



EXECUTIVE ROUNDTABLE

The Engagement Dilemma:
AN EXECUTIVE WAKE UP CALL
8 *KEY TAKEAWAYS*



Hosted by **Casey Cunningham**
CEO and Founder, XINNIX

8 Category Levers of Employee Engagement



*Direct Manager

Managers play a critical role in enabling employee commitment to the job, team and organization



*Onboarding

An important job from day one



*Senior Executive Team

An "open door" senior team inspires effort



*Day-to-Day Work

Connect employees to something larger with meaningful day-to-day work



Compensation Plans

Compensation plays a large role in retention



*Learning and Development

Personalized development opportunities drive effort



Benefit Plans

Build credible commitment to employees through benefit plans



*Organizational Culture

A culture of communication, integrity and innovation yields a sizeable effort dividend

***XINNIX Partnerships directly impact 6 of the 8 categories for driving engagement**

Energizing People. Elevating Results.

Source: Corporate Leadership Council

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*“When we are putting people into the workforce, one of the biggest challenges we often face is employee engagement. Not only is it challenging, it’s incredibly important. Engagement is about occupying, attracting or involving someone’s interest. It’s about getting them to lean in and participate to become more involved. At XINNIX, it is our mission to truly change the future of our industry. We want to help leaders consider the possibilities for their own organizations so we brought together some of the industry’s very best executive leaders to share what they have done to shift the production curve and increase engagement. In this e-book we have summarized the eight key takeaways from our executive roundtable webinar, *The Engagement Dilemma: An Executive Wake Up Call*. We hope you find value with what these industry leaders shared.”*

Casey Cunningham,
XINNIX CEO and Founder



**LISTEN TO FULL
AUDIO HERE**

MEET OUR EXECUTIVE CONTRIBUTORS



Fobby Naghmi
SVP, Eastern Division Manager,
Planet Home Lending



Steve Adamo
US Head of Home Lending,
Santander Bank



Ron Zach
President & CEO,
NRL Mortgage



Rich Phillips
Executive VP Sales,
American Mortgage
Service Company

Energizing People. Elevating Results.

01

Managers are key to successful engagement strategies.

“Not all managers are leaders and not all leaders are managers...and trying to combine those two people to become strong leaders is really important.”

-Steve Adamo



Managers play a critical role in enabling employee engagement, so it is important to hire managers who inspire commitment and excellence in others. Often, managers and leaders are two different people. Managers typically focus on production, process and efficiency, while leaders tend to focus on engagement, ideas and empowerment.

However, as we build our workforce, we should hire people to manage then train them to be leaders. We should also find leaders within our organizations and train them to be managers.

Great executive leaders know that they need to empower and equip their managers with the tools they need to successfully lead others. If you want your management team to do everything they can to lead their teams, you must do everything you can to assist your managers. Take away any barriers that prevent them from effectively doing their jobs by delegating the power to make decisions and by offering support and guidance when needed. By mentoring and coaching your managers, you then empower those managers to do the same for others on their team.

The traditional leadership model is a pyramid with leadership and the top management, employees, and customers falling under them. However, executives looking to engage their workforce should consider the servant leadership pyramid model. Executives of highly engaged organizations understand that their job, first and foremost, is to ensure the success of everyone.

“I don’t hire people that I want to manage, I hire people I want to support.”

-Fobby Naghmi

02

C-Suite executives who have highly engaged organizations empower their managers.

03

Non-Producing Managers vs. Producing Managers... the debate continues.

“I don’t think it has to do with whether they’re producing or not producing, it’s are they a leader and equipped to lead.”

-Casey Cunningham

As an industry, we’ve seen management trends ebb and flow. The once traditional structure of hiring only producing managers began to shift toward a new concept of hiring more non-producing managers. In theory, producing managers are held to similar standards of production as the associates on their team, and can therefore better relate to those they manage. However, it can be said that the mentoring and coaching aspects of management can often take a backseat to meeting production goals.

What’s the correct answer? Well, there is no right or wrong when it comes to producing versus non-producing managers. We’ve seen organizations who hire only producing managers, organizations who only hire non-producing managers, and those who have a fair share of both. The debate is still on as to which has a more positive impact on employee engagement, but one thing is certain: there’s no need to fix something that isn’t broken! Do what works for your organization and your workforce.

04

**Where production
is a priority, the
C-Suite leads the
recruiting charge.**

Fobby Naghmi shared a management concept he has picked up over his career of the three-legged stool. The three legs of the management stool are production, brand awareness, and recruiting. As a way to support his managers, Fobby handles the recruiting piece to shift some of the responsibility off of the manager and onto himself.

How organizations divide and conquer the work that must be done to lead and manage varies for every company. However, the concept remains the same: if you neglect any of the three legs, the entire stool falls apart. Each part works in tandem and is integral for the success of the other two. In order to support your management team, it's important to shoulder some of the weight, so that no part is neglected.

***“When one of those three legs is broken,
the whole stool falls apart.”***

-Fobby Naghmi

05

Serving the customer and community is the bridge to create meaning in one's work.

"We want to make sure that we take care of our customers, our colleagues and the communities where we live and work."

-Steve Adamo

"The engagement dilemma and the retention dilemma in our industry is going to continue to be a problem until we all realize that we want meaning in our life," advised Casey Cunningham. "Whenever we receive a testimonial or a story from one of our students, the XINNIX leadership team and I make sure to send it out to all of our associates so that they realize that they're not just working behind the scenes or doing administrative work, but that they are truly impacting people's lives."

Steve Adamo mentioned that while serving their customers and supporting each other are at the core of their business, there's another key piece to the puzzle that companies often forget. "You're out of sync if you're not connected to your community. Serving our communities and the people that we live and work with each and every day is at the core of everything we do, and that creates significant meaning behind our day-to-day work."

When your workforce feels meaning behind the work they do every day and knows that they are positively contributing to their customers, their community and the world at large, not only is retention going to increase, but the quality of work is going to increase as well.

06

Defining company culture and values is the secret sauce for retention.



QUALITY



GROWTH



INNOVATION

“Retention is everything. So when people stay, they really want to be here and that only helps us get better. They also refer top people to us, and that helps us grow”

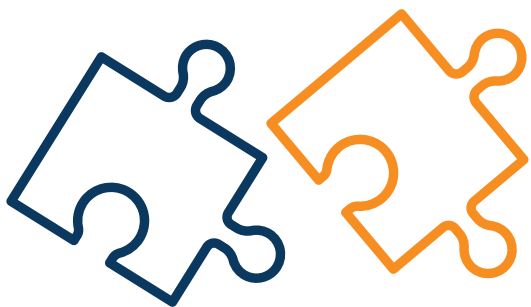
- Ron Zach

Employee retention starts with being able to clearly state what the company’s culture is. Hiring employees that fit well into your culture and share the same values and goals, will produce a workforce that flourishes and is likely to stay.

Building a culture of excellence leads to higher quality of work and an increase in job satisfaction. And hiring and retaining great talent is vital in creating this culture. Over time, every company will see employees come and go, but a consistent high turnover rate can be costly. Retention starts from the time an application is received. Candidates can look great on paper and talk the talk, but how well do they fit with your culture? You must combine great talent, with shared beliefs, and you’ll see winning results in retention.

07

**One-size training
does not fit all –
development is a
journey not a
destination.**



“We have a program to help understand their strengths and weaknesses to help evaluate them and put them on a plan to help them grow and become better at what they do.”

-Rich Phillips

An engaged workforce affects overall company success and fosters job satisfaction, performance and a positive customer experience. The best way to engage your team is to invest more in what matters. Companies should develop training programs that meet employee needs to help navigate their career.

Training should be driven by the type of work and goals set in place for each associate. While some associates may benefit from attending conferences, others may benefit from one-on-one relationship with a career coach. Regardless of which path is right for your team members, accountability is key. You can spend all the money in the world to train your team, but if they are not held accountable to what they’ve learned and implement the training they’ve received, it’s not likely that they will see any professional growth.

08

**It is estimated that
90% of most mortgage
companies do not
budget for
professional
development.
To succeed, be the
10% that does.**

The mortgage industry at large does not budget for professional development. While there may be a line item for conferences and continuing education, most companies do not budget for true professional development. Many loan officers are forced to pay for their own sales training which is often why many of them receive no professional development.

As leaders, we need to invest in our team members so that they become the best producers they can be and in turn invest back into the company that supports them. Sales teams are the main driver of the business. By providing professional development, you 'll have a highly engaged team that feels valued.



*“If loan officers want training and put in all the work,
helping them on the investment is easy. We would pay for the whole thing.”*

-Rich Phillips



XINNIX is deeply involved with each of our executive contributors and their respective companies on driving engagement and performance. These leaders share our passion and leadership philosophy and are successfully defining and guiding the culture of their organizations.

Excellence is the driving force behind everything we do at XINNIX. Our story, our values, our leaders, and the companies we serve reflect our commitment to elevate mortgage professionals and transform our industry. We're in the business of energizing people and elevating results because we believe that through excellence, there are infinite possibilities.

If you share this vision with us, we welcome a conversation on how we can partner with your organization.

Contact XINNIX at 678-325-3500 | Visit our website at www.XINNIX.com



About XINNIX, The Mortgage Academy

XINNIX is the nation's premier sales and leadership performance company with nearly two decades of service to executives, managers and loan originators in the mortgage industry. The XINNIX System™, is a proven sales and leadership development platform combining Training, Accountability and Coaching that drives and sustains production results for all levels of mortgage professionals. This professional development ultimately supports the significant role mortgage originators play in fulfilling the American dream of homeownership. XINNIX's methodology transforms companies and changes lives by engaging, equipping and empowering individuals, teams and organizations to elevate their thinking, accelerate their performance, and experience incredible results.

XINNIX is the winner of 19 culture awards!

We're honored.

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2016, 2017, 2018, 2019


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2018, 2019

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