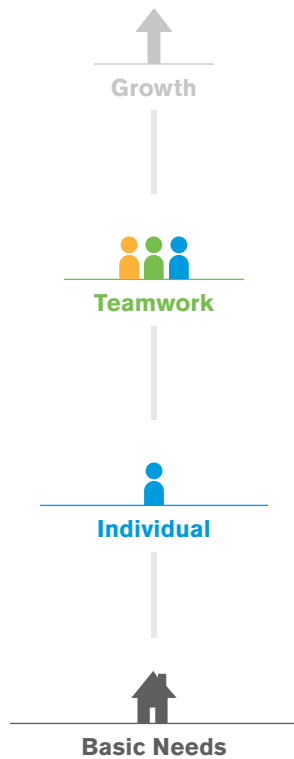




Gallup's Employee Engagement Hierarchy



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

Q11. In the last six months, someone at work has talked to me about my progress.

Q10. I have a **best friend** at work.

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

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

Q07. At work, my opinions seem to count.

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

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

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

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

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

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

These **12 elements of engagement** are the factors most powerful in explaining employees' productive motivations on the job.



The 12 Elements of Engagement

Q01 I know what is expected of me at work.

Focus Me: Employees need to know what is expected of them at work so that they can commit, deliver and focus on what matters most.

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

Free Me From Unnecessary Stress: Getting people what they need to do their work is important in maximizing efficiency, in demonstrating to employees that their work is valued and in showing that the company is supporting them in what they are asked to do.

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

Know Me: The most powerful benefit a manager can provide employees is to place them in roles that allow them to apply the best of their natural selves — their talents — as well as their skills and knowledge every day.

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

Help Me See My Value: Employees need to know that their best efforts are acknowledged and valued.

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

Care About Me: Employees need to know that they are more than just a number. Each person needs someone to take a personal interest in him or her.

Q06 There is someone at work who encourages my development.

Help Me Grow: Every employee needs help navigating the course of his or her career. Employees want to know there is someone looking out for and encouraging them to grow and develop, helping to push them beyond their current thinking.

Q07 At work, my opinions seem to count.

Hear Me: Employees want to feel valued. They want to know that their input is important and that they are making a significant contribution and a difference to the environment in which they work.

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

Help Me See My Importance: Employees want to believe in what their employers do. When employees feel that their job is important, they want to do more.

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

Help Me Feel Proud: Employees need to know that their colleagues are committed to producing quality work. They need to have honest and open communication, an understanding of each other's work, and respect for each other's efforts and results.

Q10 I have a best friend at work.

Help Me Build Mutual Trust: People would rather build bridges than walls around themselves. Friendship is a gateway to building mutual trust, and it leads to collaboration and teamwork.

Q11 In the last six months, someone at work has talked to me about my progress.

Help Me Review My Contributions: Employees need to understand how they are doing, how their work is perceived and where their work is heading.

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

Challenge Me: The need to learn and grow is a natural human instinct. Where there is growth, there is innovation.