



# I Want to Create an Engaging Work Environment. Where Do I Start?

*Start by focusing on the first six elements of engagement.*

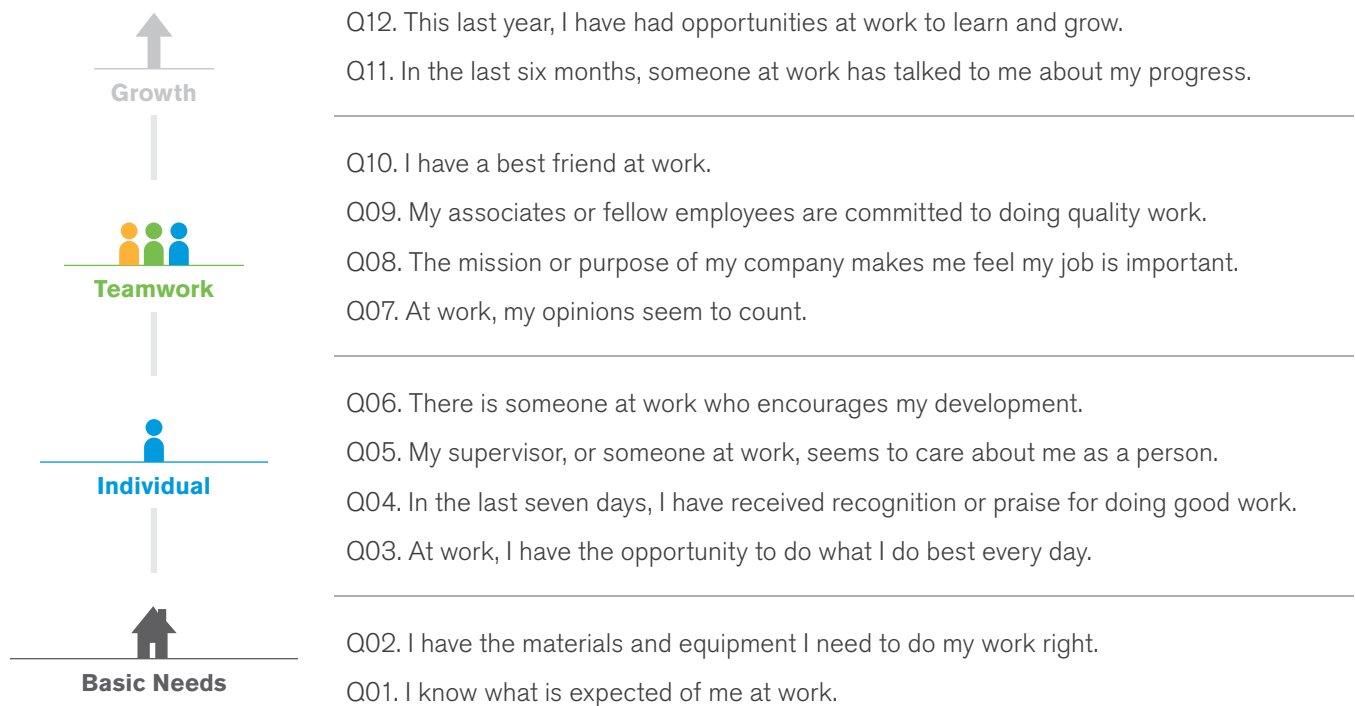
## The 12 Elements of Engagement

Gallup research has identified 12 elements that exist in every high-performing work environment. Behind each of these elements is a fundamental truth about human nature on the job. These 12 elements of engagement are the factors most powerful in explaining employees' productive motivations at work.

## The Engagement Hierarchy

In addition to discovering the 12 engagement items, Gallup found that the order of the elements is important.

The 12 engagement items represent four stages of a hierarchy that an employee goes through on the path to complete engagement.



## Start at the Base of the Engagement Hierarchy

The bottom two levels of the employee engagement hierarchy are not only the foundation of a great place to work, but they also give a team access to greater efficiency and performance. Without a solid base, it will be a challenge to build an engaging work environment.

### Basic Needs

Employees need to have a clear understanding of what success in their role looks like. They need to be equipped with all of the right resources.

#### Did You Know?

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ON AVERAGE, ABOUT HALF OF AMERICAN WORKERS ARE UNCLEAR ABOUT WHAT THEY ARE SUPPOSED TO DO AT WORK.

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

Knowing what is expected is more than a job description. It is a deep understanding of how what you do fits in with what everyone else does.



#### How do the most effective managers make sure this need is met?

High performance in every role starts with the manager consistently communicating expectations, the purpose of the role, a clear understanding of priorities, and objective targets for improvement and growth. This communication helps associates understand what is expected of them and why.

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

Nothing is more frustrating than feeling as if you want to do a good job at work but don't have the right equipment to do so. When employees lack the means to do their work well, frustration with their inability quickly follows, as does anger with the manager or company for placing them in such a difficult spot.



#### How do the most effective managers make sure this need is met?

The most effective managers listen to their employees' needs and are transparent about what can be provided and when. These managers respond to their employees' material needs and to the emotional needs that fuel their requests.

## Individual

Employees need to understand how they can optimize their contributions. They need to know that others value their best efforts, they need to develop collaborative and trusting relationships, and they need to know someone is there to support them in their role.

### Did You Know?

ONLY **17%** OF U.S. EMPLOYEES REPORT THAT THEIR MANAGER HAS MADE "AN INVESTMENT IN OUR RELATIONSHIP" IN THE PAST THREE MONTHS.

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

Employees want to maximize their contributions. To do this, managers need to put them in roles in which they can do what they do best. When employees have an opportunity to do what they do best, they act with more confidence, direction and hope — an attitude that every employee needs to be successful.



#### **How do the most effective managers make sure this need is met?**

The best managers routinely recognize the unique contribution each individual makes using his or her talents. These managers make regular adjustments to help align work with employees' talents. In short, outstanding performance is a result of each person knowing what he or she does best and having the opportunity to do it in his or her role every day.

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

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.



#### **How do the most effective managers make sure this need is met?**

The best managers consistently offer recognition. They build an environment in which employees are empowered and encouraged to give and receive recognition and praise. This positive feedback helps every team member see the value in his or her work.

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

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 associates second. Each person needs someone to take a personal interest in him or her.



**How do the most effective managers make sure this need is met?**

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Each day provides opportunities for team members to identify ways that they can help and support employees. This happens when the manager encourages cohesion, cooperation and genuine support for one another. When this happens, team members will start to rely on one another to get work done.

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

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



**How do the most effective managers make sure this need is met?**

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The manager-employee relationship is one of the most important in a workplace. The best managers help their employees define who they are and what they can become professionally. In the best workplaces, employees can trace their successes to the relationship they have with their manager.