

Accountability Index™ For Q12®

ACCOUNTABILITY DRIVES ENGAGEMENT

Engagement sustainability results from continuous improvement. Organizations aim to create a world-class culture, but many struggle with how to make that a reality. According to the latest Gallup research, the most substantial increases can be explained by one factor — accountability.

MEASURING ACCOUNTABILITY

Gallup's employee engagement program is a highly effective solution for organizations seeking to improve important performance outcomes. Gallup conducts ongoing research, analysis and validation of the science behind its proprietary Q12 employee engagement measurement. This ensures that Q12 continues to be the most predictive measure of employee engagement and performance outcomes.

Moving the needle on engagement levels is the only way to create a sustainable return on an organization's engagement investment. Gallup asked clients in administration two and beyond a series of questions addressing their action planning efforts aimed at improving engagement.

From the initial items, Gallup selected the three items that were most correlated to growth in employee engagement. These items constitute the empirically based Accountability Index to Gallup's employee engagement program.

Gallup's research indicates that adding the Accountability Index to an effective engagement program can help further explain variance in the engagement progress made among teams throughout an organization.

ACCOUNTABILITY'S EFFECT

Gallup's Accountability Index research had impressive findings, which strongly suggest that when organizations emphasize action planning, the chances are greater that a culture of engagement and improvement will exist.

Organizations that have examined the effect of accountability on engagement have seen outstanding results. In a review of Gallup's database, workgroups in the top quartile of Gallup's Accountability Index experienced GrandMean scores more than half a point higher on average than workgroups in the bottom quartile. This provides strong evidence for the direct effect that action planning has on engagement growth and subsequent business outcomes over time.

Gallup continues to study the Accountability Index and its relationship to engagement growth across thousands of teams from hundreds of large companies. These studies have led to the creation of an accountability framework that can be used to set targets and evaluate engagement. Gallup

ACCOUNTABILITY INDEX ITEMS

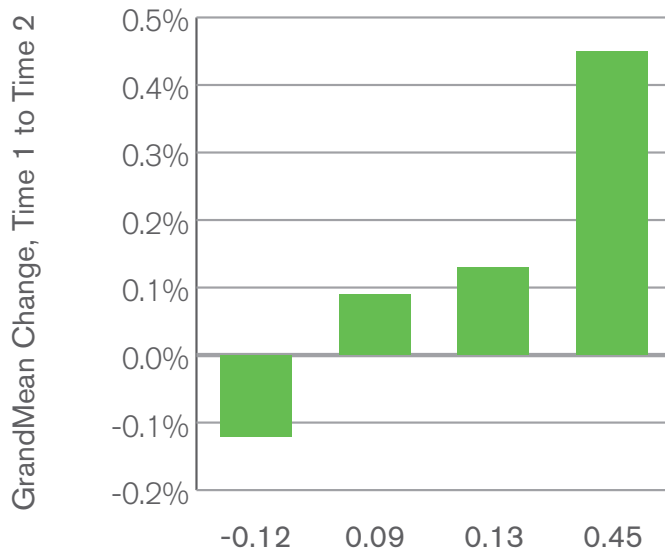
I received feedback on the previous Employee Engagement Survey conducted at my organization.

My team participated in an effective action planning session following last year's Employee Engagement Survey.

My team has made progress on the goals set during our action planning sessions after the last Employee Engagement Survey.

has found over many years of study that accountability expectations and goals need to be set about engagement levels. Even within one organization, the level of success on accountability that leads to engagement growth can look very different for top-quartile managers versus bottom-quartile managers. Gallup's database helps ensure that realistic yet challenging accountability targets are defined, regardless of where companies are in their engagement journey and the variance across their teams.

Average change in units' GrandMean scores from Time 1 to Time 2, based on quartile performance on "Unit made progress on goals set during action planning after the last survey."



Avg. Year 2 GrandMean =	Bottom Quartile 2.13	3rd 3.42	2nd 3.84	Top Quartile 4.33
-------------------------	----------------------	----------	----------	-------------------

THE BOTTOM LINE

Making progress on goals is the best predictor of engagement growth. Engagement is a sustainable driver of performance outcomes only if employees are continually striving for higher levels of emotional commitment and psychological ownership at work. Gallup's Accountability Index is a necessity for organizations that value tracking one of the most important indicators of engagement improvement.

Making progress on goals is the best predictor of engagement growth.

Organizations must measure their current state of accountability to understand the role of action planning in creating a more engaged environment. Gallup's Accountability Index enables organizations to identify more effectively and manage variation in engagement levels throughout workgroups. Although designed for internal measurement, the Accountability Index does have external comparable data through Gallup's global client database for organizations that want to benchmark their progress.

Also, Gallup has researched and developed many empirical indexes to help organizations strategically pinpoint and improve areas of focus that are important to their current situation. By using one or more of these indexes in conjunction with the Q12 metric, leaders have another tool that capture more of their organization's engagement story. These indexes include Accountability, Brand Ambassador, Change Management, Collaboration, Communication, Customer Engagement Commitment, Customer Orientation, Ethics, Hope, Inclusiveness, Innovation, Leadership, Nursing, Patient Experience, Strengths Orientation, Supervisor Effectiveness, Values, Well-Being Culture and World Class.

Gallup has also researched more than **70 topic areas** that address the wide range of issues organizations confront. Beyond asking the right questions, leaders must also have focused discussions where data-driven decisions can occur. In-depth strategy sessions for leaders and managers are available for each index to help optimize company performance on specific business issues. Together, these indexes and interventions provide a flexible, targeted approach to addressing any organization's specific engagement needs.

Learn more!

For more information about Gallup solutions for optimizing business performance visit www.gallup.com or contact Gallup Client Support at 877.425.5871 (U.S.) or +1.402.951.3600 (International).