

The Gallup Q12

The Gallup organization has developed a twelve-question survey designed to measure employee engagement – called the Q12. This impressive instrument is a result of thousands of hours of interviews and focus groups. Over 90,000 work teams and 2 million employees have participated in the Q12 instrument – making it one of the most reliable/valid tools of its kind.

The Gallup researchers discovered 12 key employee expectations that have a direct correlation with strong feelings of employee engagement. Those with high Q12 scores exhibit lower turnover, higher sales growth, better productivity, better customer loyalty and other manifestations of superior performance.

The engagement index categorizes employees into one of three categories:

- **Engaged** employees feel a strong connection to their organization and, as a result, work with passion. They embrace innovation to move the company forward.
- **Not-Engaged** employees are essentially “retired on the job.” They coast through their workday - putting in time, but no significant effort into their work.
- **Actively Disengaged** employees are more than not-engaged at work, they’re busy acting out their unhappiness by actively undermining what their co-workers work to achieve.

The latest national engagement index results are truly eye-opening:

- Engaged employees – 28 %
- Not-engaged employees – 54%
- Actively Disengaged – 17%

In other words, 71% of the typical workforce is either under-performing or actively undermining the results of their workplace! Imagine what the impact of this typical scenario would have on Teamwork? Turnover? Performance? Service? Customer satisfaction? Use of resources? Missed opportunities? Market share? Financials?

More importantly: What is the level of employee engagement in *your* organization? What impact does it have on *your* results? How might improving your employee engagement improve *your* employee loyalty? *Your* customer engagement/loyalty? *Your* operational performance and financial results?

The Q12 Index

Use the following questions to assess the level of your team's engagement, and then discuss how you can all work together to improve your collective results.

- 1) Do you know what is expected of you at work?
- 2) Do you have the materials and equipment to do your work right?
- 3) At work, do you have the opportunity to do what you do best every day?
- 4) In the last seven days, have you received recognition or praise for doing good work?
- 5) Does your supervisor, or someone at work, seem to care about you as a person?
- 6) Is there someone at work who encourages your development?
- 7) At work, do your opinions seem to count?
- 8) Does the mission/purpose of your company make you feel your job is important?
- 9) Are your associates (fellow employees) committed to doing quality work?
- 10) Do you have a best friend at work?
- 11) In the last six months, has someone at work talked to you about your progress?
- 12) In the last year, have you had opportunities to learn and grow?