

Analyze

Now that you have your survey results, you are ready to review and analyze the data. Your goal is to look for the engagement story behind the numbers.

**At first glance, your survey results may seem like a lot of information.
We suggest you start by looking at these three items below.**

What are my team's strengths?

Focus on the Q12 questions with high scores. They indicate areas of strength. It's easy to forget to focus on the team's strengths—those things that are already good. You will want to take steps to ensure these items remain strengths. Look for recognition opportunities in the results.

What are my team's development areas?

Your natural instinct will be to focus on lower-scoring items. However, your greatest opportunities to improve engagement often exist in questions that have a score of a "3" or a "4" — meaning it is not consistently achieved.

Think about what else you need to know from your team to explore these areas further.

Are my team's foundational needs met?

Keep in mind that Q1 - Q6 form the foundation of a great place to work. Without a solid base, it will be a challenge to build engagement. These questions address basic and individual needs.



Share and Learn

Next, it is time to explore what you identified during the analysis step and uncover your team's full engagement story.

Once you are prepared, schedule an Engagement Talk with your team. The goal of the team conversation is to distribute and explain the survey results and gain further insight into the stories behind the data. Only through discussion will you gain a full understanding of your team's results.

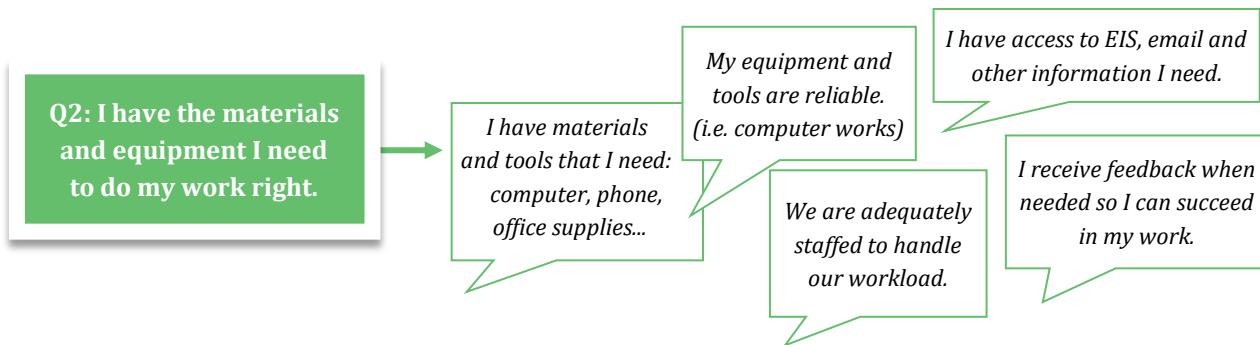
This step may be combined with the Collaborate step in one meeting, or it may be broken into multiple meetings. This will depend on your team's needs and schedule.

- Explain "why" we conducted the survey.
- Review key concepts of employee engagement.
- Distribute and explain the Q12 survey results.
- Discuss the results: "What does each Q12 item mean to our team?"

Different Perspectives

During the Share and Learn step, you'll want to keep in mind that team members can have different perspectives on each of the Q12 questions. Talk with your team to learn what each element means to them.

Below is an example of five possible perspectives on the Q2 question addressing materials and equipment.



If your team is struggling with sharing their thoughts around engagement, ask them to think about this simple question: *What's the most important question from the survey, to us?*

Provide time for them to discuss. Then ask for their responses. It's okay if only a few people share their thoughts. Explain that there is no wrong or right answer, only they can answer this as a team based on what their needs are.

Your goal during the team conversation is to guide your team through three key areas of discussion:



Explain why we conducted the survey & the concept of employee engagement. Talking points below:

- * Why did we do the survey? The survey helps us measure employee engagement on our team and throughout the organization. This measurement helps us determine what we are already doing well and opportunities to improve engagement in the workplace.
- * Employee engagement is more than just being satisfied with your job. It is an emotional connection and commitment not only to the work you do, but also the workplace.
- * Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.
- * Gallup refers to the twelve questions on the survey as the *12 Elements of Engagement*.
- * These elements are arranged in a specific order. This order is referred to as the *Gallup Engagement Hierarchy*.
- * The first six items are the base of the hierarchy and are the foundation to building an engaged environment.

Gallup suggests using the following questions to lead the team conversation:

- Do any of the results surprise you?
- What areas of engagement are strong for our team? What are we doing that makes this a strong result?
- What areas of engagement are opportunities for our team? What are we not doing that makes this an opportunity?
- What would a “5” look like on these elements?



Want to learn more about leading a team engagement discussion?
Explore the online article in [Gallup's Business Journal: 5 Questions to Ask Your Team](http://www.gallup.com/businessjournal/162794/five-questions-ask-team.aspx).
(<http://www.gallup.com/businessjournal/162794/five-questions-ask-team.aspx>)

Collaborate

Now it's time to transition the conversation to focus on creating engagement. This will include working together to prioritize and develop action plans to improve engagement.

Use your prior discussion points from the Share & Learn step to continue talking about areas of opportunity and strengths for your team. This phase can be combined in the same meeting as the Share and Learn or you may decide to schedule a second meeting to develop action plans.

- Discuss which Q12 items the team should focus on.**
- Identify team performance goals.**
- Brainstorm action ideas to improve engagement.**
- Complete Engagement Action Plans for the organization and team goals.**
- Identify when you will review progress.**

Focus

The objective of this step is to develop action plans to improve results. You can use the Engagement Action Plan Form to help you in creating this plan with your team.

You will be working as a team to prioritize and focus on the identified engagement priority areas and may need to meet several times to finalize your action plan details.

1

Engagement Opportunities

Collaborate to identify which Q12 items are a priority for the team.

Ask the team to prioritize the items and select the top item(s) they feel can act on and improve.

Consider a focus on one strength and one opportunity, as well as a selected organization engagement goal, if applicable.

2

Team Performance Goals

Collaborate to identify the team's most important performance goals.

Link engagement opportunities to team performance goals to help your team see the impact of engagement on performance.

3

Action Items

Collaborate to identify actions the team can take to improve engagement and impact performance.

Determine ownership for each action and establish a way to measure success, including a timeframe for achievement.



In this section, we suggest you focus on both your team's performance goals and engagement. To learn more about why Gallup says you don't have to choose between these two, explore the online article in [Gallup's Business Journal: Should Managers Focus on Performance or Engagement?](http://www.gallup.com/businessjournal/174197/managers-focus-performance-engagement.aspx) (<http://www.gallup.com/businessjournal/174197/managers-focus-performance-engagement.aspx>)

Visibility and Focus

Before adjourning the Engagement Talk, establish team guidelines for how the team prefers to create an awareness around engagement.

Building your team's engagement level is a process that takes time. It should not start and end with your first Engagement Talk or Action Plan. Stay focused on the changing needs of your team and each individual team member.

Focusing on engagement every day will help you foster a work environment that creates an engagement story in which everyone matters!

- Develop team guidelines to stay focused on engagement.**
- Post the Action Plan and team goals in a spot visible to all team members.**
- Make engagement a priority and constant focus.**

Building engagement starts with small actions every day.

Gallup tells us that managers have the biggest impact on their team's engagement. Many managers worry that it will be hard to focus on engagement with their already busy workload. However, engagement doesn't have to be time consuming. Instead, think about interactions you already have with your team. Each interaction is an opportunity to focus on the team's engagement.

What are the Top 5 ways you interact with your team each day/week/month?	Think about how you can influence your team's engagement in these interactions.
<i>ex. weekly team meetings</i>	<i>ex. schedule 5 minutes in each team meeting for a conversation around one engagement item</i>
1	
2	
3	
4	
5	



Learn about the importance of focusing on each team member's strengths.
Explore the online article in [Gallup's Business Journal: Driving Engagement by Focusing on Strengths](http://www.gallup.com/businessjournal/124214/driving-engagement-focusing-strengths.aspx)
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Spotlight

As you begin to write the next chapter of your engagement story, don't forget to regularly follow up on team goals and shine the spotlight on success.

It's important to remember that the action plan does not equal engagement. It is just an outline to follow as you write your team's engagement story. It's the interactions and steps forward after the survey and planning that really lead to improved engagement.

- Establish a regular schedule for follow-up to the Action Plans.
- Evaluate progress on the team's goals.
- Recognize success — big and small.
- Review and recalibrate as needed.

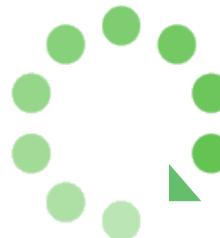
Don't just make a plan and forget about it.

Check-in with your team and evaluate progress.

Your goal: find out how team members feel about the team's progress.

Check-in Ideas

- Regularly lead a 5-10 minute discussion about two things:
 - * Did we complete the actions we said we would?
 - * Did completing them make a difference?
- Are adjustments necessary to the action plan?
- If the plan isn't working, adjust or discuss alternatives.



WHAT'S NEXT?

Keep writing your engagement story!

Once the team decides that success has been achieved on a goal, schedule an Engagement Talk and repeat the steps needed to develop another action plan and commit to continually improving your team's engagement.