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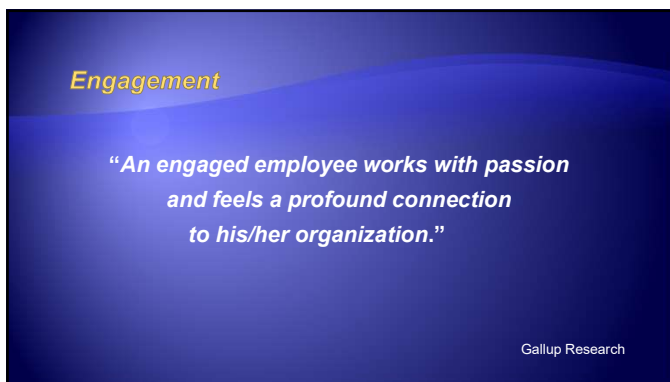
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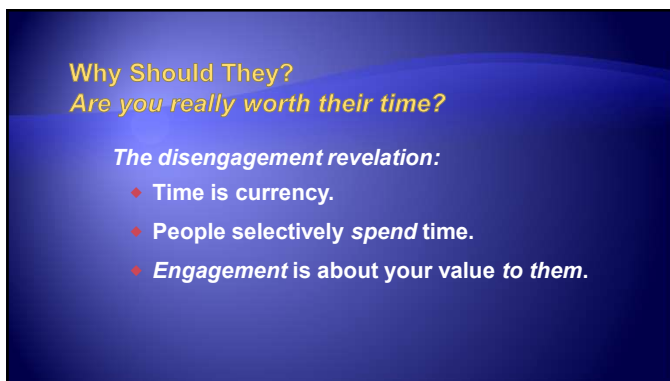
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Followers Want from Leaders  
*"4 basic needs"*

- Compassion
- Trust
- Stability
- Hope

Gallup research

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People join their company, and ...



*they quit their immediate supervisor.*

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Have you heard:

*"I know I could make more somewhere else ..."*

Or maybe you've heard:

- *Life's too short*
- *They couldn't pay me enough*

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**Engagement:** *Employees Have Changed*

Past → ..... → Future

1. My Paycheck	<i>My Purpose</i>
2. My Satisfaction	<i>My Development</i>
3. My Boss	<i>My Coach</i>
4. My Annual Review	<i>My Ongoing Conversations</i>
5. My Weaknesses	<i>My Strengths</i>
6. My Job	<i>My Life</i>

*Gallup*

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Members → *Have Changed*

Past → ..... → Future

1. Our Dues	<i>Our ROI</i>
2. Our Satisfaction	<i>Our Growth</i>
3. Our Events	<i>Our Catalysts</i>
4. Our Annual Call	<i>Our Collaborations</i>
5. Our Activities	<i>Our Results</i>
6. Our Present	<i>Our Future</i>

*Graham*

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**Recognizing Strengths: Tiger Pistol Shrimp**



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Recognizing Strengths: *Goby Fish*



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*Pistol Shrimp & Goby Fish*



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Listening

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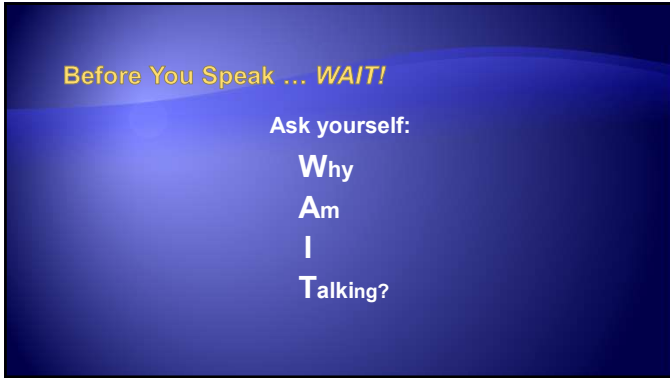
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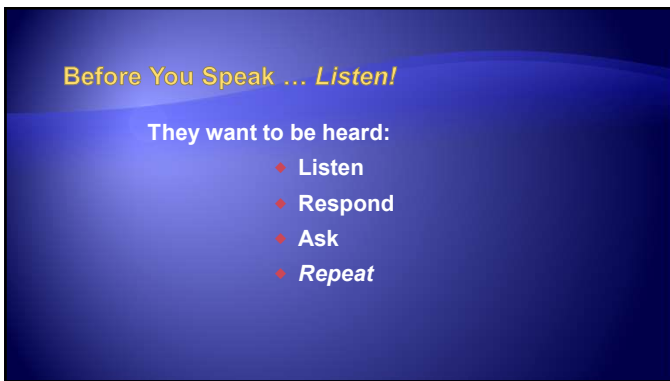
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When it's time to speak ...

Presume the best:

- ♦ What would they like to hear?
- ♦ How would they like to hear the difference?

Praise loud ... fix soft

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It's harder to listen → *If you need to be right*

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Recognize Your *Confirmation Bias*

*"A tendency to interpret or favor information in a way that affirms one's prior beliefs."*

- ♦ Everybody functions with *Confirmation Bias*
- ♦ *If you look for something, you will find it.*
- ♦ It shuts down conversations & end connections.
- ♦ Listen without *Confirmation Bias* ... *it's easier to hear.*

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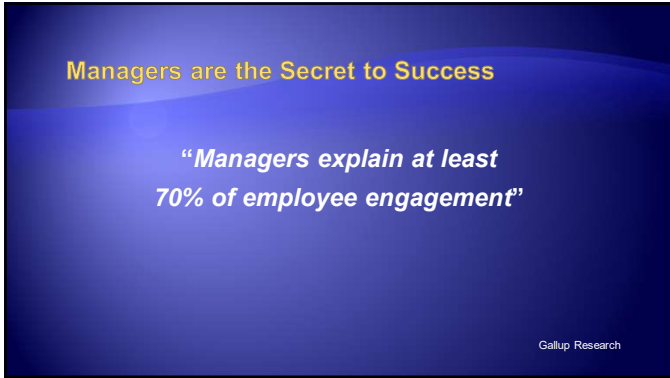
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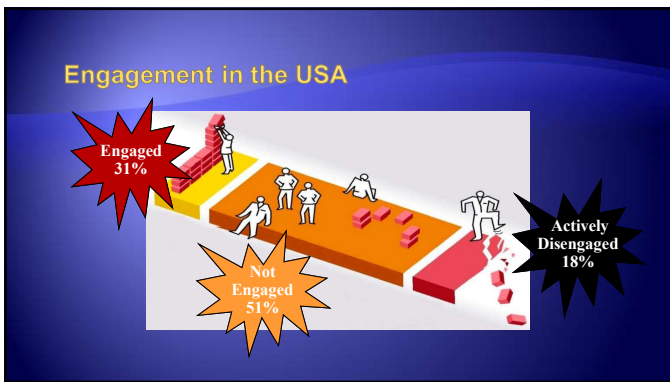
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### Top 25% Engaged Organizations

When the team is engaged:

- ◆ 37% Lower Absenteeism\*
- ◆ 25% Lower Turnover in High-turnover Orgs.\*
- ◆ 65% Lower Turnover in Low-turnover Orgs.\*
- ◆ 21% Higher Productivity\*
- ◆ 22% Higher Profitability\*

\*When compared with bottom 25%

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### Gallup's Q12: The Right 12 Questions

1. I know what is expected of me at work
2. I have the materials and equipment I need to do my work right
3. At work, I have the opportunity to do what I do best every day
4. In the last 7 days, I have received recognition or praise for doing good work
5. My supervisor, or someone at work, seems to care about me as a person
6. There is someone at work who encourages my development
7. At work, my opinions seem to count
8. The mission or purpose of my company makes me feel my job is important
9. My associates or fellow employees are committed to doing quality work
10. I have a best friend at work
11. In the last six months, someone at work has talked to me about my progress
12. This last year, I have had opportunities to learn and grow at work

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### Engagement Hierarchy

12. Gets to learn and grow  
11. Progress in last 6 months

10. Best friend  
9. Others committed to quality  
8. Purpose of company  
7. My opinions count

6. Encourages development  
5. Supervisor cares  
4. Recognized this week  
3. Do my best every day

2. Materials/equipment  
1. What is expected

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Basic Needs

1. *I know what is expected of me at work.*

- ◆ Personalize – Learn about the person, then frame expectations.
- ◆ Communicate – don't make them guess ... or ask
- ◆ Quantify – Expectations must be known to be met: *What's the game? The rules? How do we win?*

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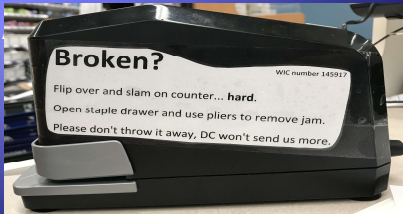
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Basic Needs

2. *I have the materials and equipment I need to do my work right.*




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Management Support

3. *At work, I have the opportunity to do what I do best every day.*




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**Management Support**  
 4. *In the last 7 days, I have received recognition or praise for doing good work.*

- ◆ Genuine, precise praise engages
- ◆ Specifically-valued workers feel ... are motivated
- ◆ *The opposite of recognition is being ignored.*

*Q4 "consistently receives the lowest ratings"*

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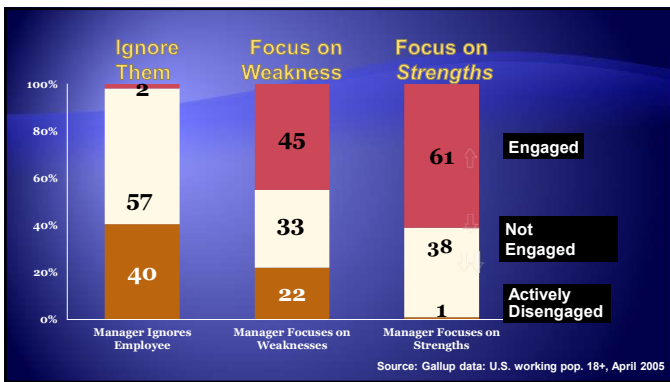
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**Management Support**  
 5. *My supervisor, or someone at work, seems to care about me as a person.*

You want employees to say:

- ◆ *My manager genuinely cares.*
- ◆ *I am valued for my effort, talent, & humanity*
- ◆ *I am respected, not just worker.*

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*My supervisor, or someone at work, seems to care about me as a person.*  
**2007 New York Giants, Super Bowl Coach Tom Coughlin**



You want your team to say:

- ◆ My manager genuinely cares.
- ◆ I am respected, not just worker.
- ◆ I am valued for my effort, talent, & humanity.

- ◆ *I let my players own their positions.*
- ◆ *I tried to have a moment that had nothing to do with football*

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**People join their companies.  
 They quit their managers.**

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Management Support  
**6. There is someone at work who encourages my development.**

- ◆ If you focus on their weaknesses ...  
*They think they do everything wrong.*
- ◆ Collaborate on a focused plan
- ◆ Ongoing – move their goalposts forward  
*It shows you believe in them.*

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Teamwork  
7. *At work, my opinions seem to count.*

- ◆ Be Open – listen, respond, ask, repeat
- ◆ Proactive – solicit thoughts, concerns, & ideas
- ◆ Responsive – respond, implement or celebrate

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Teamwork  
8. *The mission or purpose of my company makes me feel my job is important.*

- ◆ What you do, *why you do it & how you do it!*
- ◆ Leadership needs to model it ...  
*recognize it discuss it, practice it*

*83% say it's "very important" to believe their life is meaningful or has purpose.*

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Teamwork  
9. *My colleagues or fellow employees are committed to doing quality work.*

- ◆ Culture – quality is a priority
- ◆ If I trust my team, I'm probably engaged.

All say, "Yes," to: "Are you committed to quality?"  
*Only Engaged Employees say, "Yes," to Q9.*

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Teamwork  
10. *I have a best friend at work.*

- ◆ These friendships are critical to loyalty & retention
- ◆ “Best” friends often deliver on other Q12 questions.

Highest Q10 scores = Most productive teams

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Growth  
11. *In the last six months, someone at work has talked to me about my progress.*

- ◆ Make reviews positive
- ◆ Name their strengths
- ◆ Performance-based:  
goals, plan, & track

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Growth  
12. *This last year, I have had opportunities to learn and grow at work.*

- ◆ Invite them to work smarter
- ◆ If they learn and grow, so does the org.
- ◆ Create a culture, open to new ideas
- ◆ Let them explore possibilities without fear of rejection or retribution.

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