea of transparency, trust, communications as well, so it was both the soft things, and I would call the hard things that made a difference.

Robert Glazer: It sounds like it wasn't overnight, and you guys had a consistent focus on employee engagement, and were moving up those lists. Can you talk about some of the anchor programs that you did, that were really differentiator, that you could see made the difference from the year you were number 20, and then moved up to number five? I know it's a lot of incremental improvements, but there must have been some things that you guys did that really, really stood out from marketplace.

Aron Ain: Yup. The first thing we did was start taking a more systematic approach to the engagement surveys we did. Instead of just judging our scores, and looking at our results, we started actively focusing on the comments, and we started holding our team members, particularly managers, accountable for improvements within their group, so we would say, "Okay, your engagement of your combined team that you manage was 62. Not thrilled about 62." What I'm really going to look at is, what is it going to be six months from now, so it's something higher than 62 as we march towards improvement. We would ask them, and train managers, to sit down with their teams, and go over those engagement results to discuss why we were rated, why the people on their teams rated the engagement with the company at those levels. That was the start of the march towards improving the engagement from that perspective. That was the big defining thing that we did, and then we added additional programs that I'm happy to talk about as well.

Robert Glazer: Yeah, I'd love to hear any examples you'd want to share.

Aron Ain: Sure, so we at some point had a deep belief that we wanted to find a better way to balance between people's lives at Kronos, and lives outside of Kronos, so we started to actively focus on a whole world of work-life balance, and tried to understand various dimensions of that, I.e. let people work from home. Trust them that they would get their work done. Try to focus on working moms who might have their second child, young women who were really superstars at Kronos, and were concerned whether they could really come back and work full-time. We would say, "How about working part-time? How about working from home? How about finding ways that we can get you to still stay within the company to do those things?" Those were important, big steps, and that dealt with the whole area of trust, and telling people that we trusted them by our

actions, not just our words. Another big defining ... Certainly it's a characteristic of who we are today but what we did was our whole My Time that we introduced.

In the period 2014-2015, we were having trouble filling spots from a recruiting perspective, so I sat down with the recruiting department, said, "What can we do to be more effective?" We discussed a whole bunch of ideas, and one of them was this idea of time off, where we were trying to hire people who were in their thirties, forties, and fifties, who had been at other companies for a while, and they had accumulated the ability to get four, five, six weeks of vacation a year, and they didn't want to come to a new job starting back over at three weeks, and that led us to introduce our whole My Time program, which basically allowed people to take as much time off as they wanted to, as long as they got their work done. They had to get approval, and they had to ... Everybody couldn't go at the same time. That, by the way, is why trust also is important, because we trusted them to do that, and perhaps the final thing that we did recently, and by the way, we're still trying to improve, was taking this idea that everybody deserves a great manager, taking this idea that people join companies because of the company, but they leave because of who they work for.

Trying to create a program where we could measure the effectiveness of people who worked at the company as a manager with their people, because one of the things we realized was that people, when they do surveys, traditional engagement surveys, they're answering questions because it's how the questions are asked that focus on the relationship between the employee and the company. How's your pay? How are your benefits? Do you understand the strategy? Do you have the tools to do your job? But they don't focus as actively on the relationship between the employee and their manager, and that was the final big breakthrough for us, because now we hold all 800 people managers accountable to how they do in terms of leading their teams.

Robert Glazer: A question about that, and those are some great examples. One of the things I've found, we've found in our company as its grown, and talking to a lot of my peers is that you have a lot of individual contributors who end up moving into managerial roles, and they're just not good managers and leaders. They're much better sort of individualists, and doing something and being responsible for it. What have you done? What is your approach when you do these surveys, and you find out that Suzy is just a terrible manager, and none for people want to work for her?

Aron Ain: Suzy's usually always a great manager. It's Bill who we struggle with, but put that aside for a minute. What we did towards that problem is, maybe five, six, seven years ago, we introduced a custom design manager leadership program at Kronos called Courage to Lead. It starts with the basic concept that it takes a lot of courage to be a great manager. It's very hard to be a great manager who likes to have difficult conversations that affect people negatively, so we thought, oh, we check the box. We've trained all of our managers on our multi-day Courage to Lead program. What we didn't recognize at the time was that some people took to that training, and it helped them improve, and other people didn't. That's what led us to put our manager effectiveness body of work in place around survey tools, so now, twice a year, we survey every employee, and we ask them 19 questions about their relationship with their manager. Every manager at Kronos has a manager effectiveness index. Every manager knows what their team collectively thinks

about their performance as a leader, and that's made a tremendous difference, and we give them that feedback.

They see what it is, and we encourage them to improve against the dimensions that are measured from that manager effectiveness. Let me say one thing about it. We have now proven statistically through a whole body of analytics around these surveys, that our managers have the highest manager effectiveness index, MEI, have the lowest turnover and the highest engagement. The opposite is our managers with the lowest MEI have the highest turnover and the lowest engagement. Yet all those people work for the same company. They all get the same benefits. They all follow the same compliance. The only difference is who they work for.

Robert Glazer: It's interesting. I was going to ask you this earlier, but now it comes up again, so you're very open with a lot of this stuff, so how have you set the culture of psychological safety, where people are willing to share that, or obviously if a manager's looking at their effectiveness score, and they have three people on their team, and they were ranked really poorly, they know that it's one of them, how have you set the standard to stop retribution, or stop them putting their people in the penalty box for ranking them poorly?

Aron Ain: It's a lot of work to do that. First of all, you have to get at least three people participate, or else you'll report the results back for the reason you just said. We find that three or more seems to be able to protect people, but we hold the managers accountable for the result of those manager effectiveness index work, and so that's why we do it every six months. A manager can't hide behind retribution forever. Their results are coming out. Every six months in those particular areas. Furthermore, though, I believe people want to do better for the most part, and I can't manage these programs by the lowest common denominator. We have managers that thought they were really good managers. Why? Because the engagement of their organization was really high. Why did they then think they weren't good managers? Because they got their MEI back, and their MEI was low. How could that be possible? Because remember, traditional engagement surveys measure the relationship between the employee and the company. It's very possible that they had a high engagement score in that relationship, but their relationship with their manager was low. When managers got that, they actually thought they were doing a good job, because they said, "Look at how engaged my people are."

It wasn't until they got their MEI back that they realized they were missing it as a manager, and most of the people who got those low MEI scores have worked really hard to bring those scores up, and the ones who don't, then we move them out of being managers.

Robert Glazer: Do you believe that some people just aren't meant to manage, and that there's a ...

Aron Ain: Of course.

Robert Glazer: Yeah, but the system has encouraged ... They believe they have to manage to move up, when I think there's a lot of great roles for contributors. There's a great salesperson who's just not a good sales manager, and they can earn more money by selling more.

Aron Ain: What we did a long time ago, let's take engineering as an example.

Robert Glazer: Yeah.

Aron Ain: We have both a manager track and a non-manager track, and if we call a top level manager an E20, an Exempt 20, it's the highest compensation, there are people who work for that person who could be a T20, a technical contributor, who could make the same if not more than an E20, and they never manage anyone. We a long time ago realized that, and we work really hard not to say the only way to make more money is to be a manager. Not true at Kronos. We reward highly skilled technical individual contributors at the same level as, if not more than we reward managers.

Robert Glazer: So you say to people, "Figure out what you want to do. We have careers for both of these types, but it's not ... It's about what you want to do. It's not about moving up the ladder."

Aron Ain: It's not just what you want to do. It's what we think you can do.

Robert Glazer: Yeah.

Aron Ain: We have conversations where we don't think you'd be a great manager, but why do you want to be a great manager? Be an individual contributor, you'll make as much money, you'll have as many rewards, et cetera.

Robert Glazer: I'm curious, because as you probably have a unique process for this based on a lot of what you shared, but when it's time for someone to move on, how do you address that?

Aron Ain: We have very frontal conversations with them, and so from a performance review perspective, we have about 7% of our employees who get reviewed every year. We call them role models. We don't call them a five, although that's how people would think of a scale of one to five. It's about 7%, and they're rewarded most actively, about 42% are what we call exceptionals. They're what would be a four, and then the other 50% fall into the other categories. People who get into categories of ones and twos, like a two is called inconsistent for us, we work to either get them to improve, or we're very direct that this may not be the place for you, and so our turnover under our role models is like 1%. Our turnover with our exceptionals is two to 3%. Our turnover with the people who get inconsistent or not performing, ones and twos, is like 60%, because we have active conversations, and we deal with that, so we try to be very direct about it. Our system of performance evaluation supports that. We don't stack rank everyone. I'd love it if everyone was a role model, but it doesn't always work that way.

That's part of our Courage to Lead program, by the way. I tell people that the action word in Courage to Lead is not lead. The action word is courage, because that's the hard part.

Robert Glazer: The next question that I've been really looking forward to asking you, because for all the unique things that you've done, I think this might even be the most, so Kronos has been recognized across the world as a top place to work, and it's hard enough to do in one country much less globally. We've expanded to the UK and to Asia in the last couple years, and just seeing the dramatic cultural differences in how these companies work, and how they think about work, and some of the principles here that are even forward thinking are decades different. How have you expanded Kronos's happy and engaged work culture as you've grown globally, and made it work in each of these regions?

Aron Ain: Because we set the same expectations. We tell our leadership in China, in India, and the UK, and Mexico, and Australia, in New Zealand, and Singapore, and Canada that they are held to the same standards of driving performance and engagement and manager effectiveness as we do in the United States, and so if you measure it, and you make it clear that that's a key part of what your performance is evaluated against, then I think and we're proving it, that people will perform accordingly. Plus, do you know how proud our teams are in China to win a Great Place to Work Award? Unbelievable.

Robert Glazer: Yeah.

Aron Ain: How they celebrated in Mexico that they were rated one of the best places to work in all of Mexico? Magic, so they want to feel that same feeling as well, and the leaders there strive to do that, and we do the same survey work there. We do the same Courage to Lead training. We do the same manager effectiveness, and we've proven that it works across the globe.

Robert Glazer: Yeah. That's fascinating. You're making it sound easy, but it's not easy. I think you're fighting some interesting cultural implications in countries where they're more blunt, and countries where people don't have direct conversations, and we've seen that in parts of Asia, where people have said ... We've seen a similar thing. We value frankness and all these direct conversations, and people said, "Look, I just haven't ... " Not that they don't like it. They haven't done it before.

Aron Ain: That's why we teach them, though.

Robert Glazer: Yeah.

Aron Ain: We train them. We teach them. We promote it, so to the extent they want to be like a world-class US company is, then that helps them perform more effectively that way.

Robert Glazer: That's interesting. Do you feel that it is a sort of you, not that it's not culturally adapted, but it is more of a US methodology that you're trying to roll out to everyone?

Aron Ain: I'm not a global expert in that way. I know it works for us, and I haven't seen any evidence that it won't work around the world. Look, let me tell you like a quick story. When I go visit a Kronos office, and we have dozens of them around the world, say I'll go to a Kronos office in Miami, and there's 40 people there. The first thing I do when I'm there, for some reason, I go and spend my first 20 minutes walking to every single person, and saying hello to them. Just a quick chat, shake their hand. I walk. It takes me a little bit of time, and they're happy to see me, and I do that in our office in India with a thousand people, and it takes me all morning. I got to tell you, the place in the world where people get more excited when I go do that is India. When I walk into a section of a floor, everybody stands up, and they're so motivated and excited that I'm going to come and greet each of them one by one, and talk to them individually. They might not be as vocal, or as active, but they care deeply about being recognized.

They care deeply about my participating with what they're doing in their jobs, and what's happening at work, and what's happening in their life, and I find the same thing in the places we do business. I have not found a country that I go to yet, and we're not everywhere, where people don't care about these things around engagement, and working for a great manager, and et cetera.

Robert Glazer: Yeah, and the thing there, I think it sounds like what you've tapped into, and what I haven't asked you yet, and this is reverse order, but I should probably ask you now, is what is your definition of employee engagement?

Aron Ain: Yeah, well, it's multidimensional, so people have different things that drive them. Our formal engagement survey deals with all the typical areas that you would focus on, benefits, compensation, strategy, tools to do your job, et cetera. At the end of the day, though, engagement for me is that our top performers as rated by the people who work here stay with our company. Our top performers are motivated and satisfied to produce great products and deliver great service. That's really where the rubber hits the road. Gosh, do you think I'm excited about our role models? Our turnover is less than 1%. I'm like dancing to my car every night about that, that our people who are exceptional, our turnover is between two and 3%. Magical, so that's a way that I judge it just based on outcomes, and it's driven our success.

Robert Glazer: Yeah, it's really about how you design the workplaces, about tapping into intrinsic motivation, rather than extrinsic motivation.

Aron Ain: It's both. It's both. When I stand in front of all Kronites ... That's what we call ourselves ... In group meetings, the last thing I do is I tell them that if the most important thing in their life is working for our company, they have their priorities mixed up, that the most important thing for them should be taking care of their families. Do I want Kronos to be important to them? Of course I do, but to be the most important thing, ridiculous. They have ... That's ridiculous. That's just, doesn't make sense to me. I tell them to please go home and thank their families. I tell them to go home and give their families a big hug, and I tell them if they're doing it right, when they go and give them a big hug, and their loved one looks at them and says, "What got into you? What's that about?" They say, "Well, Aron told me to do that." Who's Aron, and that leads to a whole discussion about work-life balance, because I believe in it deeply. Then I think it makes a difference for us.

We've proven that you can encourage people to have the right balance, and still deliver great outcomes for us.

Robert Glazer: Or that they perform better because they have the balance. I've always said, I've never met someone who's exhausted, stressed out, financial problems at home, that walks into work, and leaves all of that stuff at the door.

Aron Ain: Right, and you know, when times are tough, or where there's a product challenge we have, or we have a customer we need to take care of, or people are in need, people will work their 60, 70, 80 hours a week when they need to, because they're grateful for the environment that we've created. If I could show you all the letters and emails that I received from Kronites over the years about how our motto has made such a huge difference in their life, I get teary-eyed about it sometimes. Really, I do, because I know it's had a remarkable impact on them, and they perform better as a result. Let me say one other thing about all these engagement things, and manager effectiveness, and great places to work. We don't do this because it makes us feel good. It does make me feel good, but we do this because it drives business outcomes. In 2012, we had like, I don't know, 15,000 people apply for jobs at Kronos. Last year, we had over 70,000. Do you know what the single biggest click through to our career webpage comes from, because we can track it? It's from these best places to work awards.

Robert Glazer: Yeah.

Aron Ain: A third of all people who come to our career webpage are coming through a best place to work site that they clicked through. Is that a surprise to us? In retrospect, no. When you want to go to a new restaurant, what do you do, in a part of town you haven't been to before?

Robert Glazer: Go to Yelp, look up reviews.

Aron Ain: Okay, and if Yelp says the Top 11, do you go and say, "Hmm, number 11. I feel sorry for them. They must not get as much business. I'll go there." People don't do that. When people are looking for jobs, they're going and looking on Glassdoor, and Boston Globe Best Place to Work, and Boston Business Journal Best Place to Work, and they're making decisions where they want to come to work based on these best places to work. While it makes us feel good, sure, but it's helping us drive business outcomes by giving us a best shot to hire great people.

Robert Glazer: Yeah. I think that's important for any business leader who's listening to this, who's complaining about being in a town, and turning it over, I'm going to talk about, we've seen a similar thing with these awards. We have lots of people applying each week who are just even applying to the company, and our culture team can spend time interviewing them rather than, we don't really do much prospecting anymore. We actually even hired managing directors in two different countries without one external or search agency. We put the job rec out there. They saw stuff about the company, and we got some tremendous applications.

Aron Ain: Okay, so you understand it. That's exactly what I'm saying, so does it make you feel good at your company to be a great place to work? Of course it does, but it's just not about feeling good.

Robert Glazer: Yeah.

Aron Ain: It's about really driving outcomes.

Robert Glazer: You could say this a lot. Other people say it. I think a lot of people don't believe in it, and maybe based on the whole sort of venture capital backed rewards system of grow fast and sell, but from your 30,000 foot leadership view, what do you see as missing or lacking in workplaces today, in terms of management and leadership, particularly in terms of a place that people really do love to work?

Aron Ain: I think the single biggest thing that I feel that other CEOs, and other leaders don't understand is the impact that managers have on the performance of the organization. The impact that leaders have on helping to retain really top people. Back to that whole thought again that people join companies because of the company, but they leave because of who they work for, and I think if organizations understood more deeply this whole ideas, the impact that managers have, the idea that everybody deserves a good boss, I think that they could be more successful sooner. That's something that took us too long to figure out. We were too focused on engagement first, and then too focused on training managers. Until we really got our arms around measuring the effectiveness of those managers, we really didn't take the major leap into the top 1%, and I think that's something people don't understand as well. I'm not going to preach that other people should have open vacation time, or other people should feel as strongly I feel about work-life balance, but I really believe they need to feel strongly about having an environment where everyone has a great manager.

Robert Glazer: Great wisdom. I want to flip it for our last question, which I always like to ask all our guests, and that's, you've held many noticeable leadership roles in your tenure at Kronos. Reflecting back, what's a management or leadership mistake that you've personally learned the most from?

Aron Ain: That I couldn't expect everyone else to want to do, and work, and feel the same way I felt about their relationship with their job at Kronos. That in my early days I used to think everyone needed to work as hard as I did, and be as committed as I was. When I understood that everyone's an individual, and a little bit different, and then try to mold my relationship, and try to manage them in a way that met their basic drives and needs, it started the process for me to be a more effective leader, and finding a way to get more performance out of those individual people. I was too focused on me, and not focused enough on them.

Robert Glazer: That is some great wisdom. Aron, I've really enjoyed speaking with you, and thank you so much for taking the time. Your experience, perspective, and visionary leadership in creating a world class culture is truly inspiring.

Aron Ain: Thank you. Thank you. Look forward to seeing you one day.

Robert Glazer: Yeah, we'll have to do it soon, since we just learned we live a town away, so we'll make that happen, so.

Aron Ain: Okay. Perfect.

Robert Glazer: We'll be sure to include more information about Aron, his company, and his new book, Work Inspired on the episode page. Thank you for tuning in, and until next time, keep outperforming.