



## Setting You Up for Success (conversations starters are on the next page)

Gallup has developed and identified 12 core elements that link powerfully to critical business outcomes. These 12 statements emerged from Gallup's pioneering research as those that best predict employee and workgroup performance. These statements related to Gallup's employee engagement work are based on more than 30 years of in-depth research involving more than 42 million employees. Gallup's employee engagement research has appeared in many business and scientific publications, including the *Journal of Applied Psychology* and the *Harvard Business Review* and in Gallup's bestselling books:

- *First, Break All the Rules*
- *12: The Elements of Great Managing*
- *It's the Manager*

The conversation starters on the next page highlight the concepts of these 12 elements. As you discuss specific questions, you will gain a better understanding of which element(s) your team members need to increase. Based on Gallup science, 70% of the variance in team engagement is determined solely by the manager.

### Gallup Identified 12 Elements That Drive Employee Engagement

Hierarchy Concept	How the Element Is Measured in a Survey	The Underlying Need That This Element Meets for Employees
<b>GROWTH</b> <i>How do I grow?</i>	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.	Challenge me Help me review my contributions
<b>TEAMWORK</b> <i>Do I belong?</i>	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.	Help me build mutual trust Help me feel proud Help me see my importance Hear me
<b>INDIVIDUAL CONTRIBUTION</b> <i>What do I give?</i>	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.	Help me grow Care about me Help me see my value Know me
<b>BASIC NEEDS</b> <i>What do I get?</i>	Q02. I have the materials and equipment I need to do my work right. Q01. I know what is expected of me at work.	Free me from unnecessary stress Focus me

# Setting You Up for Success

## Conversation Starters on Engagement

*Leader talking points:*

*Employee engagement is driven by 12 workplace elements that set up individuals for success. Let's spend some time discussing if these employee needs are being met for you.*

### **Engaged and Thriving**

- It is important that you not only have what you need to do your job well, but also that you are able to live a thriving life outside of work, especially during times of change like we have experienced recently. Are there any ways that I can better support you in being able to fulfill the personal responsibilities that you have in your life? How can I best help you thrive both at work and outside of work?

### **Connecting**

- Am I connecting with you often enough? How often would you like to meet?
- Do you feel our team has been connecting well since the start of the pandemic? Are we spending enough time together as a team? Do you have any ideas on how to further strengthen our team?

### **Focusing Our Work**

- Do you feel you have a clear understanding of your work priorities, even with the changes that our team has made since the pandemic began?
- Is there anything that you or your team members are working on that you feel is not worth our time?
- Is there anything that you believe the team should do more of?
- What barriers are getting in the way of you doing your best work?

### **Helping You Grow**

- What makes you feel like you are valued and matter to the team and to the company? When was the last time you had those feelings?
- How do you feel your role connects to our company's mission and vision?
- What experiences would help you grow, develop and learn something new in your role?