



Q¹²[®] SURVEY IMPLEMENTATION GUIDE

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USING THIS GUIDE

Using Gallup's Q¹² survey to listen to your employees is the first step in your company's quest for higher employee engagement. To succeed on your journey, Gallup is putting all the right tools in your hands.

This guide is designed to provide the information you need for:

1. Setting Up the Gallup Q¹² Survey
2. Communicating About the Gallup Q¹² Survey and Employee Engagement
3. Using Your Gallup Q¹² Survey Results to Start the Right Conversations

To achieve transformational change, you need to do more than listen. You must also learn how to apply the Gallup Q¹² survey results to lead your team to improved performance. From survey setup to starting engagement conversations with employees, this guide will help.

AUDIENCE FOR THIS GUIDE

Survey administrators, company leaders, and managers will all benefit from the information in this guide. From setting up the survey to understanding what to do after the survey, this guide provides tools and best practices for every step of the journey.

Read and understand the entire guide before launching the Gallup Q¹² survey. If you are an administrator coordinating the survey, make this guide available to company leaders and managers. The insights the guide provides will be invaluable to leaders overseeing the Q¹² journey and to managers as they use the survey results to engage their teams.

AT A GLANCE

Make your survey name:

- specific
- informative
- clear

Example:

[Company Name]
Employee Engagement
Survey, Fall 2013

NAMING YOUR GALLUP Q¹² SURVEY

IMPORTANCE

Naming your survey is an important part of the survey setup process. The name you select will appear in three instances that can influence the effectiveness of your efforts to engage employees:

1. When it is time to invite employees to take the survey (invitation).
2. When it is time to review and use the results after the Gallup Q¹² survey is complete (survey reports).
3. When it is time to measure engagement again (past results).

GUIDELINES

Consider the following suggestions for creating an effective survey name.

1. **The title should make sense to your employees.** The title should be specific, concise, and use terms that your employees will easily understand. It should also make sense in the three contexts noted previously (invitation, survey reports, and past results).
2. **Use terms that allow for easy keyword searches.** Make sure that your employees can easily remember the title of the survey and find it when they are ready to take it.
3. **Include your company's name, what the survey is about, and a date or time frame in the name.** This format is easy to understand and will make sense to employees. Using a time frame can help keep you organized when you need to compare current Gallup Q¹² survey results with past results.

Gallup recommends measuring employee engagement every six months to best manage it. To help monitor your company's progress, you will have access to results from previous survey administrations via the Gallup Employee Engagement Center Dashboard. Searching for reports by survey name is the quickest way to navigate past results.

STEPS TO CHECK

- ✓ My survey name is specific, informative, and clear.
- ✓ My survey name is easy to understand and piques employees' interest.
- ✓ My survey name makes sense in the context of the invitation, survey results, and past results comparisons.

DEFINING YOUR GROUP REPORTS

ABOUT GROUP REPORTS

The Gallup Q¹² survey comes with two types of reports that help you get the most out of your results:

1. an **Overall Report** that contains comprehensive results for all employees that complete your survey
2. **Group Reports** for different segments or types of your employees (called group types)

OVERALL REPORT

The **Overall Report** shows one score — called the GrandMean — for all employees' engagement. The report also shows individual scores for each of the Gallup Q¹² survey items.

GROUP REPORT

You can receive group reports for *up to three* specific segments or types of employees. For example, you can see engagement results for employees by city, manager, job type.

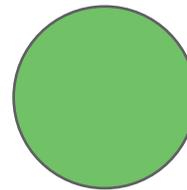
To get group reports, select a group report type from the **Group Report Type** drop-down menu (e.g., **City** for employees by city). On the next page, list the city names in the **Group Options for City** box (e.g., New York City, San Francisco, Atlanta, and Chicago).

When employees receive their Gallup Q¹² survey, they can select one of the options you defined (e.g., New York City, San Francisco, Atlanta, Chicago) as an answer to the survey question you selected or created.

HOW IT WORKS

Gallup understands that every company is unique. In addition to selecting from predefined group types, you can customize group types when setting up your survey to match your workplace's specific structure.

For instance, say you want to receive group reports for five different managers in your company. To receive these group reports, you would select **Manager** from the **Group Report Type** drop-down menu. On the next page, you would list the five manager names in the **Group Options for Manager** box. When they take the



- Respondents
- Overall Report

Group Set by City



- Respondents
- Group Reports

AT A GLANCE

Why get group reports?

- Group reports provide valuable information.
- Group reports help you maximize State of the Team conversations.
- Group reports help with accountability.

How do I set up groups?

- Create groups that will make sense to employees when they are taking the survey.
- Identify groups that match the unique structure of your company.
- Consider if groups would benefit from setting goals together.

survey, your employees would be asked to select their manager (“Who is your manager?”) and would see the list of five manager names you listed during survey setup.

After the survey, you will receive a separate report for each group option you created. Using the previous example, you would receive five group reports — one for each manager. Each of the five reports would include the engagement scores for the employees that selected that manager name when they took the survey.

IMPORTANCE

Gallup’s Q¹² survey is effective because you can take action on the results. The Gallup Q¹² survey items measure elements of engagement that managers and others at the local level can change. Gallup designed the group reporting feature to improve the way you can take action on your results. Creating the right groups prior to administering the survey will improve the actionability of your results in three ways:

1. **Group reports provide valuable information.**

Receiving group-level data gives you the opportunity to unveil more trends in your company’s engagement. And thoroughly understanding these engagement dynamics will help you learn more about your employees, lead them to higher engagement, and improve outcomes related to engagement.

2. **Group reports help you maximize State of the Team conversations.**

Your employees’ involvement in State of the Team conversations is critical. Receiving group-level engagement data can guide the effectiveness of these conversations. When individuals in your company have data more specific to them, they can more easily identify action items and set goals.

3. **Group reports help with accountability.**

Gallup’s research shows that conducting the Q¹² survey every six months is the best strategy for building engagement. The first administration of the survey serves as a benchmark value to gauge your progress as you conduct the survey in the future. Tracking the engagement scores of groups over time helps keep employees accountable for the goals they set.

Group Types The specific segments or types of employees for which you want group reports. You can choose to receive reports for up to three types of employees from within the overall total of employees who respond to your Gallup Q12 survey. Gallup allows you to select from predefined group types, or you can define your own.

Group Options These are the specific options employees can select from when answering a question that sorts them into a particular group. You must enter any/all group options that employees could possibly select for a particular group.

GUIDELINES

Creating your group reports takes careful thought and attention to detail. You also must have a clear understanding of how your employees associate themselves with specific groups. To help you improve engagement at the local level, follow these guidelines as you decide how to design your groups:

1. **Create groups that will make sense to employees when they are taking the survey.**

Determining what types of employees you want a group report for is only the first step. You must define groups your employees consider themselves to be a part of. When completing the survey, employees will select a group option to which they belong from the list of options you generate. Define group options that your employees will readily understand and can select from without hesitation.

2. **Identify groups that match the unique structure of your company.**

Gallup offers a list of predefined group types to choose from when setting up a survey. Consider whether receiving survey results for any of these group types will yield useful data for your company. You can also create and define your own custom group types.

3. **Consider if groups would benefit from setting goals together.**

Once the survey is complete and the results are in, Gallup recommends managers and employees discuss their findings and set goals for improving engagement. Depending on the structure of your company, you could establish groups based on how you would ideally organize these discussions.

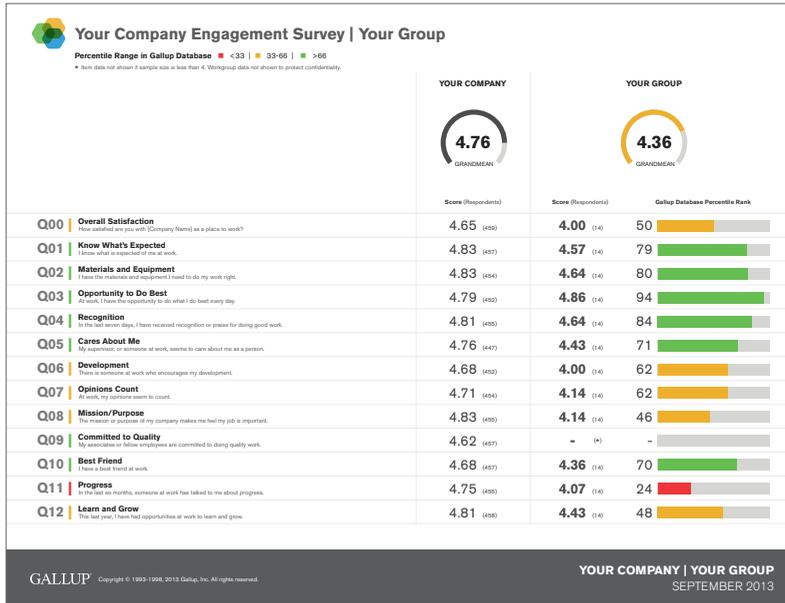
Question Your Employees Will Answer Employees who take the Gallup Q12 survey have to answer a question on the survey for each group type you want to receive reports for. An employee's answer to the question will sort him or her into the proper group type.

THE "RULE OF FOUR"

The data collected with the Gallup Q¹² survey are only meaningful if the respondents are honest about their opinions, so it is critical that participants know that their answers are anonymous. To keep survey responses confidential and allow your employees to maintain anonymity, you will not receive reports for groups with fewer than four employees. For example, if only three individuals select a particular group option (e.g., manager name or shift), you would not receive a separate group report with their scores. So be sure to create group options that at least four employees could choose when taking the survey.

This "rule of four" also extends to survey scores for the individual Gallup Q¹² survey items. If any item has fewer than four responses, results will not appear for that item.

FOR EXAMPLE



STEPS TO CHECK

- ✓ Take advantage of group reporting to get the most out of the survey results.
- ✓ Define groups that fit the unique structure of your company.
- ✓ Create groups that will provide managers and employees with relevant data when they discuss survey results.
- ✓ Define groups and group options that employees can easily identify and select when taking the survey.

SELECTING YOUR GALLUP Q¹² SURVEY DATES

IMPORTANCE

To decide when to survey your employees and how long you should allow them to complete the survey, you first need to consider your communication strategy. How and when are you going to spread the word about the Gallup Q¹² survey? Though other variables will affect your start date, the details of your promotional campaign and the way you will implement it will help you know exactly the right time to launch and conduct the survey.

For tips on creating the best communication plan, read “How to Communicate About the Gallup Q¹² Survey and Employee Engagement.”

GUIDELINES

The components of your communication strategy that will affect your survey date range are:

1. When you start telling your employees about engagement and the Gallup Q¹² survey: How long will you spread the word before opening the survey for employee participation?
2. The methods of communication you use to promote survey: How efficient will they be with your employees?

Choosing a start date.

Leave a window of time between the start of your Q¹² promotional campaign and the survey launch. This gap gives employees ample time to gain awareness of the importance of the survey and engagement.

Gallup recommends sending three communications using different media before launching the survey. You should allow enough time before the start date to raise awareness, while not waiting so long to start the survey that interest and excitement wane.

The speed and efficiency of the types of media you use to promote the survey will also affect your start date. If you rely on print media such as letters and posters to spread the word about the survey, you should set a survey start date further ahead than if you were using electronic media.

AT A GLANCE

Gallup research shows that two weeks is the ideal amount of time to allow employees to complete the Gallup Q¹² survey. This time frame allows you to:

- communicate the importance of the survey to employees
- invite employees to complete the survey
- adjust the communication strategy based on participation rates, employees' schedules, etc.

Choosing a start date (continued)

Consider your employees' schedules when picking a start date. This means selecting a business day that does not fall immediately before a weekend, national holiday, or other day off. Make it convenient for your employees to take the survey.

How long should you make the survey available?

Two weeks is the optimal time frame for promoting the survey and making it available to employees. Gallup finds the highest survey response rates when the survey is open for this time frame.

Consider the types of communication media you use for survey promotion: A wider date range may be necessary for slower communication methods such as print media.

You can adjust the survey date range at any time through the Gallup Employee Engagement Center Dashboard, even after the survey goes live. The Employee Engagement Center Dashboard provides daily participation rates during the survey, so if you are not happy with how many employees have completed the survey, you can extend the survey close date to boost participation. Alternatively, if participation soars to levels you are content with earlier than expected, you can close the survey early and access your results sooner.

Finally, consider scheduling the survey for a time when receiving results would coincide with a significant company event such as quarterly reviews, team retreats, etc. You could schedule the survey based on these events to report the survey findings, review the results, and discuss team goals after the survey.

STEPS TO CHECK

- ✓ Consider the optimal two-week time frame to keep the survey open for employee participation.
- ✓ Develop a communication plan before selecting a date range for the survey, consulting with leadership as necessary.
- ✓ Consider employees' schedules when picking a survey start date.
- ✓ Monitor participation rates through the Gallup Employee Engagement Center Dashboard after the survey has started, remembering the option to extend the close date to increase participation (or end the survey early).
- ✓ Coordinate the survey so that results will be available for pertinent company events.

HOW TO COMMUNICATE ABOUT THE GALLUP Q¹² SURVEY AND EMPLOYEE ENGAGEMENT

IMPORTANCE

Gallup's research shows that a **strong communication plan is one of the best predictors of a high response rate** to your Gallup Q¹² survey. Just telling employees about the survey itself isn't enough. Employee engagement needs to be an integral part of your company's culture. This means communicating with your employees about engagement and expressing how it exists in your company.

Promoting the survey is important, but you still must thoroughly explain employee engagement and the Gallup Q¹² survey process as well as describe what employees can expect to see and do after the survey.

If you are an administrator setting up the survey, **provide company leaders with a copy of this resource** so that they are aware of the importance of a strong communication plan.

GUIDELINES

To create a powerful communication plan that will inform your employees about engagement and get them excited about being involved, follow five simple steps:

1. Assemble a **core communication team**.
2. Analyze your **audience**.
3. Nail down the **details**.
4. Talk about **employee engagement**.
5. Promote the survey through a **3x3x3 communication plan**.

Step 1: Assemble a core communication team.

To design and enact the best communication plan, you need help. That's where your communication team comes in. Your team's mission is to aid you in:

- developing your overall promotional strategy, message content, and tactics for communicating the purpose and importance of engagement
- ensuring that your engagement approach is straightforward and easy for employees to understand

AT A GLANCE

Follow these five steps to create an effective communication plan:

1. Assemble a core communication team.
2. Analyze your audience.
3. Nail down the details.
4. Talk about employee engagement.
5. Promote the survey through a 3x3x3 communication plan.

- creating and reinforcing a culture of engagement by making engagement a part of daily conversations and helping employees understand that the Gallup Q12 survey is part of the engagement process, not just a survey
- answering employees' questions and informing them about the logistics of taking the survey

Assemble a diverse group of individuals for your communication team so that the messages you produce will resonate well with employees throughout your company. Meet with your team early in the process to explain the Gallup Q12 survey, the journey toward engagement, and their role on the communication team.

Step 2: Analyze your audience.

Before writing any communication messages, consider your audience. Are your employees fast-paced and bottom line driven? Or do they tend to be analytical and want a lot of information to mull over and process? What types and styles of communication have worked for your audience in the past?

Audience analysis is an important step. Employees will embrace the principles of engagement if you communicate them in ways that align with who they are and how they operate. Making your messages **meaningful** to your employees is vital to creating a culture of engagement and getting them excited about beginning the journey to building a great place to work.

Step 3: Nail down the details.

Once you and your team have thought about how to best relate to your audience, you are ready to review the finer details of your communication plan. At this stage, there are a few things to decide with your team:

- **Who?** Determine **who will deliver the initial announcement** that introduces the Gallup Q12 survey and its importance in improving employee engagement. To show the value placed on the survey and engagement, it is ideal for the CEO or company's leader to deliver this message.
- **How?** Determine **how you are going to contact your employees**. Will you send emails, record a phone message, develop a video, design a poster, or deliver a series of webinars? Gallup recommends using different media to broaden the scope and influence of your communication plan. You could also incorporate group educational meetings (with question and answer sessions) into your plan, perhaps on a monthly or quarterly basis.
- **When?** How **frequently will you communicate with your employees** about engagement in general and the Gallup Q12 survey specifically? The proper pace for communication will depend on your company's culture.
- **What?** What **key messages will you deliver to your employees?** Review the next step to learn more about what topics to address.

Step 4: Talk about employee engagement.

Meet with your communication team to design the key messages to deliver to your employees. Use the resources available via your Gallup Employee Engagement Center Dashboard as a reference to address the following important topics:

- what employee engagement is and why it's important
- how employee engagement aligns with the company's mission and purpose
- main goals of the Q¹² process
- overview of how the Q¹² process works
- expectations for individual involvement and commitment (don't forget: participation is voluntary and confidential)
- plans for regularly measuring progress and celebrating success
- who can answer questions
- important dates associated with the program
- what employees should expect as a next step

Start conversations about engagement immediately. Find opportunities to meet with employees to discuss engagement, answer their questions, and supply them with educational material about the Gallup Q¹² survey and your company's goals. *After* you introduce the topic of engagement to employees, you can move on to Step 5 and promote the survey.

Step 5: Promote the survey through a 3x3x3 communication plan.

Gallup has developed a **3x3x3 communication plan** to help you get the highest survey participation rates. Send your employees three communications for each phase of the survey process to:

- *Build excitement and awareness* **before** the survey.
- Focus on encouraging *participation* **during** the survey.
- *Share results and communicate the next steps* **after** the survey.

FOR EXAMPLE

3x3x3 COMMUNICATION PLAN

Use these phase objectives and communication message suggestions to help you create your 3x3x3 communication plan.

PHASE	OBJECTIVES	SAMPLE 3x3x3 PLAN
BEFORE THE SURVEY	<p>Develop communication and promotional pieces.</p> <p>Address the purpose of the survey.</p> <p>Communicate the survey goals and process.</p> <p>Highlight the company’s partnership with Gallup and Gallup’s commitment to confidentiality.</p> <p>Outline the survey details (where/when/how).</p>	<p>Communication 1: Invite employees to a lunch to announce the upcoming survey and introduce employee engagement.</p> <p>Communication 2: Send an email to employees about the survey details (where/when/how) and put up flyers and posters reinforcing this information.</p> <p>Communication 3: Send a personalized email on the launch date announcing the survey start and providing a link to take the survey.</p>
DURING THE SURVEY	<p>Invite employees to take the survey.</p> <p>Encourage participation.</p> <p>Keep your leaders in the loop with status reports.</p>	<p>Communication 1: <u>For individuals who have not yet completed the survey</u>, send a reminder email about the survey and include a link to take the survey.</p> <p>Communication 2: Publish response rates for your team leaders to follow up with their workgroups.</p> <p>Communication 3: Send an email inviting employees to a “survey party” with food and beverages.</p>
AFTER THE SURVEY	<p>Let your employees know you appreciate their participation.</p> <p>Establish dates and accountability for team meetings and State of the Team conversations.</p> <p>Share the results: Invite your employees to team meetings to discuss findings and conduct State of the Team conversations.</p>	<p>Communication 1: Thank employees via email for participating.</p> <p>Communication 2: Remind employees of the next step in the process: discussing results and forming goals in team meetings.</p> <p>Communication 3: Send an invite to a team meeting to discuss the survey results.</p>

Other key considerations:

- Having your company's leadership communicate the value the organization places on the Gallup Q¹² survey helps to instill excitement in the engagement process. If you are an administrator coordinating the survey, think about your plan for rapidly presenting survey results to company leadership. Because it is ideal for employees to hear from an executive or leader after the survey, brief leadership about the results as soon as possible. This will enable leaders to communicate to employees about the results and the plan for next steps in a timely manner.
- Be sure company leaders are aware of the importance of meeting with managers and team leaders after the survey to remind them of the plan for distributing results to employees.
- Your communication plan must incorporate strategies for **timely distribution of the results** after the survey. Employees will involve themselves more in State of the Team conversations when the principles of engagement are fresh in their minds.

STEPS TO CHECK

- ✓ **Assemble a core communication team** to help create the best survey campaign and communication plan.
- ✓ Develop a **3x3x3 communication plan**.
- ✓ Use **different methods of communication** to spread the word about the survey.
- ✓ **Schedule educational discussion sessions** before the survey launch to help employees understand what engagement is and why it is so important.
- ✓ Meet with your communication team to **brainstorm ways to make the survey period enjoyable and fun**.
- ✓ **Share the survey results with company leaders** as quickly as possible so timely communication about the survey results will come from the top.
- ✓ Schedule a meeting to **brief leaders on the results** and next steps.

AT A GLANCE

Communicate with employees about the survey to ensure high participation rates. Use Gallup's examples to produce creative communication that:

- highlights the benefits of participation
- sets a participation goal
- explains that participation is voluntary
- is personalized, if possible

ACHIEVING HIGH GALLUP Q¹² SURVEY PARTICIPATION RATES

IMPORTANCE

To get the most out of your company's Q¹² survey and efforts to measure and manage engagement, as many employees as possible need to *complete* the survey.

Gallup's research shows that a strong communication plan is one of the best tactics for achieving high employee participation rates. When employees understand the importance of engagement and their role in the Gallup Q¹² survey process, they are more likely to become a part of the engagement journey. Be sure to read the "How to Communicate About the Gallup Q¹² Survey and Employee Engagement" section. This resource will be invaluable to your company's leaders; it is critical they are aware of the importance of a great communication plan.

Don't stop there — follow these guidelines to maximize your communication plan and achieve the highest participation rates:

GUIDELINES

1. **Highlight the benefits of participation.**

A highly engaged workplace benefits everyone: employees, managers, and customers. Explain to your employees how they gain from being part of an engaged team and the reasons why their participation in the survey is essential to reaching higher engagement.

Helping employees to understand their importance in creating an engaged workplace encourages them to participate in the survey. Tell your employees that by sharing their opinions and making their voices heard, they provide their leadership with knowledge of the company's overall engagement. This information guides leaders to know how and where to begin improving the work environment.

Your employees need to know that by participating in the Gallup Q¹² survey process, they help transform your company into one they can be proud to be a part of.

2. **Be creative.**

Creativity is also a defining characteristic of a strong communication plan. Make the journey toward higher engagement fun. The following are some ideas for creating a communication plan:

1. **Create a survey theme.** Incorporate an overall theme into your promotional campaign. A theme will spark interest and create a sense of unity in your various communications and promotional events. Here are some examples to help get the creative juices flowing:
 - Puzzle Theme — “You Are an Important Piece of the Puzzle”
 - Healthcare Theme — “Time to Check Our Pulse”
 - Journey Theme — “The Road to Success Starts With You”
 - Challenge Theme — “Join the Q¹² Quest”
2. **Encourage healthy competition.** Consider offering an incentive for teams that achieve the highest participation rates such as lunch or a fun team outing.
3. **Plan a theme day.** Plan a theme day during the survey field period that will bring attention to the survey taking place. For example, have a survey kickoff party with decorations relevant to your survey theme.
4. **Create “free time.”** Cancel a staff meeting or work event and ask employees to use their new “free time” to participate in the survey.
5. **Market the survey.** Improve participation rates using marketing material. For example:
 - Distribute water bottles with the Q¹² label and survey dates.
 - Create a funny video featuring staff that promotes the survey and informs employees about engagement.
 - Print posters that promote the survey and place them where your employees can easily see them: in break rooms, cafeterias, hallways, etc. Or, email electronic versions of posters or fliers to employees.

DID YOU KNOW?

The Gallup Employee Engagement Center Dashboard offers access to many useful features, including the capability to monitor real-time survey participation rates. These rates are reported as a percentage (calculated based on the survey size you purchased) and are updated daily.

If you are unhappy with your participation rate and your survey close date is approaching, you can always adjust the date via the Employee Engagement Center Dashboard.

3. **Communicate a participation goal.**

Setting a company goal for participation and sharing it with employees is another tactic for raising awareness and encouraging employee involvement. Publish participation rates while the survey is live and report your company's progress toward achieving the goal. Encourage managers and team leaders to strive for full participation.

4. **Reiterate that participation is voluntary.**

Your employees should feel that it is their choice to take the survey. Stressing that participation is voluntary while presenting its benefits builds enthusiasm and makes employees eager to choose to be involved. Don't incorporate incentives that "require" participation in your promotional campaign. The goal behind the Gallup Q12 survey is to build engagement. Forcing participation will not accomplish this goal. True engagement occurs when employees choose to be involved in the process.

5. **Get personal.**

When sending emails or other communications, it is a great idea to personalize messages by including the names of individual employees. Imagine if you received a communication from a senior executive within your company personalized for you. Wouldn't it seem more engaging to be addressed by your name rather than as "Dear Employee"? Personalized messages show employees that you care about their unique needs as individuals.

STEPS TO CHECK

- ✓ Read Gallup's best practices for building a strong communication plan.
- ✓ Highlight the benefits of participation.
- ✓ Get creative by making communication about the Gallup Q12 survey and engagement fun for employees.
- ✓ Establish a participation goal and a timeline for communicating it.
- ✓ Stress that the survey is voluntary.
- ✓ Personalize communications whenever possible.

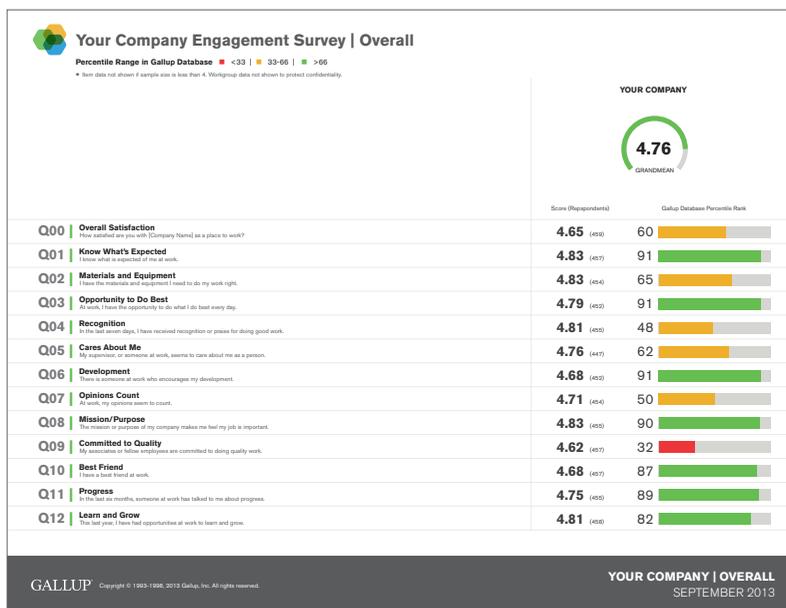
MAKING SENSE OF YOUR GALLUP Q¹² SURVEY RESULTS

IMPORTANCE

After closing your survey, your Gallup Q¹² survey results will be available on the Gallup Employee Engagement Center Dashboard within 48 hours.

You will receive overall Q¹² results for your entire survey sample size. If you created groups during survey setup, you will also receive group results for every group option you specified during survey setup.

FOR EXAMPLE



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 5-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.

3. 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 gauging 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 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.

Gallup Q¹² Survey Confidentiality Information

Gallup is devoted to respecting respondents' confidentiality. Therefore, Gallup does not release individual survey answers. Remember, the data collected with the Gallup Q¹² survey are only meaningful if the respondents answer honestly, so it is critical that participants know their answers are anonymous.

To protect confidentiality, you will only receive group report data if at least four employees responded to the survey. For example, if only three individuals on your sales team group answered the "best friend" statement, you will not receive data for this statement on the sales team group report.

Ensuring employees that the survey is 100% confidential will make them more comfortable sharing their honest opinions and increase the likelihood of their participation. Because participation in the survey is the first step to improving engagement, it is extremely important to inform employees that their answers are confidential.

CONDUCTING A STATE OF THE TEAM CONVERSATION

IMPORTANCE

Measuring engagement alone does not bring about improvement. It is what happens *after* the survey that will help to improve employee engagement and organizational outcomes. At this point, you may be wondering how to use your Gallup Q¹² survey results to bring about these types of changes.

Conducting a State of the Team conversation is one important step in creating transformational change in your company after completing the Gallup Q¹² survey. The purpose of this conversation is to assess the team's current state of engagement. It is the manager's job to listen to his or her employees, learn about the factors influencing their engagement, and lead the team to take actions necessary to realize their performance goals.

But just setting performance goals is not enough. Introducing the principles of engagement into daily conversations is another critical part of making engagement a permanent team characteristic. Holding regular conversations about engagement is a vital strategy for transforming your team into one that is highly engaged.

Therefore, Gallup recommends that managers lead regular conversations about engagement to discuss team members' talents and strengths, highlight the team's progress, recognize growth, and revise goals as needed. See "Conducting Engaging Conversations for Individuals and Teams" section for more information about the purpose and questions managers can use for these ongoing conversations.

GUIDELINES

While managers should lead the State of the Team conversation, it should be a collaborative process during which every employee has an opportunity to contribute. Employee involvement in this process is critical to building engagement.

Gallup recommends following these steps when conducting a State of the Team conversation:

1. Analyze Gallup Q¹² survey results.
2. Identify a team performance goal.
3. Select the engagement item to focus on and identify actions and owners.
4. Review and recalibrate.

AT A GLANCE

Holding a State of the Team conversation about engagement is a vital strategy for transforming your team into one that is highly engaged. This conversation includes the following steps:

1. Analyze Gallup Q¹² survey results.
2. Identify a team performance goal.
3. Select the engagement item to focus on and identify actions and owners.
4. Review and recalibrate.

As you follow these steps, there is a State of the Team tool you can use to record the team's actions to help them stay organized and accountable. Once completed, post this tool in a place where the team can see it regularly, reminding them of their performance goals and commitments.

Step 1: Analyze Gallup Q¹² survey results.

Before distributing the Gallup Q¹² survey results, it is a good idea to review the big picture with your team. Remind employees of the reasoning behind your company's decision to focus on improving employee engagement, beginning with the Gallup Q¹² survey. Stress the overall goal of becoming a highly engaged workplace.

Next, distribute your latest Gallup Q¹² survey results report to your team. You can export Q¹² results as PDF reports via the Gallup Employee Engagement Center Dashboard. As you review the survey results together, ask your team the following questions:

- 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?

Step 2: Identify a team performance goal.

The team should collaboratively identify their most important performance goal. Use the following questions to direct the team conversation as you select a performance goal together:

- What are the three to four 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? Where are we as a team relative to this performance goal?

Step 3: Select the engagement item to focus on and identify actions and owners.

Once the team has identified a performance goal to focus on, they will need to select the engagement item that, if acted on, will help them reach their performance goal. For example, if a team has a goal to improve trust and collaboration and their score for Q¹⁰ ("I have a best friend at work.") was relatively low, then this engagement item would be a great area of focus.

After selecting an engagement item, the team should brainstorm actions that they can take to improve on this engagement item. During this process, the team should discuss how they can take action together and determine ways individuals on the team can act to facilitate team success. Finally, team members need to decide who can take ownership of these actions and keep the team aware of progress.

Use the following questions to guide this step of the conversation:

- Which engagement item 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 this engagement item?
- What three to four immediate actions should we focus on first? Who can take ownership of these actions? When can we complete these actions?

Recording action items and owners is critical for maintaining accountability. Use the State of the Team tool to record both of these to help set your team up for success.

Step 4: Review and recalibrate.

Recurring conversations about the team's engagement are a must. Managers should regularly hold five- to 10-minute discussions to evaluate progress, maintain accountability, and recalibrate as necessary. Use the following questions during these discussions:

- Did we complete the action items we said we would?
- Did completing them make a difference?

Recalibrate your actions and owners as needed to ensure that your team is on track for success. Don't expect your first attempt at this process to be perfect — your team will learn from experience and become more effective in identifying actions that facilitate growth and improve team performance.

Gallup Employee Engagement Center offers additional products you can purchase to learn more about managing for improved engagement and high performance. Visit the Gallup Employee Engagement Center Dashboard to learn more.



STEPS TO CHECK

- ✓ Remember that the survey is just the beginning: Applying the Gallup Q¹² survey results during the State of the Team conversation and regularly conducting engaging team and individual discussions is what will lead to improved engagement, growth, and performance.
- ✓ Remember, when leading the State of the Team conversation, you should facilitate discussion and collaboration, actively listening to team members and allowing them to own the process.
- ✓ Take full advantage of the State of the Team conversation tool. Once completed, post it somewhere visible.

AT A GLANCE

Managers have a significant influence on improving employee engagement. Here are eight ways to manage for engagement:

1. Emphasize the big picture.
2. Set a good example by modeling desired behaviors.
3. Lead State of the Team conversations.
4. Highlight successes.
5. Encourage engaging conversations for teams.
6. Connect with individuals.
7. Discover and develop employees' strengths.
8. Never stop learning.

THE ROLE OF THE MANAGER IN THE Q¹² JOURNEY

Every employee plays a critical role in the journey toward an engaged workplace. Managers are no exception.

By using the Gallup Q¹² survey to listen to your employees, you have taken the first step toward being a great manager.

But the best managers — managers who lead their teams to higher engagement — go beyond listening to their employees. They use the Gallup Q¹² results to guide their teams to improved performance. They make engagement a part of daily conversations and never stop learning tactics for increasing team *and* individual engagement.

Gallup has identified **eight actions** to take to become a great manager:

1. **Emphasize the big picture.**

Regularly conveying the vision for higher engagement provides direction and establishes a firm foundation for increasing engagement. As a manager, it is important to remind your employees of the big picture frequently and encourage regular discussion about engagement. Weaving engagement into your company's business model will set the stage for transformational change.

2. **Set a good example by modeling desired behaviors.**

Modeling desired behaviors is vital for creating sustainable change in a company. Managers need to do more than just understand engagement data and guide their teams in setting goals — they need to demonstrate engagement. This means aligning behaviors with the team's action items and setting an example by participating in State of the Team conversations with other managers. Managers should meet with their supervisor after the survey to discuss the management team's engagement and set goals. Participation in the Q¹² process demonstrates dedication to the journey and builds more effective leaders.

3. Lead State of the Team conversations.

Effective State of the Team conversations are crucial for achieving improved performance outcomes. See “Conducting a State of the Team Conversation” for more information. During State of the Team conversations, managers play an important role to:

1. Initiate a dialogue.

The manager’s primary function during State of the Team conversations is to initiate dialogue and encourage employees to share in the conversation. Pose questions and discussion topics to your team to direct the conversation throughout the meeting. Some questions include:

“Where do we have strengths as a team? How can we best use these strengths as a team?”

“What actions can we take to continue to grow in this strong area?”

“How are we progressing on the goals we set? What growth have we made?”

2. Create ownership.

The best managers help their teams create ownership for the goal-setting process. It is important that your employees aren’t just along for the ride — they must be active participants in the process. Entrust them with responsibilities and help them identify the importance of their roles. Individuals’ engagement determines the overall company’s engagement. Show individuals that their ownership of the engagement process is important to the team’s success.

3. Guide the discussion.

Strong managers are familiar with the format of State of the Team conversations and direct discussion accordingly. However, the best leaders serve only as guides, never dictating team goals or generating every action idea. Effective State of the Team conversations are characterized by discussions that involve every individual. Guide your employees to take ownership of the Gallup Q12 survey process and encourage them to be a part of creating an engaged workplace.

4. Highlight successes.

Recognition should be a prominent part of your company’s journey to higher engagement. Highlight individual successes during team meetings, and celebrate individual *and* group achievements during company-wide meetings. Feeling recognized boosts individual engagement, and applauding progress builds momentum that encourages teams to accomplish their goals and provides a real-life example of the benefits of improving engagement.

5. Encourage engaging conversations for teams.

To keep engagement alive, teams must regularly meet to discuss progress. Establishing and maintaining accountability is one of the most important steps in the Q12 journey, and Gallup recommends at least monthly follow-up engaging conversations to discuss the team's status and evaluate growth. Encourage full attendance at these progress meetings and active involvement from every employee during the discussion. Learn more about these important conversations in “Conducting Engaging Conversations for Individuals and Teams.”

6. Connect with individuals.

Every employee has unique needs and expectations regarding employee engagement. Managers should meet with each employee individually to discuss his or her engagement and how his or her needs can be better met. Gallup offers extensive resources to guide you through these conversations. See “Conducting Engaging Conversations for Individuals and Teams” for more information.

7. Discover and develop employees' strengths.

Gallup has worked with organizations worldwide to help their employees discover their innate talents and apply them productively to improve performance. After decades of research, Gallup found that people who use their strengths every day are **six times more likely to be engaged** on the job.

Managers have a unique opportunity to make this statistic a reality for their employees. When supervisors discover and develop employees' strengths and position workers in roles where they use their strengths every day, their teams become more engaged. Focusing on what employees do best will build and sustain engagement.

Learn more about discovering and developing your employees' strengths by visiting <https://www.gallupstrengthscenter.com>.

8. Never stop learning.

The best managers take advantage of expert information and resources to become better at what they do. Gallup offers additional resources for learning how to manage for engagement. To learn more, visit the Gallup Employee Engagement Center Dashboard.

CONDUCTING ENGAGING CONVERSATIONS FOR INDIVIDUALS AND TEAMS

IMPORTANCE

In addition to conducting the State of the Team conversation to discuss Gallup Q¹² survey results and set goals, managers should hold recurring engagement conversations with each person and with their team. The manager can use these conversations to build engagement and drive performance.

Frequent engaging conversations should:

1. Help individuals and teams understand and appreciate each other's strengths.
2. Allow managers to ensure that team members have everything they need to accomplish their goals and maintain accountability.
3. Provide an opportunity for recognition — an essential component of growth.
4. Create an environment of collaboration that fosters employee engagement.

The best managers know the importance of connecting with each of their employees. The depth and authenticity of these ongoing conversations will help determine the managers' ability to create high levels of engagement and sustained business success over time.

GUIDELINES

Gallup has identified the following engaging conversations for individuals and for teams that managers should lead on a regular basis:

1. Understand and Appreciate Strengths
2. Build Engagement and Collaboration
3. Drive Performance

Use the information on the following pages to better understand the purpose of these three conversations and to find questions that will help you lead them.

Listening is a critical part of these conversations. Think of the 80/20 rule: Effective managers listen 80% of the time and talk 20% of the time. Managers need to create an environment that encourages involvement from all of their employees.

AT A GLANCE

There are three types of engaging conversations for individuals and teams:

1. Understand and Appreciate Strengths
2. Build Engagement and Collaboration
3. Drive Performance

Frequent engaging conversations should:

1. Help individuals and teams understand and appreciate each other's strengths.
2. Allow managers to ensure that team members have everything they need to accomplish their goals and maintain accountability.
3. Provide an opportunity for recognition — an essential component of growth.
4. Create an environment of collaboration that fosters employee engagement.

1. Understand and Appreciate Strengths

TEAM CONVERSATION		INDIVIDUAL CONVERSATION	
PURPOSE	The purpose of this team conversation is to appreciate the team’s individual and collective talents and strengths. Understanding, appreciating, and applying team member’s strengths affects the team’s ability to achieve excellence and maximize each person’s natural talents and strengths.	PURPOSE	The purpose of this individual conversation is to appreciate each team member’s unique talents and strengths and the valuable contribution he or she brings to the team.
ROLE OF THE MANAGER	The role of the manager is to help team members harness their individual and collective talents and intentionally bring them to life daily.	ROLE OF THE MANAGER	The role of the manager is to identify the right talent for the role, task, or project, and then focus, nurture, and develop that talent.
KEY QUESTIONS	<p>What are the unique talents and strengths that you bring to the team?</p> <p>What are some of the most valuable contributions you make to the team?</p> <p>Are there any “missed” opportunities or areas of value that we are not using?</p> <p>How can others on the team draw out the best you?</p> <p>What are our collective strengths as a team?</p> <p>What are our potential blind spots?</p> <p>How can we use our collective strengths to achieve our performance goals or address the challenges we face?</p> <p>What can other team members count on you to bring to your role?</p>	KEY QUESTIONS	<p>What are your strengths? What do you do best?</p> <p>What talents and strengths do you use in your current role?</p> <p>What do you believe is your unique contribution to the team?</p> <p>How can I help you use your talents and strengths more in your role?</p> <p>What do you enjoy most in your current role?</p> <p>Are there activities or other parts of your role that you want to do more frequently?</p> <p>Do you have talents and strengths that you would like to use more often?</p>

2. Build Engagement and Collaboration

TEAM CONVERSATION		INDIVIDUAL CONVERSATION	
PURPOSE	The purpose of this team conversation is to build a collaborative and engaging work environment.	PURPOSE	The purpose of this individual conversation is to build engagement. Building engagement creates engaged employees who are involved in, enthusiastic about, and committed to their work and who contribute to their organization in a positive manner.
ROLE OF THE MANAGER	The role of the manager is to ensure alignment of responsibilities and expectations and to encourage each team member to take ownership for his or her personal engagement and the team's collective engagement.	ROLE OF THE MANAGER	The role of the manager is to define the right performance outcomes, communicate expectations, and identify what excites, motivates, and engages each team member.
KEY QUESTIONS	<p>How engaged is our team right now?</p> <p>How do we define each of the engagement items as a team?</p> <p>How does this item affect our team's ability to reach our performance goals?</p> <p>What are the things that positively affect this engagement item?</p> <p>What are the things that get in the way of positively affecting this engagement item?</p> <p>What elements of our work culture are facilitating growth in engagement?</p> <p>When we achieve team goals, how would you like to be recognized?</p> <p>What do you think I expect of the team this year?</p>	KEY QUESTIONS	<p>What do you believe you are paid to do?</p> <p>Are there things that get in the way of meeting the responsibilities of your role?</p> <p>How can I help you be successful in your role?</p> <p>What parts or activities of your current role energize you?</p> <p>What do you want to accomplish in the next month? What about the next six months?</p> <p>What do you think I expect of you this year?</p> <p>What do you expect of me as your manager this year?</p> <p>When you achieve your goals, how do you like to be recognized?</p>

3. Drive Performance

TEAM CONVERSATION		INDIVIDUAL CONVERSATION	
PURPOSE	The purpose of this team conversation is to drive team performance.	PURPOSE	The purpose of this individual conversation is to drive individual performance.
ROLE OF THE MANAGER	The role of the manager is to clarify performance expectations, and then help the team recognize, develop, and use their individual and collective talents and strengths to accomplish their goals.	ROLE OF THE MANAGER	The role of the manager is to help each team member use his or her talents and strengths to learn, grow, and improve his or her performance.
KEY QUESTIONS	<p>What are the most important performance goals or challenges that we need to achieve or overcome as a team?</p> <p>What are three to four critical tasks that we need to complete to achieve our performance goal?</p> <p>In which area do you think you can have the greatest effect? Which of the tasks are aligned to your talents and strengths?</p> <p>Looking at our collective team strengths, are there any partnerships that can be created to help us complete the tasks?</p> <p>What else can we do to facilitate success in reaching our performance goals?</p>	KEY QUESTIONS	<p>Which of your talents or strengths boost (or contributes to) your performance?</p> <p>What is the greatest challenge you are facing at work?</p> <p>Which of your talents or strengths could you use to help you address this challenge?</p> <p>Are there opportunities you would like to pursue to help you learn and grow?</p> <p>What is the best way for you to measure your progress? How can we track your development?</p> <p>How often should you and I meet to discuss how things are going?</p>

The Gallup Employee Engagement Center offers additional products you can purchase to learn more about managing for improved engagement and high performance. Visit the Gallup Employee Engagement Center Dashboard to learn more.

STEPS TO CHECK

- ✓ The best practice for building engagement is for managers to hold regular, ongoing engagement conversations with individuals and with their team.
- ✓ Connect with each of employee. The depth and authenticity of the conversations will significantly effect the ability to create high levels of engagement and sustained business success over time.
- ✓ Remember the 80/20 rule: Listen 80% of the time, and talk 20% of the time. Encourage collaboration with employees during each of the three engaging conversations.
- ✓ Use Gallup's key questions to help guide discussion in team and individual engagement conversations.

AT A GLANCE.

Employees, managers, and companies must continually focus on engagement to fully maximize its impact on performance and the bottom line. That means:

- Communicate about employee engagement constantly, even when a Gallup Q¹² survey is not taking place.
- Ensure that there is commitment to employee engagement from all levels of the company, including the highest levels of leadership.
- Hold managers, employees, and leaders accountable.

KEEPING EMPLOYEE ENGAGEMENT ALIVE

IMPORTANCE

The secret to organizational growth and improved performance outcomes is sustaining employee engagement. Only when you maintain employee engagement does it lead to improvement — when employees are continually working toward team goals and looking for new ways to further team success. Engagement is never done; you must keep it alive and strong.

To maintain momentum after the survey, follow these steps:

1. **Communicate about employee engagement constantly.**

It is important to regularly hold conversations about engagement and discuss the team's progress on their goals. This means holding monthly team progress meetings and making engagement part of daily conversations. Leaders should frequently check that employees have all of the resources they need to achieve their goals. Routinely celebrate team successes and recognize growth. Keep the lines of communication open about engagement.

2. **Ensure that there is commitment to employee engagement from all levels of the company.**

From the leadership team down to front-line employees, everyone needs to be on board with engagement. It is important for leadership to communicate their commitment to regular engaging conversations and support for team goals. Unify the company with periodic, company-wide meetings to update everyone on progress and highlight team success.

3. **Hold everyone accountable.**

Gallup's research shows that one factor contributes to the most substantial performance increases: accountability. Hold managers accountable for team engagement levels, and hold teams accountable for progress on their goals. Encourage managers to use various strategies for accountability. In addition to monthly engaging conversations, leaders should post progress on goals and send regular reminders about action items. Raising the bar and regularly setting new goals are vital to building sustainable engagement.

FOR EXAMPLE

Here are some suggestions for sustaining engagement:

- ✓ Use the resources in the Gallup Employee Engagement Center Dashboard for planning, identifying best practices, and establishing accountability.
- ✓ Establish minimum engagement standards and integrate engagement metrics into performance management.
- ✓ Publish engagement results and goals. These should be transparent and accessible to everyone in the company.
- ✓ Weave engagement concepts into learning initiatives and regular communication pieces in the company.
- ✓ Send managers email reminders to weave employee engagement into regular communication with their teams.
- ✓ Schedule company-wide “reflection” days to review engagement levels.

NOTES

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