

## THE FIVE FRESH THEMES

In *Profit from the Positive*, five big themes emerge. We call them FRESH: **F**it, **R**ight, **E**motions, **S**cience, and **H**abits. This might be an easy shorthand way to introduce the concepts in this book to others.

**Fit: What's fit?** Fit shows up in our hiring practices—both job fit and company fit. Fit also shows up in the way we align work to an employee's strengths. When it comes to recruiting new employees, we need to expand our view of what good fit really means. Today we tend to focus on the candidate's technical skills, education, and experience. We discount the importance of interpersonal skills and how well the candidate will fit in at our company. Once employees are hired, we spend too much time shining a spotlight on their weaknesses rather than their strengths. You're probably familiar with the old adage, "He's a square peg in a round hole." That's what happens when we don't pay attention to fit. Instead, we need to talk to employees (and not just once or twice a year) about how they can create a better fit between their strengths and their jobs.

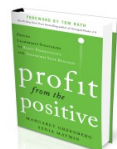
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Margaret Greenberg & Senia Maymin (McGraw-Hill, 2013).

[www.ProfitFromThePositive.com](http://www.ProfitFromThePositive.com)

[book@ProfitFromThePositive.com](mailto:book@ProfitFromThePositive.com) (email)

415-480-4190 (phone)

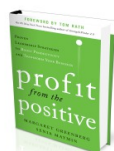


**Right: What's right?** Most of us have been educated and trained to look for what's wrong. It's often the lens through which we view the world. We solve problems. We close gaps. We fix people and things. Operating your business from this deficit approach is going to get you only so far. We're skilled in conducting postmortems so that we can prevent the same mistakes from reoccurring in the future. Rarely, however, do we apply the same diagnostic rigor to analyzing what went right. Imagine replicating what's going right in one area of your business to another area. How might that improve your results? The deficit approach is often applied to managing people, too. If all you do is look at what your employees do wrong or focus only on fixing their weaknesses, you are missing out on two significant motivators: strengths and recognition.

**Emotions: What are you transmitting?** Our emotions, both positive and negative, are highly contagious. Positive emotions expand our creativity, whereas negative emotions shut it down. The way you conduct yourself from the moment you walk into the office or workplace matters. The way you conduct meetings matter too. Why? Because your emotions can have a positive or a negative impact not only on your own productivity, but also on your employees' productivity as well.

**Science: What's the scientific evidence?** *Profit from the Positive* is not a self-help book espousing someone's opinion. Instead, we've shared over 30 tools that are backed by science and are being used by successful business leaders today.

**Habits: What can you turn into a habit?** We tend to waste a lot of time thinking about what we *will* do. Many of us are chronic



contemplators—“I will write that report,” “I will call that customer,” “I will work out”—rather than determined doers. The more tasks we can outsource to the automatic side of our brains, the more productive we will be and the more time we will have to focus our conscious thought on what’s most important to us. Most of the tools in *Profit from the Positive* can easily be turned into a habit, such as starting your meetings on a positive note, devoting 10 minutes to planning your day, and giving frequent recognition and encouragement.

