

## EMPLOYEE ENGAGEMENT & THE GALLUP Q12\* SURVEY

Employee engagement is a fundamental concept in the effort to understand and describe the nature of the relationship between an organisation and its employees.

A consulting company called The Gallup Organisation conducted hundreds of focus groups and thousands of interviews over 30 years with millions of employees in a variety of industries and came up with the Q12. The Q12 is a 12-question survey that identifies strong feelings of employee engagement. Results from the survey show a strong correlation between high scores and superior job performance. An organisation with “high” employee engagement demonstrates lower staff turnover, higher sales growth, better productivity, better customer loyalty and superior overall performance than those with “low” employee engagement.

The survey identified 3 levels of employee engagement:

1. **Engaged employees** are defined as those who are fully absorbed by and enthusiastic about their work and so take positive action to further the organisation’s reputation and interests. These employees work with passion and feel a profound connection to their company. They drive innovation and move the organisation forward.
2. **Not-Engaged employees** are doing the bare minimum at work, essentially they are “checked out” and “coasting”. They are sleepwalking through their workday. They are putting in time, but not enough energy or passion into their work.
3. **Actively Disengaged employees** are not just unhappy at work, they are busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish and actively damage the company’s work output and reputation.

Gallup published results show the breakdown between the 3 categories:

- Engaged employees – 33 %
- Not-engaged employees – 54%
- Actively Disengaged – 13%

Therefore, a massive 67% of the workforce is either underperforming at work and/or actively undermining their work.

The 12 questions from the survey are a quick and easy way to find out how engaged your employees are at work and therefore how good their performances should be. These 12 questions measure the most important elements of employee engagement.

The Twelve Questions are:

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?

Just doing the survey, shows your employees that you care about their well-being and are willing to take action to improve it. This active listening is one of the keys to engaging – a leadership philosophy that is based on empowering and involving all your employees.

**How many of the above 12 questions can your employees answer in the affirmative?**

For more information go to <https://q12.gallup.com/help/en-us/faq>

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