

Research on Engaged Employees

KEY CONCEPTS ON EMPLOYEE ENGAGEMENT FROM BLESSING-WHITE

- Engaged employees stay with the organization and perform—they are “enthused and in gear”.
- Engaged employees stay for what they can give to the organization and its mission; disengaged employees stay for what they get from the organization.
- Top drivers in satisfaction are: 1) the opportunity to apply your talent; 2) opportunities for career development; and 3) the chance to be trained and to grow as a professional.
- Engagement is related to a combination of satisfaction and contribution.

THE GALLUP Q-12

Gallup has correlated high scores on these survey items with high levels of employee engagement and highly successful companies:

- Gallup Q-1 I know what is expected of me at work.
- Gallup Q-2 I have the materials and equipment I need to do my job right.
- Gallup Q-3 At work, I have the opportunity to do what I do best every day.
- Gallup Q-4 In the last seven days, I have received recognition or praise for doing good work.
- Gallup Q-5 My supervisor, or someone at work, seems to care about me as a person.
- Gallup Q-6 There is someone at work who encourages my development.
- Gallup Q-7 At work, my opinions seem to count.
- Gallup Q-8 The mission or purpose of my company makes me feel my job is important.
- Gallup Q-9 My associates or fellow employees are committed to doing quality work.
- Gallup Q-10 I have a best friend [*meaning someone I really like*] at work.
- Gallup Q-11 In the last six months, someone at work has talked to me about my progress.
- Gallup Q-12 This last year, I have had opportunities at work to learn and grow.

KEY CONCEPTS FROM DRIVE, BY DANIEL PINK

Employee engagement comes with work that taps into sources of intrinsic human drives:

- **Autonomy** refers the drive to make decisions about your work, on your own.
- **Mastery** refers to the drive to learn and grow—gain skills, expertise, and competencies at work.
- **Purpose** refers to the drive to do something of value, to do work that makes a real difference.