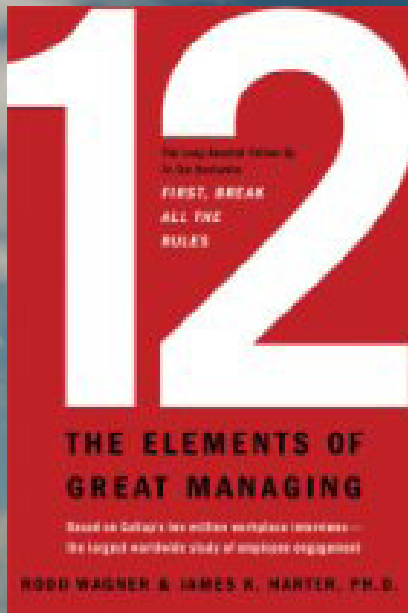


# A Resource Guide to the Gallup Q12 Statements

## WHAT ELEMENTS MOST IMPACTED THE BOTTOM LINE?



### The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q12 – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

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Jack Klemeyer, Executive Director

The JOHN MAXWELL **Team**



# The Twelve Q12 Statements

Q01. I know what is expected of me at work.

Q02. I have the materials and equipment I need to do my work right.

Q03. At work, I have the opportunity to do what I do best every day.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q06. There is someone at work who encourages my development.

Q07. At work, my opinions seem to count.

Q08. The mission or purpose of my company makes me feel my job is important.

Q09. My associates or fellow employees are committed to doing quality work.

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Q12. This last year, I have had opportunities at work to learn and grow.



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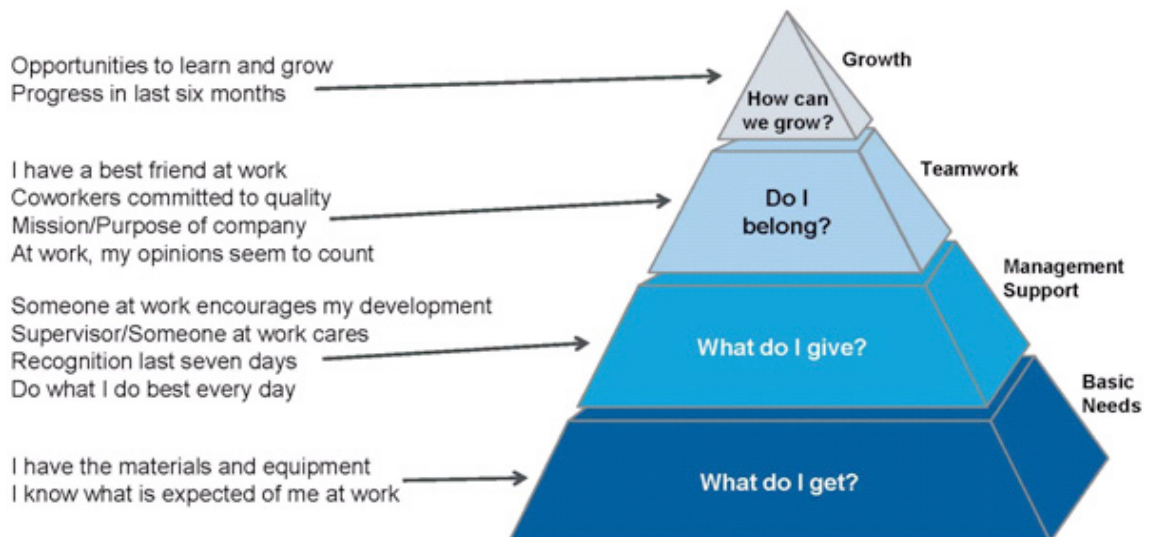
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## The Meaning of Each Statement...

- 01 Defining the success on the job is not always explicitly described to employees. For employees it is important to know what is expected from them and what it means to be a high performer.
- 02 Define "equipment and materials," for some employees the access to information might be more relevant. Employees are more enthusiastic about their job when they have the necessary tools to perform daily tasks.
- 03 This question can reveal if employees feel like they are in the position where their talents are put to work.
- 04 Gallup recommends managers to praise their subordinates once a week. Recognizing positive behavior encourages its repetition. Employees receiving feedback are more likely to become more engaged to their tasks and, overall, to the company.
- 05 Positive relationships make a team or group solid and provide the feeling of safety. Feeling safe, employees have the courage to express themselves and experiment new things.
- 06 Personal development is not only important for the individual, but also for the company that benefits from the employee's knowledge and skills.

- 07 Managers should involve employees in the decision making process when it is relevant and possible. Employees feel more involved and committed towards the company when their ideas are valued.
- 08 The feeling of belonging and having a purpose is important for human beings. Employees are motivated and more likely to engage if they feel their job is important to the company.
- 09 "Quality" should be clearly defined by standards, else it is a subjective perception. If the term is clear for everyone, employees are more likely to deliver the desired outputs and are able to assess themselves and the work of the team.
- 10 This statement is outlining the level of trust and common values that employees share. Trust for employee engagement.
- 11 Feedback improves performance and offers employees the chance to adjust their way of working, of making decisions or reacting
- 12 People will engage in their work when they can grow professionally and fulfill their aspirations. Opportunities to learn may refer to trainings, promotions and increased responsibilities, or working on special projects.



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