

Strategic Employee Engagement

In this organization, what is your level of satisfaction with...

	Very Satisfied	Somewhat Satisfied	Not Very Satisfied	Not at all Satisfied
1. Each person knowing what is expected of them at work.	(5)	(3)	(1)	(0)
2. People having the opportunity to do what they do best every day at work.	(5)	(3)	(1)	(0)
3. Each person having received recognition or praise for doing good work in the past.	(5)	(3)	(1)	(0)
4. Supervision, or someone at work, caring about each individual as a person.	(5)	(3)	(1)	(0)
5. Someone at work encouraging each person's development.	(5)	(3)	(1)	(0)
6. Each person's opinions about work seeming to count.	(5)	(3)	(1)	(0)
7. A goal of this business is making people feel that their job is important.	(5)	(3)	(1)	(0)
8. Everyone being committed to doing quality work.	(5)	(3)	(1)	(0)
9. Everyone at work having been talked to about their progress in the past six months.	(5)	(3)	(1)	(0)
10. Each person having had opportunities at work to learn and grow this past year.	(5)	(3)	(1)	(0)

Adapted from Gallup Organization Survey

Total Score _____

Scoring

Total your responses for all items and circle the number on the grid below.



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Interpretation

High Engagement: Low Risk — Opportunity (40 and above)

Scores in this range generally indicate that effective HR strategies have created an energized, enthusiastic, educated, and committed workforce. Implementation of these practices provide the difference between retaining a highly qualified workforce or searching needlessly and expensively for new talent. Although the overall score is positive, creating a climate for high commitment should never be taken for granted. Any item with a score of "1" or less should not be ignored. Items scored at less than "3" are often problem areas requiring special attention.

Some Engagement: Moderate Risk — Caution (25 - 39)

Partial or some employee engagement practices does not always result in a low commitment workplace. It does increase the chance that average or low motivation will complicate the effective implementation of business strategy. Scores in this range generally indicate the possibility that management is biased about their own leadership or places too much emphasis on immediate performance.

A Strategic Employee Engagement score in this range should alert you to the following possibilities:

- Management may have an intellectual commitment to engaging people more in the business, yet fails to grasp the full meaning of what is necessary for successful implementation.
- Management support for employee engagement could deteriorate rapidly and unexpectedly.
- A significant amount of time and effort will need to be invested in management education and maintenance.

Low Engagement: High Risk — Danger (0 - 24)

Most organizations with a Strategic Employee Engagement score in this range generally fail to achieve optimum business results and risk the cost of new employees and customers. Most important is the potential indirect costs or the loss of discretionary behaviors vital to organizational growth. Employees working in a low engagement atmosphere tend to withhold essential enterprise building behaviors such as: creativity, insight, judgement, inspiration, humor, leadership and commitment. Managers in the high risk zone might reconsider that new employees are very expensive; current employees are very valuable and satisfied employees are very forgiving.

Strengthen engagement practices — Use this instrument as an education tool to help better understand and value the critical HR practices and the nature of the factors underlying motivational and engaging workplaces.

Develop collaborative leadership — Invest in the leadership and management skills or executive coaching needed to leverage the involvement of others within the organization. If it is not possible to strengthen certain members of the management team, then identify some other person with the behaviors to create more engagement and commitment from your most valuable asset: your people.

Prepare to fail — Without strengthened HR practices or appropriate leadership, the probability of long term successful business results will be threatened by low motivation and commitment.