

Manager's Roadmap to Success

Exercise Using Gallup's Q12 Engagement Questions




Pulled from our leadership & management development program, the following exercise is an example of the kinds of interactive, hands-on learning managers in the program receive. It's also an eye-opener for every manager we've met!

Take some time to rank Gallup's famous set of questions for yourself, and then take your best guess at what your employees would choose. The "ah-hah!" moment comes when you ask some of your direct reports to rank the questions themselves.

Try it for yourself, and see what you learn!



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Gallup's Studies

- Employee engagement drives results!
- Business performance higher in workgroups across 9 core business metrics
 - Profitability (+22%)
 - Safety incidents (-41%)
 - Turnover (-25%)
- 12 questions predict employee engagement

EXERCISE: Q12 Needs

-  Understand priorities for yourself and your team in the Q12 questions.
-  Understand variability in employees' needs.

1. Order the Q12 questions from highest priority for you (1) to lowest (12):

Gallup Q12	Your ranking
1. I know what's expected of me at work.	
2. I have the materials and equipment I need.	
3. I get to do what I do best every day.	
4. I've had recognition in the last 7 days.	
5. My supervisor or someone at work cares about me.	
6. Someone at work encourages my development.	
7. At work, my opinion counts.	
8. I believe in the mission and purpose of my company.	
9. My co-workers are committed to quality.	
10. I have a best friend at work.	
11. I've made progress in my job in the last 6 months.	
12. I have opportunities to learn and grow in my job.	

Roadmap Introduction

2. Identify the 3 questions that you want or expect your team to score exceptionally high on:

1. _____

2. _____

3. _____

3. Now, ask your direct reports to rank the same questions. *Print and distribute (or save and send) the last page of this document to each employee, asking them to complete and return it.*

4. EXTRA CREDIT. Feeling adventurous? At your next meeting set aside some time to discuss what your personal Gallup Q12 survey brought to light and what the surveys from your direct reports show. Discuss your rankings and the questions that are most important to you. Where are you similar? Where do you differ? Make some notes on what you learn from your direct reports.

Roadmap Introduction



Rank the following in order from **highest priority** for you (1) to **lowest priority** (12):

Gallup Q12	Your ranking
1. I know what's expected of me at work.	
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