Engagement Survey: What is the intent behind each question?

Q1 – I know what is expected of me at work.

Because so much of an organization’s efficiency depends on the seamless combination of personal responsibilities, the First Element of Engagement is job clarity. When Gallup researchers went in search of questions most predictive of performance, one of the most straightforward turned out to be one of the most powerful: “I know what is expected of me at work.” Groups that have high scores on this item are more productive, more profitable, even more creative. Substantial gains on the First Element alone often correlate with productivity gains of five to ten percent, thousands more happy customers and 10 to 20 percent fewer on-the-job accidents.

The greatest pitfall of this element is that managers assume the simplicity of the statement means the issue requires only a basic solution: “If people don’t know what’s expected, I’ll just tell them.” This is analogous to American tourists who, not knowing the local language, speak English more slowly and loudly. And it’s just as ineffective.

“Knowing what’s expected” is more than a job description. It’s a detailed understanding of how what one person is supposed to do fits in with what everyone else is supposed to do, and how those expectations change when circumstances change. A good team, some say, is a lot like a great jazz band in which each player listens to the other instruments as he plays his own. The better they pay attention to the rest of the band and work their way into the music, the better the result.

Additional tools and resources can be found on the Employee Engagement Website.