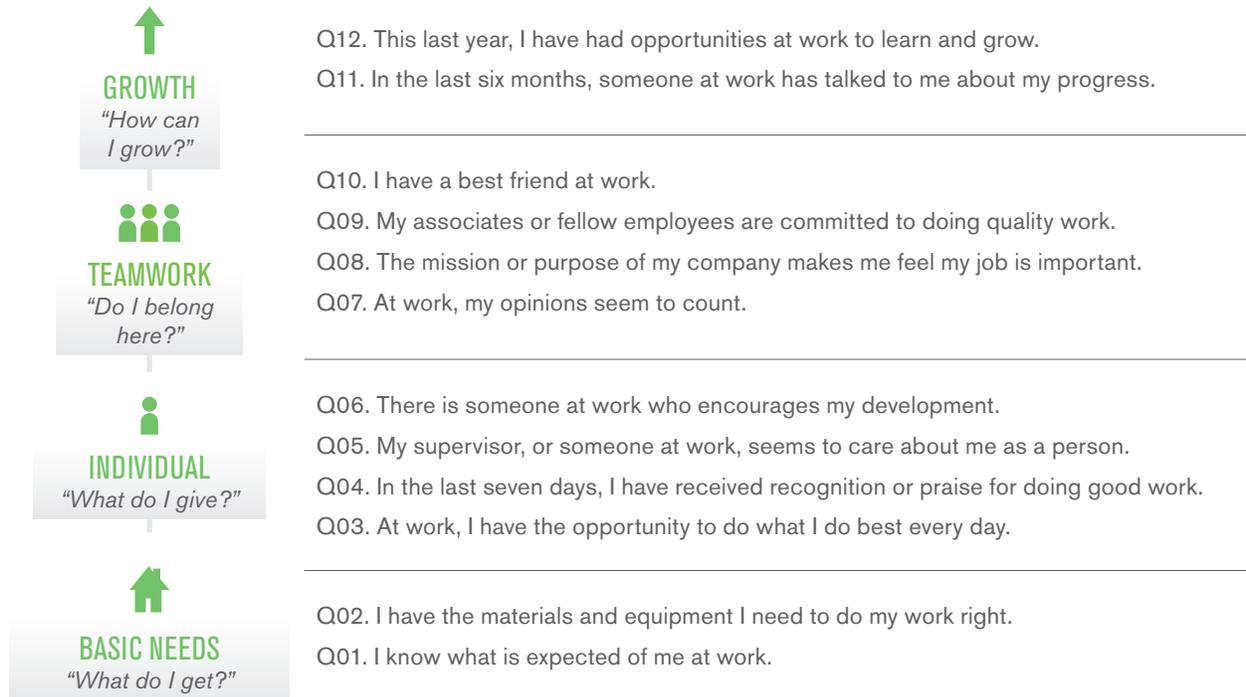


Employee Engagement Hierarchy

WHERE DO YOU START?

Identifying the elements of employee engagement was no easy task. To determine what employees needed for growth, development and high performance, Gallup interviewed more than 1 million managers to find the best predictors of employee and team performance.

Gallup sifted through thousands of questions, and 12 elements of work life ultimately emerged as the core of the unwritten social contract between employee and employer. While they don't measure everything an organization may want to know about the workplace, they do capture the most important information needed to attract, focus and keep the most talented employees. Gallup laid out these 12 employee needs in a hierarchical structure, beginning with basic needs and moving through growth.



Behind each of these items lies a fundamental truth about human nature on the job. The links between each element and better performance not only draw a road map to excellent management, but they also reveal fascinating insights into how the human mind reacts in a work environment and what employees need to excel.

What the 12 elements tell us is that employees need focus, they need to be free from stress by having the right materials to do their jobs, they want to be cared about as people, and they want to be valued, appreciated, heard, trusted, developed and challenged. And while each individual employee will place a different level of importance and value on each driver and stage of engagement, these 12 elements serve as an organizing framework for approaching current and new assignments, projects and roles.



BASIC NEEDS: WHAT DO I GET?

Starting at the base of the Gallup engagement hierarchy is Basic Needs. Employees need to have a clear understanding of what excellence in their role looks like so they can be successful. Though these basic needs seem easy to achieve, employees often need to revisit them when change occurs, such as assuming a new role, working with a new team or new manager, or operating with new systems or processes. Groups with high scores on the first element are more productive, cost-effective, creative and adaptive.

Focus Me: Perhaps the most basic of employee needs in the workplace is knowing what success on the job looks like. Success is critical to performance. Employees need to know what tasks they are responsible for performing and how one person's tasks or expectations fit with what everyone else is supposed to do. They need to know what is expected of them so they can commit, deliver and focus on what matters most.

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

Free Me From Unnecessary Stress: Employees need the resources, such as materials, equipment and information, to reach the outcomes they are attempting to achieve. They need to know that someone understands their individual needs and is supporting them by proactively seeking and positioning the right resources accordingly.

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

On average, about half of workers are unclear about what they are supposed to do at work.



GROWTH



TEAMWORK



INDIVIDUAL



BASIC NEEDS

INDIVIDUAL: WHAT DO I GIVE?

Employees want to know about their individual contributions and their worth to the organization. The second stage of engagement helps employees know if they are doing well in the role and if others value their contributions, value them as people and invest in their growth. Manager support is especially important during this stage because managers typically define and reinforce value.

Know Me: Team members want to maximize their contribution by having the opportunity, space and freedom to contribute their best work. They want to increase the frequency of experiences in which they lose themselves in their work, focus on how they are internally motivated and find activities in which they are most naturally gifted.

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

Help Me See My Value: Employees need to know that their best efforts are acknowledged and valued. They prefer recognition that is authentic, meaningful and motivating. They want to belong to a team where recognizing others is always encouraged.

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

Care About Me: Employees need to know that they are more than just a number. They need to know that someone is concerned about them as people first and as employees second. Each person needs someone to take a personal interest in him or her.

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

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. They want help in finding roles or positions that fit their unique combination of skills, knowledge and talents.

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

Fewer than one in three American employees strongly agree that they have received recognition for doing good work in the last seven days.



TEAMWORK: DO I BELONG HERE?

Employees need to feel like they belong and are a good fit with their team. They need to know they are part of something bigger than themselves. They need to trust the people they work with and know that others trust and value them. The third stage of Gallup's engagement hierarchy focuses on teamwork. As a manager, encourage opportunities for teamwork and a sense of belonging.

Listen to 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. This creates a greater sense of inclusion among workers and reinforces their sense of self-worth.

Q07. At work, my opinions seem to count.

Help Me See My Importance: Employees want to believe in what their employers do. Excellent performance occurs when people are deeply attached to a sense of purpose in their lives. When employees are able to connect their work to a greater purpose, they feel their job is important and want to do more.

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

Help Me Feel Proud: While adherence to standards cannot be forced, 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.

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

Help Me Build Mutual Trust: When employees come to work, they don't leave their basic human needs at the door. People need opportunities to connect with and relate to their coworkers. Friendship is a gateway to building mutual trust, and it leads to collaboration and teamwork. When employees have trusted relationships at work, their lives become richer, and they are more productive.

Q10. I have a best friend at work.

Only one in five workers in the U.S. strongly agree that their opinions count at work.



GROWTH



TEAMWORK



INDIVIDUAL



BASIC NEEDS

GROWTH: HOW CAN I GROW?

At the top of the engagement hierarchy is the need for growth. Employees need to be challenged to learn something new and find better ways to do their jobs. They need to feel a sense of movement and progress as they mature in their roles. By making developmental conversations with employees an ongoing focus, managers can learn what employees need in order to feel as though they are moving forward and growing in their roles.

Help Me Review My Contributions: Employees need to understand how they are doing, how their work is perceived and where their work is heading. When both the manager and the employee identify a task at which the employee truly excels, and they work together to create a development plan that supports the individual's full learning potential, it positions the employee to make his or her greatest contribution to the organization.

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

Challenge Me: The need to learn and grow is a natural human instinct. One way employees can learn and grow is to find more efficient ways to do their jobs. For others, it may be about learning new information about the company, their industry or a skill. The best teams are never quite satisfied with the current way of doing things. They always strive to find better, more efficient ways to work. Where there is growth, there is innovation.

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

Less than half of employees in Gallup's global database strongly agree that someone has talked to them about their progress in the last six months.