

The Q12 Talent Engagement Audit¹

The Gallup Q12 is a survey designed to measure employee engagement. The instrument was the result of hundreds of focus groups and interviews. Researchers found that there were 12 key expectations that when satisfied, form the foundation of strong feelings of engagement. So far more than 90,000 work units and 1.7+ million employees have participated in the Q12 instrument.

Comparisons of engagement scores reveal that those with high Q12 scores exhibit lower turnover, higher sales growth, better productivity, better customer loyalty and other manifestations of superior performance.

The Gallup organization also uses the Q12 as a semi-annual employee engagement Index – a random sampling of employees across the country.

The engagement index slots people into one of three categories:

- **Engaged** employees work with passion and feel a profound connection to their organization and their work.
- **Not-Engaged** employees are essentially “checked out.” They are sleepwalking through their workday. They are putting in time, but not enough energy or passion into their work (“Quit and stay”).
- **Destructively Disengaged** employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish.

The Q12 Index

- Do you know what is expected of you at work?
- Do you have the materials and equipment to do your work right?
- At work, do you have the opportunity to do what you do best every day?
- In the last seven days, have you received recognition or praise for doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?
- Is there someone at work who encourages your development?
- At work, do your opinions seem to count?
- Does the mission/purpose of your organization make you feel your job is important?
- Are your associates (fellow employees) committed to doing quality work?
- Do you have a best friend at work?
- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities to learn and grow?

¹ <https://q12.gallup.com>

The Q12 Talent Engagement Audit

The Manager's Responsibility

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Adapted from the Q12 Gallup Employee Engagement Survey (<https://q12.gallup.com>) the audit below is to be given to your employees to provide feedback to you as a manager to see which areas are working well from your employees' perspective, and which areas need some focused action. Use the results to initiate conversations and negotiate promises.

Note: There is no "total score" evaluation. Instead, this audit is simply to help you assess areas of perceived strength and areas that are in need of development.

Indicate where you see yourself fitting on a scale of 1-5 (1=Not at all; 5=Completely)

	1	2	3	4	5	
I have no idea what is expected of me at work.	()	()	()	()	()	I have complete clarity as to what is expected of me at work.
I do not have the materials and equipment to do my job right.	()	()	()	()	()	I have the materials and equipment to do my job right.
At work, I never have an opportunity to do what I do best every day.	()	()	()	()	()	At work, I always have an opportunity to do what I do best every day.
In the last seven days, I have not received any recognition or praise for doing good work.	()	()	()	()	()	In the last seven days, I have received ample recognition or praise for doing good work.
No one at work seems to care about me as a person.	()	()	()	()	()	I know that my supervisor, or someone at work, cares about me as a person.
I am never encouraged in my development.	()	()	()	()	()	I am greatly encouraged in my development.
At work, my opinions never count for anything.	()	()	()	()	()	At work, my opinions count a great deal.
The mission/purpose of my organization doesn't mean anything for me.	()	()	()	()	()	The mission/purpose of my organization makes me feel that my job is very important.
My associates (fellow employees) are not committed at all to doing quality work.	()	()	()	()	()	My associates (fellow employees) are extremely committed to doing quality work.
All my friends are away from work.	()	()	()	()	()	I have a best friend at work.
In the last six months, no one in this office has talked to me about my progress at work.	()	()	()	()	()	In the last six months, someone has talked to me about my progress at work.
In the last year, I have had no opportunities to learn and grow.	()	()	()	()	()	In the last year, I have had several opportunities to learn and grow.

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The Employee's Responsibility

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The limitation of the Gallup Q12 Gallup Employee Engagement Survey (<https://q12.gallup.com>) is that it only measures half of the equation: the *manager's* responsibility to build an engaging relationship with their employees and to foster an engaging workplace culture. The Q12 Talent Engagement Audit below, adapted from Gallup's Q12, measures the *employee's* responsibility to build an engaging organizational culture.

Take an honest inventory of yourself in the following areas to assess your level of personal responsibility and commitment to do your part as an employee to build a workplace culture that is worth working in.

- Have you clarified with your boss what is expected?
- Have you clearly and respectfully asked for the resources you need to do your work right?
- At work, have you created the opportunity to do what you do best every day?
- In the last seven days, have you given recognition or praise to your colleagues for doing good work? How about to yourself?
- Does your supervisor, or someone at work, know that you care about them as a person?
- Is there someone at work who you encourage in their development?
- Have you earned the credibility so that your opinions seem to count?
- Does your own personal purpose make you feel your job is important?
- Are you committed to doing quality work?
- Have you taken the time to create a good friendship at work?
- In the last six months, have you taken the responsibility to talk with your boss about your progress?
- In the last year, have you had created opportunities to learn and grow?

What do you need to *continue* doing to sustain your commitment to 100% responsibility for the culture you work in?

What do you need to start doing to take more responsibility for the culture you work in?

What support do you need? Who will help hold you accountable?