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INSTITUTE

Growing Your Organization Through Your People

November 2017

Program Objectives



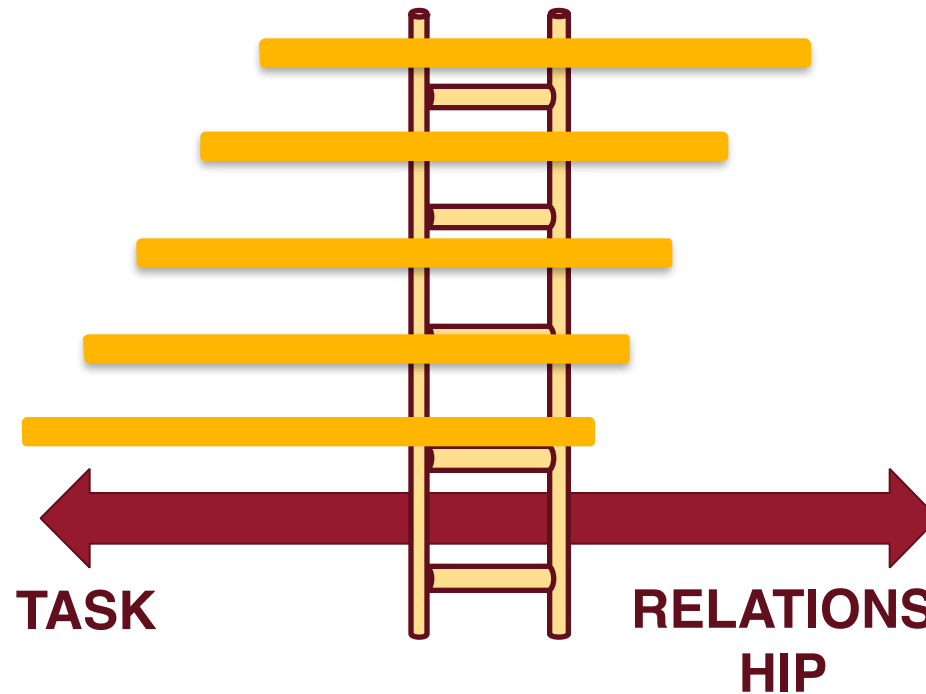
- In today's session, we will discuss:
 - What neuroscience has taught us about the critical motivational factors in the workplace and how to apply this knowledge with your employees.
 - The BB&T Leadership Institute Engagement Model, and the importance of aligning purpose with emotional and rational commitment.

The BB&T Leadership Model



Beliefs drive behaviors and behaviors produce results.

The Leadership Ladder

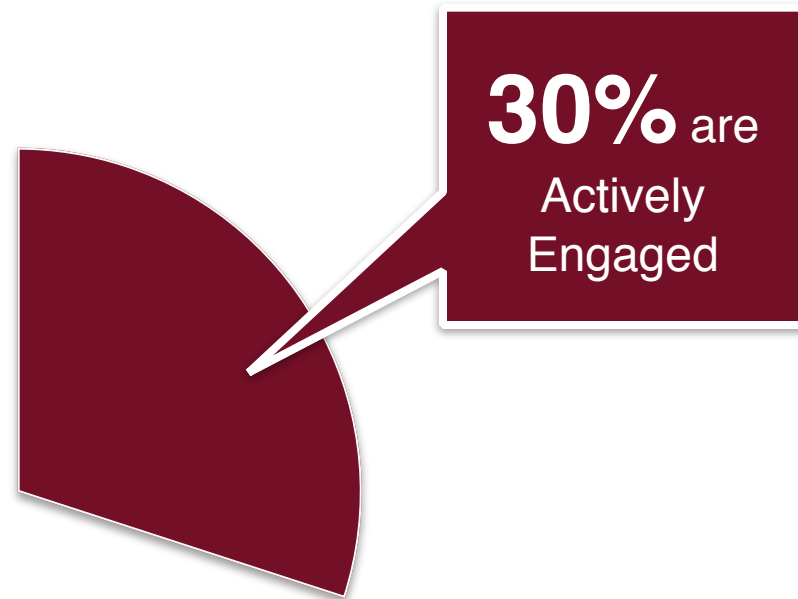


Our Definition of Leadership



Leadership is the **art and science** of
creating an **environment** that
inspires others to implement critical strategies
consistent with an organization's
beliefs and values.

Engagement Levels of the U.S. Workforce



Gallup: "State of the American Workplace" © 2014.

Engagement Levels of the U.S. Workforce



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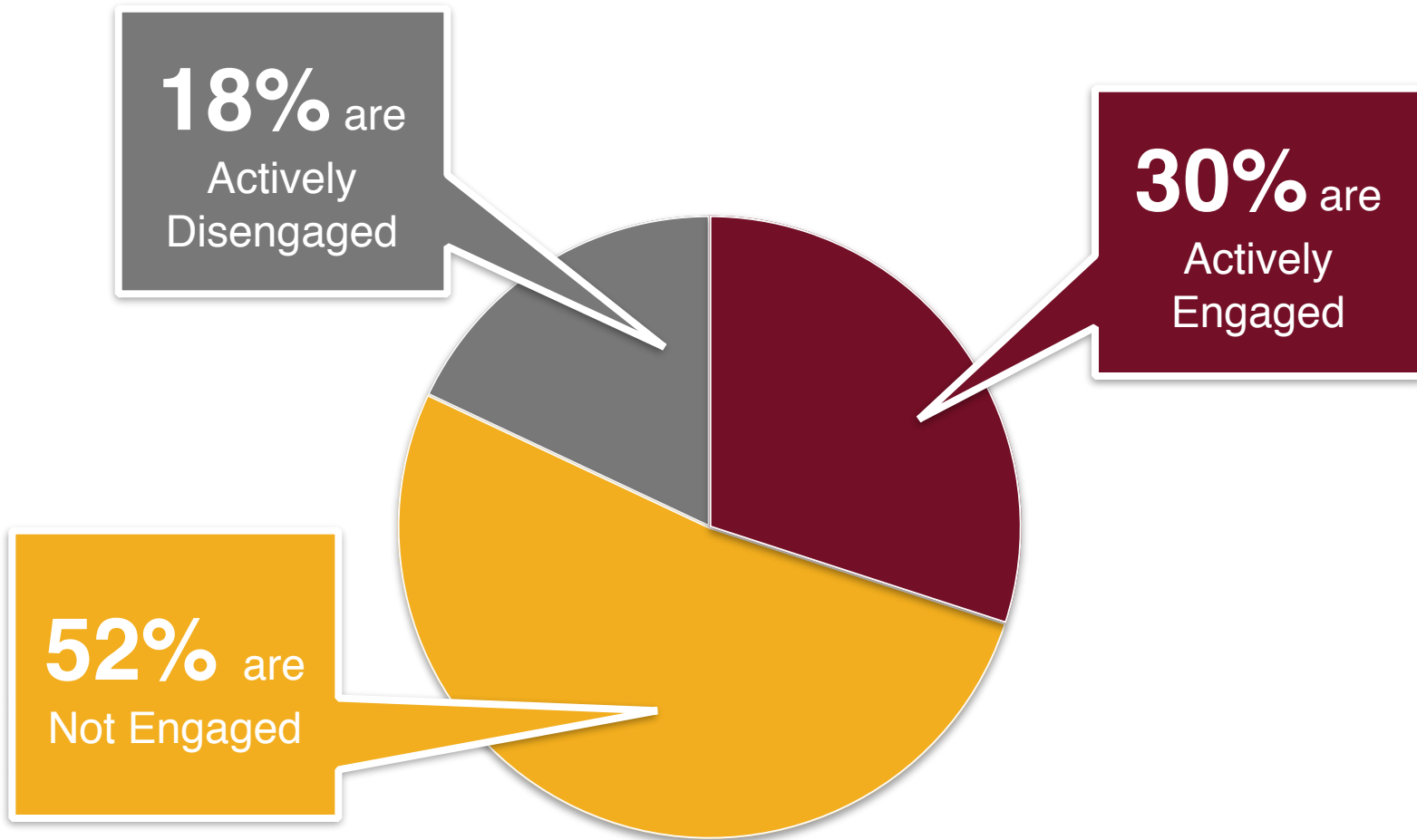


Gallup: "State of the American Workplace" © 2014.

Engagement Levels of the U.S. Workforce

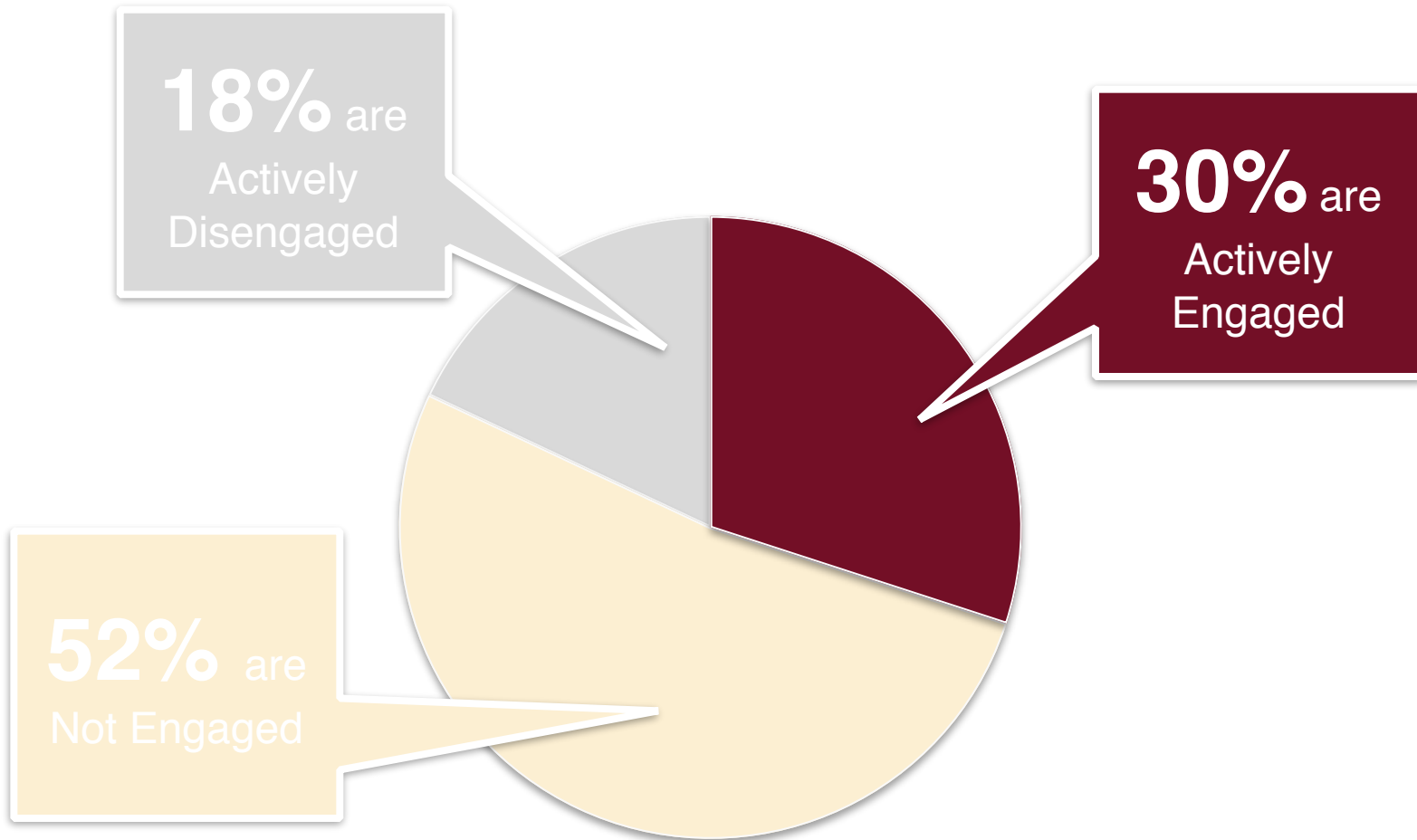


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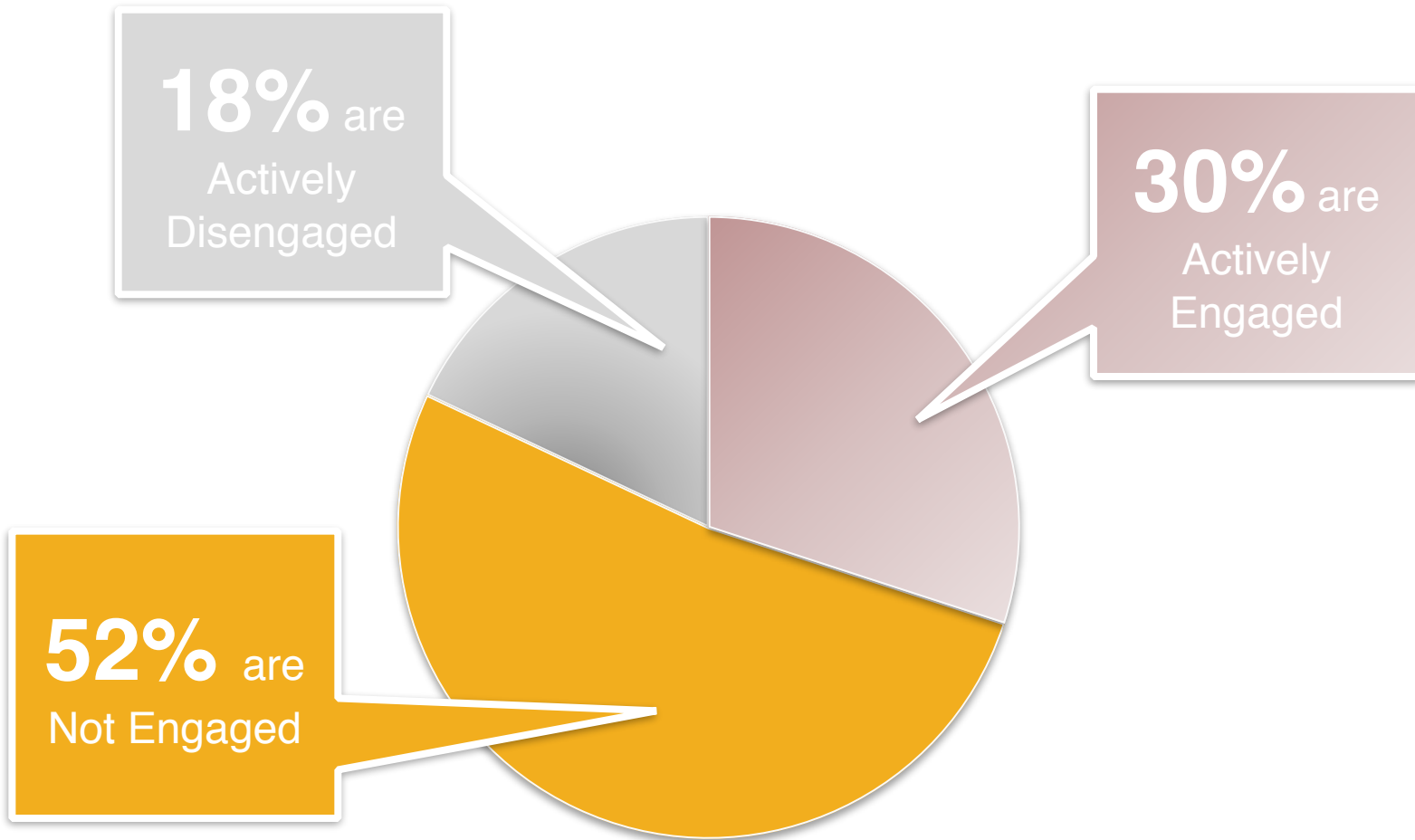
Gallup: "State of the American Workplace" © 2014.

Engagement Levels of the U.S. Workforce



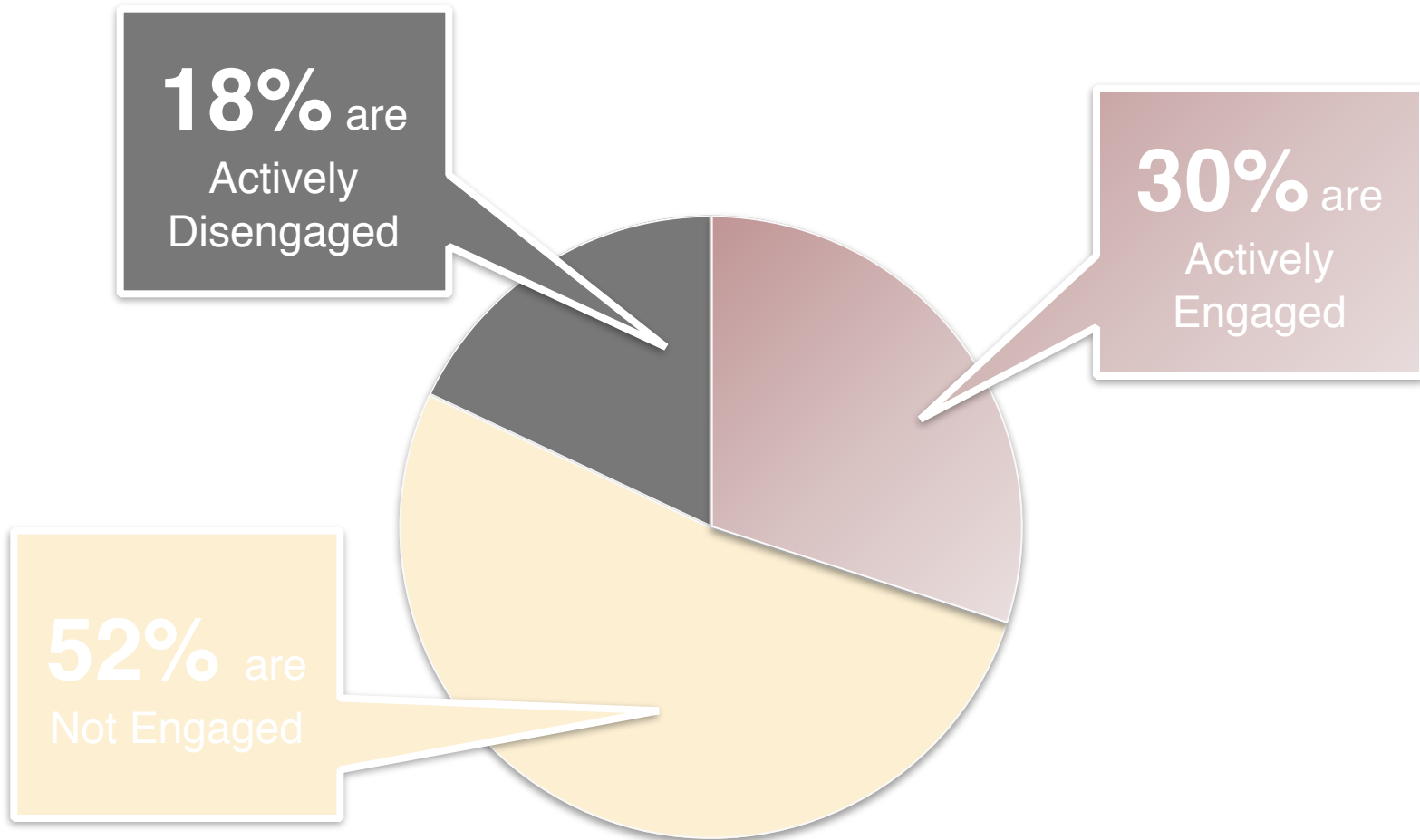
Gallup: "State of the American Workplace" © 2014.

Engagement Levels of the U.S. Workforce



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Engagement Levels of the U.S. Workforce



Gallup: "State of the American Workplace" © 2014.

The BB&T Leadership Institute Engagement Model



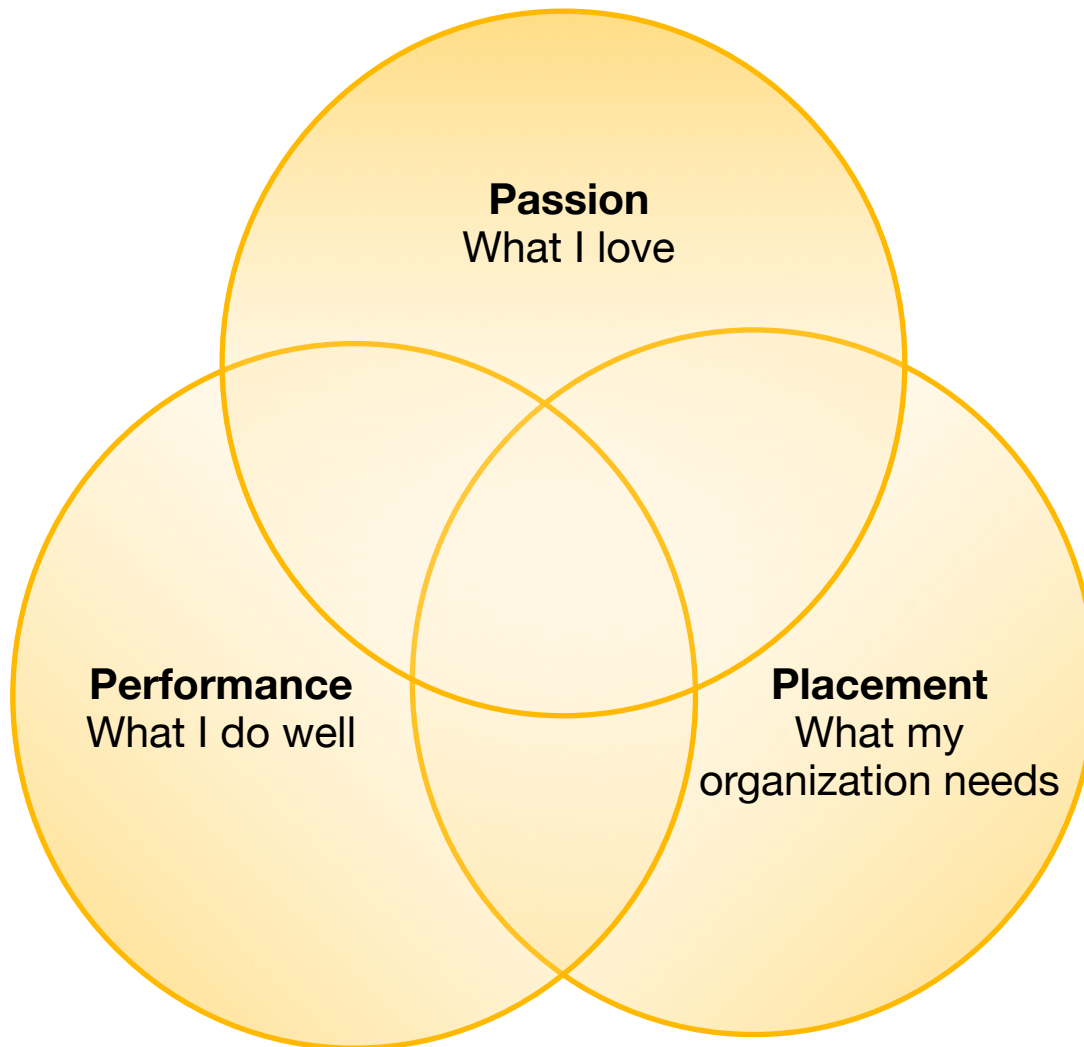
*The two most important days in
your life are the day you are born
and the day you find out why.*

- Mark Twain

What Is My Purpose?



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The BB&T Leadership Institute Engagement Model

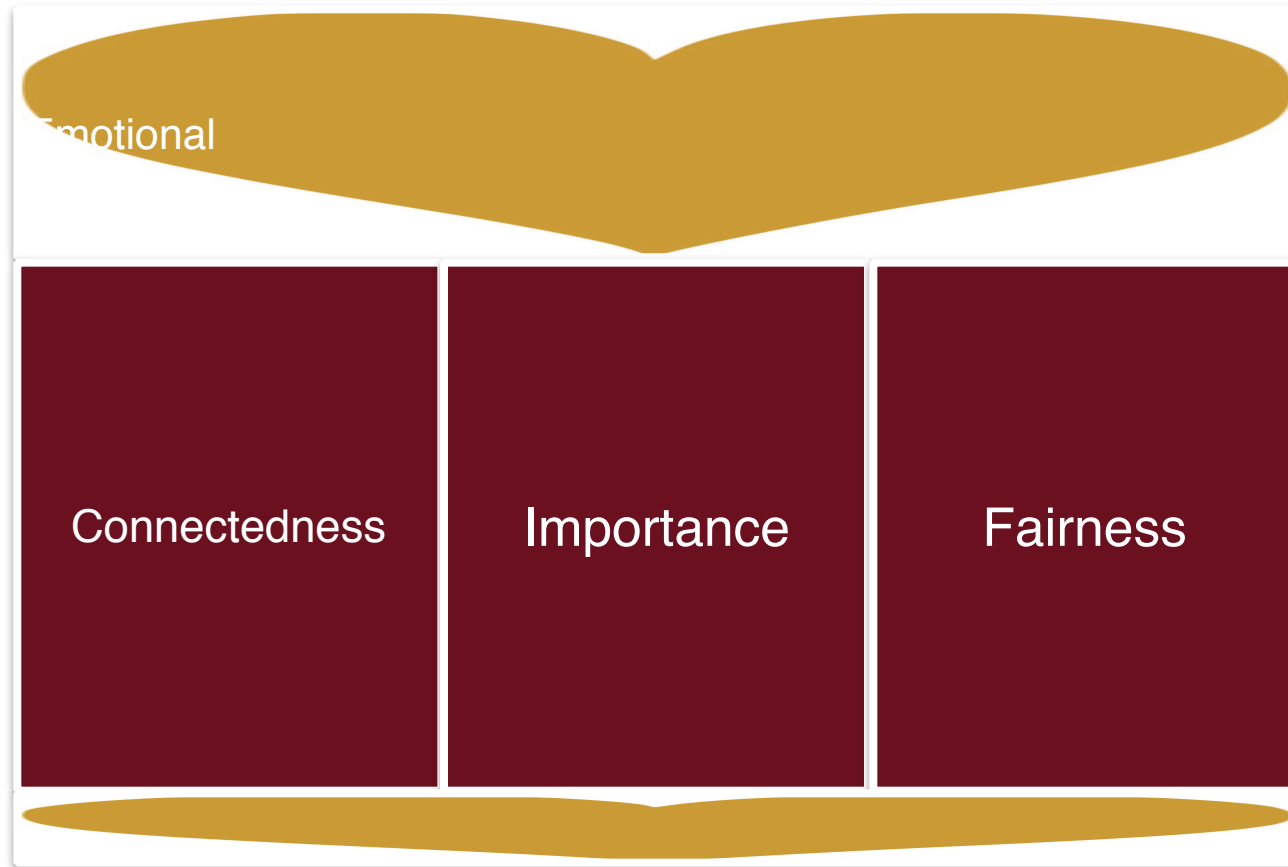


Six Engagement Drivers

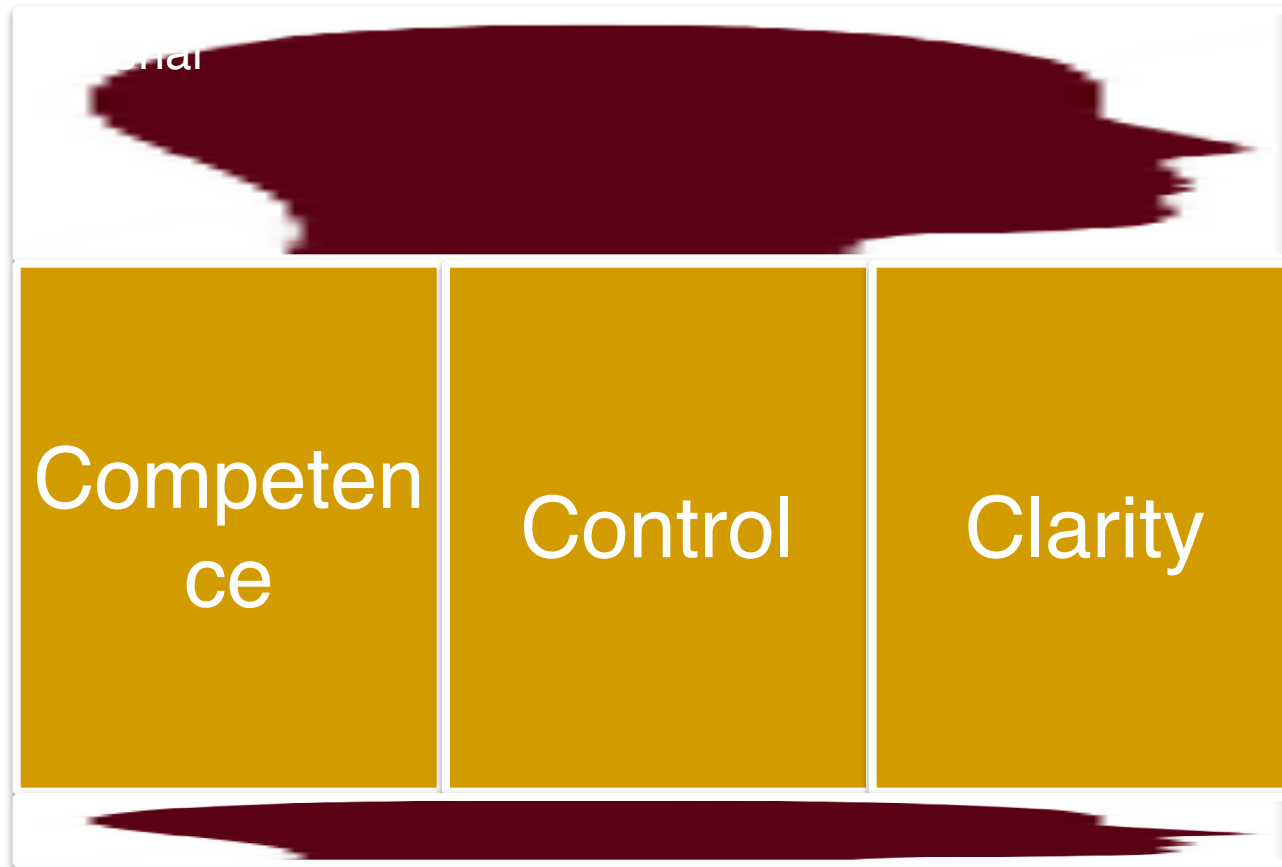
- nal
- Clarity
 - Competence
 - Control

- Connectedness
- Fairness
- Importance

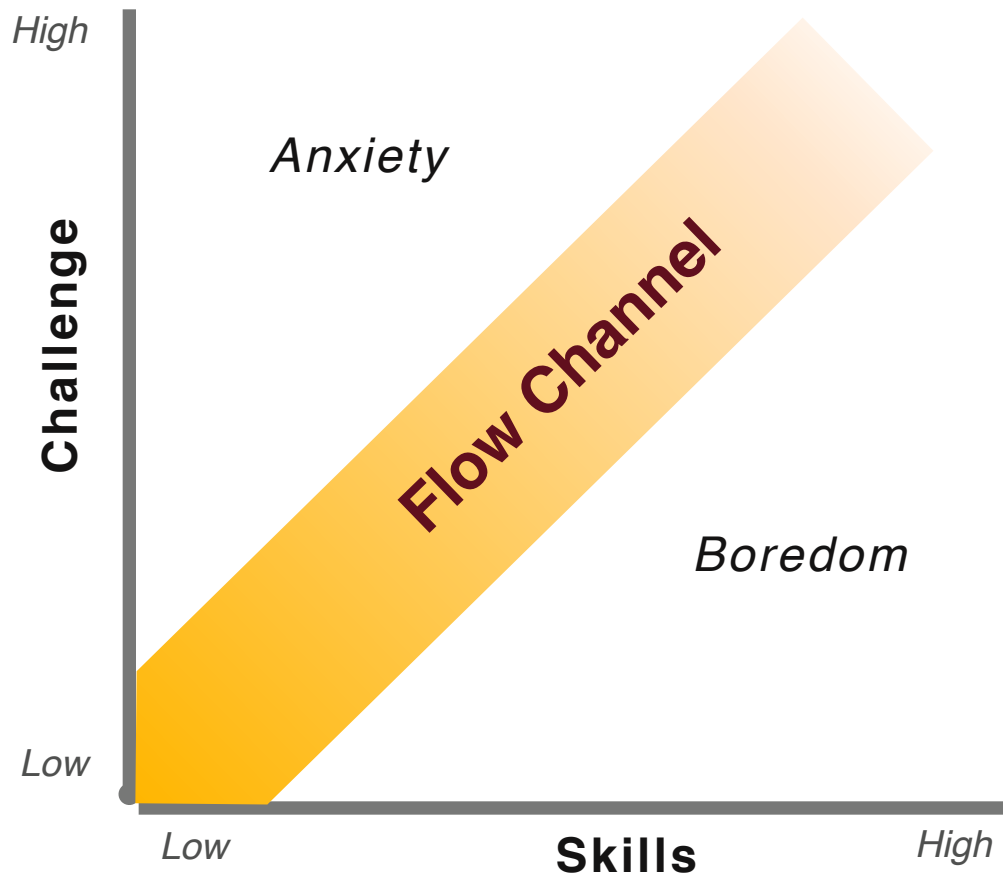
Six Engagement Drivers (cont.)



Six Engagement Drivers (cont.)

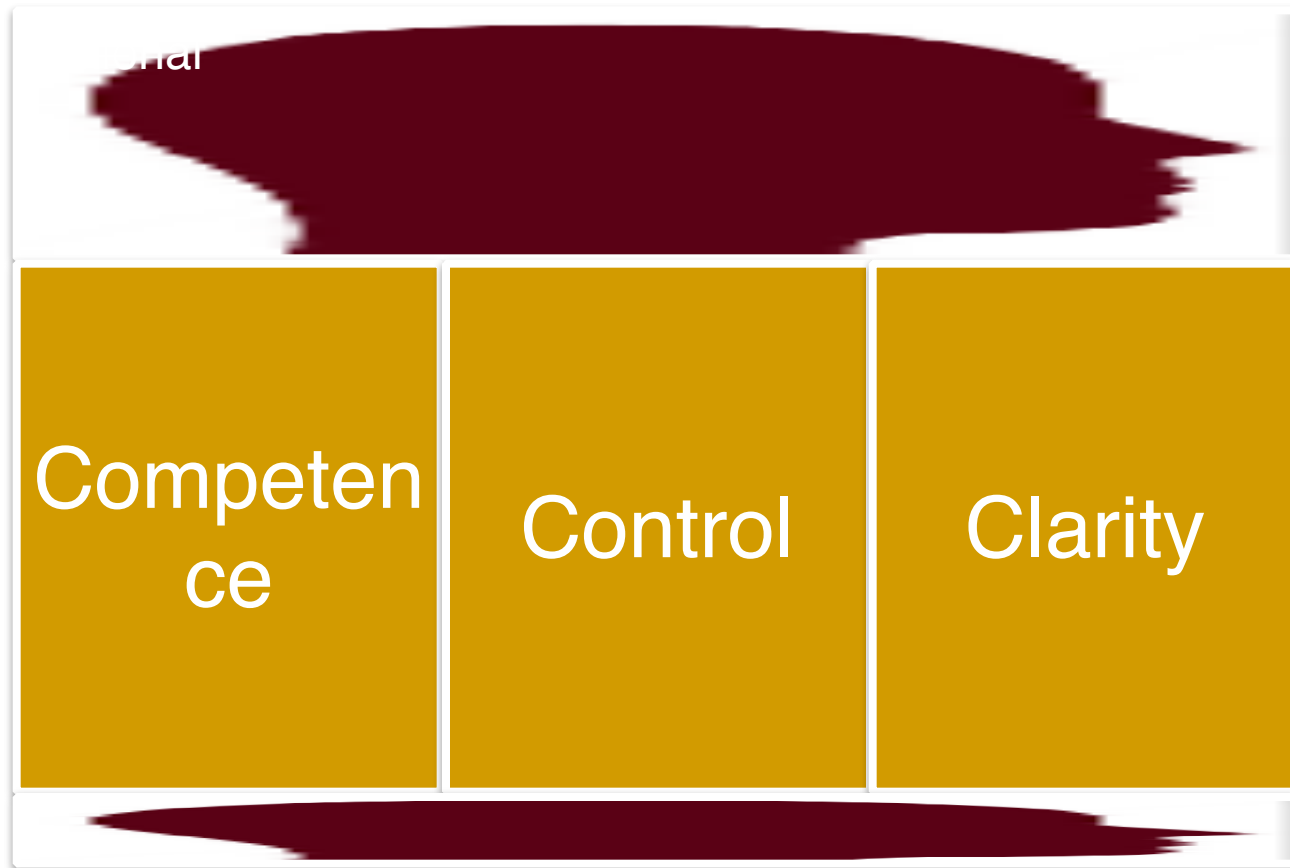


Competence



Mihaly Csikszentmihalyi. *The Flow*. 1990

Six Engagement Drivers (cont.)



The Six Engagement Drivers – Solutions

- Ask for feedback.
 - Must create an environment of trust
 - If this is new to your organization and culture, start small and build slowly
 - No defending, debating, or explaining
 - Listen for facts and themes

- Work with your teams to generate a list of what should be done to create an environment that supports the Six Engagement Drivers
 - Strive for 5-6 solutions to each Driver
 - Focus on the work environment, not events
 - Notice how the support solutions are interrelated and support multiple Drivers
 - Make it specific and actionable, *how* and *what* will be done

- Create an action plan and share it with your team

- Check in regularly – “how am I doing?”

Stay Interview



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- Exit Interview → rear view mirror
- Stay Interview → the road ahead
- “Retention before recruiting” strategy maintains focus on creating an environment versus isolated events
- A goldmine for the Emotional Drivers



The Missing Element in Engagement



- Last decade was driven by research from Gallup.
 - Importance of employee/leader relationship
 - Leader's role in employee engagement
- What has been lost in that effort?
 - The employee's role in increasing their own engagement
 - Owning their career
 - Using **Active Questions** versus **Passive Questions**

Using Active Questions - The Six Minute Drill



Ask and answer for yourself the following six active questions:

- What did I do today that:
 - ...helped me build my relationship with my leader?
 - ...insured the way I do my job is fair to everyone I work with?
 - ...makes me even more important to my leaders and company?
 - ...helped me gain clarity around an issue that I was uncertain about?
 - ...expanded my own sphere of influence/control over the work I do?
 - ...either builds my skills or increases the challenge of my job?
- Complete the drill daily and keep a journal.
- Write 1 or 2 sentence answers.
- Invite employees to share in meetings, 1-on-1 sessions, as appropriate.

What Active Questions Do



- The Broaden and Build Theory
 - Broadens an employee's attentional system to look for and act on opportunities they might otherwise miss or ignore
 - Builds their resources for managing their own career



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The 2-Week Challenge

- Six Similar Questions*
 - 37% improved on all six items
 - 65% improved on at least four items
 - 89% improved on at least one item
 - 11% no improvement
 - 1% negative change

- Total cost to implement: \$0.00

*Marshall Goldsmith “Six Questions You Need to Ask Yourself Everyday”



Implementing the Six Minute Drill – A Caveat

Implement the Six Minute Drill **only** after you have shared and begun to implement your own plan for increasing engagement.



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DGeletko@BBandT.com

(336) 862.1524