

The 12 Elements of Great Managing

To identify the elements of worker engagement, [Gallup](#) examined ten million employee interviews in all kinds of organizations, at all levels, in most industries, and in many countries. In reviewing hundreds of questions that had been asked over the preceding decade, data indicated the following 12 aspects of work were the most powerful in explaining workers' productive motivations on the job. These 12 elements of work life emerged as the core of the unwritten social contract between employee and employer.

These 12 statements -- the Gallup Q12 -- emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

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

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