GALLUP®

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How Managers Can View Engagement Results and Take Action

Step 1: Review your team's engagement scores.

To access your results, you will receive an email from Gallup with instructions for logging into Gallup Access. Once you login in, go to the menu in the upper left-hand corner and click on "Reports", click on the appropriate survey, and, finally, click on the "Questions" tab at the top of the page to view all of your team's engagement results.
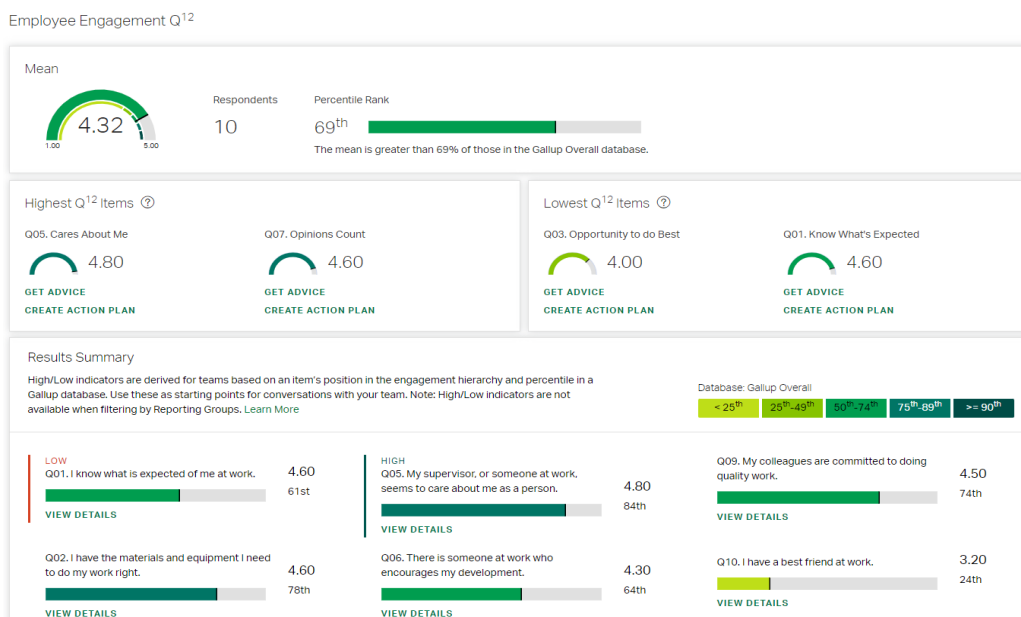
When analyzing your survey results, remember that your focus is not about raising the numbers, it's about the opportunities the numbers raise. Keep the following best practices in mind as you interpret your results:

- Consider your team's performance goals and challenges. Consider how a focus on engagement can help you meet or address these goals or challenges.
- Focus on the high scores and look for recognition opportunities within the results.
- Think about where, with focus, your team might experience the biggest increase in engagement.
- Remember, these results represent a snapshot in time. Consider what you and your team can do to ensure that you meet these workplace needs.
- Pay close attention to Q01-Q06. These needs are foundational to employees' engagement.
- Interpretations of the Q^{12} items can vary from one employee to another. Have conversations with your team to determine what these items mean to them and how they feel your team can continue to improve.
- Improving engagement is a team effort and does not fall to managers alone. Each team member needs to contribute to improving engagement within the team.
- Remember that the mean score of "5" represents that this workplace need is consistently met. A mean score of "4" suggests that the need is often met, but not consistently so.

We recommend that you export your report for easy reference and to share with your team before the state of the team conversation. To generate a PDF or PowerPoint version of your reports, click on "Export Options" in the upper right-hand corner, click on "Single Report", and use the options to select the format for your report. *Note: you have access to any of the reports you create in "Export Options" under the past reports tab.*

After you have reviewed your report, ask yourself the questions in the Interpreting Your Engagement Results document to begin thinking critically about your results and items to discuss with your team.

Resources: **Interpreting Your Engagement Results**, **Reading Engagement Results**, **Reading Your Results Report**.

Step 2: Utilize advice and resources.

We highly recommend that managers complete the entire Manager Learning Journey and utilize the additional resources available in Gallup Access. However, we understand that you may have limited time, and therefore we recommend reviewing the crucial resources below to help you prepare to act on your survey results.

- **Lowest Q^{12} Items:** We recommend that you look at the resources available for your lowest items to gain insight on the item as well as strategies for improvement. Take into consideration what your highest scores are and how they could be leveraged to make improvements on the lowest items.

- Learn more about each item and strategies for improvement by using the resources at the bottom of the page.

- **Any Q^{12} Item:** You can learn more about any Q^{12} Item by clicking on "View Details" for that item.
- **State of the Team Conversation Module:** This module will prepare you to conduct a state of the team conversation. We encourage you to complete this module before meeting with your team. A brief overview of stages of the state of the team conversation is also provided in the next section.

Step 3: Have a state of the team conversation. Conducting a State of the Team conversation will help you assess the team's current state of engagement and is an important step in creating transformational change within your team and in your organization. It is your job to listen to your team, learn about the factors influencing their engagement and lead the team to take actions necessary to realize their performance goals.

While you should lead the State of the Team conversation, it should be a collaborative process during which every team member has an opportunity to contribute. Gallup recommend following these steps:

1) Analyze Gallup Q^{12} survey results. See below for questions to help guide the conversation.
   a. How do we define each of the Q^{12} items in our workgroup? For example, how do we define "materials and equipment" for our team?
   b. Now that we have defined each of the Q^{12} items for our workgroup, what would the ideal look like for each item?
   c. What is the difference between where we are now and that ideal?
   d. As we think about our action plan, which items have the greatest impact on our culture or performance?
   e. What is every person on the team willing to do about engagement?
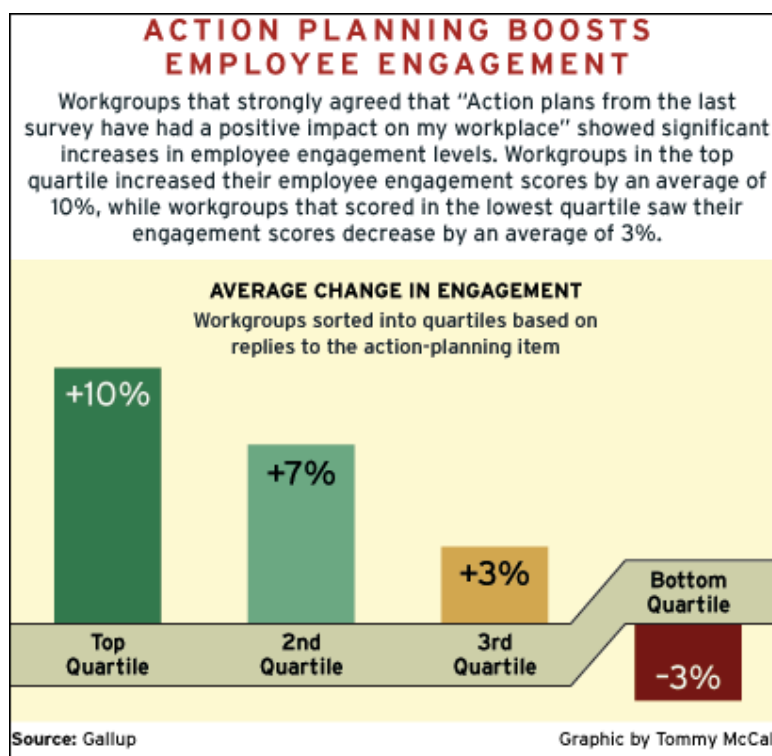2) Identify a team performance goal.

3) Select the engagement item to focus on and identify actions and owners. Gallup recommends focusing on one action plan at a time. Utilize the State of the Team Tool to document.
4) Review and recalibrate. Regularly touch base with your team to evaluate progress on the team's goal and recalibrate as necessary.

Resources: **State of the Team Conversation Outline**, **State of the Team Tool**, **Five Signs of an Effective State of the Team Conversation**, **State of the Team Conversation Module**.

Step 4: Create action plans.

Measuring engagement alone does not bring about improvement. It is the action that happens after the survey that will help to improve employee engagement and organizational outcomes. Gallup has found that managers who create an action plan in Gallup Access statistically double their growth in engagement compared to those who didn't.

Once your team has decided what actions need to be taken to improve engagement, your role as the manager is to create an action plan. In addition to a team action plan, it is recommended that you also create your own action plan on which item you could work on to improve your own engagement. Engaged managers are more likely to lead engaged teams. See the recommended next steps below for action planning.

ACTION PLANNING BOOSTS EMPLOYEE ENGAGEMENT

Workgroups that strongly agreed that "Action plans from the last survey have had a positive impact on my workplace" showed significant increases in employee engagement levels. Workgroups in the top quartile increased their employee engagement scores by an average of 10%, while workgroups that scored in the lowest quartile saw their engagement scores decrease by an average of 3%.

AVERAGE CHANGE IN ENGAGEMENT
Workgroups sorted into quartiles based on replies to the action-planning item

Top Quartile	2nd Quartile	3rd Quartile	Bottom Quartile
+10%	+7%	+3%	-3%

Source: Gallup   Graphic by Tommy McCall

1. Create action plans in Gallup Access to document your plans and track your progress. In Gallup Access, go to the menu in the upper left-hand corner and click on "Actions" and then "New Action Plan." For step-by-step action planning instructions, see the Gallup Access Action Planning User Guide. Download the Gallup Access app to receive push notifications on your action plans.
2. Create visibility for your team's engagement. Post the team's engagement plan in a central location or distribute it to each team member. Be sure to share your action plans with your supervisor so they are aware of the engagement work your team is doing.
3. Follow up regularly on the progress of action plans and provide feedback. Take a few minutes in team meetings to discuss your action plan and allow team members to provide updates. This will help hold team members accountable to their tasks, provide opportunities to discuss adjustments or celebrate successes, and will keep engagement top of mind.

Resources: **Gallup Access Action Planning User Guide**, **Create Visibility for Your Team's Engagement**.