



Achieving radical and sustainable improvement in top line performance

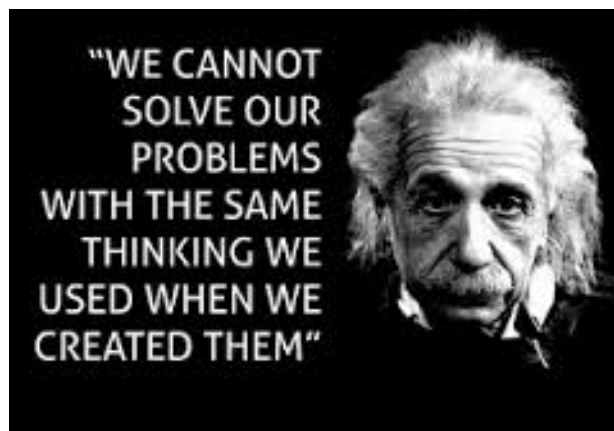
## ***Wanted: Maze Bright Critical Thinkers***



**December, 2014**

### **The Situation:**

In 1942 Robert Tryon studied the selective breeding of rats to demonstrate that genetic traits contributed to more successful outcomes. Maze bright rats had fewer errors in trying to find their way through a maze to locate the cheese.

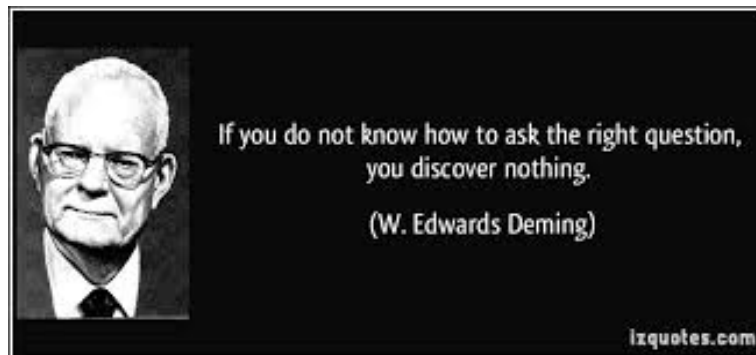


Maze bright individuals have an uncanny characteristic to figure out the right thing to do especially in completely unstructured situations and they understand the difference between doing the right next thing (strategy - what to do) versus doing things right (tactics - how to do it). By maze bright we mean that an individual is capable of figuring out, by themselves, what they need to know and do in a new job even without formal training. This is especially important when organizations attempt to attract the next generation of creative talent, such as:

- Researchers
- Engineers
- Brand Designers
- Marketing People
- Sales Executives

Maze bright people will be able to meet the challenge to manage in a more diverse business environment in terms of the customers you serve, products you make and sell and geographies you serve around the world.

Smart organizations are always looking for folks that are maze bright. That means they're curious and willing to try new things and are confident in their skills and knowledge that they can find their way. They are often willing to try something that does not work out as they planned, but in the end they find a way to solve the problem.



### **The Challenge:**

Is your organization maze bright? While everyone wants to hire maze bright talent the challenge is to truly identify who they are which is easier said than done. Our suggestion is to ask the potential candidate questions such as:

- Describe the environment in which you prefer to work - structure vs. unstructured
- Describe a problem you solved that was unique and never solved before. How did you do it and how did it make you feel?
- What is your tolerance for risk to try new things and how often have you failed? What happens when you fail?

### **So What?**

A successful organization is likely to have maze bright individuals in key positions. Remember, businesses require a balanced approach. Not everyone can be maze bright, some need to be maze dull and that's OK.



Please don't hesitate to reach out to us at 973-720-0020 or send us an e-mail at [kappainfo@kappaeast.com](mailto:kappainfo@kappaeast.com) for ideas on your experience with the concept of maze bright.

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