

Understanding 3B1A

Identifying the cause for disengagement

Speaker's Profile



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House Keeping Instructions



All phones are set to mute. If you have any questions, please type them in the chat window located beside the presentation panel.



In case if you do not receive answers to your questions today, you will certainly receive answers via email shortly.



We have already received several questions from the registrants, which will be answered by the speakers during Q&A session.



Thank you for your participation and enjoy the session.



We will continue to collect more questions during the session as we receive and will try to answer them during today's session.

About Me

- Trained in Psychiatry in National University of Singapore Medical School for 5 years before leaving to go into entrepreneurship
- Trained in psychotherapy
- Running businesses for the past 6 years
- Multiple Service industry experience - User Experience Design, Music, Audio, Business Consultancy, Learning & Development
- Coached and helped >200 individuals in the past 2 years across various age groups

About Undelusional

- Social Solutions Company
- Dedicated to solving psychosocial issues of today
- By raising mental wellness of the individual
- Took on Employee Engagement for 2018
- We believe that Employee Engagement is best achieved by helping the individual employees and employers gain mental wellness

Employee A&E: Manager's Edition

- Meant to help companies equip managers with new emotional and interpersonal skillsets
- Introduces new concepts like Conflict Revolution, HumanOS and 3B1A to help diagnose what is happening in the workplace
- Talks about solving it by helping people understand themselves
- Empower managers to create advocacy and engagement champions

Learning Outcomes

- Understanding value of individualising engagement
- Understanding the reasons for disengagement
- Ability to identify an Advocacy-Ready (engaged) employee
- Ability to identify the symptoms of Bullying, Belittling and Burnout

Question Time!

Choose one of the following definitions for Employee Engagement:

- A. Employees are passionate about the company
- B. Employees are productive and put in effort at work
- C. Employees follows orders and work instructions well

Defining Employee Engagement

- **Forbes:** Employee engagement is the emotional commitment the employee has to the organization and its goals.
- **Gallup:** An “engaged employee” is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.
- **Undelusional:** Engaged employees believe in what they do and talk about their work with pride.

Defining Employee Engagement

- Believe in what they do
 - Take initiative
 - Take feedback well
 - Are highly productive
- Talk about their work with pride
 - Share their experience at their work readily
 - Give useful and meaningful feedback
 - Provide support for others

Defining Employee Engagement

To talk about Employee Engagement, we have to talk about the employees' **emotional states**.

This is why we created the 3B1A model.

But first we start with the assumptions

Common Assumptions

People have disagreements due to differences in personality
Personalities cannot change

Our Assumptions

~~People have disagreements due to differences in personality~~

~~Personalities cannot change~~

Disagreements happen due to misunderstanding

The changes in understanding changes the “personality” shown by each person

Common Assumptions

People can compartmentalise their emotions during work hours
We perceive people differently at work and in life

Our Assumptions

~~People can compartmentalise their emotions during work hours~~

~~We perceive people differently at work and in life~~

It takes a lot of emotional intelligence for someone to not be affected by emotions at work.

We perceive people at work the way we perceive them in life

Common Assumptions

Some people can be engaged, some can't

Our Assumptions

~~Some people can be engaged, some can't~~

Everyone can be engaged, just not necessarily with the current culture - a topic we can't cover today

Common Assumptions

Disengagement is easy to spot

Our Assumptions

~~Disengagement is easy to spot~~

Disengagement is emotional - it is easy to put on a front a work, but the undercurrents are present

Therefore, **diagnosis** is important

Question Time!

Can you agree with our assumptions?:

- A. Yes
- B. No
- C. Maybe

What gives us this conclusions?

Integrated Concepts

- Chaos Theory
- Theory Y
- Likert's System IV
- Karl Weick's Theory of Organising
- Neo-Freudianism
- Motivational Interview
- Family Therapy
- Positive Psychology
- Logotherapy
- EQ 2.0

What's Needed for Employee Engagement?

- There is no one process or method to solve every employee's disengagement
- Organisation culture is critical - imagined vs real culture
- Manager's role in understanding the individual is imperative (This is what we focus on)
- Understanding individuals as a whole rather than just job scopes
- Mental Clarity (emotional intelligence and more) and Meta-Communication (emotional communication)

Why 3B1A Model

- Focuses on the individual reasons and their pathways
- 3B's are Bullying, Belittling and Burnout - (DSM V traits)
- A means Advocacy-Ready, which is generally an engaged employee who's happy to speak up for the company
- These are states that people are in due to the dynamics within the workplace
- These states can be changed, and therefore,
- We can create the right environments for employees by understanding their individual issues

Identifying your 3B1A

Burnout, Bullying, Belittling, and most important of all, Advocacy-Ready

Cluster A

Burnout and Jaded

Burnout/Jaded

- People who have been looking for **meaning** in life and work
- Willing to work if they believe they can find it
- Ideals-driven

Difference:

Burnout still have hope of finding **meaning**

Jaded is cynical about finding **meaning**

Symptoms of a Burnout

- Always overworking, basically sacrifices personal life for the job
- Minimises communication with colleagues, often not updating until the whole work has been done
- Decreasing productivity despite still working hard (or harder)
- Always feeling overwhelmed (or complaining about it)
- Doing excessive overtime
- Productive but problematic or rebellious
- Always “tired”
- Complains about not having freedom to do what needs to get done
- Feels micromanaged/restricted/“hands are tied”

Symptoms of a Jaded

- Self-deprecating humour
- Learned helplessness
- Loss of vitality or energy - a tiredness beyond normal fatigue
- Drop in efficiency/effectiveness
- Going for low-hanging fruit Doing the bare minimum, not seeing the point in doing more
- Results taking an unexplained turn for the worse
- Constant financial difficulties
- Negative energy, giving up
- Depression

Question Time!

Can you identify people around you as burnout or jaded?:

- A. Burnout
- B. Jaded
- C. Both
- D. None

Cluster B

Bully and Bully Magnet

Bullying/Bully Magnet

- People who have been looking for **social validation** in life and work
- When they know what gets them validation, they will work for it
- Status and privilege focused

Difference:

Bully has more success in finding and establishing **social validation**

Bully Magnet is seeking **social validation** but rarely getting it, and therefore might overcompensate

Symptoms of a Bully

- Engages actively in politics (incites comparison with everyone else to make themselves seem bigger/better)
- Shows need to gain control over others
- Like to use position to make others feel bad
- Steals credit
- Hogs airtime with bosses
- Name dropping
- Doesn't share the same information with everyone (because information is power)
- Openly gossips and points out others' faults
- Prioritises personal legacy over organisation's goals

Symptoms of a Bully Magnet

- Tries to please everybody
- Attracts attention, unnecessarily
- Tries to create facade of excellence
- Unwilling to ask for or accept help
- Inefficient/unnecessary overtime
- Hides behind excuses
- Seldom talks, can't think on their feet
- Missing deadlines is a norm
- Sweats the small stuff
- Takes feedback too seriously

Question Time!

Can you identify people around you as bully or bully magnet?:

- A. Bully
- B. Bully Magnet
- C. Both
- D. None

Cluster C

Belittler/Self-Belittler

Belittler/Self-Belittler

- People who live by what's **right or wrong**, and basically go by **moralism**
- They **NEED** to know what is right, and will continue doing it even if proven otherwise

Difference:

Belittler has been better at following “what’s right”

Self-Belittler believes that one will never achieve “what’s right”

Symptoms of a Belittler

- Puffery (inflation of their perceived worth)
- Pessimism & negativity
- Believing others are incompetent
- Playing the blame game to “appear above-board/unbiased/blameless”
- Allergy to authority
- Imposing rules/opinion on others
- Narcissism
- Passive aggression
- Asking questions as if they have all the answers but not actually offering solutions

Symptoms of a Self-Belittler

- Low confidence
- Sticklers for rules
- Unable to deliver and/or step up
- Try to fly under radar; pushes blame if necessary
- Dodge additional tasks
- Don't really contribute in meetings
- Pretend to know what's going on
- Don't see bigger picture / organisation's goals
- “It's not my fault.”
- “How am I supposed to know?”

Question Time!

Can you identify people around you as belittler or self-belittler?:

- A. Belittler
- B. Self-Belittler
- C. Both
- D. None

Important Note

- People can be suffering all 3 B's at the same time
- A person can be functioning in each state at a different time
- Getting feedback is essential
- Focus is on getting the general assumptions right and getting the emotional skills developed in the managers
- Accurate diagnosis goes a long way

Question Time

Can you identify people in your office who suffer from the 3 B's?

- A. Yes
- B. No

How does this help?

RSTUV Workplace

- Rewarded
- Safe
- Trusted
- United
- Valued

Conflict Revolution

- Conflict Resolution can deepen misunderstandings
- Conflict Revolution focuses on understanding the fundamental differences between people and learning to create common goals and understanding
- Every opinion, even the worst, matter
- Create environments for conversations

Positive Reinforcement

- Right usage of Positive Reinforcement is essential for success in Employee Engagement
- If employees do not know what is expected out of them, it is easy for them to end up having the 3 B's
- Positive Reinforcement is a daily/weekly affair, not just bonuses and appraisals
- Consistency is the key

Summary

- Employee Engagement is an emotional process
- Individualising is important as each individual is unique
- An engaged employee might not be obvious, but would show certain signs
- An engaged employee can become disengaged easily
- 3 B's are states that people go into due to the current situation in the office and life
- Employee Engagement is a complicated process, but can be aided by having strong understanding of how people work

And We're Done!

Q&A Time!