

GALLUP®



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

UNLOCK THE POWER OF GALLUP ACCESS TO CREATE ENGAGING TEAMS

GALLUP®

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.

13%

ACTIVELY DISENGAGED

*Actively disengaged employees aren't just unhappy at work — they are **resentful** that their needs aren't being met and are **acting out their unhappiness**. Every day, these workers potentially undermine what their engaged coworkers accomplish.*

48%

NOT ENGAGED

*Not engaged employees are **psychologically unattached** to their work and company. Because their engagement needs are not being fully met, they're putting time — but not energy or passion — into their work.*

39%

ENGAGED

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

4%

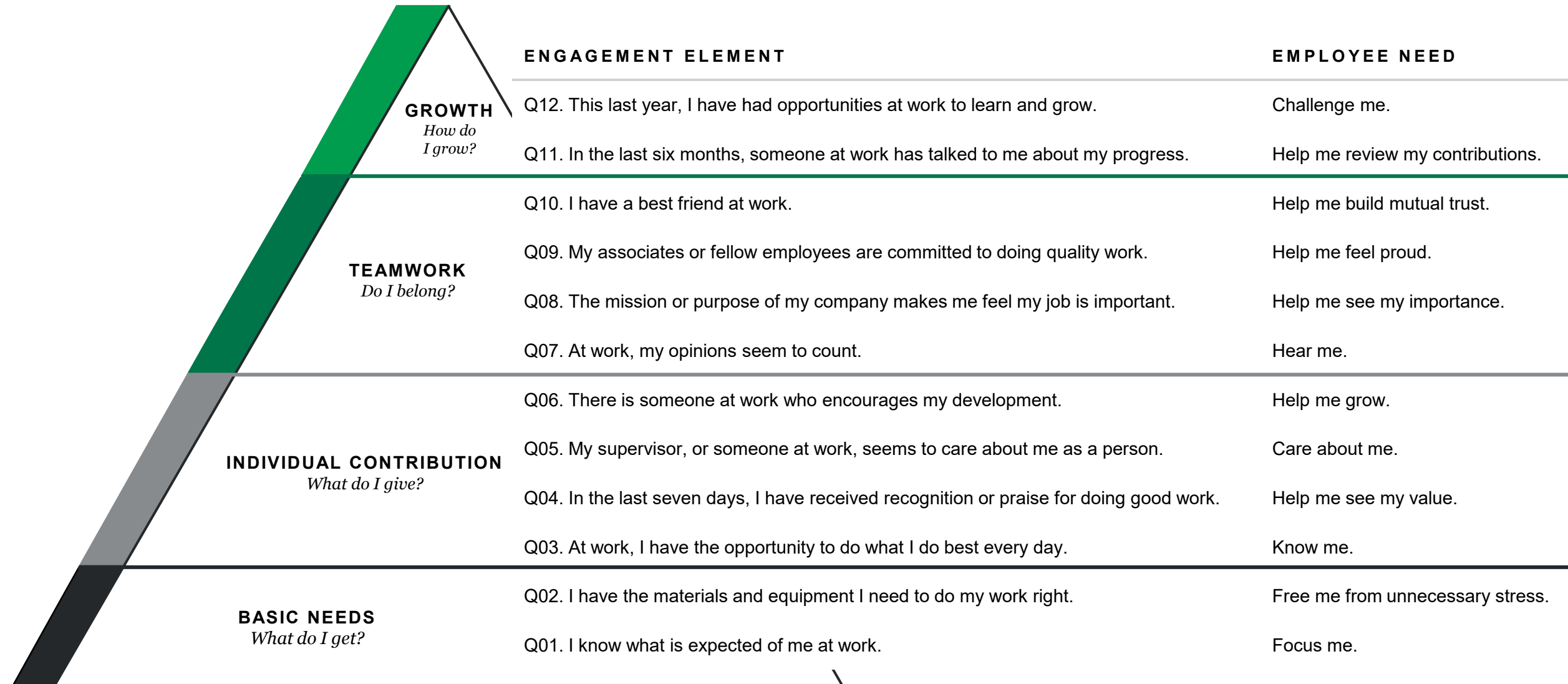
BEST-PRACTICE ORGANIZATIONS

24%

72%

WF Q1 2023, U.S. Employees MOE ±1 point. 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.

The Four Levels and 12 Items That Matter for Engagement – Gallup’s Q¹²®



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:

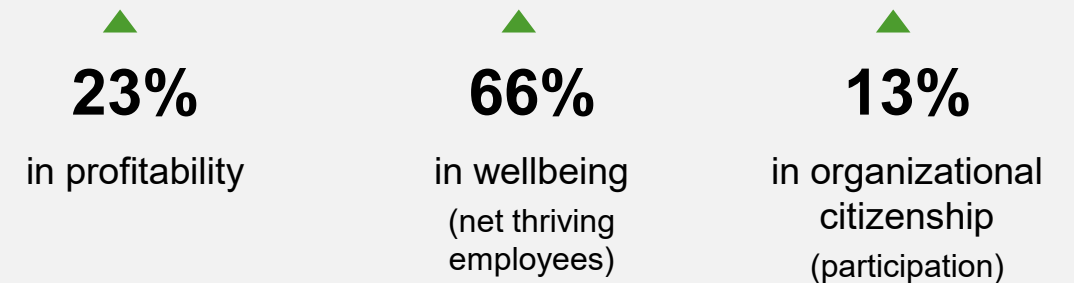
Fewer Negative Outcomes



More Positive Outcomes



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.

On average, only one in three workers strongly agree that they have told their manager the one thing they need most to get their work done and why.

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.

Gallup Access Demo

Appendix

ACTION PLANNING DO'S & DON'TS



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.

To Embed Engagement and Core Behaviors Into Your Management Style, Make Slight Shifts

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.

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