



# THE 12 EMPLOYEE ENGAGEMENT QUESTIONS

Gallup Consulting

## The 12 Questions Critical to Assessing the degree of Employee Engagement

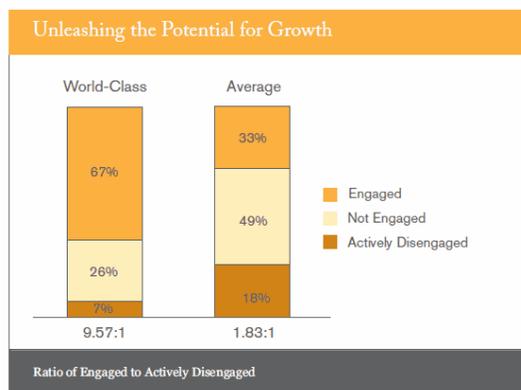
---

The questionnaire on the following page is taken from Employee Engagement: What's Your Engagement ratio by Gallup Consulting. See <http://www.gallup.com/strategicconsulting/121535/Employee-Engagement-Overview-Brochure.aspx>

The Gallup organization has developed and tested this 12 element questionnaire over 30 years and has administered it to more than 17 million employees. It has also correlated the relationship between the level of employee engagement and various business performance dimensions including productivity, safety, profitability, and customer focus.

A template questionnaire is attached to this note. Give this to your employees and ask them to anonymously complete it "candidly." Absolutely nothing will be achieved if they are not willing to be honest. For each area of your business or for the business as a whole (this will depend on the size of your organization) calculate the ratio of the number of "5" scores to the number of "1" scores. This ratio is your Engagement Ratio.

According to Gallup, world class organizations exhibit an Engagement Ratio of 9:1 but the for the average working population it is in the order of 2:1. Those organizations with a world class ER have 3.9 times earnings per share growth (that's nearly 400% higher!) compared to lower ER businesses in their industry.



In addition to giving you an indication of the level of employee engagement in your firm, the responses to the questionnaire will give you a very clear idea of what management action you need to take to improve the degree of engagement. If you are able to link the employee response to his/her manager you will also be able to identify which of your managers are performing at a high level and which ones need to do some work on their management style.

Excellent practical resources that will help you address this critically important issue are:

[First Break All The Rules: What The World's Greatest Managers Do Differently](#), Marcus Buckingham & Curt Coffman

[12: The Elements of Great Managing](#), Rodd Wagner & James Harter

## Gallup's 12 Questions

|              |   | Strongly Disagree |   |   |   |   | Strongly Agree |  |
|--------------|---|-------------------|---|---|---|---|----------------|--|
|              | Questions   | 1                 | 2 | 3 | 4 | 5 |                |  |
| 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 organization 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.               |                   |   |   |   |   |                |  |
| <b>Score</b> |   |                   |   |   |   |   |                |  |