

Intro:

Leadership is more important now than ever before. Entrepreneurs are natural leaders. It's time to step up, take control of your business and decide to be your very best as a leader right now.

Mike Paton:

Hello, everybody. Mike Paton here with the Lead Now Podcast. And today I'm really excited because I get to speak with Mary Nutting, CEO of CorTalent, a recruitment and retention consulting firm focused on helping successful growing companies make quality hires quickly. Mary considers herself a cheerleader for her team and loves strategizing with their clients.

Mike Paton:

Mary, thanks so much for being here today.

Mary Nutting:

Thanks for having me Paton.

Mike Paton:

You bet. First question for you, take us back to the earliest days of your entrepreneurial journey? How did it begin?

Mary Nutting:

Well, I worked for a boutique talent management company that specialized in working with Fortune 500s. And I had come out of 18 years of corporate experience. And so even though we were working with very large clients, the company that I was in was very entrepreneurial. It was a culture shock, I wasn't used to making quick decisions on the fly and I grew to love it.

Mary Nutting:

I grew to love having a voice and actually became so invested in the organization that I would constantly, I'd be sitting in the CEO's office waiting for him to come in with my ideas. And I did that for four years, I loved it, and one day he called me into his office and he said, "Mary, I think it's time that you go out on your own. You want to do some pretty crazy things, they're all great ideas but it's time, you can do this."

Mary Nutting:

So I did, I actually took his advice and it was pretty scary but I took the plunge and I had never any intention of doing that. He recognized that entrepreneurial spirit in me before I did.

Mike Paton:

That's awesome, thanks for sharing that. And so, are you still running the company you started when you went out on your own?

Mary Nutting:

Yes and no. I started on my own by myself, solopreneur. I remember, I think the first three months I cried because I was so used to being around people. I was traveling and being with clients and I would

go from my bedroom to my office, to the couch, to the kitchen and I was like, "I don't think I can do this." But I did it for four years.

Mary Nutting:

And then I did merge with another business owner and we created CorTalent together.

Mike Paton:

All right, so tell us about CorTalent? Exactly what does the company do? And anything else you want to share with us?

Mary Nutting:

Yeah. We love to work with small to mid-size growing companies. I think my years of corporate experience and then working with Fortune 500 gave me the tools and processes to be able to bring that experience to smaller companies. And so, we are just super passionate about helping them grow through their people.

Mary Nutting:

People is the most important asset of a business and, it's so fun to be able to work with them directly in getting great hires that will stick for the long haul.

Mike Paton:

Let's talk a little bit more about people being the most important asset of a business. How did you make that discovery and what do you notice in the marketplace in terms of, how hard it can be to deliver that message or get people to realize that?

Mary Nutting:

Well, I think it starts with some business owners seeing failure. They have great products and services and even a huge market potential, but they're stuck someplace. They're either growing and not profitable or they're growing and people are not happy. There's always something wrong or broken when they don't have the right people especially at the top leading the charge.

Mike Paton:

Mm-hmm (affirmative).

Mary Nutting:

And so, I think sometimes it's hard for business owners to identify that. But when you do a deep dive and really look at, who in the company really gets the vision and who is executing on that, and who is happy and you focus on that, it becomes very obvious.

Mike Paton:

Yeah. Can you think of any specific examples, obviously without revealing the identity of this person, or tell a story about a company with a good product, a good service, good understanding of the marketplace but there were key people gaps that were never filled, or there was dysfunction at the leadership team level and the owner wasn't able to realize the vision?

Mary Nutting:

Yeah, for sure. I mean, unfortunately I probably could give you 100 examples but one that comes to mind is about, a \$20 million service solution business. The CEO was just feeling like she was banging her head against a wall, and it was communicating the vision and it broke down at the leadership level.

Mary Nutting:

And I spent a few meetings with them to realize that, it was just a lot of disconnects. She was saying the right things, but it wasn't understood and so it broke down there. And essentially we turned over the entire leadership team.

Mike Paton:

What do you think a leaders struggles with most in recognizing the need for change from a people standpoint?

Mary Nutting:

Yeah. I think, it's scary to think about making a change, especially if these people have been by this leaders side from the beginning. There's a lot of loyalty, there's a lot of care and compassion and I get that, but at the same time, oftentimes those leaders aren't happy either. They feel it, they're not feeling like they're being successful and it doesn't do anybody good, especially the organization to hold onto that.

Mike Paton:

I see that in the session room all the time, where a member of the leadership team has been struggling for a while and the issue finally comes to the surface and we get to work through that. There's the most common emotional reaction to that is, a profound sense of relief because, most people want to come to work every day, doing great work for people that appreciate them.

Mike Paton:

And when you're not, it's scary and frustrating and lonely, and you're not sure how to bring it up yourself and so on and so forth.

Mary Nutting:

Well, and I also think owners, business leaders have been conditioned to, "Okay, I'm just going to make a termination and I never talked to this person again." And in our world, we're constantly helping people find the right fit. And so, I always tell these business owners, you can do this with humility, you can help them. This doesn't have to be, "You're gone tomorrow."

Mary Nutting:

Let's work together, help you find the right next path while we look for your replacement. I mean, you can do it in a positive way.

Mike Paton:

That's right, as a partnership as opposed to an adversarial relationship?

Mary Nutting:

Right.

Mike Paton:

Yeah, great observation. Let's go back to CorTalent a little bit. What does your role in the organization constitute? What's your typical week look like?

Mary Nutting:

Oh! My gosh. Well, it's probably diff, especially this year.

Mike Paton:

Yeah, right.

Mary Nutting:

But you've mentioned, I'm the cheerleader. I call myself, the chief people officer, the chief culture officer. I mean, really, it starts with me and it starts with my attitude, how I show up at work. And this has been a tough year for everybody and I think being able to demonstrate resiliency, positivity, but also having respect for the fact that, things are weighing heavy on people's minds.

Mary Nutting:

And so, you can't sugarcoat everything but you can be real and still stay positive and inspirational. I think for me, that is what I work hardest at every single day. But then, it's also just making sure I'm overly communicating. If we're making a change because of what's going on in the marketplace, it's talking through it, making sure everybody's on board and on the right path.

Mary Nutting:

And then it's making sure we're celebrating successes. Of course, big relationships, it's all those things that the visionary does day in, day out. And I still do a lot of the work, even though I try to work on the business instead of in it.

Mike Paton:

Yeah. Well, as a lifelong visionary, it's a constant struggle, right?

Mary Nutting:

Yes.

Mike Paton:

[crosstalk 00:09:36]

Mary Nutting:

That's why I love it [crosstalk 00:09:36].

Mike Paton:

Yeah, that's right. Let's talk about leadership a little bit. Go back, when is the first time in your life you remember looking at someone or something and thinking about the concept of leading or leadership?

Mary Nutting:

Oh! For sure, it was my father. And it was probably when I was in kindergarten when I can first remember the concept. He was a policeman, he was very active in our community and our city, but he was also a full-time master plumber. He worked very hard and he worked hard to lead our family. My mom at the time had some struggles and she didn't drive believe it or not, never learned to drive.

Mary Nutting:

And so my father also led the household, so it was an interesting thing. And he worked all the time and one day I came home from school and he sat me down and said, "I am retiring early from both jobs. I want to spend more time with the family and I'm taking my retirement and buying a resort." And so he did.

Mary Nutting:

And so I got to see him take bold moves and now lead a staff, a business as an entrepreneur. And I used to ask him, "How did you have the confidence to do that?" I still talk to him today about this. And it stemmed from his time in the Navy, he was a boatswain at the age of 18 and had to learn really quickly, how to lead people, everybody who is older than you, more diverse than you.

Mary Nutting:

And I always go back to that concept. In fact, one of my most favorite books is, It's Your Ship. And I can't think of the author right now, but I had it years ago and it still remains one of my favorites.

Mike Paton:

Wow! What a great story. All right. We need to give your father a little plug here. What is the resort please?

Mary Nutting:

Well, it was Big K Campground up in Aitkin, Minnesota. Unfortunately, after several years of trying to make that business work, it didn't work out. He sold it and he went back to working for the county actually, as a zoning administrator.

Mike Paton:

Got it.

Mary Nutting:

His worn more than many, many, many businesses hats.

Mike Paton:

Yeah, as most entrepreneurial leaders have. What a great story, thank you for sharing all that. What does your experiences watching your father and his journey, what impact has that had on your leadership approach or style?

Mary Nutting:

Yeah, it's funny. Unfortunately my father is, we're going through hospice right now. So I'm spending a lot of time with him talking, reminiscing. My mom passed away at age 64, so he's my go-to. And the two things he always tells me is number one, "Mary, be yourself no matter what." And number two, "Just remember you can do it."

Mary Nutting:

And I saw him take so many risks, live through some very tumultuous financial situations and he always came out on top, not without scars and some wounds, but he always made it. And he's definitely my rock.

Mike Paton:

Let's talk about the challenge of going through those tumultuous times as a leader and being the leader of a household and trying to balance positivity with your family. What did you observe as a family member with a father doing all this stuff?

Mary Nutting:

Yeah. I mean, the list goes on and on throughout my whole life. But it's just remaining positive, remaining true to your core values, remaining diligent about your path and things will work out in the end. I grew up that way and I've lived that way. This year has been a very difficult year. I actually lost my oldest brother in February and now dealing with my dad towards the end of the year.

Mary Nutting:

But at the same time, I think it's finding the silver linings. And for me, being able to spend that quality time with him right now and continue on my own leadership and entrepreneurial journey by talking to him about his past and stories, it's pretty cool.

Mike Paton:

Talk about being yourself. If you were describing a great leader and you were thinking about adjectives or phrases to describe a great leader, how would that manifest itself? That the ability to be true to yourself manifest itself in leadership from your perspective?

Mary Nutting:

Well, I think you need to have convictions, you need to have beliefs, a strong belief system. That's been tested by many leaders this year and we can talk about that a little later, but I think it's staying true to those things. But then also as a leader and a business owner, being able to put yourself in other people's shoes and being empathetic and inclusive in your thinking and listening.

Mary Nutting:

It's being humble and being transparent and honest about what you're thinking and feeling but still remaining confident, so it's a hard thing.

Mike Paton:

Can you give us a specific example of, especially this year with so much unpredictability involved, where you've had to apply all those thoughts to be the good leader that you want to be?

Mary Nutting:

Yeah, for sure. The social unrest has been very visible in my organization. I have a team of people who are very passionate about what's going on in the world as [inaudible 00:16:01]. But I've never been that person to share publicly my beliefs, whether it's political or religious, whatever, I'm not on social media.

Mary Nutting:

And when this first happened, my initial reaction was to stay under the radar a little bit until I got pushed a little bit from my team and through my own research to realize that, as a leader you do need to use your voice. And so we've been doing tough work together, we're reading books together, we're talking, we're getting formal training, but it's that balance.

Mary Nutting:

And I don't think it's ever been tested as much for me personally as it was this year, but it's a good thing.

Mike Paton:

As a finder of great leaders for lots of diverse organizations, have you developed a checklist of qualities you think cross all industries and all types of companies, just valuable assets for leaders to strive to have?

Mary Nutting:

Yeah. Well, I think because we focus on small to midsize organizations that are growing pretty rapidly, there are key competencies that are absolutely essential. Number one, of course, it's making sure that there's values and culture fit. And that seems easy but it's not. Now unfortunately a lot of people haven't done enough work on defining what those values really look like, how they show up. So we ask a lot of questions about that, just to really understand and to make sure that these leaders really emulate that, and that they're not just saying the words.

Mary Nutting:

And then I do think being humble, so in corporate, and I've been there, I spent 18 years in corporate America. You really have to show up and you have to promote yourself and you have to fight for your voice and just to show your talents. And I think in a smaller company, especially as a leader, there's this need for being humble and making change through other people and getting them to see it.

Mary Nutting:

So it's a whole different skillset and attribute so that it's a little bit more collaborative so that there's that buy-in. And sometimes of course, you still need to make the decision, especially when it's not happening.

Mike Paton:

That's right.

Mary Nutting:

And then there's the things like resiliency, and flexibility, and accountability, over-communicating. They don't have newsletters and internal websites that continuously promote and feed content to people, you've got to do it as leaders inside a smaller business.

Mike Paton:

Yeah, great.

Mary Nutting:

There's just a lot of different, I would say, competencies that show up in a smaller business.

Mike Paton:

Flip side, what are the attributes or characteristics you think submarine a leader's chance of succeeding or getting hired for a job they really want because they show up as X, Y or Z?

Mary Nutting:

Yeah. Well, if that's not really in their DNA. So if they're just saying it, which is why, I mean, I'm a big believer in assessments and behavioral-based interviewing and being very thorough because you've got to see it in multiple places. You can't just ask an interview question and get a response and know that attribute is really there.

Mary Nutting:

It's a lot of digging and exploring.

Mike Paton:

Without giving away your secret sauce, give us some examples of questions that you think get right to the root of whether somebody's claiming to be something or actually is?

Mary Nutting:

Well, and I'm fine, we give our secret sauce out all the time because we just want to help companies and help them figure out how to hire. We follow a topgrading method if you've ever heard of that, Jack Walsh's GE model, that's very extensive. We really break it down for small businesses, but it's really starting at the beginning.

Mary Nutting:

Understanding if they went to college or if they didn't go to college, or why they picked their degree and really walking through their career movement from the beginning because you start to understand, what motivates them, what drives them. Of course, money and prestige and title is always a part of it, but if you walk through it from the beginning, you start to see patterns.

Mary Nutting:

And when things didn't work out, it might've been because it wasn't the right fit. And so, it's really going through that very thoroughly. And so many interviewers unfortunately just look at the resume, and it focuses on your most current roles and responsibilities, which is important but it's the career evolution is what we're looking for.

Mike Paton:

Back to your leadership experience. Tell me about a time when you felt stuck as a leader?

Mary Nutting:

The first one was, I mentioned I had a business partner and I bought that business partner out six years ago. And while I had a lot of years of leadership experience managing big teams, that was really the first time that I lead people in a business that I owned. And when I bought her out, I felt alone like, "Oh! My gosh, this is all on me."

Mary Nutting:

And I knew I wanted to make some changes like my personal stamp on the company, but I wanted to preserve what had been working and it was a really difficult journey. I needed to really hone in on what this company was all about.

Mike Paton:

So EOS helped you discern what you wanted to preserve and what you wanted to make uniquely yours?

Mary Nutting:

100%, yeah.

Mike Paton:

Yeah, interesting. Sometimes it's tough to explain what we do in that, all I really do is ask the questions that create clarity and alignment. And sometimes the art of answering those questions yourself makes the light bulb go on. And then you can immediately convert to sharing it with everybody around you and things are great, and sometimes it takes a little longer.

Mary Nutting:

It does. When I realized, I think so many of us when we start a business, it's what's in our head, right? I want to do this, I want to do that, I want to run it this way, I want to be able to do this and now all of a sudden you've got a team of people. And so going back through that exercise and realizing, I don't have all the answers, this is about a collective leadership team, so it was time.

Mike Paton:

Yeah. The myth that when it's clear in your own head, it must be clear to everyone else is just not a good one. And then the other value of writing the vision and the plan down is, I love to quote Mike Tyson, "Everybody has a plan until they get punched in the mouth." And as 2020 has proven, you're to encounter stern challenges on your journey and having a rudder that's clearly defined really helps.

Mary Nutting:

Absolutely.

Mike Paton:

Yeah, great stuff. When you see things going on in your own organization as the visionary that you think are holding the company back, walk us through the process of helping the team deal with those things? How do you manage that?

Mary Nutting:

I'm laughing because, I think especially this year being more remote and feeling like, I need to be more visible, I need to be touching more things especially as the owner. This year especially, but I think I have a tendency to first just want to take action, send the email out, "Guys, this is not working, we need to do this."

Mary Nutting:

And my leadership team has made me acknowledge that that's not always the best way to do it. Wait for our leadership team meeting, describe what it is that you're seeing, [IDS 00:24:54] it and let's solve it together. And so I've had to curb that, I still have to curb that every single day. I will see something, a job description posted online, then I'm just like, "Oh! It could be better."

Mary Nutting:

And so instead of trying to tackle it in the moment, which I think so many business owners do and leaders, take a step back and bring those ideas to the table and discuss as a team.

Mike Paton:

Yeah, great stuff.

Mary Nutting:

But I'm still working on it.

Mike Paton:

Specific example of when you've had to check yourself and not grab it by the horns and wrestle it to the ground yourself. Can you think of anything?

Mary Nutting:

Oh! Geez.

Mike Paton:

Maybe you can think of too many things?

Mary Nutting:

I can think of too many. I think, again, making decisions... I mean, COVID was a perfect example. I was reading everything I could get my hands on in terms of materials to see what best practices were because I want it to be in the office, I wanted to be in front of clients, but I wanted to keep my people safe.

Mary Nutting:

And so it was difficult and finally I'm like, "I don't have to make this decisions by myself." And so that was a huge moment for me.

Mike Paton:

Yeah, got it. That is something I've observed happening this year with EOS companies in that, it's a framework for making decisions, EOS. For getting a team together, walking through your options, identifying the root cause of an issue and agreeing to move forward in some way. And so, one of the things I've observed is with that framework, my clients have responded to COVID as though it's just another issue.

Mike Paton:

Whereas, I think much of the rest of the world has been paralyzed for a much longer time because they're not used to making decisions with risk and uncertainty so omnipresent. And so has that been your experience as well?

Mary Nutting:

Yeah, that's fascinating actually. And I think you're spot on because I'm also the President of the Minnesota Chapter of NAWBO, so I work with a lot of corporations and I do think it was harder for them to adapt. And I look around at our clients, I mean, pretty much in the next week or so, they had it figured out.

Mary Nutting:

And I think, like you said, being able to tackle that as a group, make the decision and go with it. And then also know that, it doesn't have to be that way forever.

Mike Paton:

Yeah. I think the more convinced you are, you control your life, the harder this has been for you. And I think entrepreneurs and entrepreneurial leadership team members as a general rule are used to being accountable for things they don't control.

Mary Nutting:

Yes.

Mike Paton:

And so this is just yet another thing we don't control that we've got to find some way to be accountable for results within an environment we've never dealt with before, be it social unrest or COVID or any of the other crazy things that have happened in 2020, so really interesting. You've mentioned, optimism and positivity several times in this conversation, and I'd love to spend a little time exploring that more deeply.

Mike Paton:

Why is that important and how do you temper honesty and the brutal facts of reality and optimism as a leader? How do you deliver the truth but optimistically?

Mary Nutting:

It's probably one of the hardest things to do. But I think through my personal life experiences and understanding the power of positivity and how it can change your entire mindset, I believe it is one of the most important things as a leader to be able to demonstrate. But like I said, I also realize that not everybody can pull themselves up from their bootstraps and deal with really tough things.

Mary Nutting:

So I think there's a way to continue to send the message and to be an example as a leader, to demonstrate resiliency and then to help people depending on where they're at in their journey make small steps. You can't compare these things, what's harder, what's more important because everybody's in a different situation and they react differently to stress and anxiety in situations.

Mary Nutting:

So I think, it's really demonstrating leadership, but also meeting the employees where they're at, and just finding those small wins to turn things around.

Mike Paton:

And when your natural emotion isn't positive about something that you're encountering, what's the process you walk through to find the silver lining and prepare yourself for working through that and helping your team work through that? How do you convert your own mindset to positivity?

Mary Nutting:

Well, a few ways. I think number one is, to just take a deep breath and put in the 24 hour rule, don't act, don't respond right away. Think through it, because sometimes it's worse in your head and you wake up the next morning and you're like, "It's not that bad."

Mike Paton:

Yeah, good advice.

Mary Nutting:

That's the first thing. And then I think it is reaching out to colleagues, your CEO round table, your implementer, your friends, your family and talking it through. And maybe getting some different perspectives, especially if it's about your team and you want that outside opinion or viewpoint.

Mary Nutting:

And then it's, whatever I have to do to get my head in the game. It might be, I've got to take some time for myself, go on a walk, take a day and eat really healthy. I've got three libraries, one at work and two at home and so it's picking those books, the ones that I need to shift my thinking, it's reading, podcasts, even going on LinkedIn.

Mary Nutting:

I find that a lot of times, if I'm just having a down day, I'll pop on LinkedIn and there's so many inspirational stories and it just gets you in the right mindset.

Mike Paton:

I want to talk about, you've mentioned the power of peer groups a couple of times as well, NAWBO in particular. What do you get from involvement with CEO, peers, women business owners and what do you think other leaders get by surrounding themselves and meeting regularly with peers?

Mary Nutting:

I think number one is, you start to think, "Am I crazy? Am I the only person that feels and thinks this way?" I mean, we can have the most success in the world but we all still have self-doubt at times. And it's this rollercoaster of emotions that are going on in your head. And I think, being able to talk to other people who are in the same boat just makes you feel less crazy. I mean, number one.

Mary Nutting:

And then I think everybody, like my CEO round table, it doesn't matter who gets picked or the topic, we can all relate. It's just surrounding yourself with people who are going through what you're going through.

Mike Paton:

Yeah. And this is a recurring theme in almost everything we've talked about. It's, you don't have to go through this alone. If I were summarizing what you were sharing, you're talking about relying more on your fellow leadership team members and not feeling like it's your job to figure everything out.

Mary Nutting:

Yes.

Mike Paton:

And relying on others and realizing that, almost everybody in a leadership role is going through similar challenges, et cetera, et cetera, et cetera, so great takeaway.

Mary Nutting:

100%.

Mike Paton:

Great takeaway. Let's talk about, mistakes companies make when they're looking for a great leader. What are the most common things you think companies need to keep top of mind when they're trying to take their organization to the next level and want to upgrade their leadership team?

Mary Nutting:

Yeah. The number one thing I see happen and it just happened again yesterday is that, when they start out defining the type of leader that they want, they're very thorough, they're very articulate. We capture pages and pages and pages of information and data on exactly who they're looking for, from a values, from a personality perspective, from a proven skills and experience, it's very thorough.

Mary Nutting:

And then, they meet somebody and a lot of times it's somebody that's like them, so they immediately connect with them. And they've got this rapport and they're just like, "Oh! You're my person." And in

reality, they probably started looking for someone very different from them. And that is the hardest thing to get leaders and business owners to realize, and it happens over and over and over again.

Mary Nutting:

And so our job is always, wait a minute. Remember when you said this? And going through all the criteria, what changed? And sometimes, it doesn't matter and they make the decision and it may or may not work out.

Mike Paton:

I don't want to draw too much of an analogy from what you just shared to interpersonal relationships between potential partners but it sounds very similar that you have a mind in your head of the person you want to marry. Then you meet somebody and there are sparks and off we go, and those stories don't end well either.

Mike Paton:

That's what I hear you sharing?

Mary Nutting:

And also, it might change throughout the course of the journey, right?

Mike Paton:

That's right.

Mary Nutting:

What might be the perfect marriage of complimentary skillsets in the beginning, maybe very different two, three, four years into it.

Mike Paton:

What are some techniques a company or an individual leader might use to avoid falling into that trap? When you're working with your business partners to help them avoid that, what are the things you're telling them to think about or recheck that prevent some [crosstalk 00:36:32]?

Mary Nutting:

Yeah. I always say, "Start with the end in mind." And it's a simple concept but when you think about it in terms of hiring a leader, start with the end of mind. What will success look like 30, 60, 90, one year into the job and put that down on paper. Now, what is it going to take in order for this person to get there? And be very clear about what those expectations look like.

Mary Nutting:

And then, okay, how are they going to do that? What types of hats, what types of roles were they in, that will allow them to be able to accomplish what you've got on here? And then it's all the other information, and you capture it all so that you can go back to that and say, "Did this person hit 80% of what we feel is going to lead to success?"

Mary Nutting:

And it's really pretty simple if you follow the process.

Mike Paton:

Yeah, that's interesting. And then same question about the candidates that you're working with, the leaders looking for the place they're going to fit best and be most successful. What are the common mistakes you see and what advice do you give them to help avoid those mistakes?

Mary Nutting:

Yeah. I mean, we're so transparent with our candidates because we tell them the good, the bad and the ugly, because no company is perfect and they have to understand what they're walking into. And at the same time, we want to make sure it's the right fit for them. And if they're just chasing the change, or the money or the opportunity to work in a small company versus a big one and the rest of it's not there, they're not going to be happy.

Mary Nutting:

The owner's not going to be happy or the leader, it's not going to work out. And so we try to really talk through that in the beginning and let them know there's plenty of opportunities out there, let's find the one that's the best fit.

Mike Paton:

In my opinion it's, I have people contacting me looking for opportunity in entrepreneurial companies as well. And often they are big company people by nature, similar to your journey. And one of the questions I ask regularly is, "Please articulate exactly what would be a perfect fit for you? What kind of core values? What kind of industry? What kind of enterprise? What role?" Et cetera.

Mike Paton:

And I find that candidates searching for their next great challenge tend to prefer casting a very broad net. And it's very difficult to get them to be specific enough that you can assess fit. What are the ways you get people to zero in on, what's going to be the environment where there'll be the most successful?

Mary Nutting:

You know what? You hit the nail on the head. That happens more now than ever. And we're just very clear with them about, and we help them. We talk through the different types of organizations, what it means to be in a product-based company versus a service-based company, in a known brand versus a not known brand.

Mary Nutting:

I mean, we talk through all those things and we really force them to think about that, put it down on paper because you're absolutely right. Moving from a big company to a small company is a big change in itself so let's use your background, your experience, your familiarity with the industry as a stepping stone to get into a smaller entrepreneurial environment first before we start looking outside?

Mike Paton:

Yeah. But be prepared for the whole feel of the experience to be completely different?

Mary Nutting:

100%, yeah.

Mike Paton:

Yeah, really good stuff. Mary, this has been a joy. I'm going to wrap up by asking one last question. There's a lot of people listening today that have had a tough year and are waking up everyday having to muster their best selves as leaders. And so for those people, what advice would you give to help us be our best as leaders?

Mary Nutting:

Again, we talked about it earlier, "You're not in this alone, reach out." People genuinely want to help other people. I mean, I have people contacting me all the time who just want to brainstorm and I love that. Now, it does take time and sometimes we have to schedule it out a little bit but, reach out to people and ask for help.

Mary Nutting:

And maybe it's just having a cocktail virtual happy hour. I did some of my best work with two women who were struggling and we came up with a new concept over wine in a virtual happy hour one night, and she implemented it within a week. It's just, lean on each other.

Mike Paton:

Yeah. Thank you very much, I really appreciate it. It's been my pleasure to interview Mary Nutting, CEO of CorTalent. Mary, where can the listener go to learn more about your organization and about you?

Mary Nutting:

Yes. Well, we're everywhere right now, so we show up a lot on LinkedIn, you'll see us out there but it's [www.cortalent.com](http://www.cortalent.com), C-O-R-T-A-L-E-N-T.com. I would say, follow our LinkedIn group because you will, especially if your job seeking, you will get access to all of our open positions, we highlight a lot of our clients.

Mary Nutting:

And we also provide a lot of free tools, resources, [inaudible 00:42:19], that type of thing. So reach out any one of our team members.

Mike Paton:

And full disclosure, I'm not completely unbiased. Mary and her organization helped EOS Worldwide find our current marketing leader and it was a great experience and great fun working with you and your team, so thanks very much.

Mary Nutting:

Thank you. That was a wonderful opportunity to partner with you, so thank you.

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Mike Paton:

Yeah, you bet. Thank you, Mary. Thank you so much for listening to the Lead Low Podcast. To learn more about the podcast and share it with your friends, please visit [eosworldwide.com/podcast](https://eosworldwide.com/podcast).