

AT A GLANCE

Managers have a significant influence on improving employee engagement. Here are eight ways to manage for engagement:

1. Emphasize the big picture.
2. Set a good example by modeling desired behaviors.
3. Lead State of the Team conversations.
4. Highlight successes.
5. Encourage engaging conversations for teams.
6. Connect with individuals.
7. Discover and develop employees' strengths.
8. Never stop learning.

THE ROLE OF THE MANAGER IN THE Q¹² JOURNEY

Every employee plays a critical role in the journey toward an engaged workplace. Managers are no exception.

By using the Gallup Q¹² survey to listen to your employees, you have taken the first step toward being a great manager.

But the best managers — managers who lead their teams to higher engagement — go beyond listening to their employees. They use the Gallup Q¹² results to guide their teams to improved performance. They make engagement a part of daily conversations and never stop learning tactics for increasing team *and* individual engagement.

Gallup has identified **eight actions** to take to become a great manager:

1. **Emphasize the big picture.**

Regularly conveying the vision for higher engagement provides direction and establishes a firm foundation for increasing engagement. As a manager, it is important to remind your employees of the big picture frequently and encourage regular discussion about engagement. Weaving engagement into your company's business model will set the stage for transformational change.

2. **Set a good example by modeling desired behaviors.**

Modeling desired behaviors is vital for creating sustainable change in a company. Managers need to do more than just understand engagement data and guide their teams in setting goals — they need to demonstrate engagement. This means aligning behaviors with the team's action items and setting an example by participating in State of the Team conversations with other managers. Managers should meet with their supervisor after the survey to discuss the management team's engagement and set goals. Participation in the Q¹² process demonstrates dedication to the journey and builds more effective leaders.

3. **Lead State of the Team conversations.**

Effective State of the Team conversations are crucial for achieving improved performance outcomes. See “Conducting a State of the Team Conversation” for more information. During State of the Team conversations, managers play an important role to:

1. **Initiate a dialogue.**

The manager’s primary function during State of the Team conversations is to initiate dialogue and encourage employees to share in the conversation. Pose questions and discussion topics to your team to direct the conversation throughout the meeting. Some questions include:

“Where do we have strengths as a team? How can we best use these strengths as a team?”

“What actions can we take to continue to grow in this strong area?”

“How are we progressing on the goals we set? What growth have we made?”

2. **Create ownership.**

The best managers help their teams create ownership for the goal-setting process. It is important that your employees aren’t just along for the ride — they must be active participants in the process. Entrust them with responsibilities and help them identify the importance of their roles. Individuals’ engagement determines the overall company’s engagement. Show individuals that their ownership of the engagement process is important to the team’s success.

3. **Guide the discussion.**

Strong managers are familiar with the format of State of the Team conversations and direct discussion accordingly. However, the best leaders serve only as guides, never dictating team goals or generating every action idea. Effective State of the Team conversations are characterized by discussions that involve every individual. Guide your employees to take ownership of the Gallup Q¹² survey process and encourage them to be a part of creating an engaged workplace.

4. **Highlight successes.**

Recognition should be a prominent part of your company’s journey to higher engagement. Highlight individual successes during team meetings, and celebrate individual *and* group achievements during company-wide meetings. Feeling recognized boosts individual engagement, and applauding progress builds momentum that encourages teams to accomplish their goals and provides a real-life example of the benefits of improving engagement.

5. Encourage engaging conversations for teams.

To keep engagement alive, teams must regularly meet to discuss progress. Establishing and maintaining accountability is one of the most important steps in the Q12 journey, and Gallup recommends at least monthly follow-up engaging conversations to discuss the team's status and evaluate growth. Encourage full attendance at these progress meetings and active involvement from every employee during the discussion. Learn more about these important conversations in “Conducting Engaging Conversations for Individuals and Teams.”

6. Connect with individuals.

Every employee has unique needs and expectations regarding employee engagement. Managers should meet with each employee individually to discuss his or her engagement and how his or her needs can be better met. Gallup offers extensive resources to guide you through these conversations. See “Conducting Engaging Conversations for Individuals and Teams” for more information.

7. Discover and develop employees' strengths.

Gallup has worked with organizations worldwide to help their employees discover their innate talents and apply them productively to improve performance. After decades of research, Gallup found that people who use their strengths every day are **six times more likely to be engaged** on the job.

Managers have a unique opportunity to make this statistic a reality for their employees. When supervisors discover and develop employees' strengths and position workers in roles where they use their strengths every day, their teams become more engaged. Focusing on what employees do best will build and sustain engagement.

Learn more about discovering and developing your employees' strengths by visiting <https://www.gallupstrengthscenter.com>.

8. Never stop learning.

The best managers take advantage of expert information and resources to become better at what they do. Gallup offers additional resources for learning how to manage for engagement. To learn more, visit the Gallup Employee Engagement Center Dashboard.