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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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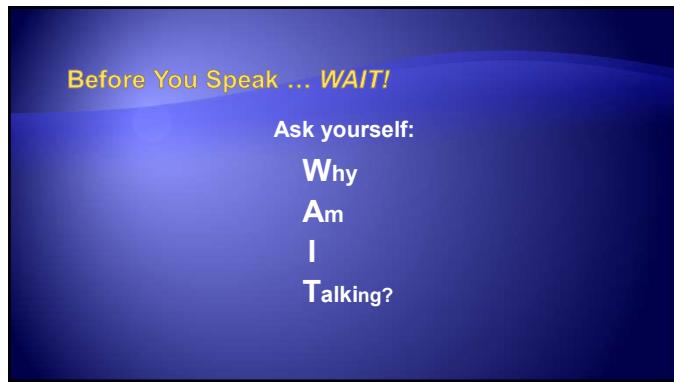
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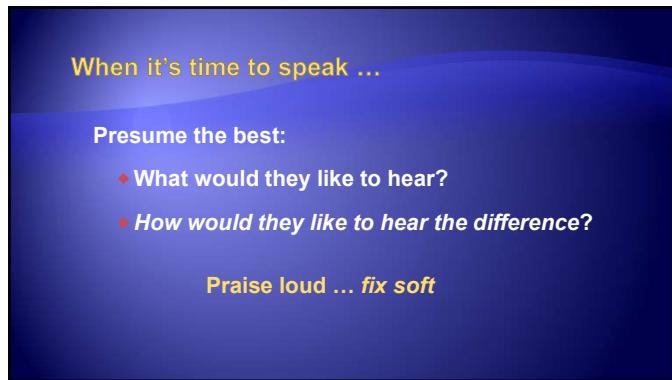
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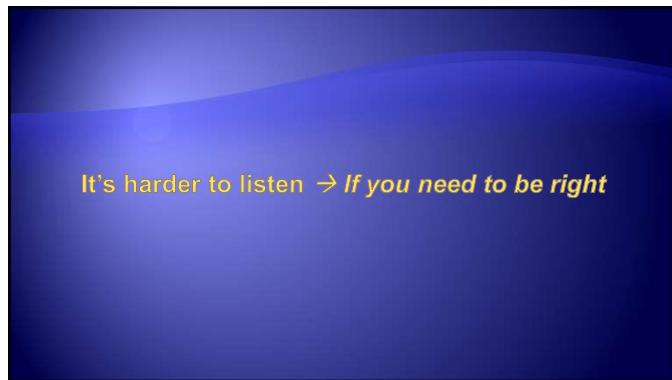
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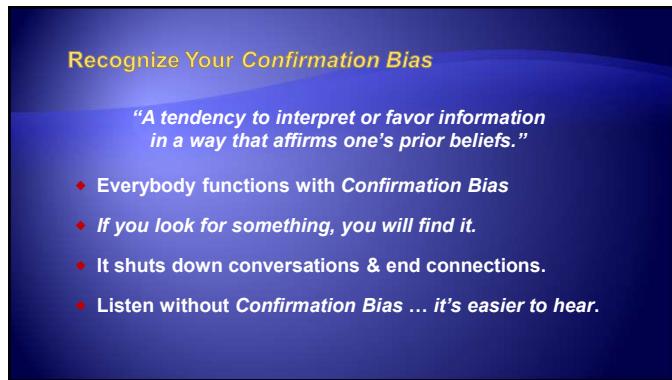
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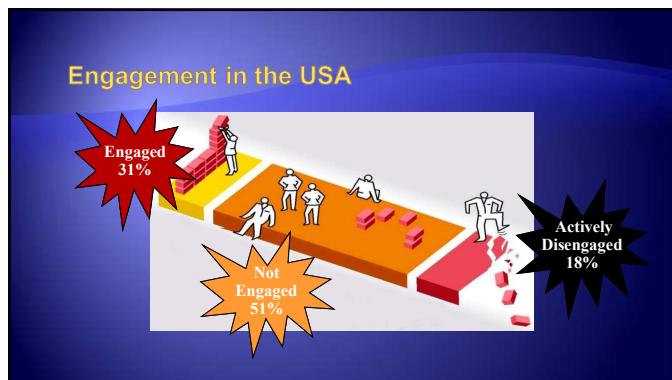
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**Top 25% Engaged Organizations**

**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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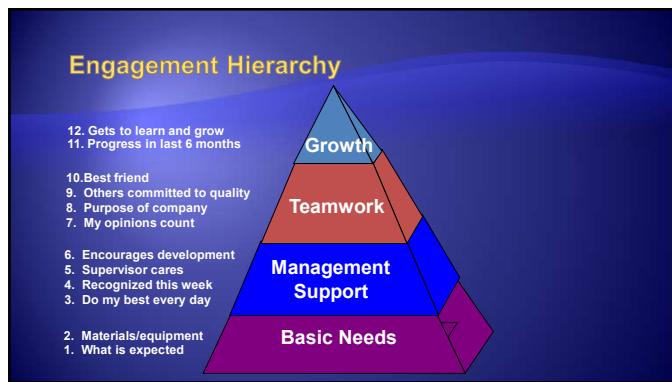
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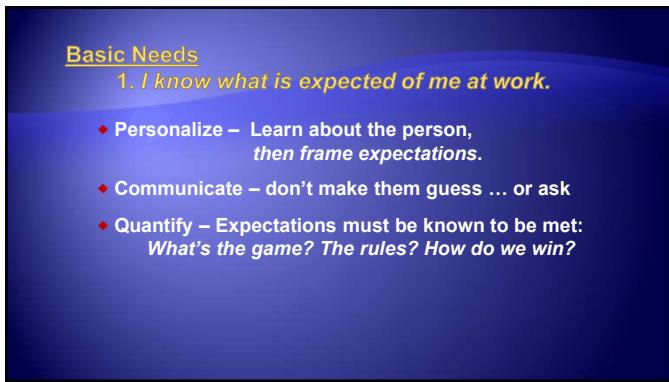
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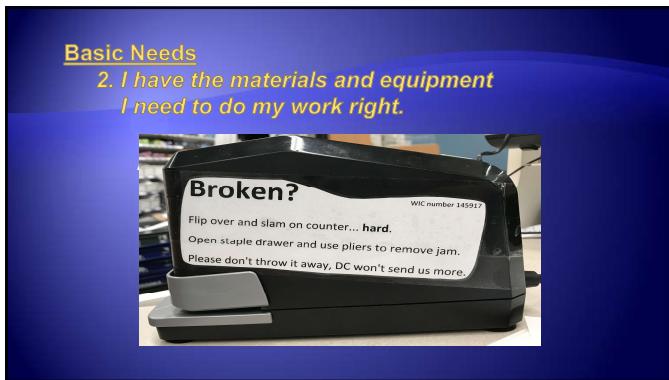
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Management Support

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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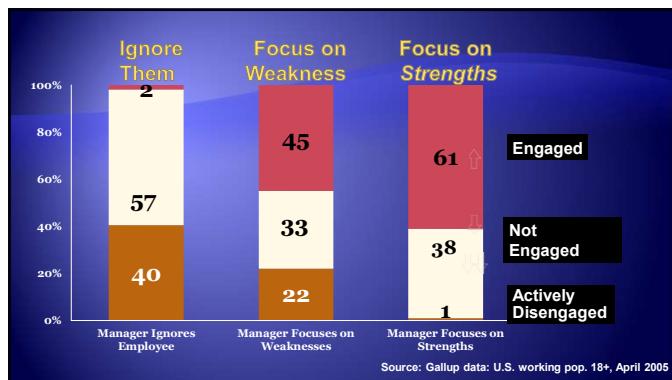


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Management Support

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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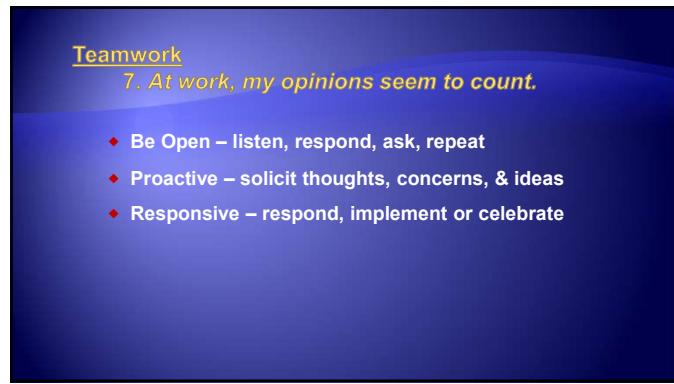


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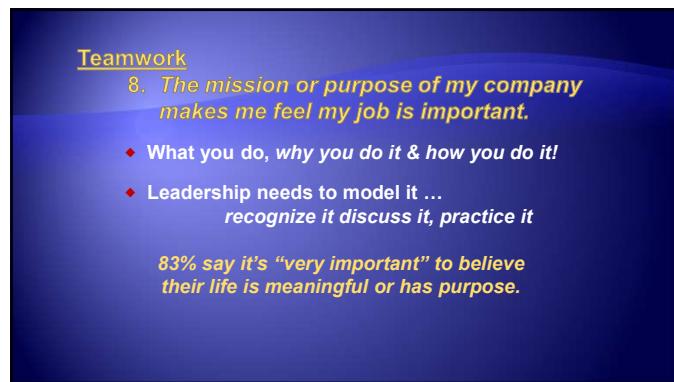
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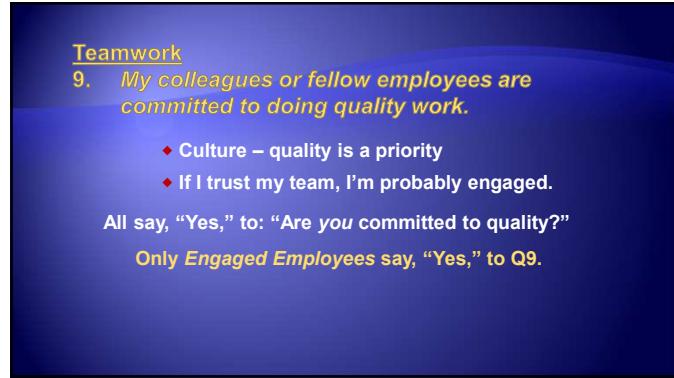
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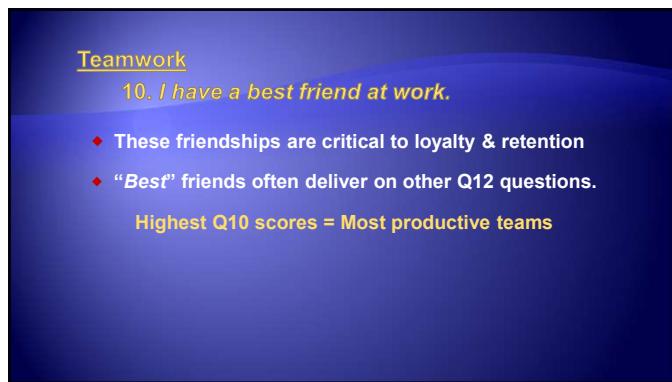
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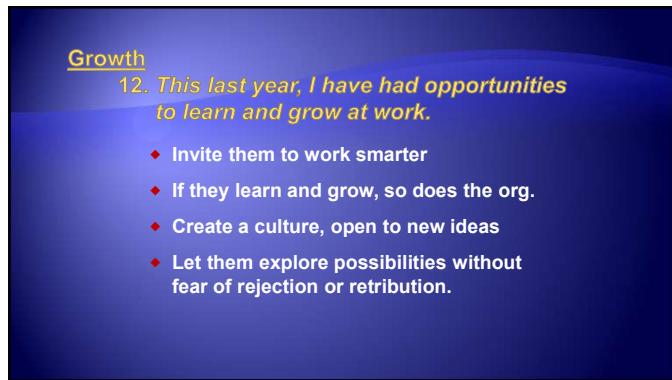
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