

Best Place For All

ENGAGEMENT



TALK

Employee Engagement Manager's Toolkit

It's time to write the next chapter of your team's engagement story!

Includes how to read survey results, resources and tools to assist you in talking with your team and developing action plans that focus on building engagement.

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What is Employee Engagement?

To understand engagement, ask yourself: Why did I choose this job?

Perhaps salary, benefits and security played a role, but they probably were not the only thing that made you accept the job offer. It's likely you felt a connection with the hiring manager, the organization's mission, the job itself, or perhaps you just had that "excited feeling" that this was the perfect job for you.

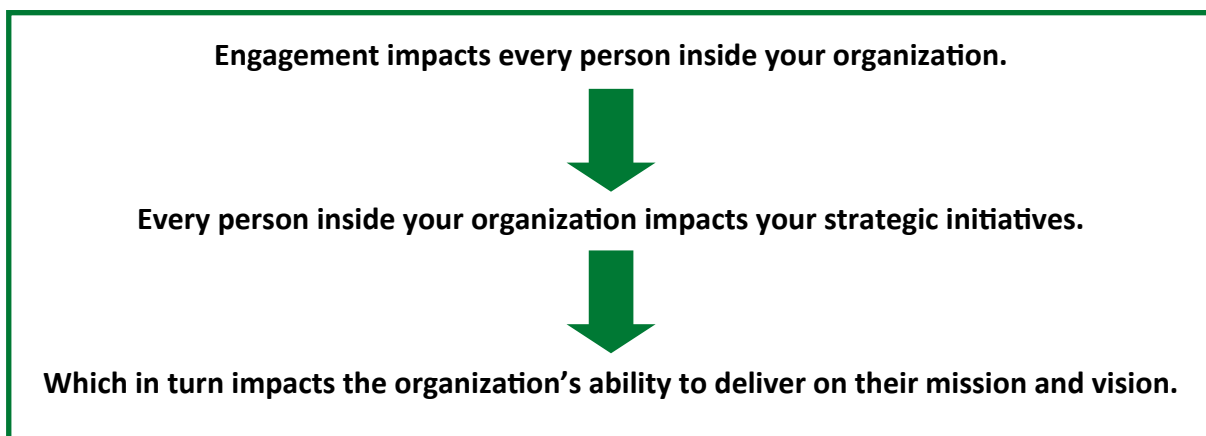


Employee engagement is about the connections we have with our work and workplace and the relationships we build with the people we work with. As human beings, relationships and connections are important to our well-being and commitment to what we "do."

*According to Gallup, a leader in employee engagement,
"a highly engaged workforce means the difference between
an organization that outperforms its competitors and one that fails to grow."*

Why Should You Care About Engagement?

If engagement's focus on connections and relationships has you thinking this is not a topic for you, then stop and consider this:



Employee Engagement Defined

To begin to understand engagement, we must define it. There are many organizations that measure employee engagement, and thus there are many definitions of engagement floating around. However, they all share similar thoughts on the topic of “*what is engagement.*”

For our purpose, we will define engagement as:

“the extent to which employees commit to something or someone in their organization.”

That commitment determines how hard they work and how long they stay. Engaged employees lead to higher levels of performance, and higher levels of retention.

Gallup defines engaged employees as those who are involved in, enthusiastic about, and committed to their work and workplace.

Job Satisfaction vs. Engagement

To understand engagement, it helps to understand the difference between job satisfaction and engagement.

Satisfied Employees	Engaged Employees
A “one-way street” — what can the organization do for me	A “two-way street” — what can the organization and I achieve together, in partnership
May or may not be productive	Work with passion
Put in their time, but not necessarily their energy into their work	Perform consistently at high levels
Take a wait-and-see attitude toward their job	Drive innovation, move the organization forward
Rational commitment to the job, meets their financial, developmental or professional needs	Emotional commitment — value, enjoy, and believe in the work they do

Engaged employees have a personal connection to the success of the organization.

So what’s the difference? The answer lies in performance.

Engaged employees are psychologically committed to their work, go above and beyond their basic job expectations, and want to play a key role in fulfilling the mission of their organizations.

Rational vs. Emotional Commitment

We can take a deeper look into engagement and its impact on performance and retention by looking at the employee's commitment to the organization.

Employees actually commit to an organization in two ways—rationally and emotionally.

What does it mean to be rationally and emotionally committed?

You can think of rational commitment as engaging the mind – appealing to the employee's self-interests around their career, their compensation, and other benefits you provide.

Emotional commitment is about engaging the heart – it's about the employee's belief that they're in the right job, with the right organization, and for the right reasons.

Rational Commitment



Most of us have a sense of rational commitment. It is how much the job makes sense for us. Is it in our financial, developmental, and professional self-interest?

Drives Intent to Stay...

Employees with high rational commitment are **40% less likely to leave the organization** if the job makes sense to them.



Impact on Discretionary Effort

Employees with high rational commitment demonstrate **13% greater discretionary effort**. This doesn't drive the increase in performance and results you need.

Emotional Commitment



Emotional commitment is the extent to which employees **value, enjoy, and believe in** their jobs, and it has a bigger impact on performance.

Drives Intent to Stay...

Employees with high emotional commitment are **33% less likely to leave the organization** if they make a psychological connection to the work or workplace.



Greater Impact on Discretionary Effort

Employees with high emotional commitment exhibit a **44% greater discretionary effort**. This effort drives the increase in performance and results you need.

This makes sense, right? If we think a job makes sense for us, we'll probably stay, but we won't be super-inspired to give it our all. But if we're excited about it, if we enjoy it, if we care about it; that's where we see an impact on performance. We want to stay and our heart is in it as well, so we want to work harder.

That's the power of emotional commitment.

Three Types of Employees

To further define engagement, we can look at Gallup's differentiation of employees into three distinct levels: engaged, not engaged, and actively disengaged.

According to Gallup, *"engaged workers stand apart from their not-engaged and disengaged counterparts because of the discretionary effort they consistently bring to their roles. These employees go the extra mile, work with passion, and feel a profound connection to their company. They are the people who will drive innovation and move your business forward."* *

ENGAGED

These employees are loyal and psychologically committed to the organization. They are more productive and more likely to stay with their organization.

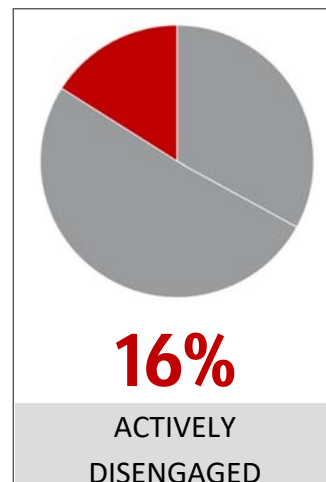
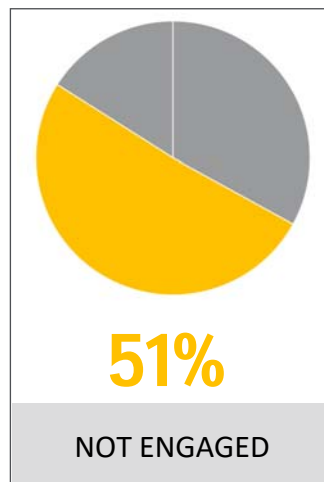
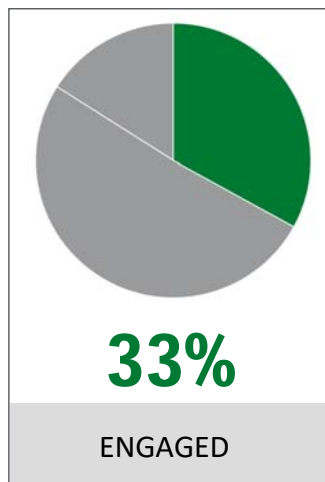
NOT ENGAGED

These employees may be satisfied and productive, but they are not psychologically connected to their organization. They are more likely to miss workdays and leave the organization.

ACTIVELY DISENGAGED

These employees are physically present but psychologically absent. They are unhappy with their work situation and insist on sharing this unhappiness with their colleagues.

According to Gallup's [2017 State of the American Workplace](#) report, out of the 100 million full-time employees in the American workforce, only one-third are what Gallup calls engaged at work.



*Source: Gallup Business Journal: [Five Ways to Improve Employee Engagement Now](http://www.gallup.com/businessjournal/166667/five-ways-improve-employee-engagement.aspx) (http://www.gallup.com/businessjournal/166667/five-ways-improve-employee-engagement.aspx)

Why Does Engagement Matter?

As a supervisor, your primary job is to get the most out of your team, right? You want to make sure they show up to work, perform well, stick around, and contribute to the goals of the organization. In short, you want your team to be engaged, and committed to their work in a way that means something to them. When they are engaged, your job is easier and you'll be more successful as a supervisor.

Research shows that the greater the percentage of engaged employees and teams an organization has, the more likely it is to meet—and potentially exceed—its goals.

— Gallup's 2012 Q12 Meta-Analysis

Teams with high levels of engagement experience:



*Source: Gallup's 2012 Q12 Meta-Analysis

So, if you thought engagement was a touchy-feely topic that really isn't about performance or results, these statistics should wake you up a little bit. Engagement drives performance, improves retention, lowers absenteeism, and increases customer service ratings.

Engagement Matters to Your Team Members

Engagement also has a very personal impact on each team member when it comes to the employee's well-being. In fact, according to Gallup, engagement levels in the workplace have a greater effect than other organizational policies like hours worked, flextime and vacation time.

An employee's engagement affects:

- * Reported levels of stress at work
- * Bringing home stress to family and friends
- * Anxiety and depression levels
- * Even cholesterol levels!

How is Engagement Measured?

In order to improve engagement, it must first be measured. This provides you with a framework to act upon. We chose to measure engagement with the Gallup Q12™ Employee Engagement survey.

The 12 elements of engagement give you a point of focus on 12 actionable workplace elements with proven links to performance outcomes. Supervisors can create high engagement levels over time by continuously focusing on these 12 workplace needs.

Four Dimensions of Employee Engagement

Gallup’s research shows that the order of the Q12 items is important. Each of the 12 items represent the four stages of a hierarchy that an employee goes through on the path to complete engagement. These four stages help supervisors evaluate team performance and concentrate their efforts on areas most relevant to where their team is on the journey to complete engagement.

<p>The diagram shows a vertical axis with an upward-pointing arrow. From top to bottom, the levels are: Growth (grey background), Teamwork (green background with three stylized figures), Individual (blue background with one stylized figure), and Basic Needs (dark grey background with a house icon).</p>	<p>HOW CAN I GROW?</p>	<p>Q12. This last year, I have had opportunities at work to learn and grow.</p> <p>Q11. In the last six months, someone at work has talked to me about my progress.</p>	<p>The most advanced dimension, where team members want to make improvements, learn, grow, innovate, and apply their new ideas.</p>
	<p>DO I BELONG?</p>	<p>Q10. I have a best friend at work.</p> <p>Q09. My associates or fellow employees are committed to doing quality work.</p> <p>Q08. The mission or purpose of my institution makes me feel my job is important.</p> <p>Q07. At work, my opinions seem to count.</p>	<p>This third dimension is where team members evaluate their connection to the team and organization.</p>
	<p>WHAT DO I GIVE?</p>	<p>Q06. There is someone at work who encourages my development.</p> <p>Q05. My supervisor, or someone at work, seems to care about me as a person.</p> <p>Q04. In the last seven days, I have received recognition or praise for doing good work.</p> <p>Q03. At work, I have the opportunity to do what I do best every day.</p>	<p>The second level continues to build a foundation for engagement, where team members consider how others view and value their efforts.</p>
	<p>WHAT DO I GET?</p>	<p>Q02. I have the materials and equipment I need to do my work right.</p> <p>Q01. I know what is expected of me at work.</p>	<p>These two items are the foundation for building engagement and must be met first.</p>

Engagement is Not a One-Time Event

Even though engagement must be measured in order to act upon it, engagement is not just a survey. High levels of engagement happen by continually focusing on your team's needs. Those needs will change over time, so engagement must remain the center of attention.

Keep in mind your team member's emotional connection to their work and workplace, and how that connection translates to job performance.

Focus on your team's story to increase engagement!

Stories already exist throughout the organization. And each team member has their own engagement story. Stories help us connect to each other and are a powerful tool you can use to show your team the impact they are having on our mission, vision and values.

By telling stories, you are connecting people throughout the organization through a larger narrative.

There are several stories that will help you boost employee engagement levels:

- 1 The Organization Story.** This story helps connect team members to the mission and purpose of the organization—where we are going and how we plan on getting there.
- 2 Team Member Impact Story.** Share these stories frequently to recognize the impact the team member has made on the team, department and organizational goals.
- 3 Customer Impact Story.** How your team members have helped the people they serve achieve success is a powerful way to recognize accomplishments and results.
- 4 Your Story.** Sharing your own personal stories of success and challenges you face are a powerful way for you to connect with your team.
- 5 Strength Story.** Each team member has different strengths. Asking team members to share how they use their strengths is a great way to recognize and encourage growth in an area that they are already energized by.

Understanding Your Employee Engagement Survey Results

Our Engagement Story



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Engagement begins with the story of each individual team member.

Each story is part of a larger narrative for our teams, departments and institutions. It's what we do with our story that matters!

“Measuring engagement is one thing; understanding and using the results is another.”
- Gallup



We used our 2017 Engagement Survey to capture a snapshot in time of engagement across our system. The survey results provide valuable insight and clues into each team's engagement story.

This guide is designed to help you interpret your team's results and begin to understand your team's engagement story. Remember, the survey is the first step in the process. The best and quickest way to your team's complete story is by discussing the results together. This will help you begin to build a plan to develop the best, most productive and satisfying workplace for all.

Engagement is not a one-time event. It's what happens after the survey—when you turn the data into action.

Action Planning Overview The Engagement Action Planning guide (*page 16 in this guide*) is a step-by-step guide to help you turn survey results into action with your team. Here is an overview of the steps you will need to take to create engagement everyday.

1 ANALYZE Carefully read your survey results. Your goal is to interpret the results and gain preliminary insight into your team's story.

2 SHARE AND LEARN Meet with your team for an Engagement Talk. Share survey results, discuss, and learn how your team views engagement.

3 COLLABORATE As a team, set goals and develop organizational and team action plans to improve engagement.

4 VISIBILITY AND FOCUS Make focusing on engagement part of the team's daily routine to foster a work environment that creates an engagement story in which everyone matters.

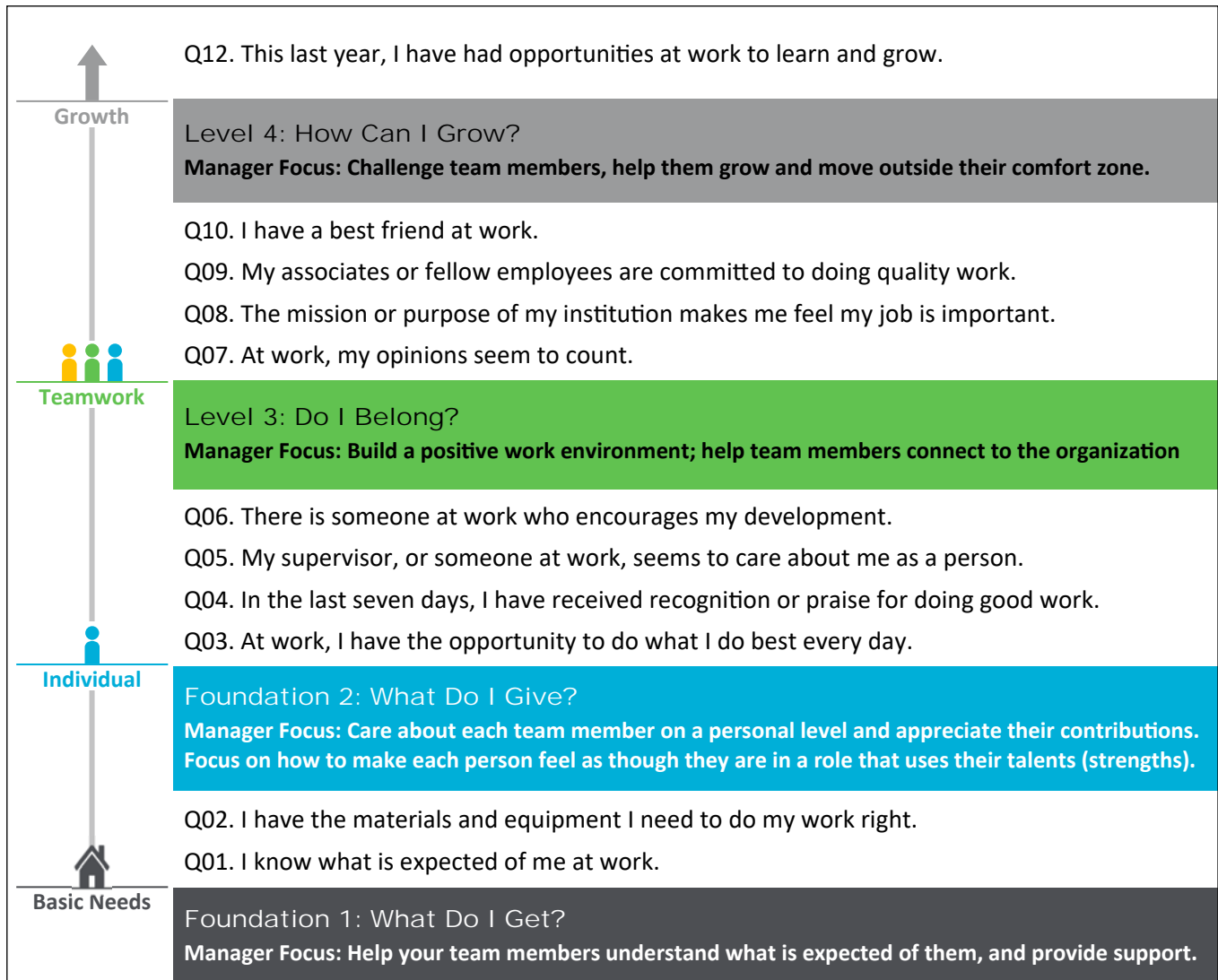
5 SPOTLIGHT Regularly follow up on team goals and shine the spotlight on success.

Measuring Engagement

Gallup measures engagement through 12 Elements of Engagement.

These elements are referred to as the Q12 and were the first 12 questions asked on our Engagement Survey. The Q12 provides a framework for how we can create engagement.

Each of these 12 items measure areas a supervisor or manager can directly impact. The survey results can help you identify actions needed to impact engagement and improve performance on your team.



As you review your survey results, keep in mind the Engagement Hierarchy.

The hierarchy identifies the employee's ongoing psychological journey through the engagement levels.

The first six items at the base of the hierarchy are the key to building an engaged workplace. They represent the employee's *Basic Needs* and *Individual Needs*. If your team is not "highly engaged" in these six items, it will be a lot harder to deliver on engagement actions at the top of the hierarchy.

Net Promoter Score

The 13th, and final question on our Employee Engagement survey is designed to assist in gaining insight into employee engagement by measuring employee loyalty.

As part of the Gallup survey, we asked the following question:

On a scale of 0-10, how likely are you to recommend UNT System to a friend or colleague as a great place to work?

Net Promoter Score Definition

The Net Promoter Score is a customer/employee feedback tool. Participants are asked to respond to a single question on an 11 point scale (0-10) with “0” being “not at all likely” and “10” being “extremely likely.”

The index ranges from -100 to 100. An NPS score above “0” is good. A score of “50” or above is excellent. A score of “70” or above is world-class.

Based on the score, participants are divided in three (3) categories:

Detractors*

Are those who give a score from 0 to 6. They are not particularly thrilled with all components of the UNT System and are likely to make negative comments.

Passive*

Are those who give a score of 7 or 8. They are somewhat satisfied but not enthusiastic to the point of promoting the organization.

Promoters*

Are those who give a score of 9 or 10. They are the enthusiastic participants who would recommend all components of the UNT System to a colleague or friend as a great place to work.

How do I discuss this with my team?

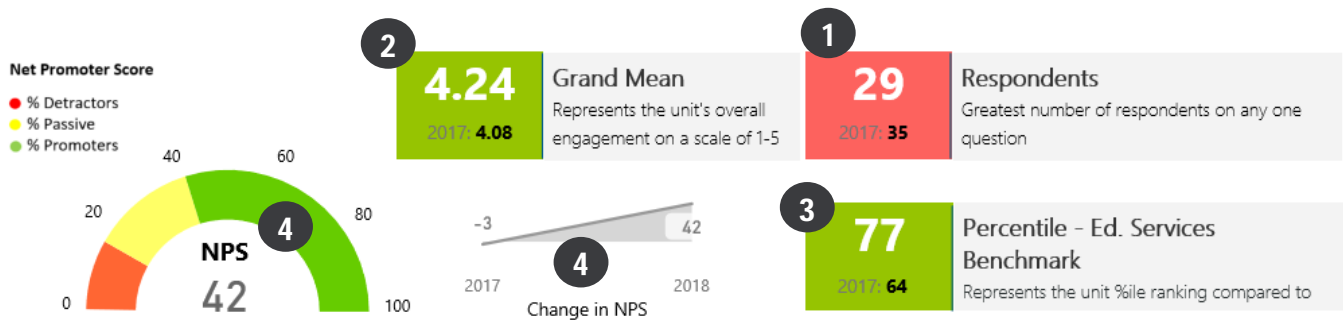
We suggest you share the Net Promoter Score when you meet with your team to discuss the survey results. During the meeting with your work teams, you can ask the following question:

What’s the most important reason for the score you gave?

Reading Your Results

The Q12 survey results provide a snapshot in time of your team’s engagement story. As you review your results, keep in mind that numbers cannot change an organization on their own. The best way to understand the numbers and know what is going on within your team is to talk with your team members.

2018 / 2017 COMPARISON DATA: This year’s report highlights meaningful change in values between the 2017 and 2018 survey periods.



1 Respondents: Greatest number of employees who responded on any one question. Depending on survey participation, the number of respondents on your report may not match the total number of employees on your team.

2 Grand Mean: Measures the overall engagement of the indicated workgroup level. The Grand Mean is an average of the averages received for the individual Q12 items and uses the same 5-point scale as the individual Q12 items.

3 Percentile—Education Services Benchmark: This percentile shows how the Grand Mean result compares with Gallup’s database of Education Services organizations that have administered the Q12 survey. For example, if your percentile score is 77, your score is higher than 77% of all other scores and lower than 23% of all other scores in the database. Percentile rankings of 75 and above are considered world class when compared with the Gallup database.

4 Net Promoter Score (NPS): The Employee Net Promoter Score measures how likely team members are to recommend their organization to others as a great place to work. A score of “0” is considered good. A score of “50” or above is considered excellent. A score of “70” or above is world-class. While the NPS score is not an engagement score, it is designed to assist in gaining insight into employee engagement by measuring employee loyalty.

The change in NPS values between survey periods is indicated by the middle graph.

Q. ID	Question Short	Size	Gallup %ile	Mean 2017	Mean 2018	Δ	Frequency Distribution
Q01	Know what's expected	29	56	4.46	4.52		Q01 34% 59%
Q02	Materials and equipment	29	80	4.49	4.59		Q02 24% 69%
Q03	Opportunity to do best	29	58	4.17	4.24		Q03 14% 28% 52%
Q04	Recognition	29	57	3.80	3.93		Q04 14% 17% 17% 48%
Q05	Cares about me	29	68	4.29	4.52		Q05 14% 72%
Q06	Development	29	74	4.40	4.45		Q06 10% 24% 62%
Q07	Opinions Count	29	73	3.83	4.31		Q07 10% 28% 55%
Q08	Mission/Purpose	29	57	4.14	4.28		Q08 14% 34% 48%
Q09	Committed to quality	28	69	4.17	4.46		Q09 14% 14% 68%
Q10	Best friend	27	21	2.94	3.15		Q10 22% 26% 22% 22%
Q11	Progress	26	52	3.97	4.15		Q11 12% 19% 62%
Q12	Learn and Grow	27	57	4.29	4.26		Q12 26% 59%

6 Mean Scores: The Mean Score is an average of the scores received on the individual Q12 item. It shows the average item score using the 5-point survey scale, with 5.00 being the highest score and 1.00 being the lowest. Mean Scores for the current and last survey periods are shown.

7 Size: The greatest number of employees who responded to the indicated Q12 item. Keep in mind, the number of respondents for each question may not match the total number of employees on your team. Remember, employees are not required to answer all survey items for their responses to count.

8 Gallup Percentile Rank: This column shows how your Current Mean Score for the individual Q12 item compares with Gallup’s database of all organizations that have administered the Q12 survey (*versus the Percentile—Education Services Benchmark Rank (#3), which compares to Gallup’s Education Services Benchmark database*).

These benchmark values are useful in gauging engagement relative to other organizations. For example, if your percentile score is 47, your score is higher than 47% of all other scores and lower than 53% of all other scores in the database. Percentile rankings of 75 and above are considered world class when compared with the Gallup database.

9 Mean Change: This column highlights the increase/decrease in the mean value (*average of scores*) for the individual Q12 item between the current and last year survey periods.

10 Frequency Distribution: This column breaks down the number of responses by percentage across the 5-point survey scale, with 5.00 being the highest score and 1.00 being the lowest.

Understanding the Scale

It is important to remember that the rating scale is a measure of subjective perceptions. This makes it extremely important to discuss ratings with your team to gain a better understanding of each team member’s engagement story.



Which Reports Will I Receive?

You will receive the overall organization report for your institution. However, the reports distributed below the organizational level will vary depending on your team size and the number of respondents in your workgroup.

In order to protect the integrity of the survey process and the confidentiality of participants, reports will be generated for departments and teams that had 10 or more respondents. Those with fewer than 10 respondents (*or team's with less than ten team members*) will need to use the results from the next most relevant level.

Gallup adheres to specific rules of conduct, which include strict confidentiality rules in survey administration and reporting. Employee survey responses are reported only at the workgroup and organization overall levels, and are not broken out at the individual level. No reports have information about individual employees or information that enables a manager to determine individual responses.

Q: What if our team or department does not have enough responses to the survey to receive data specific to our team?

A: Sometimes, teams are too small to receive a report of their survey results; this is done to protect the confidentiality of survey respondents. Instead you will receive aggregate results from the next most relevant level.

- * Nevertheless, your team shouldn't miss out on the Engagement Talk and action planning just because they didn't receive survey results specific to the group.
- * Instead, start the action planning process by asking team members if they feel their team would have similar results for each item and where the differences lie.
- * Then the team can discuss what needs to be done before they could give the item the highest rating.
- * You should note which Q12 items the group cares the most about improving. Identify one strength and one area of opportunity, then work with your team to set goals for improvement.
- * Because all team members have been given an opportunity to provide solutions, everyone -- not just the manager -- now has ownership for improving engagement on the team.

Q: What if the composition of the team has changed since the survey was taken?

A: Your team should participate in the Engagement Talk with the most current composition of the team. Use the most relevant available results to discuss and develop an engagement action plan.

Writing the Next Chapter of Your Team's Engagement Story

Action Planning Guide

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Turning Data Into Action

This guide is intended for managers and supervisors across the UNT System. It outlines a step-by-step process to help you turn your engagement survey results into action with your team.

“If you're engaged, you know what's expected of you at work, you feel connected to people you work with and you want to be there.”

- Jim Harter, Ph.D., Gallup's Chief Scientist of Workplace Management and Well-Being

We've taken the first step in understanding our engagement story by measuring engagement with the Gallup Q12™ survey. Now you can begin to turn that data into action and boost your team's engagement.

Gallup's Q12 assessment provides a snapshot into one chapter of your team's engagement story. The survey data creates a picture of what matters to your team members and provides insight into what is needed to begin building engaging teams.

Different teams will have different stories coming out of their surveys, and each team can approach action planning in different ways. There is no one-size-fits all process; the individual steps taken may vary by team.

This guide outlines key steps involved in understanding survey results, facilitating engagement discussions, creating a detailed engagement action plan, and developing a culture that builds engagement.

Managing with a focus on engagement will help you connect with your team's needs and create a motivating environment that impacts your team's performance.

We hope you will use the steps outlined in this to begin to write the next chapter of your team's engagement story!

Engagement Talk Overview

The Engagement Talk is an ongoing, continuous focus and conversation with your team around engagement.

1 ANALYZE.

Carefully read your survey results. Your goal is to interpret the results and gain preliminary insight into your team's story.

- Review your survey results.
- Prepare your meeting agenda for the Engagement Talk.
- Select a date, time and location. About one hour for the first meeting.
- Prepare materials; including a copy of the Q12™ survey results for each team member.

2 SHARE AND LEARN.

Meet with your team for an Engagement Talk. Share survey results, discuss, and learn how your team views engagement.

- Explain “why” we conducted the survey.
- Review key concepts of employee engagement.
- Distribute and explain the Q12 survey results.
- Discuss the results: “What does each Q12 item mean to our team?”

3 COLLABORATE.

As a team, set goals and develop organizational and team action plans to improve engagement.

- Discuss which Q12 items the team should focus on.
- Identify team performance goals.
- Brainstorm action ideas to improve engagement.
- Complete Engagement Action Plans for the organization and team goals.
- Identify when you will review progress.

4 VISIBILITY AND FOCUS.

Make focusing on engagement part of the team's daily routine to foster a work environment that creates an engagement story in which everyone matters.

- Develop team guidelines to stay focused on engagement.
- Post the Action Plans and team goals in a spot visible to all team members.
- Make engagement a priority and constant focus.

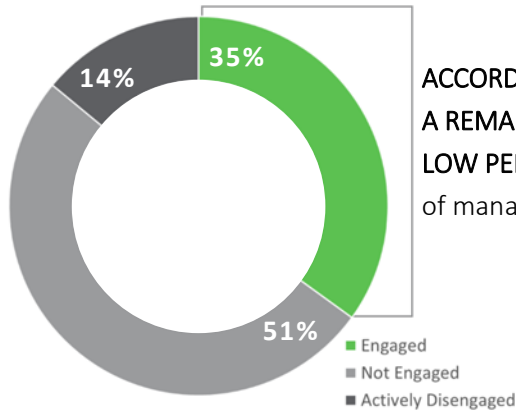
5 SPOTLIGHT.

Regularly follow up on team goals and shine the spotlight on success.

- Establish a regular schedule for follow-up to the Action Plans.
- Evaluate progress on the team's goals.
- Recognize success — big and small.
- Review and recalibrate as needed.

Before You Begin

Before analyzing your survey results and assessing your team's engagement story, take a minute to assess your own engagement.



ACCORDING TO GALLUP
A REMARKABLY
LOW PERCENTAGE
of managers are engaged.

WHY IS THIS IMPORTANT?

Because managers have the greatest impact on employee engagement.

*Engagement starts with you. Local supervisors and managers account for at least **70%** of the factors affecting employee engagement and play the most significant role in building engagement.*

Source: The Gallup Manager Assessment: Technical Report, Gallup, 2013

As a manager, you play a critical role in creating an environment of engagement. Think about it.

- You have the most frequent and direct contact with your team members.
- Your actions and behavior create an impression of engagement for your team.
- You are the direct link between your team member and the organization goals.

Your individual engagement story has a direct impact on your team's engagement story. When you are engaged, it is much more likely that your team members are engaged.

AM I ENGAGED?

- How do I feel about going to work each day?
- Does my direct supervisor/senior leader inspire me?
- Do I feel proud to tell people where I work?
- Do I trust my peers/leaders and the information I receive?
- Do I know how my role contributes to the institution's goals?
- Do I feel valued for the work I do?

59%

Employees who are supervised by highly engaged managers are 59% more likely to be engaged than those supervised by actively disengaged managers.



Analyze

Now that you have your survey results, you are ready to review and analyze the data. Your goal is to look for the engagement story behind the numbers.

At first glance, your survey results may seem like a lot of information, or hard to link to engagement. We suggest you start by looking for three different stories on your team.

<p>What are my team's strengths?</p> <p>Focus on the Q12 questions with high scores. They indicate areas of strength. It's easy to forget to focus on the team's strengths—those things that are already good. You will want to take steps to ensure these items remain strengths. Look for recognition opportunities in the results.</p>	<p>Think about: What are you and the team doing to contribute to these strengths?</p> <p>How can you improve on these even more?</p>
<p>What are my team's development areas?</p> <p>Your natural instinct will be to focus on lower-scoring items. However, your greatest opportunities to improve engagement exist in questions that have a neutral score, "3" or a "4" — meaning it is not consistently achieved.</p>	<p>Think about: Where might my team experience the biggest increase in engagement?</p> <p>Is there one item that is affecting the others?</p> <p>What else do I need to know from my team to explore these areas further?</p>
<p>Are my team's foundational needs met?</p> <p>Keep in mind that Q1 - Q6 form the foundation of a great place to work. Without a solid base, it will be a challenge to build engagement. These questions address basic and individual needs and will need to be addressed first.</p>	<p>Think about: Is there a foundational need that isn't being met?</p> <p>Is there something I can do to impact it?</p> <p>Is there one thing the team and I could fix that could significantly improve the work environment?</p>



The *Reading Your Results* section will help you understand the Q12 survey terminology. This section is available on Page 13 of this toolkit.

Share and Learn

Next, it is time to explore the stories you identified during the analysis step and uncover your team’s full engagement story.

Once you are prepared, schedule an Engagement Talk with your team. The goal of the team conversation is to distribute and explain the survey results and gain further insight into the stories behind the data. Only through discussion will you gain a full understanding of your team’s results.

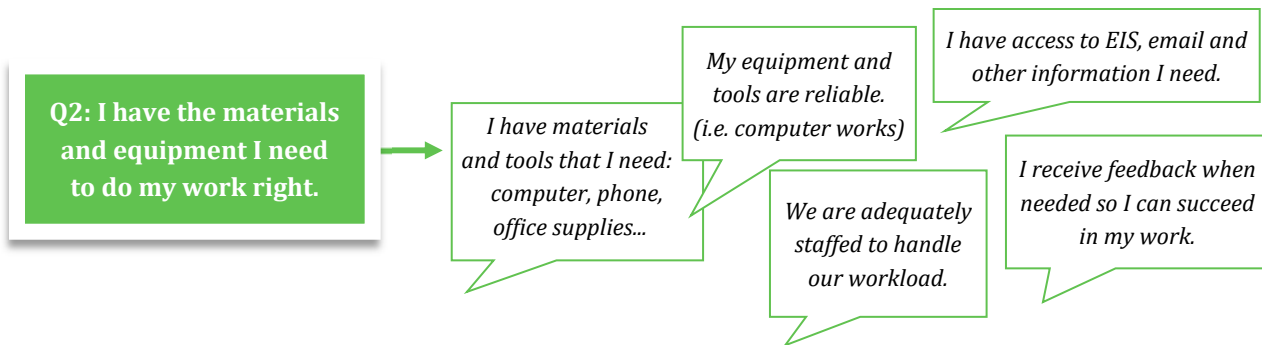
This step may be combined with the Collaborate step in one meeting, or it may be broken into multiple meetings. This will depend on your team’s needs and schedule.

- ❑ Explain “why” we conducted the survey.
- ❑ Review key concepts of employee engagement.
- ❑ Distribute and explain the Q12 survey results.
- ❑ Discuss the results: “What does each Q12 item mean to our team?”

Different Perspectives

During the Share and Learn step, you’ll want to keep in mind that team members can have different perspectives on each of the Q12 questions. Talk with your team to learn what each element means to them.

Below is an example of five possible perspectives on the Q2 question addressing materials and equipment.



If your team is struggling with sharing their thoughts around engagement, ask them to think about this simple question: *What’s the most important question from the survey?* Provide time for them to discuss. Then ask for their responses. It’s okay if only a few people share their thoughts.

Explain that there is no wrong or right answer. Only they can answer this as a team, because the answer is that the most important question for your team is the question that they believe is the most important for them.

Your goal during the team conversation is to guide your team through three key areas of discussion:



Explain “why” we conducted the survey and the concept of employee engagement.

- * Why did we do the survey? The survey helps us measure employee engagement on our team and throughout the organization. This measurement helps us determine what we are already doing well and opportunities to improve and build a better, more satisfying workplace for all.
- * Employee engagement is more than just being satisfied with your job. It is an emotional connection and commitment not only to the work you do, but also the workplace.
- * Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.
- * Gallup refers to the first twelve questions on the survey as the *12 Elements of Engagement*.
- * These elements are arranged in a specific order. This order is referred to as the *Gallup Engagement Hierarchy*.
- * The first six items are the base of the hierarchy and are the foundation to building an engaged environment.

Go through each of the Q12 items and ask questions to encourage discussions.

Use the Q12 Survey Resource at the end of this guide to walk your team through each of the Q12 items. There is space to record your team’s score, which will help you facilitate a discussion around each item.

Gallup suggests using the following questions to lead the team conversation:

- Do any of the results surprise you?
- What areas of engagement are strong for our team? What are we doing that makes this a strong result?
- What areas of engagement are opportunities for our team? What are we not doing that makes this an opportunity?
- What would a “5” look like on these elements?



Want to learn more about leading a team engagement discussion?
Explore the online article in [Gallup’s Business Journal: 5 Questions to Ask Your Team](http://www.gallup.com/businessjournal/162794/five-questions-ask-team.aspx).
(<http://www.gallup.com/businessjournal/162794/five-questions-ask-team.aspx>)



Collaborate

Now it's time to transition the conversation to focus on creating engagement. This will include working together to develop action plans to improve engagement.

Use your prior discussion points from the Share & Learn step to continue talking about areas of opportunity and strengths for your team. This phase can be combined in the same meeting as the Share and Learn or you may decide to schedule a second meeting to develop action plans.

- Discuss which Q12 items the team should focus on.
- Identify team performance goals.
- Brainstorm action ideas to improve engagement.
- Complete Engagement Action Plans for the organization and team goals.
- Identify when you will review progress.

Focus on Three Areas

The objective of this step is to develop three action plans to improve results. Two action plans will focus on your team's engagement needs. A third action plan should focus on how your team can help impact the overall organization engagement goal. Each campus will identify one item from the overall survey results to focus on.

You will need a clear plan for facilitating this discussion. You will be working as a team to prioritize and focus on the identified engagement priority areas and may need to meet several times to finalize your action plan details.

1 Engagement Opportunities

Collaborate to identify which Q12 items are a priority for the team.

Ask the team to prioritize the items and select the top two items they feel can act on and improve.

Focus on one strength and one opportunity, as well as the selected organization engagement goal.

2 Team Performance Goals

Collaborate to identify the team's most important performance goals.

Prioritize the goals and identify 2-3 goals to focus on.

Link engagement opportunities to team performance goals to help your team see the impact of engagement on performance.

3 Action Items

Collaborate to identify 2-3 actions the team can take to improve engagement and impact performance.

Determine ownership for each action and establish a way to measure success, including timeframe for achievement.



In this section, we suggest you focus on both your team's performance goal and engagement. To learn more about why Gallup says you don't have to choose between these two, explore the online article in [Gallup's Business Journal: Should Managers Focus on Performance or Engagement?](http://www.gallup.com/businessjournal/174197/managers-focus-performance-engagement.aspx) (<http://www.gallup.com/businessjournal/174197/managers-focus-performance-engagement.aspx>)

Gallup suggests the following questions to lead a discussion around engagement and performance.

Select an Engagement Item to Focus on and Actions to Take

- Which engagement item do you think we should focus on to help us build engagement?
- What actions do we need to take to have an effect on this engagement item?
- What three to four immediate actions should we focus on first? Who can take ownership of these actions?

Identify a Team Performance Goal

- What are the three to four most important performance goals we face today?
- How would you prioritize these performance goals from least to most important for our team?
- Which performance goal should we focus on as a team?



The Engagement Action Planning template at the end of this guide can be used to help you successfully lead the action planning session. Use the template to record notes, observations and insights into actions to take.

STICKY WALL BRAINSTORM TECHNIQUE



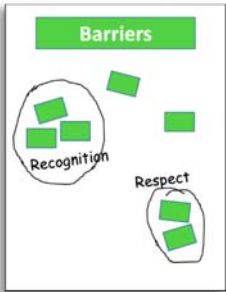
As a facilitator for your team’s Engagement Talk, your goal will be to get the team involved in developing the action plan. Here’s an idea to use during your team discussion.

Supplies: Pencils/Pens/Markers, Small and Large Post-It Notes, or Small Index Cards and Tape.

As you brainstorm ideas, team members write their ideas on a sticky note. Have them write one idea or thought per sticky note. Some team members may find this an easier way to share their ideas than to share out loud.

For example: After selecting the Q12 item that your team feels has the most opportunity, ask your team to brainstorm barriers to engagement for the indicated Q12 item. Write one barrier per sticky note.

Bring all the sticky notes to a designated wall and post them. Work in small groups, or as a larger team to categorize like sticky notes together. Give each category a name. Vote on the most important categories and rank them. This is a great way to reach consensus as a group.





Visibility and Focus

Before adjourning the Engagement Talk, establish team guidelines for how the team prefers to create an awareness around engagement.

Building your team’s engagement level is a process that takes time. It should not start and end with your first Engagement Talk or Action Plan. Stay focused on the changing needs of your team and each individual team member.

Focusing on engagement every day will help you foster a work environment that creates an engagement story in which everyone matters!

- Develop team guidelines to stay focused on engagement.
- Post the Action Plan and team goals in a spot visible to all team members.
- Make engagement a priority and constant focus.

Building engagement starts with small actions every day.

At the start of this guide, we discussed the fact that out of anyone in the organization, managers have the biggest impact on their team’s engagement. Many managers worry that it will be hard to focus on engagement with their already busy workload. However, engagement doesn’t have to be time consuming. Instead, think about interactions you already have with your team. Each interaction is an opportunity to focus on the team’s engagement.

What are the Top 5 ways you interact with your team each day/week/month? <i>ex. weekly team meetings</i>	Think about how you can influence your team’s engagement in each interaction. <i>ex. schedule 5 minutes in each team meeting for a conversation around one engagement item</i>
1	
2	
3	
4	
5	



Learn about the importance of focusing on each team member’s strengths.
Explore the online article in [Gallup’s Business Journal: Driving Engagement by Focusing on Strengths?](http://www.gallup.com/businessjournal/124214/driving-engagement-focusing-strengths.aspx)
(<http://www.gallup.com/businessjournal/124214/driving-engagement-focusing-strengths.aspx>)

Engagement is Personal

Gallup reminds us that engagement has a personal component. The chart below identifies the “Employees’ Needs” for each of the Q12 questions. This allows you to see and reflect on the highly personal nature of engagement and the emotional connection to one’s work and workplace.

Understanding each team member’s personal connection to engagement will be an important tool for you to use to stay focused on engagement.

GALLUP Q12™ ITEMS

The 12 Items That Measure Employee Engagement

EMPLOYEES’ NEEDS

Need That Each Item Measures

Q1: I know what is expected of me at work.	Focus Me
Q2: I have the materials and equipment I need to do my work right.	Free Me From Unnecessary Stress
Q3: At work, I have the opportunity to do what I do best every day.	Know Me
Q4: In the last seven days, I have received recognition or praise for doing good work.	Help Me See My Value
Q5: My supervisor, or someone at work, seems to care about me as a person.	Care About Me
Q6: There is someone at work who encourages my development.	Help Me Grow
Q7: At work, my opinions seem to count.	Hear Me
Q8: The mission or purpose of my institution makes me feel my job is important.	Help Me See My Importance
Q9: My associates or fellow employees are committed to doing quality work.	Help Me Feel Proud
Q10: I have a best friend at work.	Help Me Build Mutual Trust
Q11: In the last six months, someone at work has talked to me about my progress.	Help Me Review My Contribution
Q12: This last year, I have had opportunities at work to learn and grow.	Challenge Me

Source: Gallup Business Journal article: *Employees Are Responsible for Their Engagement Too* (<http://www.gallup.com/businessjournal/183614/employees-responsible-engagement.aspx>) Copyright © 1993-1998 Gallup, Inc. All rights reserved. Gallup® and Q12® are trademarks of Gallup, Inc.



Spotlight

As you begin to write the next chapter of your engagement story, don't forget to regularly follow up on team goals and shine the spotlight on success.

It's important to remember that the action plan does not equal engagement. It is just an outline to follow as you write your team's engagement story. It's the interactions and steps forward after the survey and planning that really lead to improved engagement.

- Establish a regular schedule for follow-up to the Action Plans.
- Evaluate progress on the team's goals.
- Recognize success — big and small.
- Review and recalibrate as needed.

Don't just make a plan and forget about it.

Check-in with your team and evaluate progress.

Your goal: find out how team members feel about the team's progress.

- Regularly lead a 5-10 minute discussion about two things:
 - * Did we complete the actions we said we would?
 - * Did completing them make a difference?
- Are adjustments necessary to the action plan?
- If the plan isn't working, adjust or discuss alternatives.



**WHAT'S
NEXT?**

Keep writing your engagement story!

Once the team decides that success has been achieved on a goal, schedule an Engagement Talk and repeat the steps needed to develop another action plan and commit to improving your team's engagement.



ENGAGEMENT ACTION PLAN

Plan Name:

Which Q12 item are we focusing on: Strength or Opportunity

Team Performance Goal we hope to impact:

OUR PLAN	FOLLOW UP 1	FOLLOW UP 2
----------	-------------	-------------

This is what we will do:	Date: This is the progress we have made:	Date: This is the progress we have made:
--------------------------	---	---

This is what success will look like:	We have made this additional commitment:	We have made this additional commitment:
--------------------------------------	--	--

These people will be involved:		
--------------------------------	--	--

We should see clear progress by this date:	We will review progress again on this date:	
--	---	--

We will review progress		
-------------------------	--	--

Gallup Q12™

Employee Engagement Survey

On a 5-point scale, where 5 is “Strongly Agree” and 1 is “Strongly Disagree,” please rate your level of engagement with the following items.







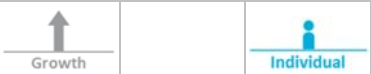




	Strongly Disagree					Strongly Agree	OUR SCORE
	1	2	3	4	5		
Q01. I know what is expected of me at work.	1	2	3	4	5		
Q02. I have the materials and equipment I need to do my work right.	1	2	3	4	5		
Q03. At work, I have the opportunity to do what I do best every day.	1	2	3	4	5		
Q04. In the last seven days, I have received recognition or praise for doing good work.	1	2	3	4	5		
Q05. My supervisor, or someone at work, seems to care about me as a person.	1	2	3	4	5		
Q06. There is someone at work who encourages my development.	1	2	3	4	5		
Q07. At work, my opinions seem to count.	1	2	3	4	5		
Q08. The mission or purpose of my institution makes me feel my job is important.	1	2	3	4	5		
Q09. My associates or fellow employees are committed to doing quality work.	1	2	3	4	5		
Q10. I have a best friend at work.	1	2	3	4	5		
Q11. In the last six months, someone at work has talked to me about my progress.	1	2	3	4	5		
Q12. This last year, I have had opportunities at work to learn and grow.	1	2	3	4	5		

In-House Learning Map

Do you want to improve your supervisory skills so you can impact engagement and improve performance on your team? We've identified current in-house learning opportunities on each campus that will help you develop and focus on engagement with your team.

Find the most current calendar of learning opportunities on the [Talent Management website](#).

Q12. In the last year, I have had opportunities to learn and grow.	<ul style="list-style-type: none"> * <i>Art of Coaching (UNT, UNT Dallas, UNT System)</i> * <i>Foundations of Supervision</i> * <i>Keys to Successful Coaching (UNTHSC, UNT System)</i>
Q11. In the last six months, someone at work has talked to me about my progress.	<ul style="list-style-type: none"> * <i>Facilitating Effective Performance Evaluations</i> * <i>Performance Management</i> * <i>Supervisor Communication Skills</i>
Q10. I have a best friend at work.	<ul style="list-style-type: none"> * <i>Developing Positive Relationships</i>
Q9. My associates or fellow employees are committed to doing quality work.	<ul style="list-style-type: none"> * <i>Organizational Trust</i> * <i>Skillful Collaboration</i>
Q8. The mission or purpose of my institution makes me feel my job is important.	<ul style="list-style-type: none"> * <i>Developing Positive Relationships</i> * <i>Performance Management</i>
Q7. At work, my opinions seem to count.	<ul style="list-style-type: none"> * <i>Challenging Attitudes</i> * <i>Employee Lifecycle</i> * <i>Supervisor Communication Skills</i>
Q6. There is someone at work who encourages my development.	<ul style="list-style-type: none"> * <i>Art of Coaching (UNT, UNT Dallas, UNT System)</i> * <i>Keys to Successful Coaching (UNTHSC, UNT System)</i>
Q5. My supervisor, or someone at work, seems to care about me as a person.	<ul style="list-style-type: none"> * <i>Benefits of the EAP</i> * <i>Developing Positive Relationships</i> * <i>Emotional Intelligence</i>
Q4. In the last seven days, I have received recognition or praise for doing good work.	<ul style="list-style-type: none"> * <i>Foundations of Supervision</i> * <i>Positive Approaches to Resolving Performance & Conduct Problems</i> * <i>The Employee Lifecycle</i>
Q3. At work, I have the opportunity to do what I do best everyday.	<ul style="list-style-type: none"> * <i>Strengths Finder 2.0</i>
Q2. I have the materials and equipment I need to do my work right.	<ul style="list-style-type: none"> * <i>Employee Lifecycle</i> * <i>Foundations of Supervision</i>
Q1. I know what is expected of me at work.	<ul style="list-style-type: none"> * <i>Employee Lifecycle</i> * <i>Performance Management</i> * <i>Positive Approaches to Resolving Performance & Conduct Problems</i>

<p>If you want to... Communicate goals and expectations Connect mission and purpose to individual goals Talk to your team about their progress</p>	<p><i>Then take...</i></p>	<p>Performance Management</p> 
<p>If you want to... Communicate performance standards and deliver feedback Learn an effective method for performance evaluations</p>	<p><i>Then take...</i></p>	<p>Facilitating Effective Performance Evaluations</p> 
<p>If you want to... Foster motivation within your team to do good work Assess and confront problem behaviors or low performance</p>	<p><i>Then take...</i></p>	<p>Positive Approaches to Resolving Performance & Conduct Problems</p> 
<p>If you want to... Provide the right resources for your team to do their work Recognize team members for doing good work Keep communications open and encourage questions</p>	<p><i>Then take...</i></p>	<p>Employee Lifecycle</p> 
<p>If you want to... Build connections and relationships within your team</p>	<p><i>Then take...</i></p>	<p>Developing Positive Relationships</p> 
<p>If you want to... Empower your team to use their talents at work Provide opportunities for them to do what they do best everyday</p>	<p><i>Then take...</i></p>	<p>Strengths Finder 2.0</p> 
<p>If you want to... <i>Support the growth and development of team members</i> <i>Provide learning opportunities for your team to grow</i></p>	<p><i>Then take...</i></p>	<p>Art of Coaching</p> 
<p>If you want to... <i>Provide assistance to team members when they have personal or professional issues</i></p>	<p><i>Then take...</i></p>	<p>Benefits of the EAP</p> 
<p>If you want to... <i>Listen to your team and help them feel that their opinions count</i></p>	<p><i>Then take...</i></p>	<p>Supervisor Communication Skills</p> 
<p>If you want to... <i>Improve trust and commitment within your team</i></p>	<p><i>Then take...</i></p>	<p>Organizational Trust</p> 
<p>If you want to... <i>Establish strong relationships with each of my team members</i></p>	<p><i>Then take...</i></p>	<p>Foundations of Supervision</p> 

The 12 Elements of Engagement

Q01 I know what is expected of me at work.
Focus Me: Employees need to know what is expected of them at work so that they can commit, deliver and focus on what matters most.

Q02 I have the materials and equipment I need to do my work right.
Free Me From Unnecessary Stress: Getting people what they need to do their work is important in maximizing efficiency, in demonstrating to employees that their work is valued and in showing that the company is supporting them in what they are asked to do.

Q03 At work, I have the opportunity to do what I do best every day.
Know Me: The most powerful benefit a manager can provide employees is to place them in roles that allow them to apply the best of their natural selves — their talents — as well as their skills and knowledge every day.

Q04 In the last seven days, I have received recognition or praise for doing good work.
Help Me See My Value: Employees need to know that their best efforts are acknowledged and valued.

Q05 My supervisor, or someone at work, seems to care about me as a person.
Care About Me: Employees need to know that they are more than just a number. Each person needs someone to take a personal interest in him or her.

Q06 There is someone at work who encourages my development.
Help Me Grow: Every employee needs help navigating the course of his or her career. Employees want to know there is someone looking out for and encouraging them to grow and develop, helping to push them beyond their current thinking.

Q07 At work, my opinions seem to count.
Hear Me: Employees want to feel valued. They want to know that their input is important and that they are making a significant contribution and a difference to the environment in which they work.

Q08 The mission or purpose of my company makes me feel my job is important.
Help Me See My Importance: Employees want to believe in what their employers do. When employees feel that their job is important, they want to do more.

Q09 My associates or fellow employees are committed to doing quality work.
Help Me Feel Proud: Employees need to know that their colleagues are committed to producing quality work. They need to have honest and open communication, an understanding of each other's work, and respect for each other's efforts and results.

Q10 I have a best friend at work.
Help Me Build Mutual Trust: People would rather build bridges than walls around themselves. Friendship is a gateway to building mutual trust, and it leads to collaboration and teamwork.

Q11 In the last six months, someone at work has talked to me about my progress.
Help Me Review My Contributions: Employees need to understand how they are doing, how their work is perceived and where their work is heading.

Q12 This last year, I have had opportunities to learn and grow.
Challenge Me: The need to learn and grow is a natural human instinct. Where there is growth, there is innovation.



I Want to Create an Engaging Work Environment. Where Do I Start?

Start by focusing on the first six elements of engagement.

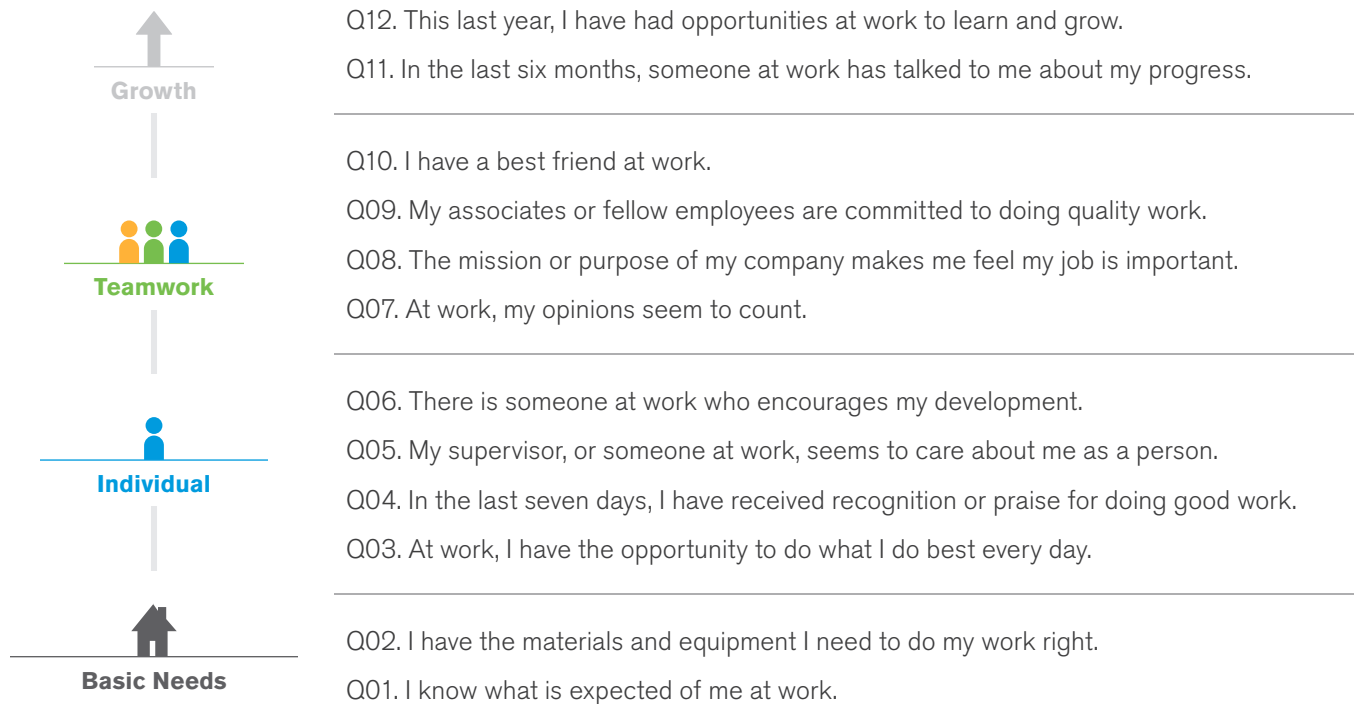
The 12 Elements of Engagement

Gallup research has identified 12 elements that exist in every high-performing work environment. Behind each of these elements is a fundamental truth about human nature on the job. These 12 elements of engagement are the factors most powerful in explaining employees' productive motivations at work.

The Engagement Hierarchy

In addition to discovering the 12 engagement items, Gallup found that the order of the elements is important.

The 12 engagement items represent four stages of a hierarchy that an employee goes through on the path to complete engagement.



Start at the Base of the Engagement Hierarchy

The bottom two levels of the employee engagement hierarchy are not only the foundation of a great place to work, but they also give a team access to greater efficiency and performance. Without a solid base, it will be a challenge to build an engaging work environment.

Basic Needs

Employees need to have a clear understanding of what success in their role looks like. They need to be equipped with all of the right resources.

Did You Know?

1/2

ON AVERAGE, ABOUT HALF OF AMERICAN WORKERS ARE UNCLEAR ABOUT WHAT THEY ARE SUPPOSED TO DO AT WORK.

I know what is expected of me at work.

Knowing what is expected is more than a job description. It is a deep understanding of how what you do fits in with what everyone else does.



How do the most effective managers make sure this need is met?

High performance in every role starts with the manager consistently communicating expectations, the purpose of the role, a clear understanding of priorities, and objective targets for improvement and growth. This communication helps associates understand what is expected of them and why.

I have the materials and equipment I need to do my work right.

Nothing is more frustrating than feeling as if you want to do a good job at work but don't have the right equipment to do so. When employees lack the means to do their work well, frustration with their inability quickly follows, as does anger with the manager or company for placing them in such a difficult spot.



How do the most effective managers make sure this need is met?

The most effective managers listen to their employees' needs and are transparent about what can be provided and when. These managers respond to their employees' material needs and to the emotional needs that fuel their requests.

Individual

Employees need to understand how they can optimize their contributions. They need to know that others value their best efforts, they need to develop collaborative and trusting relationships, and they need to know someone is there to support them in their role.

Did You Know?

ONLY **17%** OF U.S. EMPLOYEES REPORT THAT THEIR MANAGER HAS MADE "AN INVESTMENT IN OUR RELATIONSHIP" IN THE PAST THREE MONTHS.

At work, I have the opportunity to do what I do best every day.

Employees want to maximize their contributions. To do this, managers need to put them in roles in which they can do what they do best. When employees have an opportunity to do what they do best, they act with more confidence, direction and hope — an attitude that every employee needs to be successful.



How do the most effective managers make sure this need is met?

The best managers routinely recognize the unique contribution each individual makes using his or her talents. These managers make regular adjustments to help align work with employees' talents. In short, outstanding performance is a result of each person knowing what he or she does best and having the opportunity to do it in his or her role every day.

In the last seven days, I have received recognition or praise for doing good work.

Employees need to know that their best efforts are acknowledged and valued. They prefer recognition that is authentic, meaningful and motivating. They want to belong to a team where recognizing others is always encouraged.



How do the most effective managers make sure this need is met?

The best managers consistently offer recognition. They build an environment in which employees are empowered and encouraged to give and receive recognition and praise. This positive feedback helps every team member see the value in his or her work.

My supervisor, or someone at work, seems to care about me as a person.

Employees need to know that they are more than just a number. They need to know that someone is concerned about them as people first and as associates second. Each person needs someone to take a personal interest in him or her.



How do the most effective managers make sure this need is met?

Each day provides opportunities for team members to identify ways that they can help and support employees. This happens when the manager encourages cohesion, cooperation and genuine support for one another. When this happens, team members will start to rely on one another to get work done.

There is someone at work who encourages my development.

Every employee needs help navigating the course of his or her career. Employees want to know that there is someone looking out for and encouraging them to grow and develop, helping to push them beyond their current skill level or thinking.



How do the most effective managers make sure this need is met?

The manager-employee relationship is one of the most important in a workplace. The best managers help their employees define who they are and what they can become professionally. In the best workplaces, employees can trace their successes to the relationship they have with their manager.

Q01 I know what is expected of me at work.

FOCUS ME

Perhaps the most basic of employee needs in the workplace is knowing what success on the job looks like. Employees need to know what is expected of them at work so that they can commit, deliver and focus on what matters most.

Groups with high scores on this item are more productive, cost-effective, creative and adaptive.

Substantial gains on the first engagement element are often associated with productivity gains of 5% to 10%.



Expectations serve as an employee's point of focus, helping him or her know what to do and where to go. And, importantly, expectations provide direction on how each person can meet the desired outcomes of his or her role.

1/2 On average, about half of workers are not completely clear about what they are supposed to do at work.

At face value, providing focus and clear expectations for employees seems simple — but it's not.

Role clarity is much more than just a job description or a list of things to do. It is about an employee understanding his or her contribution, value and fit within the team.

The most effective managers define and discuss both the explicit and implicit expectations for the role and the team. Defining expectations paints a picture of outstanding performance. As a manager, you should routinely ask yourself:

- ✓ Are my team members always clear about what to do and when to do it?
- ✓ What do I hope for beyond the basics?
- ✓ How do I measure my team members' basic expectations?
- ✓ How often do I sit down with my team members to discuss their progress?

Three Types of Expectations

The role's tasks, responsibilities and metrics

FUNCTIONAL

The expectations of the working environment and the organization

EMOTIONAL

RELATIONAL

The team's collective expectations and expectations of one another

RECOGNIZING WHAT SUCCESS ON THE JOB LOOKS LIKE

High performance in every role starts with the manager consistently communicating expectations, the purpose of the role, a clear understanding of priorities, and objective targets for improvement and growth. This communication helps employees understand what is expected of them and why.

ENGAGING CONVERSATIONS

The most effective workgroups consistently communicate expectations, goals, priorities and targets of improvement and opportunity. This communication helps each person on the team understand what is expected of him or her and why. Asking individual employees and the collective team the following questions can help ensure that they understand what is expected of them at work, even if situations change:

- What does excellence look like in your current role?
- Are there times when you just don't know what your top priority should be? How can we as a team help one another communicate needs and priorities during these times?
- What do you get paid to do?
- How can we communicate better when work is hectic and we have to quickly move from one task to another?
- How can we be clear in terms of our expectations of others?
- What is expected of us at work? What are our essential responsibilities? How does this help you understand what is expected of you?
- List your goals for the year. What do you want to accomplish?
- Have you talked to your peers in the past six months about what they expect of you? What did you learn?
- Have you talked to your internal customers in the past six months about what they expect of you? What did you learn?

BEST PRACTICES

The most effective managers provide employees focus and direction by incorporating the following behaviors into their management style and approach:

- Define excellence in each role. Be clear on what excellence looks and sounds like.
- Communicate each employee's role and responsibilities, and ensure that the entire team knows each person's responsibilities.
- Set aside time to explain to each employee how he or she contributes to the team's success.
- Conduct regular team meetings to ask about the clarity of expectations as they relate to performance goals.
- Seek opportunities to provide informal feedback to clarify expectations. Help employees make sense of the changes around them and better understand how they can expect team members to respond and interpret events and issues at hand.

Q02 I have the materials and equipment I need to do my work right.

FREE ME FROM UNNECESSARY STRESS

Nothing is more frustrating than feeling as if you want to do a good job at work but don't have the right equipment to do so. When employees lack the means to do their work well, frustration with their inability quickly follows, as does anger with the manager or organization for placing them in such a difficult spot.

More than 30% of workers in the U.S. say that stress on the job has caused them to behave poorly with family or friends in the past month.

Managers with bottom-quartile performance on this measure average 20% to 40% higher employee attrition than their top-quartile peers. This represents millions of dollars in direct and indirect turnover costs.



One of the most insightful findings from Gallup's research on this element of engagement is the variability of perceptions among workgroups. Even in the most legislated working environments where materials and equipment are essentially the same across business units, ratings on this element fluctuates significantly. The variation in ratings lies in front-line managers' involvement, judgment and action.



About four in 10 workers globally strongly agree that they have the materials and equipment to do their job right.

Despite the functional nature of the statement, this engagement item measures both physical resource needs and the potential barriers that exist between manager and employee.

The most effective managers listen to their employees' needs and are transparent about what can be provided and when. These managers respond to the material and emotional needs that fuel their employees' requests.

As a manager, you should routinely ask yourself:

- ✓ Do my team members have all of the things they need to meet the expectations that I have set for them?
- ✓ Does my team understand how to handle requests for materials and equipment when the business case is strong?
- ✓ Do I provide honest and acceptable explanations when requests cannot be fulfilled?

Three Material and Emotional Needs

HARDWARE

The tangible tools and equipment necessary to do the work

SOFTWARE

The systems and processes in place (including access to information) that maximize productivity

HUMANWARE

Appropriate staffing and the acceptable handling of equipment requests

IDENTIFYING THE BARRIERS TO PERFORMANCE

The most effective managers know that they can affect engagement by how they focus on and respond to the resource needs of their employees. Great managers involve their employees in the process of identifying resource requirements and solutions to the challenges they face.

ENGAGING CONVERSATIONS

The best managers know that they can influence engagement on this item by focusing on Hardware, Software and Humanware when responding to their team members' requests for materials and equipment. Employees are typically vocal during discussions about this item. Asking your employees the following questions can help diagnose challenges or barriers you might face regarding this item:

- What do you need to get your job done?
- What are the essentials? What materials and equipment are essential to doing your job well? How happy are you with the availability and functionality of each of these needs?
- Does your work equipment (or lack thereof) lead to any stress? How can we help alleviate this stress?
- Do you have all of the information you need to do your job right?
- Are there things that distract you or keep you from being positive, productive or accurate in the work you do?

BEST PRACTICES

The most effective managers respond to their employees' workplace needs by incorporating the following behaviors into their management style and approach:

- Continuously look for materials and equipment that will assist employees in performing their jobs efficiently and effectively.
- Follow up regularly with employees to make sure they have the tools and information they need to perform their jobs effectively.
- Teach employees how to access the information they need to do their jobs right.
- Promptly respond to requests for tools and equipment that employees need to do their jobs properly, even if you cannot grant the request.
- Hold open conversations that encourage team members to talk about what they need to perform their jobs.
- Come up with operational alternatives together as a team to navigate barriers that might be getting in the way of the team's performance.

Q03 At work, I have the opportunity to do what I do best every day.

KNOW ME

The most powerful benefit a manager can provide employees is to place them in roles that allow them to apply the best of their natural selves — their talents — as well as their skills and knowledge every day.

Regardless of role, having the opportunity to develop one's strengths is more important to success than the description of the role, a title or even pay. Managers whose employees' talents are aligned with their job demands have more sales, greater profits, fewer unscheduled absences and lower employee turnover.

People who focus on using their strengths are six times as likely to be engaged in their jobs.

People who receive feedback on their strengths have 7.8% greater productivity.



Employees want to maximize their contributions. To do this, managers need to put them in roles in which they can do what they do best. When employees have an opportunity to do what they do best, they act with more confidence, direction and hope — an attitude that every employee needs to be successful.



About one in three employees can strongly agree that they have the opportunity to do what they do best every day.

Outstanding performance is a result of each person knowing what he or she does best and having the opportunity to do it in the role every day.

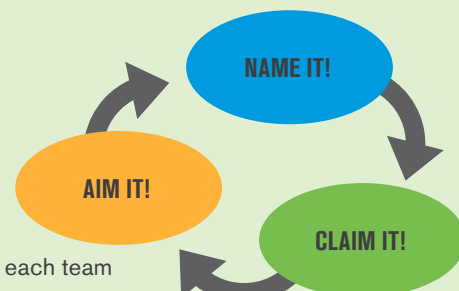
The best managers build an environment where there is ongoing dialogue and an awareness of talents. They routinely recognize the unique contribution each individual makes using his or her strengths, while making regular adjustments to help align work with team members' talents.

As a manager, you should routinely ask yourself:

- ✓ Do I know what each individual enjoys most about his or her work every day?
- ✓ Are there things that are keeping or distracting individuals from being as productive as they could be?
- ✓ Have I aligned each person to do what he or she does best in the role every day?
- ✓ What can I do to make it easier for individuals to do what they do best every day?

Three Ways to Help an Employee Appreciate and Use His or Her Strengths

Help each person gain awareness of and keep in mind his or her individual talents and strengths.



Help each team member intentionally invest in the development of his or her talents and strengths.

Help each team member appreciate the value and opportunities his or her talents and strengths offer.

HELPING YOUR EMPLOYEES MAXIMIZE THEIR CONTRIBUTIONS

Helping people get into roles in which they can most fully use their inherent talents and strengths is the ongoing work of great managers. Learning about individual differences through experience and insight can help a manager position people efficiently within and across roles and remove barriers to high performance.

ENGAGING CONVERSATIONS

The team's ability to achieve excellence and get the most out of each team member's natural talents is connected to the extent to which the manager and team understand, appreciate and start to use this information in a meaningful way. Asking your employees the following questions can help ensure that they understand and appreciate how each person contributes to the team's success:

- What do you do best in your role?
- What do you enjoy most about the work you get to do every day?
- What aspects of your work do you think you do really well?
- What do you look forward to doing at work each day?
- Are there things that keep you or distract you from being as productive as you expect to be?
- Are there parts of your role you find difficult?
- What do you enjoy the most about your work? Which parts of your current job bring you the most satisfaction or greatest sense of accomplishment?
- What could I do to make it easier for you to do what you do best every day?
- How do you use your team members' strengths to accomplish goals?

BEST PRACTICES

The most effective managers recognize that one of their most important roles as a manager is to help each employee appreciate and claim the particular genius of his or her most dominant talents and strengths. The best managers incorporate the following behaviors into their management style and approach:

- Reaffirm others' strengths. Look for activities that employees are drawn to, activities that come naturally to them, tasks that they pick up quickly, or glimpses of excellence into those things that they do brilliantly.
- Individualize your approach. Learn as much as you can about the talents and strengths of each employee you work with. The best managers can provide a detailed description about the unique talents and strengths of each of their employees, including what drives each one; how each one naturally thinks, feels and behaves; and how each one builds relationships. Great managers then use this information to enhance each person's work experience.
- Set employees up for success. Organize tasks and activities based on each employee's talents and strengths.
- Help your employees (individually and collectively) identify specific ways that they can use their talents and strengths to improve the ways they interact, coordinate and collaborate with one another.
- Celebrate your employees' strengths. When you glimpse moments of success and strength, provide recognition and look for more opportunities in which this person can use these strengths.
- Use the Clifton StrengthsFinder. Incorporate the Clifton StrengthsFinder and the language of strengths into describing and discussing each person's talents and strengths. You can purchase a strengths package for your employees from the Gallup Strengths Center website at www.gallupstrengthscenter.com.

Q04 In the last seven days, I have received recognition or praise for doing good work.

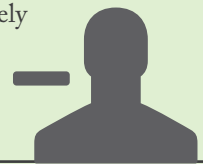
HELP ME SEE MY VALUE

This element of engagement may represent one of the greatest lost opportunities for managers. Your employees rely on praise and recognition to better understand your expectations and values. Praise and recognition are tools you can use to communicate what is important and help an employee see his or her value.

Gallup's research shows that managers who do not use the power of positive feedback hamper their own managerial effectiveness and diminish the power of their employees and teams.

Sixty-five percent of Americans received no recognition in the workplace last year.

Employees who are not adequately recognized at work are three times more likely to say they'll quit in the next year.



Individuals who receive recognition and praise increase their individual productivity, boost engagement among their colleagues, are more likely to stay with their organization, and receive higher loyalty and satisfaction scores from customers.

Globally, four in 10 employees strongly agree that they have received recognition for doing good work in the last seven days.

At any given company, it's not uncommon to find between one-fifth and one-third of people saying, "My best efforts are routinely ignored."

Great managers know that they can never give too much recognition if it is honest and deserved.

The most effective managers always look for opportunities to recognize and praise individuals. This creates a workplace where individuals know the value of their work and the emotional reward that comes with it.

As a manager, you should routinely ask yourself:

- ✓ Do I regularly praise my employees for their efforts?
- ✓ Have I created an environment in which my employees are encouraged to recognize one another for doing good work?
- ✓ Do I know how each employee likes to receive recognition? Given this knowledge, do I then individualize my approach to providing that recognition?
- ✓ How often do I celebrate my team's success? Do I make it a priority?

Three Attributes of Effective Recognition



AUTHENTIC

Recognition that feels genuine, real and heartfelt



MEANINGFUL

Praise that highlights the value of the work and the person doing it



MOTIVATING

Recognition that taps into what matters most to the individual

HELPING YOUR EMPLOYEES SEE THEIR VALUE

The best managers consistently offer recognition. They build an environment in which employees are empowered and encouraged to give and receive recognition and praise. This positive feedback helps every team member see the value in his or her work. In short, outstanding performance is a result of authentic, meaningful and motivating recognition that is individualized, deserved, specific and timely.

ENGAGING CONVERSATIONS

Managers who fail to deliberately use the power of positive feedback are not only handicapping their own managerial effectiveness, but they are also diminishing the power of their employees and teams. The challenge is that what is meaningful recognition to one person may not be as valuable to the next. Asking your employees the following questions can help you identify what motivates them:

- How do you like to receive recognition?
- What is the best recognition you have ever received? What is the best recognition you have received in the past six months?
- What type of recognition do you prefer? What are you most comfortable with?
- From whom would you like to receive recognition?
- Think of three colleagues who help you most in your job. How have you thanked them or recognized them for their help?
- Who are your biggest cheerleaders at work? Who helps you believe in your success?
- As a team, how can we build a culture that encourages and values recognition and praise?

BEST PRACTICES

The most effective managers promote a recognition-rich environment with praise coming from every direction and with everyone knowing how others like to receive recognition. They do this by incorporating the following behaviors into their management style and approach:

- Praise individuals for doing good work.
- Recognize employees for achieving their goals.
- When you praise your employees, emphasize why the recognized act was important.
- Recognize team members' individual talents and strengths.
- Recognize outstanding customer service when you see people in other teams or departments performing it.
- Introduce a unique way to facilitate and encourage individualized recognition.
- Learn how each team member likes to receive praise, and tailor an approach to meet each individual's recognition needs.
- Encourage your employees to recognize one another and their partners on different teams or in different departments.
- Identify how each of your team members likes to receive recognition.
- Make recognition an agenda item at regularly scheduled meetings.
- Be an advocate for your employees by promoting their areas of competence and expertise.

Q05 My supervisor, or someone at work, seems to care about me as a person.

CARE ABOUT ME

Employees need to know that they are more than just a number. They need to know that someone is concerned about them as people first and as employees second.

Gallup's research indicates that employees don't leave companies; they leave managers and supervisors. Great managers know that it is not enough to put the right people in the right roles. They are aware of their employees' needs and manage with each person's engagement in mind.

In high-turnover companies, teams in the lowest quartile average 22% higher turnover than those in the top quartile. In organizations where resignations are less common, the difference rises to 37%.

When Gallup asked employees what they were thinking about when they responded to this item, employees used words like acceptance, trust, fairness, consistency, understanding and authenticity.



If you truly understand and appreciate each employee's unique strengths, motivations and workplace needs, you can create a caring and productive workplace. A caring environment is one in which each person feels safe — safe enough to experiment, to challenge, to share information and to support others — and in which employees are prepared to give you and the organization the benefit of the doubt. None of this can happen if team members do not feel cared about.



Only 17% of U.S. workers say that their manager has made an investment in them.

Great managers build caring and respectful relationships at work to strengthen their team's performance.

The most effective managers make each person feel valued, respected and genuinely cared about as a person.

As a manager, you should routinely ask yourself:

- ✓ Do my employees believe I care about them as people?
- ✓ What am I doing to increase my understanding and appreciation of each individual on the team?
- ✓ How do I let team members know that I am here to support them?
- ✓ What can I do to foster a caring work environment?

Three Aspects of a Caring Work Environment

Each person feels like a valued member of the team and organization.



Employees treat one another with respect.

Each person believes that his or her supervisor or manager takes a personal interest in him or her.

BUILDING A COHESIVE, COOPERATIVE AND COLLABORATIVE TEAM

Each day provides opportunities for your team members to identify ways they can help and support one another. This happens when you encourage cohesion and cooperation among team members and genuine support for one another. When this happens, your team members will start to rely on one another to get work done.

ENGAGING CONVERSATIONS

Each person might have a different idea of how someone demonstrates care. The best managers listen to individuals and respond to each one's unique needs. Asking your employees the following questions can help ensure that you learn more about the issues at hand — and, more importantly, discover what they are looking for from you and from others:

- What makes you feel like a valued member of this team? What is your unique contribution to the team?
- What could we do to let our team members know that we care about their accomplishments?
- How do you show your team members that you respect and care about them?
- What could we each do to more effectively set up our team members for success?
- Who cares most about your success?
- Can our customers or internal partners sense an uncaring environment? How does this feeling affect their engagement?

BEST PRACTICES

The most effective managers build a culture of cooperation and collaboration by incorporating the following behaviors into their management style and approach:

- Reinforce each employee's strengths and the value he or she brings to the team. On a regular basis, tell your employees how and why you value their contributions.
- Treat everyone with respect. Respect their values. Value their opinions.
- Encourage people to share their ideas and opinions with one another.
- Be an active listener. Give your employees plenty of time to share their ideas, frustrations and concerns.
- Greet your employees at the start of each day.
- Encourage your employees to get to know one another. Create opportunities for team members to get to know one another beyond who they are at work.
- Address each person's concerns and model supportive behavior during times of change or turbulence.
- Be supportive and individualize your approach. Doing these things will help communicate that you are not just focused on the numbers, but that you genuinely care about each person and his or her success.
- Use the Clifton StrengthsFinder assessment. Have one-on-one discussions with each person about his or her Clifton StrengthsFinder report. Share your strengths report. This is a great way to build trust. Talk about each employee's talents, strengths and valuable contributions.
- Maintain a calendar of important dates for each individual, such as family members' birthdays, work anniversaries and wedding anniversaries. Send notes to the family members on these occasions.
- Learn more about your employees' lives and their interests. Connect with them on a more personal level.

Q06 There is someone at work who encourages my development.

HELP ME GROW

Human beings cannot be successful alone. We learn more, apply what we learn faster, and grow and develop all in response to others. Given this, we know that employees need a manager who encourages their development.

Each employee needs help navigating the course of his or her career. At times, employees need sponsorship, coaching, protection, exposure and visibility, and challenging work assignments. At other times, employees look for counseling, friendship, and acceptance and confirmation that they are doing well.

Less than 1% of employees who report having someone at work who encourages their development are actively disengaged.

Less than 1% of those who have no mentor are able to achieve real engagement with their employer through the other 11 elements of engagement.



The manager-employee relationship is one of the most important in a workplace. Your employees' relationships with you should help them define who they are and what they can become professionally. They should be able to trace their successes to the relationship they have with you.

Across the U.S., an average of four in 10 employees say that no one is looking out for their development.



While all 12 elements of engagement require manager-to-employee and/or peer-to-peer interactions, managers must put in extra effort to personally invest in their employees to have success with the sixth element of engagement.

Personal and professional development does not occur in a vacuum. It takes intentional effort and attention. Gallup's research suggests that the most effective managers are intentional in their effort, individualize their approach and provide ongoing developmental support.

As a manager, you should routinely ask yourself:

- ✓ Do I understand which development opportunities are most important to each team member?
- ✓ Do I understand which opportunities are most relevant to each team member's career growth?
- ✓ Have I created shared goals and established expectations with my team?
- ✓ Do I regularly celebrate my employees' successes and achievements?

Three Ways to Encourage Development



INDIVIDUALIZED: Customized for each team member and consistent with his or her current role

INTENTIONAL: Directed and purposeful for each person

ONGOING: Continuous process throughout each person's work life cycle (from onboarding to promotion)

INVESTING IN YOUR TEAM'S GROWTH AND DEVELOPMENT

One common misunderstanding that many people have about this element of engagement is that “development” means “promotion.” Development is a process for understanding each person’s unique talents or strengths and finding roles, positions and projects that meet them.

ENGAGING CONVERSATIONS

Employees want to learn, grow and maximize their contributions to their personal mission, their organization and the people they provide services to. To do this, you need to discuss your employees’ professional growth and development more than once a year. Asking your employees these questions can help ensure that you learn more about their growth and developmental needs:

- What do you enjoy most about your work?
- Are you being challenged at work? What challenging experiences are you facing? What challenges would you like to take on?
- What is the best way for me to encourage your growth and development?
- What are some ways we develop as a team? What are ways you would like to see our team develop?
- What do you want to accomplish in the next six months?
- If you could learn anything that would have an effect on your current role, what would that be?
- When you are “in the trenches” getting the job done, what are some ways we as a team can help you?
- What can I do to help you achieve your goals?
- When you achieve your goals, how would you like to receive recognition?
- Where do you see opportunities for growth within yourself? Are there opportunities I can help you with?

BEST PRACTICES

The most effective managers create opportunities for employees to learn, grow, acquire new skills, try new ways of doing things, and take on new challenges. These managers try to build a culture of encouraged development by incorporating the following behaviors into their management style and approach:

- Teach employees the knowledge and skills they need to be successful in their roles.
- Help each employee identify, document and track performance goals.
- Don’t look at development as a finished product. Keep moving the goal posts to encourage next steps. Meet regularly with team members to talk about their development. Learn about employees’ development goals, help them set reasonable expectations, and revisit their goals often.
- Look for coaching opportunities to provide greater clarity and improved understanding of a role.
- Help employees track and celebrate personal bests.
- Meet with each employee regularly to review progress on his or her development plans.
- Identify your role in the development process so that you can support and provide any information necessary for employees to achieve their development goals.
- Consider what development opportunities you can offer your team. These opportunities could mean job shadowing or additional responsibilities for a specific employee.
- Pay special attention to your long-serving employees. They need development opportunities too.

Q07 At work, my opinions seem to count.

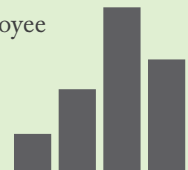
HEAR ME

This element of engagement can be viewed as an employee's "internal stock price." It measures the sense of value that employees put on their work and their organization.

Employees want to feel valued. They want to know that their input is important and that they are making a significant contribution and a difference to the environment in which they work. This feeling creates a greater sense of inclusion among workers and reinforces their sense of self-worth.

Only one in five workers in the U.S. strongly agree that their opinions count at work.

Improving the proportion of employees who rate this item highly can have a substantial effect on customer ratings, productivity, employee retention, safety and profitability.



Asking for individuals' input and considering it can lead to better decision-making in two ways:

First, employees are typically closer to important matters than the manager is, so their ideas are often good ones.

Second, when people feel involved in making a decision, they typically have a greater sense of responsibility or psychological ownership of the process, which can mean better business results.

8%

Nearly half of employees who say their opinion counts at work also feel their current job brings out their most creative ideas. Among those who are neutral or negative on this element, only 8% feel their creativity is well-employed.

The ways in which a manager listens and processes an employee's thoughts and ideas shape whether the employee feels valued for his or her contributions.

As a manager, sometimes the ideas you hear won't be the best. But listening to and giving feedback on ideas helps employees feel like you heard them and considered their opinions. Appreciating and responding are what's important. It makes employees feel valued.

As a manager, you should routinely ask yourself:

- ✓ How do I show my appreciation for employees' opinions and ideas?
- ✓ What do I do with my employees' ideas or opinions?
- ✓ How do I follow up on my employees' opinions and ideas?
- ✓ How often do I ask how my employees feel about their work?
- ✓ How am I making sure my team members feel comfortable sharing their feedback or ideas with me?

Three Ways to Create a Culture of Idea Sharing

ACCEPTING

Be open to each team member's opinions and feedback.

PROACTIVE

Regularly contact others to get their opinions.

RESPONSIVE

Provide feedback on opinions you solicited.

CREATING A GREATER SENSE OF RESPONSIBILITY AND OWNERSHIP

The best managers are always listening to what's happening on the ground floor. Asking for employees' input is valuable because it shows employees that their managers care about what they think. It promotes open, creative dialogue between manager and employee. Asking for opinions also fuels new ideas that can positively influence business results.

ENGAGING CONVERSATIONS

Employee engagement depends on the circulation of ideas and opinions that make the team more effective in meeting the demands before them. Discussing, refining and implementing new ideas is productive and invigorating. It builds employees' confidence in their roles, creates a sense of belonging, and helps employees see that their efforts can and do make the organization and everyone it provides services to better. Asking the following questions can help managers ensure that their employees feel like they count:

- What makes you feel valued here?
- How do you know your opinions matter?
- Who needs to hear your ideas?
- In the past six months, when have you felt your opinions mattered?
- Do you have any ideas or suggestions on how the team can improve the quality of service we provide to our internal partners and customers?
- Do we need to add quality checks? Are there areas in which you see risk of errors or mediocre performance?
- What is your best idea for improving our team?
- Are there areas in which you see room for improvement? How do you think we should fix these areas?
- Do you feel comfortable enough to tell it like it is? How can I make you feel more comfortable with sharing your thoughts and ideas?

BEST PRACTICES

The most effective managers make employees feel like their opinions count at work by incorporating the following behaviors into their management style and approach:

- Be open and receptive to feedback.
- Think of new ways to solicit feedback, opinions and ideas from your employees.
- When an employee asks to talk about something, immediately schedule time to listen.
- Schedule regular times to talk with employees to specifically ask for their opinions.
- Follow up regularly with employees about their ideas, even if action did not occur.
- Provide open and honest feedback on employees' opinions and ideas.
- Treat your team like business partners by sharing information about the company that you would not typically think to share.
- Advocate for your employees' good ideas. Get others to consider their opinions and suggestions.
- Create a safe environment for ideas. Make sure every employee is comfortable enough to tell it like it is.
- Celebrate the implementation of employee-generated suggestions or ideas.

Q08 The mission or purpose of my company makes me feel my job is important.

HELP ME SEE MY IMPORTANCE

Employees want to believe in what their employer does. Excellent performance occurs when people are deeply attached to a sense of purpose in their lives. When employees feel that their job is important, they want to do more of it.

At a fundamental level, we all need something to do — and ideally, this is something that we believe in and look forward to doing at work every day.

When people believe in what their employer does and feel a connection between the work they do and their personal mission, they are more likely to stay with the organization and feel like they are an integral part of something bigger than themselves.

In the Gallup database, 25% or more of the workers in retail trades, financial services and chemical manufacturing strongly agree that the purpose of their company makes them feel their job is important.

Mission-driven workgroups suffer 30% to 50% fewer accidents and have 15% to 30% less turnover.



While many see money as the best motivator at work, often this is not true. It is common for employees of highly engaged workgroups, from entry level to senior executives, to mention having turned down higher pay to join or remain with a company they believed would provide more meaningful work with a more enjoyable team.



Belief that one is doing something meaningful is important to a person's psychological and even physical health.

At face value, connecting an employee with a company's mission or purpose seems simple — but it's not.

The most effective managers help cultivate a feeling of purpose among employees by clarifying the organization's mission and how it relates to their daily work.

As a manager, you should routinely ask yourself:

- ✓ Does my team understand the organization's mission or purpose?
- ✓ How does my team live out the organization's purpose on a daily basis?
- ✓ How am I living out the organization's mission or purpose?
- ✓ How am I setting priorities based on the organization's mission or purpose?

Three Important Things to Focus on



HELPING YOUR EMPLOYEES APPRECIATE THEIR IMPORTANCE

It is common for employees of highly engaged workgroups — from housekeeping to senior executives, from nurses to physicians, from accountants to radiologists — to mention having turned down higher wages to join or remain with an organization they believed would provide more meaningful work with a more enjoyable team.

ENGAGING CONVERSATIONS

The best managers recognize that front-line employees need to feel connected to the company's mission or purpose for that company to translate its passion and vision to its customers. To help employees feel united with the company's mission, great managers ask their employees:

- When do you feel your job is important?
- What about your role makes it fulfilling to you?
- Has a customer ever told you that you helped him or her or made a difference?
- What causes you to take pride in working here?
- How would you describe our company's mission or purpose?
- What is your personal mission or purpose in life?
- What about our company's mission or purpose connects with you?
- How are you living out our company's mission or purpose in your everyday interactions with our customers?
- Do you feel that your team members share a sense of mission with you? Why or why not?
- What could we do more of as a team to embrace and fulfill the organization's mission or purpose?
- What is most important to us as a team?

BEST PRACTICES

The most effective managers bring the organization's mission or purpose to life by incorporating the following behaviors into their management style and approach:

- Discuss what the organization's mission means and how each person connects to it.
- Make the organization's mission or purpose a discussion point in team meetings.
- Connect daily tasks to the bigger purpose.
- Encourage opportunities for teamwork and a sense of belonging.
- Help build support for and commitment to the organization's mission.
- Model the behaviors and actions you want your team members to live out.
- Recognize when team members go above and beyond their duties to connect with the organization's mission or purpose.
- Involve your employees in writing a team mission statement.
- Celebrate outstanding performance. Talk about the implications of these types of performance.

Q09

My associates or fellow employees are committed to doing quality work.

HELP ME FEEL PROUD

Trusting that one's coworkers share a commitment to quality is vital to excellent team performance. All employees need to be in an environment where there is mutual trust and a respect for one another's efforts and results. This starts with a deep awareness of work standards and team expectations.

By a six-to-one margin, people are more upset with a colleague who has the ability but doesn't try than a colleague who tries hard but doesn't have much ability.



For highly productive employees, there is a vast difference between being assigned to a team and actually identifying with that team. Employees want to know that everyone on their team is pitching in to get the job done. Few factors are more damaging to teamwork than one employee who skates through his or her work, taking advantage of others who work much harder.

In an average team, about one in three employees strongly agrees that her associates are committed to doing quality work. When a team perceives one of its members is not pitching in, that proportion drops to one in five. But when the team feels as if everyone is pitching in equally, about one in every two employees agrees that his associates are committed to doing quality work.

Improving the team's level of natural talent is a manager's most powerful weapon in the battle against poor quality.

One of the worst feelings for an employee is having a slacker for a coworker and a manager who doesn't do anything about it. Unfortunately, the worst performer on your team sets your team's standards. As a manager, you should routinely ask yourself:

- ✓ How am I selecting and recognizing hardworking employees?
- ✓ How do I define quality work? Does my team know what quality looks like?
- ✓ Have I talked with my team members individually about their quality goals?

Three Important Things to Focus on

Quality is a priority in the organization, and standards are upheld at all levels.



Individuals take responsibility for their actions and deliver the highest quality standards.

Teams feel comfortable with questioning, confronting and being vigilant about what's right.

CREATING A TEAM FOCUSED ON QUALITY RESULTS

If you want to see great business results from your team, as a manager you have to ensure that all team members are committed to doing quality work. Even just one team member not giving it his or her all can mess it up for everyone else. Think of your team as a rowboat. If you have three team members rowing as hard as they can and one team member just sitting there doing nothing, it makes rowing for the entire group a little bit harder.

ENGAGING CONVERSATIONS

As a manager, you set performance standards and ensure that your team members adhere to them. Doing this creates an environment in which your team understands the work expected of them and promotes a culture of superior work. Make time to talk with your team members about what quality means to them by asking some of these questions:

- As a team, how do we know when we have done good work?
- When do you feel like quality is important to our team? To our organization?
- When do you feel the most pride in your work?
- When was the last time you spoke with a team member about quality?
- When do you feel like your team members are committed to doing quality work? Why?
- How do you/we measure your own work and quality?
- What is a recent example of when you did more than your normal work to ensure quality? When did you last see a fellow employee do more than his or her normal work to ensure quality?
- What do you do when you see employees not doing quality work?
- What gets in our way of doing quality work every day?
- What improvements do you think we could make within our team that would enhance quality?
- What can I do to help you produce more quality work?

BEST PRACTICES

The most effective managers foster an environment that consistently produces high-quality work by incorporating the following behaviors into their management style and approach:

- Outline quality standards for each task or function.
- Confirm that new team members know the importance you and your team place on quality by setting expectations early on.
- Be on the lookout for employees producing high-quality work. Take time to recognize these employees, and share with the rest of the team what high-quality work looks like. Provide a way for team members to recognize one another when they witness exemplary quality or a person going the extra mile to ensure quality.
- Have each team member share his or her expectations for quality work during team meetings. This will help clarify and set expectations. It may also provide an opportunity for you to redefine quality, if needed.
- Share and exchange best practices as a team that demonstrate quality.
- Create a way for team members to share their concerns if a fellow employee is not producing quality work.
- Produce high-quality work yourself. Remember, your team looks to you for guidance. If you do not produce quality work, they won't either.

Q10 I have a best friend at work.

HELP ME BUILD MUTUAL TRUST

Throughout our lives, we spend a lot of time at work. Accordingly, we instinctively look to develop friendships at work in which we feel respected and trusted. Going a step further and having a best friend at work can help employees feel more engaged — and with best friends, teams will be more likely to see a positive impact on business results. It's simple: People with friends at work are happier at work.

The *best* predictor of having higher well-being and engagement at work is not what people are doing — it's whom they are with.

Without a best friend at work, the chances of being engaged in your job are one in 12.



If you have a best friend at work, you are significantly more likely to:

- engage your customers and internal partners
- get more done in less time
- have fun on the job
- have a safe workplace with fewer accidents or reliability issues
- innovate and share ideas

While we spend the majority of our waking hours at work, only 30% of employees Gallup surveyed report having a best friend at work.

7x

If you are fortunate enough to be in this group, you are seven times as likely to be engaged in your job.

Only 20% of employees dedicate time to developing friendships on the job.

The best employers recognize that people want to build meaningful friendships and that company loyalty is built on such relationships.

The best managers encourage friendships in the workplace by creating the conditions under which such friendships and relationships can thrive. As a manager, you should routinely ask yourself:

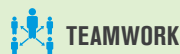
- ✓ Do my employees trust one another and me?
- ✓ Does my team work well together?
- ✓ How am I building friendships at work?
- ✓ How do I create more opportunities to foster friendships?

Three Characteristics of a Well-Connected Team



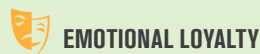
TRUST

Confidence in one another's reliability and dependability



TEAMWORK

Appreciation of one another's talents and strengths; can tackle challenges together



EMOTIONAL LOYALTY

Loyalty to the team is passionate, expressive and deep-seated

CREATING AN ENVIRONMENT THAT PROMOTES INTERACTION AND DEVELOPS RELATIONSHIPS

Of the 12 elements, “I have a best friend at work” is the most controversial. At first glance, you may wonder, “Are friendships really necessary at work?” Maybe you’ve heard stories about employees fraternizing too much on the job, or you think close relationships are messy at work. But Gallup’s research shows that having a best friend at work is the best predictor of whether someone is engaged in his or her job. There is a simple explanation: People want to build bridges, not walls, and they want to trust the people they work with. Ultimately, employees need to know that someone is looking out for them.

ENGAGING CONVERSATIONS

Individual and team conversations are opportunities for your employees to think about and discuss topics that affect engagement. Conversations can help identify actions that the team should take to improve engagement and foster a culture of trust. Asking the following questions can help you build connections among your team members:

- When did you have the most fun at work during the past few months?
- How can we make sure that we have more of these moments?
- Do you feel that there are team members whom you can trust and depend on?
- Can you think of a time when you depended on someone else from our team for success?
- How do you help make our work environment positive and productive?
- How do relationships that you have at work help you do your job better?
- What can we do as a team to build stronger friendships at work?

BEST PRACTICES

The best managers recognize that friendships at work are beneficial because they help build trust and engagement and have a positive impact on a team’s morale and productivity. Great managers encourage friendships at work by incorporating the following behaviors into their management style and approach:

- Look for opportunities to get the team together for friendship-building events.
- Share stories about yourself, such as when you started working for the company, what you did before that, and where you’re from. Sharing a story helps people connect with one another.
- Plan for a time to socialize at work when it won’t disrupt customers. Think about bringing in donuts, spending five minutes during a group meeting to share fun facts, or celebrating birthdays and work anniversaries.
- Look for ways to pair up team members to complete certain tasks. Doing this can create friendships and help accomplish an assignment.
- Check in with your employees on a regular basis to see how team dynamics are working.
- Talk individually with your employees to learn why they joined your company and what keeps them coming back to work every day.
- Create opportunities for individuals who have complementary strengths to work together and focus on a goal.
- As often as you can, make time for employees to take a break together, whether it is an off-site event or informal lunch. If possible, include family members.

Q11

In the last six months, someone at work has talked to me about my progress.

HELP ME REVIEW MY CONTRIBUTIONS

There are few things more important to an employee than knowing that he or she is progressing at work. Feedback is vital and beneficial to both an employer and an employee.

The best managers recognize that honest, positive and constructive performance feedback provides time to discuss an employee's progress and growth. Feedback can help employees understand themselves better and give them a clear perspective on how their contributions make a difference to the organization.

Less than half of employees in Gallup's global database strongly agree that someone has talked with them about their progress in the last six months.



This element has an impact on productivity and safety. When a manager regularly checks in with his or her employees' progress, team members are more likely to believe that they get paid fairly, more likely to stay with the company, less likely to have accidents, and more than twice as likely to recommend the company to others as a great place to work.



Teams in Gallup's top quartile on this item experience 10% to 15% higher productivity and 20% to 40% fewer accidents than bottom-quartile teams.

The best employers provide informal and formal feedback on an employee's progress on a regular and consistent basis.

The best managers know that for employees to grow in their jobs, they must first know where they stand. They need to know where they are in their professional journey, and they need to understand how they can get to their goals.

As a manager, you should routinely ask yourself:

- ✓ Do I regularly show my team members how far they have come in their professional development?
- ✓ How do I lead conversations about progress? Do I lead with positive intent and emphasize the employee is doing well, or do I tend to focus only on weaknesses?
- ✓ Am I helping my team understand its progress? How so?

Three Characteristics of the Most Effective Performance Feedback



STRENGTHS-BASED

Focus on improving strengths and managing weaknesses



ENGAGEMENT-FOCUSED

Ensure that your employees' workplace needs are met



PERFORMANCE-ORIENTED

Concentrate on making sure that performance outcomes are clear and objective

INDIVIDUALIZING YOUR FEEDBACK APPROACH

Employees might feel anxious when they hear the words “performance review.” They might anticipate a harsh conversation full of examples about when they didn’t meet expectations. If so, they are likely to dread their performance review, and might have negative feelings associated with feedback. As a manager, you can change this perception among employees by helping them realize that this review should be a positive interaction involving praise, constructive feedback and an opportunity to set a career path.

ENGAGING CONVERSATIONS

You can’t move forward if you don’t even know where you are located on a path. Likewise, for an employee to develop, he or she must first understand his or her progression. This understanding helps motivate employees to move forward and allows for redirection, if necessary. Great managers know this and are sure to ask their employees about their progress often. Questions like the ones listed below help employees feel like someone is helping them navigate their professional career:

- What were our team’s greatest accomplishments this past year?
 - How do you think we are doing as a team? Where do we excel? Where do we need some help?
 - What topics should our team address at our midyear review?
 - How do we determine if we are successful?
 - How often should we get together as a group to talk about progress?
 - What have been your greatest accomplishments this past year?
 - Tell me about your past three months here. How about the past six months? The past year? Where have you been, where are you now, and where do you want to go?
 - How often should we get together to talk about your progress?
- What do you appreciate about how I give you feedback? What could I do differently?
 - Are you surprised at any of the feedback I’ve given you? Do you think it is fair?
 - Are there things that help you accomplish your work? What distracts you from accomplishing tasks?
 - How do you think you have performed since our last discussion about your performance?

BEST PRACTICES

Great managers recognize that feedback is essential to an employee’s engagement and success on the job. The most effective managers modify their feedback to fit the employee’s personality, the circumstances and his or her potential. High-performance managers help employees know how they are performing in their roles by incorporating the following behaviors into their management style and approach:

- Clarify what each employee needs to accomplish related to tasks, priorities and metrics.
- Develop and track team performance metrics. Celebrate when employees achieve their performance goals.
- Spend time with each employee individually to learn his or her goals, and help this person chart his or her progress.
- Find creative ways to help employees reach their goals. Check on their progress and provide constructive and positive feedback on a regular basis.
- Provide honest, direct feedback. When employees do great work, praise them — and when they could have done work better, provide constructive feedback.
- Make sure employees feel continuously successful but always challenged to do more. Look for opportunities to help employees feel challenged.

Q12 This last year, I have had opportunities at work to learn and grow.

CHALLENGE ME

The desire to learn and grow is a basic human need. One way employees can learn and grow is to find more efficient ways to do their jobs. The best teams are never quite satisfied with their work. They always strive to find better, more productive ways to work. And where there is growth, there is innovation.

Employees who have an opportunity to learn and grow at work are twice as likely as those on the other end of the scale to say they will spend their career with their company.

On average, business units in the top quartile of this element score 9% higher on customer engagement and loyalty measures and 10% higher on profitability metrics than business units in the bottom quartile.



Challenging employees to meet goals motivates higher performance. Teams that score high on this element of engagement produce more innovative ideas, build and maintain better customer relationships and have higher financial metrics.



Only about 50% of Americans agree that they have had opportunities to learn and grow at work in the past year.

When employees feel they are learning and growing, they work harder and more efficiently.

The most effective managers continuously discuss progress and opportunities for growth and development for employees.

For many people, progress in a role distinguishes a career from employment that is “just a job.” To improve and progress, employees need to feel someone or something is challenging them. As a manager, you should routinely ask yourself:

- ✓ How am I creating an environment in which my employees can grow and develop?
- ✓ What have I done in the last six months to help my team learn and grow?
- ✓ What are my employees’ goals? Do I know them, and am I helping them actively achieve those goals?

Three Ways to Challenge Employees to Learn and Grow



CONTINUOUS

An environment that encourages continuous learning



EXPANDING

Short-term “stretch” goals that motivate employees to expand their current knowledge or skill set



ASPIRATIONAL

Career-oriented development plans that align with each person’s strengths and aspirations

LEARNING, DEVELOPING AND GROWING

The best managers know that an organization's growth depends on employees' capacity to learn, develop and grow. These managers create a structure for learning and opportunities to align and challenge employees with new tasks. These opportunities encourage and motivate employees to develop and grow — sparking innovation and positive business results.

ENGAGING CONVERSATIONS

People want to know that they are developing and progressing in life. Managers can empower employees to feel that they have had a chance to grow at work by helping them identify learning opportunities and encouraging them to develop. The most effective managers make time to discuss growth with employees by asking some of the following questions:

- Are there things you need to learn to do your job better?
- How can we build a team environment that emphasizes acquiring new knowledge?
- In what situations in the past six months have you felt that you were learning new things?
- What are you looking forward to in your job this year?
- What experiences are you challenging yourself with this year?
- What types of learning opportunities are you interested in?
- What goals do you have right now? How can I help you accomplish these goals?
- What was your most significant accomplishment in the past year? What was your most significant accomplishment since you have been here?

BEST PRACTICES

The best managers create learning opportunities at the individual level. These managers understand that learning and growing is a never-ending process and look for ways to align individuals' current capabilities with their long-term goals and aspirations. Managers do this by incorporating the following behaviors into their management style and approach:

- Invest time in getting to know your employees' career goals and strengths to help match each one with the right opportunities to grow and develop.
- Involve the entire team in charting the team's completed learning outcomes. Identify individuals who are subject-matter experts whom others can call on to help answer questions.
- Consider partnering employees with complementary strengths to work on a task together. These partners might learn something new that they did not know before.
- Match a new employee with a veteran employee to help the new employee learn about the job more quickly and provide an opportunity for the veteran to take on a new role.
- Create personalized development paths with your employees. Check in on their progress often and ask them what they are learning and how they are applying it to their roles.
- Help employees find opportunities to use their strengths and talents to meet the needs of their jobs and move forward in their careers.
- Create stretch goals for your employees. These goals should involve acquiring new knowledge and skills that already align with team members' goals.

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