

Quad/Graphics Employee Enablement

When Henry Quadracci started Quad/Graphics in the 1970s, he could afford only inexperienced employees, many of whom had low self-esteem. "When they come into the employment office, they're not looking at the stars," Quadracci observed. "They're looking at their shoes." But Quadracci saw the potential of these new hires, and continually treated them as winners. The strategy worked. Quad/Graphics employees develop confidence and exceptional performance, and this has made the printing firm one of the largest and most successful in America.

Companies can learn from Henry Quadracci, who had been relying on the **self-fulfilling prophecy**. Self-fulfilling prophecy occurs when our expectations about another person cause that person to act in a way that is consistent with those expectations. In other words, our perceptions can influence reality.

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