What the Best Do Differently: Build a High-Development Culture Through Employee Engagement

UNLOCK THE POWER OF GALLUP ACCESS TO CREATE ENGAGING TEAMS
engaged employees

Employees who are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.

Employee engagement measures the involvement and enthusiasm of employees in their work and workplace. Employees can become engaged when their basic needs are met and when they have a chance to contribute, a sense of belonging, and opportunities to learn and grow.
Engagement Segments Within Higher Education

Employees can be segmented into three fundamental psychological conditions of engagement that are behaviorally predictive.

**BEST-PRACTICE ORGANIZATIONS**

<table>
<thead>
<tr>
<th>Segment</th>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actively Disengaged</td>
<td>13%</td>
<td>Highly involved in and resentful about their work and workplace.</td>
</tr>
<tr>
<td>Not Engaged</td>
<td>48%</td>
<td>Psychologically unattached to their work and company.</td>
</tr>
<tr>
<td>Engaged</td>
<td>39%</td>
<td>Highly involved in and enthusiastic about their work and workplace.</td>
</tr>
</tbody>
</table>

**WF Q1 2023, U.S. Employees MOE Percentages for best-practice organizations are averages across 2023 Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners’ engagement data (2021) — not the year that Gallup named the award winners.
### Engagement Element

<table>
<thead>
<tr>
<th>Engagement Element</th>
<th>Employee Need</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GROWTH</strong></td>
<td></td>
</tr>
<tr>
<td>Q12. This last year, I have had opportunities at work to learn and grow.</td>
<td>Challenge me.</td>
</tr>
<tr>
<td>Q11. In the last six months, someone at work has talked to me about my progress.</td>
<td>Help me review my contributions.</td>
</tr>
<tr>
<td><strong>TEAMWORK</strong></td>
<td></td>
</tr>
<tr>
<td>Q10. I have a best friend at work.</td>
<td>Help me build mutual trust.</td>
</tr>
<tr>
<td>Q09. My associates or fellow employees are committed to doing quality work.</td>
<td>Help me feel proud.</td>
</tr>
<tr>
<td>Q08. The mission or purpose of my company makes me feel my job is important.</td>
<td>Help me see my importance.</td>
</tr>
<tr>
<td>Q07. At work, my opinions seem to count.</td>
<td>Hear me.</td>
</tr>
<tr>
<td><strong>INDIVIDUAL CONTRIBUTION</strong></td>
<td></td>
</tr>
<tr>
<td>Q06. There is someone at work who encourages my development.</td>
<td>Help me grow.</td>
</tr>
<tr>
<td>Q05. My supervisor, or someone at work, seems to care about me as a person.</td>
<td>Care about me.</td>
</tr>
<tr>
<td>Q04. In the last seven days, I have received recognition or praise for doing good work.</td>
<td>Help me see my value.</td>
</tr>
<tr>
<td>Q03. At work, I have the opportunity to do what I do best every day.</td>
<td>Know me.</td>
</tr>
<tr>
<td><strong>BASIC NEEDS</strong></td>
<td></td>
</tr>
<tr>
<td>Q02. I have the materials and equipment I need to do my work right.</td>
<td>Free me from unnecessary stress.</td>
</tr>
<tr>
<td>Q01. I know what is expected of me at work.</td>
<td>Focus me.</td>
</tr>
</tbody>
</table>
Impact of Engagement: Outcomes of Highly Engaged Business Units and Teams

Gallup’s meta-analyses examine the relationship between engagement and performance. When comparing top-quartile with bottom-quartile engagement, Gallup found that business units and teams resulted in median percent differences of:

### Fewer Negative Outcomes

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Top Quartile</th>
<th>Bottom Quartile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absenteeism</td>
<td><strong>81%</strong></td>
<td><strong>18%</strong></td>
</tr>
<tr>
<td>Turnover (high-turnover organizations*)</td>
<td><strong>43%</strong></td>
<td><strong>28%</strong></td>
</tr>
<tr>
<td>Turnover (low-turnover organizations*)</td>
<td><strong>64%</strong></td>
<td><strong>58%</strong></td>
</tr>
<tr>
<td>Shrinkage (theft)</td>
<td><strong>41%</strong></td>
<td><strong>58%</strong></td>
</tr>
<tr>
<td>Safety incidents (accidents)</td>
<td><strong>64%</strong></td>
<td><strong>58%</strong></td>
</tr>
<tr>
<td>Patient safety incidents (mortality and falls)</td>
<td><strong>58%</strong></td>
<td><strong>41%</strong></td>
</tr>
<tr>
<td>Quality (defects)</td>
<td><strong>41%</strong></td>
<td><strong>58%</strong></td>
</tr>
</tbody>
</table>

Note: Top-quartile teams on engagement achieved higher performance on positive outcomes and realized fewer negative outcomes. Bottom-quartile teams realized more negative outcomes and achieved lower performance on positive outcomes.

### More Positive Outcomes

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Top Quartile</th>
<th>Bottom Quartile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer loyalty/engagement</td>
<td><strong>10%</strong></td>
<td><strong>14%</strong></td>
</tr>
<tr>
<td>Productivity (sales)</td>
<td><strong>18%</strong></td>
<td><strong>14%</strong></td>
</tr>
<tr>
<td>Productivity (production records and evaluations)</td>
<td><strong>23%</strong></td>
<td><strong>13%</strong></td>
</tr>
<tr>
<td>Profitability</td>
<td><strong>66%</strong></td>
<td><strong>41%</strong></td>
</tr>
<tr>
<td>Wellbeing (net thriving employees)</td>
<td><strong>66%</strong></td>
<td><strong>41%</strong></td>
</tr>
<tr>
<td>Organizational citizenship (participation)</td>
<td><strong>13%</strong></td>
<td><strong>10%</strong></td>
</tr>
</tbody>
</table>

### Greater Organizational Success

Note: Top-quartile teams on engagement achieved higher performance on positive outcomes and realized fewer negative outcomes. Bottom-quartile teams realized more negative outcomes and achieved lower performance on positive outcomes. 
*High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organizations are those with 40% or lower annualized turnover.
ONE OF GALLUP’S BIGGEST DISCOVERIES:

The manager or team leader plays the most significant role in driving employee engagement.

The manager accounts for

70% of the variance in team engagement.
“Measurement without targeted action is useless. Measurement doesn't cause engagement.”
Driving Engagement

Teams that show the greatest gains in engagement do three things well:

1. Share and discuss their engagement results as a team.
2. Create goals and build a plan to drive engagement as a team.
3. Work together throughout the year to make progress on the plan and revise as needed.

Post-survey to do list:

- **Prepare** for the Team Action-Planning Discussion by reviewing the team results on Gallup Access. Utilize resources for Q12 items and team conversations.
- **Facilitate** a team discussion on the results. Help the team decide on their focus area and create an action plan.
- **Enter** the action plan into the Gallup Access portal.
- **Embed** the actions into normal operations.
- **Follow up and revise** the action plan as needed.

Gallup has found that managers who create an action plan in Gallup Access statistically double their growth in engagement compared to those who didn’t.

Every leader should have an action plan for their direct reports. And every employee should be a part of at least one action plan.
Reviewing Survey Results

- Pay close attention to Q01-Q06.
- Consider your team’s performance goals and challenges.
- Think about where your team might experience the biggest increase in engagement.
- Focus on the high scores and look for recognition opportunities.
- Interpretations of the Q12 items can vary.
- A score of “5” represents that a need is consistently met. A score of “4” suggests that the need is often met, but not consistently so.
- Improving engagement is a team effort and does not fall to managers alone.
Team Conversation and Action Planning

1) Analyze and discuss Gallup Q12 survey results.
   - How do we define each of the Q12 items in our workgroup? For example, how do we define "materials and equipment" for our team?
   - Now that we have defined each of the Q12 items for our workgroup, what would the ideal look like for each item?
   - What is the difference between where we are now and that ideal?
   - As we think about our action plan, which items have the greatest impact on our culture or performance?
   - What is every person on the team willing to do about engagement?

2) Identify a team performance goal.

3) Select the engagement item to focus on and identify actions and owners. Gallup recommends focusing on just one action plan at a time.

4) Review and recalibrate. Regularly touch base with your team to evaluate progress on the team’s goal and recalibrate as necessary.
Example of Q2: I have the materials and equipment I need to do my work right.

- **Discussion Questions**
  - How did you interpret materials and equipment?
  - 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 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 that you do?

- **Action Plan**
  - In regular meetings, ask staff to think about what they are working on and if they need anything to help do their work better.
Gallup Access Demo
Appendix
**DOs**

- Manager is open and positions action planning as an improvement opportunity.
- The team speaks up; manager facilitates and listens.
- The team creates an action plan together.
- The whole team is committed to driving engagement.
- Focus on the positive and what the team can affect.
- The team decides and is always focused on at least one element to improve.
- Thank your team for participating.

**DON’Ts**

- Manager is being dominant or defensive.
- Manager, not the team, creates an action plan.
- Manager tells associates how to answer the survey questions next time.
- The team is passive and has a “whatever” attitude.
- Focus only on the negative.
- Action plan is vague and unclear.
Consider making these slight shifts, or others:

• End each meeting with a review of what happens next. (Expectations)

• In 1-on-1 meetings, ask employees their opinions about changes upcoming or already made. Welcome their ideas. (Opinions count).

• Include departments with which your team collaborates into your strategy session. (Cooperation).

• Talk to each staff member about the best parts of their day and about how they like to be recognized. (Do best, Recognition).

• Discuss developmental ideas with each employee — what is the learning and development plan for each?

• Go straight to the source when friction occurs. Assume positive intent and exhibit trust.

• Genuinely recognize people 2x as frequently as you do today.
Copyright Standards

This document contains proprietary research, copyrighted and trademarked materials of Gallup, Inc. Accordingly, international and domestic laws and penalties guaranteeing patent, copyright, trademark and trade secret protection safeguard the ideas, concepts and recommendations related within this document.

The materials contained in this document and/or the document itself may be downloaded and/or copied provided that all copies retain the copyright, trademark and any other proprietary notices contained on the materials and/or document. No changes may be made to this document without the express written permission of Gallup, Inc.

Any reference whatsoever to this document, in whole or in part, on any web page must provide a link back to the original document in its entirety. Except as expressly provided herein, the transmission of this material shall not be construed to grant a license of any type under any patents, copyright or trademarks owned or controlled by Gallup, Inc.

The Gallup Q12 items are Gallup proprietary information and are protected by law. You may not administer a survey with the Q12 items and/or reproduce them without written consent from Gallup, Inc. The Gallup Q12 items are protected by copyright of Gallup, Inc., 1993-1998. All rights reserved.

Gallup®, CliftonStrengths®, Q12© and Accountability Index™ are trademarks of Gallup, Inc. All rights reserved. All other trademarks and copyrights are property of their respective owners.