



Engagement Survey: What is the intent behind each question?

Q5 – "My supervisor, or someone at work, seems to care about me as a person."

For team members, the answer to this question is often a very personal and emotional response. Individuals want to feel valued for their distinct personalities and contributions. As equally important, they also want to feel like they are accepted as a part of the larger team. According to Don Cohen and Laurence Prusak, authors of *How Social Capital Makes Organizations Work*, "Social capital bridges the space between people. Its characteristic elements and indicators include high levels of trust, robust personal networks and vibrant communities, shared understandings, and a sense of equitable participation in a joint enterprise all things that draw individuals together into a group. This kind of connection supports collaboration, commitment, ready access to knowledge and talents, and coherent organizational behavior."

Team members that do not feel valued and/or cared for as individuals can positively impact that perception by engaging in the vital behaviors listed below:

- Create opportunities for social interaction outside of the workplace.
- Connect with team members in and out of your immediate department that you normally do not have interactions with.
- Share your perceptions with your supervisor and engage him/her in a conversation about ideas for improvement.
- Attempt to deepen your relationship with someone at work by asking questions about them, their work, or their interests while also sharing about yourself.
- Model the expectation by demonstrating caring behaviors with others.

For leaders, the idea of influencing emotions can make many feel uncomfortable. However, research clearly shows that leaders who take a personal interest in the emotions of their direct reports are more likely to motivate positive behaviors which lead to better outcomes and results.

Additional tools and resources can be found on the [Employee Engagement Website](#)