

Understanding your Gallup™ Q12 Results

A Guide for Sponsors, Managers and Consultants



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LEARNING and
DEVELOPMENT

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Exploring Your Team's Potential for Even More AWESOME

THE 12 ELEMENTS OF GREAT MANAGING

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements — the Gallup Q12™ — emerged from Gallup's pioneering research as those that best predict employee and work-group performance.

1. This last year, I have had opportunities to **LEARN AND GROW**.
2. In the last six months, someone at work has talked to me about my **PROGRESS**.
3. I have a **BEST FRIEND** at work.
4. My associates or fellow employees are **COMMITTED TO DOING QUALITY WORK**.
5. The **MISSION OR PURPOSE** of my company makes me feel my job is important.
6. At work, my **OPINIONS SEEM TO COUNT**.
7. There is someone at work who encourages my **DEVELOPMENT**.
8. My supervisor, or someone at work, seems to **CARE ABOUT ME** as a person.
9. In the last seven days, I have received **RECOGNITION** or praise for doing good work.
10. At work, I have the **OPPORTUNITY TO DO WHAT I DO BEST** every day.
11. I have the **MATERIALS AND EQUIPMENT** I need to do my work right.
12. I **KNOW WHAT IS EXPECTED** of me at work.

WHY DOES EMPLOYEE ENGAGEMENT MATTER?

CONGRATULATIONS ON TAKING a critical step toward building a thriving workplace for your employees that is conducive to advancing both Department and Divisional goals. After measuring employee engagement with the Gallup Q12™ survey you can now begin to implement meaningful actions to ensure continued success of your team. Gallup's Q12 assessment is designed to uncover the things that really matter to employee engagement and is supported by rigorous science linking it to integral performance outcomes. Knowing what we do well and where we can improve will help us remain on the leading edge at Berkeley.

Gallup research shows that engaged employees are the ones who work the hardest, stay longest, and perform best. “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,” says Jim Harter, Ph.D., Gallup’s chief scientist of workplace management and wellbeing. “You feel a part of something significant, so you’re more likely to want to be part of a solution, to be part of a bigger tribe. All that has positive performance consequences for teams and organizations.”

By focusing on employee engagement, leaders are more likely to motivate their employees to expend discretionary effort and reach their performance objectives. Gallup research has linked employee engagement to nine specific business outcomes — such as higher productivity, profitability, and customer ratings.



*“Gallup defines **engaged employees** as those who are involved in, enthusiastic about, and committed to their work and contribute to their organization in a positive manner.”*

WHAT IS THE MANAGERS ROLE IN ENGAGEMENT?

LISTEN, LEARN, LEAD

AS A MANAGER you hold perhaps the single-most important role in your organization. It also may be the most complicated one. Often, managers are asked to be several things at once: a subject-matter expert, an individual performer, a technical or project manager, and sometimes, even a leader within the organization. You are expected to manage yourself, manage your direct team, build and create efficiencies, and support and actualize the organization's goals and values.

These all may be important responsibilities, but in most cases they pale in comparison with your role as a catalyst.

You set the tone for the work environment. Your role demands that you know your employees well, provide them with clear expectations, invest in their development, and build mutually trusting relationships. You are expected to lead a team that is motivated to provide good customer service, to work diligently, and to collaborate with others to reach the performance objectives of the team and organization.

Your job as manager is to listen to your employees, learn about their needs and the factors influencing their engagement, and lead them to take the actions necessary to realize their performance goals *(Refer to pages 1-13 in the Manager Engagement Workbook)*.

The manager's most important role is to engage the hearts, minds and talents of his or her people.

From: "Managing for Engagement Resource Guide," by Gallup, 2013, p.i. Copyright 2013 by Gallup.





EVERY TEAM HAS A STORY

Your Gallup Q12™ survey results provide a glimpse into that story. You will work closely with an L&D consultant to understand the unique engagement needs in your department. Here is an overview of the steps you will take to drive engagement.

1. REFLECT & REVIEW: Meet with your L&D consultant to better understand engagement and reflect on the current state in your department (Refer to pages 1-12 in the *Manager Engagement Workbook*). Review your Gallup Q12™ survey results, analyze, and strategize. (Refer to pages 29-41 in the *Manager Engagement Workbook*). Begin first by examining results at the department level. Later on you can determine a process for reviewing smaller, individual units in your area.

2. DISCUSS: Host a “State of the Team” meeting to share your departmental results, gather input, and develop goals. It is important to understand what is important to your team and involve them in taking action to improve results.

3. PLAN: Formalize an action plan with your consultant to develop one strength and one opportunity among the Q12 elements. Create visibility for team goals.

4. PRIORITIZE: Make engagement a priority and focus on it. (Refer to pages 41-42 in the *Manager Engagement Workbook*)

5. FOLLOW-UP: Meet monthly with your consultant to manage progress and drive toward your desired results.





REFLECT

Prior to reviewing your results please brainstorm the following questions with your consultant:

WHAT ARE YOUR perceptions of your department's employee engagement needs as related to the 12 elements?

WHAT POTENTIAL engagement challenges does your team currently face in their work environment?

WHAT ARE SOME things within your control that you can immediately act on to help alleviate those workplace challenges?

WHAT ARE SOME current engagement successes your team can celebrate?

WHAT WOULD YOU like your team's engagement to look like in the next six months? Year?



REVIEW: UNDERSTANDING THE GALLUP™ Q12 SURVEY RESULTS

CAREFULLY ANALYZING and understanding your survey data will be important to lay a foundation for goal setting. After analyzing the data, you will set goals and create local action plans to make your work environment more engaging and effective. Survey results

ultimately aim to help focus each team on improving performance and achieving positive results. Survey results will also be used to benchmark employee engagement levels in the Division against the Employee Engagement Consulting Pilot group.

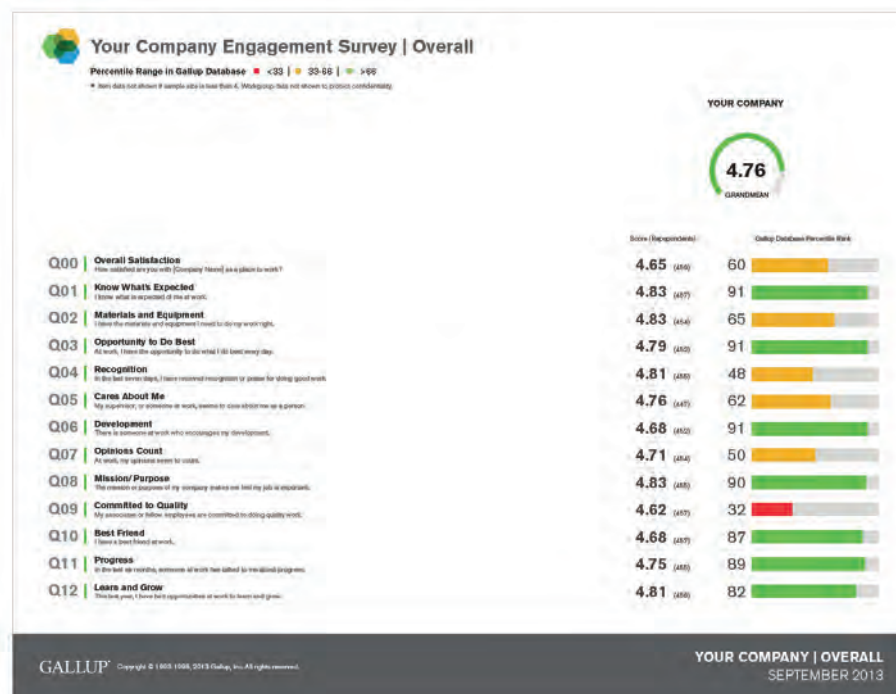
MAKING SENSE OF YOUR GALLUP Q12™ RESULTS

IMPORTANCE

After closing your survey, your consultant will share your Gallup Q12™ survey results with you.

You will receive overall Q12 results for your department, unit, and managers (Refer to pages 21-28 in the *Manager Engagement Workbook*).

FOR EXAMPLE:



From: “Making Sense of Your Gallup Q12 Survey Results,” by Gallup, 2013, *Gallup Q12 Survey Implementation Guide*, p.1. Copyright 2013 by Gallup.

REVIEW: UNDERSTANDING THE GALLUP Q12™ SURVEY RESULTS (CONT.)

BOTH THE OVERALL and group Q12 reports contain the following information:

1. GRANDMEAN

Your company's GrandMean highlights your company's overall engagement. The GrandMean score is an average of the averages for the scores you receive for the individual Q12 items. The GrandMean uses the same five-point scale as the individual Q12 items.

2. SAMPLE

Sample refers to the total number of employees who took the survey. Depending on your survey participation rate, the sample, on your report may not necessarily match the total you selected during survey setup. Q12 reports show the sample of employees who took the survey and the sample of employees who responded to each Q12 item because respondents are not required to answer all of the Q12 items in their survey for their survey to count.

2. GALLUP DATABASE PERCENTILE RANK

Gallup Database Percentile Rank shows how your GrandMean and individual Q12 item results compare with Gallup's database of organizations that have administered the Q12 survey. These benchmark values are useful in gaging engagement relative to other organizations. Additionally, your employees can refer to these rankings when setting goals for improving engagement.

Gallup color-codes your company's database percentile rank for each Q12 item so that you can easily visualize where you stand relative to others. Here is what the colors represent:

GREEN — above the 66th percentile in the Gallup database

YELLOW — 33rd to 66th percentile in the Gallup database

RED — below 33rd percentile in the Gallup database

Group results are identical to the overall report except that the data they include are relevant only to the individuals in a particular group. Both the group GrandMean and overall GrandMean scores are reported on the group results, allowing you to easily compare a group's engagement scores with those of the company as a whole.

MORE ABOUT GALLUP'S DATABASE

Since its inception, Gallup has administered its Q12 survey to more than 25 million employees in 195 different countries and in 70 languages. Gallup keeps track of these scores and now maintains the world's most comprehensive historical and comparative employee engagement databases.

Gallup understands the importance of relevant comparisons in the competitive landscape of today's fast-paced marketplace. For this reason, Gallup updates the comparative database annually, enabling you to benchmark your employee engagement levels against the most recent data Gallup collects worldwide.

From: "Making Sense of Your Gallup Q12 Survey Results," by Gallup, 2013, Gallup Q12 Survey Implementation Guide, p.2. Copyright 2013 by Gallup.

REVIEW: YOUR ENGAGEMENT SURVEY



Your Company Engagement Survey | Your Group

Percentile Range in Gallup Database ■ <33 | ■ 33-66 | ■ >66

* Item data not shown if sample size is less than 4. Workgroup data not shown to protect confidentiality.

YOUR COMPANY



YOUR GROUP



Q00 | Overall Satisfaction
How satisfied are you with [Company Name] as a place to work?

Score (Respondents)
4.65 (489)

Score (Respondents)
4.00 (14)



Q01 | Know What's Expected
I know what is expected of me at work.

4.83 (467)

4.57 (14)



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

4.83 (464)

4.64 (14)



Q03 | Opportunity to Do Best
At work, I have the opportunity to do what I do best every day.

4.79 (483)

4.86 (14)



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

4.81 (468)

4.64 (14)



Q05 | Cares About Me
My supervisor or someone at work seems to care about me as a person.

4.76 (447)

4.43 (14)



Q06 | Development
There is someone at work who encourages my development.

4.68 (482)

4.00 (14)



Q07 | Opinions Count
At work, my opinions count to count.

4.71 (484)

4.14 (14)



Q08 | Mission/Purpose
The mission or purpose of my company makes me feel my job is important.

4.83 (486)

4.14 (14)



Q09 | Committed to Quality
My associates or fellow employees are committed to doing quality work.

4.62 (487)

- (*)



Q10 | Best Friend
I have a best friend at work.

4.68 (487)

4.36 (14)



Q11 | Progress
In the last six months, someone at work has talked to me about progress.

4.75 (488)

4.07 (14)



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

4.81 (486)

4.43 (14)



From: "Making Sense of Your Gallup Q12 Survey Results," by Gallup, 2013, Gallup Q12 Survey Implementation Guide, p.2. Copyright 2013 by Gallup.

REVIEW: YOUR ENGAGEMENT SURVEY (CONT.)

WHICH Q12 ELEMENTS scored the highest? Identify at least one strength to build on.

WHICH Q12 ELEMENTS scored the lowest? Identify at least one opportunity to develop.

ARE THERE OPPORTUNITIES to develop Q12 elements 1-2 which are foundational for engagement?

WHAT SURPRISED you about the survey results? Why?

WHAT IMPORTANT variables may be shaping your employee's workplace experience and potentially link to the results?

ARE THERE ANY of the Q12 elements you would like to know more about via internal focus groups, interviews, etc?



DON'T FORGET TO BE
AWESOME
EVERY DAY

EXPLORING THE 12 ELEMENTS OF ENGAGEMENT AND IMPLICATIONS

BEFORE YOU MOVE into action planning, it will be helpful to explore the Q12 elements further. Your L&D consultant will share with you additional resources that contain a breakdown of each of the engagement elements including background information, tactics for effective management, discovery questions and action ideas. You might find it helpful to

review your top three elements of engagement and lowest three elements more in depth. Utilize the resources provided including: the *Manager Engagement Workbook* by Gallup and the book *12: The Elements of Great Managing* by Wagner and Harter (2006)



DISCUSS: SHARE AND DISCUSS YOUR SURVEY RESULTS

No matter what approach you determine is best for your department, remember that the best way to achieve more awesome is to use your survey results to ask engaging questions about your story. Reiterating the importance of why engagement is important and recognizing current work in the area is key. After you've consulted with other staff

or managers, reserve your own time for personal reflection on what you've learned, important insights and specific actions you can take to engage and support the team. Furthermore, it will be critical to talk about engagement routinely. Post your feedback, ideas or other work where employees can see it.

STATE OF THE TEAM MEETING

The purpose of this team conversation is to assess the team's current state of engagement. Listen to your team, learn about the factors influencing their engagement, and lead the team to take the actions necessary to realize their performance goals.

As a team, answer each set of questions. Record your team's plan of action.

1. ANALYZE GALLUP Q12™ SURVEY RESULTS

Review your department level Gallup Q12™ survey results and ask your team the following questions.

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

2. IDENTIFY A DEPARTMENTAL PERFORMANCE GOAL

Collaboratively identify the most important performance goal.

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

3. SELECT TWO ENGAGEMENT ITEMS TO FOCUS ON AND ACTIONS TO TAKE

Select the most relevant engagement items to focus on and then brainstorm the actions and owners necessary for improvement.

- Which engagement items do you think we should focus on to help us reach our performance goal?
- What actions do we need to take to have an effect on these engagement items?
- What three or four immediate actions should we focus on first? Who can take ownership of these actions?

4. REVIEW AND RECALIBRATE

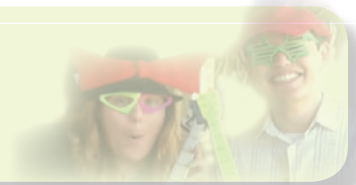
Evaluate progress on the team's goals, and recalibrate as necessary.

- Regularly lead a 5- to 10-minute discussion about two things:
 - * Did we complete the actions we said we would?
 - * Did completing them make a difference?
- Recalibrate as necessary.

From: "Team Conversation, State of the Team" by Gallup, 2013, State of the Team, p1. Copyright 2013 by Gallup.

STATE OF THE TEAM

TEAM PERFORMANCE GOAL:



ENGAGEMENT ITEM:

ACTION IDEAS:



IMMEDIATE ACTIONS TO TAKE:

Action	Owner	Date
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REVIEW AND RECALIBRATE:

From: "Team Conversation, State of the Team" by Gallup, 2013, State of the Team, p1. Copyright 2013 by Gallup.

PLAN: TIPS FOR GOAL SETTING

THE 12 ELEMENTS measured in the Gallup Q12™ survey build on each other. Similar to Maslow’s Hierarchy of Needs, you should think carefully about addressing baseline engagement opportunities before moving to the higher elements. Start with “Basic Needs” — elements 1 & 2 (Refer to pages 17-20 in the *Manager Engagement Workbook*).

You can think of it in terms of these four categories:

1. **Basic Needs** — Employees need to have a clear understanding of what success in their role looks like. They need to be equipped with all the right resources.
2. **Individual** — Employees need to understand how to optimize their contributions. They need to know that others value their best efforts, they need to develop trusting relationship, and they need to know someone is there to support them in their role.
3. **Teamwork** — Employees need to feel they are part of a team. They need to trust the people they work with, and know that others trust and value them.
4. **Growth** — Employees need to be challenged to learn something new and find better ways to do their job.

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In the last six months, someone at work has talked to me about **PROGRESS**.



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I have the **MATERIALS AND EQUIPMENT** I need to do my work right.
I KNOW WHAT’S EXPECTED of me at work.

From: “The Only 12 Questions That Matter” by Gallup, 2013, Survey Features, Accessed from <https://q12.gallup.com/Public/enus/Features?ref=homepage#sectionOut>, Copyright 2013 by Gallup.



I RADIATE
PURE
AWESOME.

PRIORITIZE: ENGAGEMENT PRIORITY AREAS

WHAT ARE THE OVERARCHING elements for engagement that you will focus on?

GOAL 1: _____

GOAL 2: _____

Opportunity Element: GOAL:	Strength Element: GOAL:
WHY IS THIS engagement element important?	WHY IS THIS engagement element important?
TACTICS TO ACHIEVE GOAL 1:	TACTICS TO ACHIEVE GOAL 2:
Action Item A:	Action Item A:
Who are the stakeholders?	Who are the stakeholders?
Date to be started:	Date to be started:

TACTICS TO ACHIEVE GOAL 1:

Action Item B:

Who are the stakeholders?

Date to be started:

Action Item C:

Who are the stakeholders?

Date to be started:

Action Item D:

Who are the stakeholders?

Date to be started:

TACTICS TO ACHIEVE GOAL 2:

Action Item B:

Who are the stakeholders?

Date to be started:

Action Item C:

Who are the stakeholders?

Date to be started:

Action Item D:

Who are the stakeholders?

Date to be started:



FOLLOW UP: GOAL PROGRESS

NOW THAT YOU'VE had time to action plan around two Q12 elements of engagement (one opportunity element and one strength element), take a moment to reflect on the challenges and success so far:

1. OPPORTUNITY ELEMENT: _____

- What has been accomplished related to action planning on this engagement element?
- What actions have been most successful? Why?
- Which areas need more attention? Why?
- Have you noticed any changes in experiences, beliefs, or behaviors since implementing the engagement strategies? What were they and what do you think caused this change?
- Do you feel other elements were affected by your interventions? If so, were they impacted positively or negatively and how?
- What steps will you take to continue developing this engagement element?
- What tools do you need to make this engagement element stronger?
- Are there other engagement elements you are interested in further developing?

2. STRENGTH ELEMENT: _____

- What has been accomplished related to action planning in this engagement element?
- What actions have been most successful? Why?
- Which areas need more attention? Why?
- Have you noticed any changes in experiences, beliefs, or behaviors since implementing the engagement strategies? What were they and what do you think caused this change?
- Do you feel other elements were affected by your interventions? If so, were they impacted positively or negatively and how?
- What steps will you take to continue developing this engagement element?
- What tools do you need to make this engagement element stronger?
- Are there other engagement elements you are interested in further developing?





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