

# ENGAGEMENT PLANNING PROCESS FOR MANAGERS WITHOUT A Q<sup>12</sup><sup>®</sup> REPORT

## OPTION 1: STOP LIGHT EXERCISE

1. Hang 12 posters or sheets around the room, each containing the text of one of the Q<sup>12</sup> items. Make sure each poster is visible and accessible to team members.
2. Give each team member 12 green, yellow, and red stickers.
3. Tell the team members what each colored sticker means.

**Green:** This Q<sup>12</sup> item is a strength of our team. I feel good about this item.

**Yellow:** I don't know where we stand on this item. I feel neutral about this item.

**Red:** This Q<sup>12</sup> item is a weakness of our team. I don't feel good about this item.

4. Direct team members to walk around the room, read each of the Q<sup>12</sup> items, evaluate how they feel about the item, and place the corresponding colored sticker on the poster.
5. Once every team member has placed all of his or her stickers on the posters, identify the posters that have the most green stickers (an item that the team is doing well on) and the poster that has the most red stickers (an item that the team doesn't feel good about). Your team will focus on these items.

If one or more items have the same number of stickers, then discuss both items and as a group decide which item to focus on. To facilitate this discussion, you might want to ask the following questions:

- a. Of these items, which one has the most influence on our ability to complete our business objectives?
- b. Of these items, which one has the most influence on our ability to be engaged at work?
- c. Of these items, is there one that you feel most strongly about?
- d. Of these items, which do you believe will be the easiest to effect positive change?

### OPTION 2: S OR W?

1. List the Q<sup>12</sup> items on one sheet of paper and distribute copies to each team member.
2. Instruct team members to read the list of Q<sup>12</sup> items and place an “S” next to the item if they consider it a strength for the team and a “W” next to the item if they consider it a weakness.
3. Then ask team members to select the one item they consider to be the team’s greatest strength by circling the “S” they made next to this item.
4. Next, ask team members to select the one item they consider to be the team’s greatest weakness by circling the “W” they made next to this item.
5. Collect all the sheets and tabulate the number of circled S’s and W’s. The item with the most circled S’s and the item with the most circled W’s are the two items the team will focus on.

### OPTION 3: TEAM SOCIOGRAPH

This exercise works best when there are multiple Q<sup>12</sup> items that employees feel very strongly about. You can use this exercise if you think your team has strong feelings about two or three of the Q<sup>12</sup> items.

1. Clear an open area in the room for employees to move freely. With a piece of masking tape, mark the center plane of the open space.
2. Tell the team that we know, according to Gallup’s research, that the Q<sup>12</sup> items are key measures of employee engagement. Further, we know that if we can effect positive change on these items, then we will have a positive impact on business outcomes.
3. Ask the team members to stand and move to the center of the open area and straddle the masking tape (they should form a straight row facing you).
4. Give the team the following instructions:

This is an exercise designed for us to think about the how we feel about each of the Q<sup>12</sup> items. Imagine the floor is a map or a graph. As I read each of the Q<sup>12</sup> items, I would like you to move to the area of the map (or floor) that best describes how you feel about how we are doing on this item. The line you are straddling is the center point. If you are on this line, you have neutral feelings about how we are doing. If you move to the right, you feel that this is an area of strength and this is an item on which we are doing well. The farther you move to the right, the stronger you think this item is for us as a team. If you move to the left, you feel that this is an area of weakness, or is an area that has the most opportunity for improvement. The farther you move to the left, the weaker you think this item is for us as a team. Again, a move to the right indicates strength, a move to the left indicates weakness. Read each item and allow the team to move. As the team comes to a stop, plot this question on a blank sheet of paper. Do this for each of the 12 items.

5. After plotting each of the 12 items, share the graphs with the team and select the one item that represents the highest degree of strength (most right), and the one item that is plotted as the weakest (most left). Your team will focus on these items.

**OPTION 4:  
TEAM DISCUSSION**

1. List the Q<sup>12</sup> items on one sheet of paper and distribute copies to each team member.
2. Tell the team that we know, according to Gallup's research, that the Q<sup>12</sup> items are key measures of employee engagement. Further, we know that if we can effect positive change on these items, then we will have a positive impact on business outcomes.
3. Suggest that the team members choose an item they feel is a strength (they feel good about) and an item that they view as a weakness (they don't feel good about) to focus on.
4. Facilitate a brief discussion to determine which items the team feels are priority items. You might want to use the following questions:
  - a. Which of the Q<sup>12</sup> items do you believe are strengths of our team?

Ask of each of these areas of strengths:

    - i. Of these items, which one has the most influence on our ability to be engaged at work?
    - ii. Of these items, is there one that you feel most strongly about?
    - iii. Of these items, which do you believe will be the easiest to effect positive change?
  - b. Which of the Q<sup>12</sup> items do you believe impede us from accomplishing our goals?

Ask of each of these areas of weakness:

    - i. Of these items, which one has the most influence on our ability to be engaged at work?
    - ii. Of these items, is there one that you feel most strongly about?
    - iii. Of these items, which do you believe will be the easiest to effect positive change?
5. Based on the discussion, reach an agreement on which items of strength and which items of opportunity (weakness) the team will focus on.