

# Truist Leadership Institute's training is associated with a higher likelihood of promotion in commercial banking

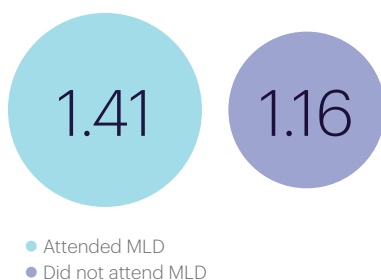
## +89%

Likelihood of promotion among Truist Leadership Institute (TLI) alumni compared to those who did not attend the TLI program

*Analysis of heritage BB&T Commercial Banking relationship managers (RMs), 2012-2018.*

*Of RMs who attended MLD, 36% received a promotion, compared to 19% among RMs who had not taken MLD.*

RMs total number of promotions



## What is MLD?

Mastering Leadership Dynamics (MLD) is Truist Leadership Institute's five-day leadership development program. It's centered on leaders' self-awareness of key beliefs, behaviors, and the implications beliefs have for their leadership.

## Why do RMs promote more often after MLD training?

The MLD program is designed to equip participants with the ability to build and maintain strong relationships with others.

We believe these skills empower RMs to stand out as candidates who can tackle the challenges that come with increased leadership responsibilities.

The headline finding refers to whether or not RMs were promoted, but what about the total number of promotions?

An additional analysis demonstrated that RMs with MLD training received **more total promotions** than those without MLD.

## Owning these results

At your company, what new challenges and relationships should your leaders be prepared for once they receive a promotion?

## How TLI ensures the accuracy of these results

RMs' promotions only counted if they occurred after MLD (if RMs did not attend MLD, then all their promotions counted). Even after deleting pre-MLD promotions, RMs with MLD training were more likely to be promoted, relative to those without MLD.

Our evidence alone does not rule out the possibility that higher-performing leaders could have been selectively invited to participate in MLD. However, company policy was to automatically invite leaders who rise to a threshold job grade level to participate in MLD, regardless of other factors like job performance. Additionally, supervisors have reported sending their leaders to MLD both as a reward for good performance and to improve poor performance.

## Appendix: methods used for these findings

The sample consisted of 1,103 RMs who entered commercial banking at heritage BB&T (now Truist) between the years of 2012–2017. RMs' promotion and MLD completion data was tracked until the following year, 2018.

- **Finding 1:** The MLD group was more likely to get at least one promotion, relative to Control.

$$\chi^2 = (1, 1103) 21.27, p < .001$$

- **Finding 2:** Among RMs promoted at least once, the MLD group had more total promotions than the Control Group.

$$t = (59.5) -2.57, p = .013$$

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- **Finding 3:** Even after removing promotions occurring the same year as their MLD program, the MLD group was still likelier to get at least one promotion, relative to Control.

$$\chi^2 = (1, 1097) 15.88, p < .001 \text{ (MLD} = 34\%, \text{ Control} = 19\%)$$

To learn more about these methods and other LI research, please join the conversation at [truistleadershipinstitute.com](https://truistleadershipinstitute.com).

## Truist Leadership Institute

During the past half-century, Truist Leadership Institute, and its predecessor firm Farr Associates, have developed and refined approaches to business leadership through collaborative work with clients throughout the United States. Truist Leadership Institute provides organizations with a leadership development partner who helps create dynamic and effective leaders, increase employee retention, and improve the bottom line.