Team-Level Performance:

- Poor (1st – 24th)
- Fair (25th – 49th)
- Good (50th – 74th)
- Excellent (75th – 99th)

Market: Overall Chicago Brazil

Size: 3,822

Opportunities to learn and grow
- 3.96 3.94 3.75

Progress in last six months
- 4.23 4.49 4.26

Best friend
- 3.49 3.45 3.75

Coworkers committed to quality
- 4.08 3.45 4.10

Mission/Purpose of organization
- 3.69 3.65 3.86

My opinions count
- 3.64 3.57 3.93

Encourages development
- 4.07 4.34 4.15

Supervisor/Someone at work cares
- 4.20 3.49 4.28

Recognition last seven days
- 3.92 4.17 4.04

Do what I do best every day
- 3.71 3.83 3.71

Materials and equipment
- 3.66 4.06 3.57

I know what is expected of me at work
- 4.25 3.22 4.10

A Tale of Two Offices ...

<table>
<thead>
<tr>
<th>Category</th>
<th>Small</th>
<th>Medium</th>
<th>Large</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunities to learn and grow</td>
<td>3.96</td>
<td>3.94</td>
<td>3.75</td>
</tr>
<tr>
<td>Progress in last six months</td>
<td>4.23</td>
<td>4.49</td>
<td>4.26</td>
</tr>
<tr>
<td>Best friend</td>
<td>3.49</td>
<td>3.45</td>
<td>3.75</td>
</tr>
<tr>
<td>Coworkers committed to quality</td>
<td>4.08</td>
<td>3.45</td>
<td>4.10</td>
</tr>
<tr>
<td>Mission/Purpose of organization</td>
<td>3.69</td>
<td>3.65</td>
<td>3.86</td>
</tr>
<tr>
<td>My opinions count</td>
<td>3.64</td>
<td>3.57</td>
<td>3.93</td>
</tr>
<tr>
<td>Encourages development</td>
<td>4.07</td>
<td>4.34</td>
<td>4.15</td>
</tr>
<tr>
<td>Supervisor/Someone at work cares</td>
<td>4.20</td>
<td>3.49</td>
<td>4.28</td>
</tr>
<tr>
<td>Recognition last seven days</td>
<td>3.92</td>
<td>4.17</td>
<td>4.04</td>
</tr>
<tr>
<td>Do what I do best every day</td>
<td>3.71</td>
<td>3.83</td>
<td>3.71</td>
</tr>
<tr>
<td>Materials and equipment</td>
<td>3.66</td>
<td>4.06</td>
<td>3.57</td>
</tr>
<tr>
<td>I know what is expected of me at work</td>
<td>4.25</td>
<td>3.22</td>
<td>4.10</td>
</tr>
</tbody>
</table>

GALLUP
Employee Engagement Throughout the World

Workplace Science
Science-based focus on the study of excellence

Basic Needs of Employees to Be Productive
- Clear expectations
- Materials and equipment
- Do what I do best
- Recognition
- Cared about as a person
- Development
- Opinions count
- A mission or purpose
- Committed coworkers
- Strong social bonds
- Progress discussions
- Learning and growth
12 Elements for Engaging a Workforce

31 million respondents

- Opportunities to learn and grow
- Program in last six months
- Best friend
- Coworkers committed to quality
- Mission/Purpose of company
- My opinions count
- Encourages development
- Supervisor/Someone cares
- Recognition last seven days
- Do what I do best every day
- Materials and equipment
- I know what is expected

Employee Engagement Historical Trend

Organizational Engagement Varies
The Business Impact of Q12®, Highly Engaged Teams Perform Better
Top-quartile-engagement work units have substantially better outcomes than their bottom-quartile counterparts.

Business units in the top engagement quartile have 28% less shrinkage and 21% higher profitability than their bottom-quartile counterparts.
Progression of Interest Throughout the Day Varies for Engaged and Disengaged Employees

**Low Engagement**

**High Engagement**

\[ \text{Low Engagement} \]

\[ \text{High Engagement} \]

*Whitney et al. only


---

Momentary Interest and Cortisol

*Controlling for time of day


---

Diurnal Cycle of Cortisol by Engagement Median-Split Groups


---
Daily Engagement

Workday Reconstruction
- Doing productive work
- Communicating with manager
- Working with coworkers
- Working with customers
- In meetings
- Doing email
- Working alone
- Sitting
- Socializing about nonwork-related issues
- Using strengths
- Feeling absorbed in work
- Doing what you don’t do well

Engagement and Who You Are Within the Moment

Clear Expectations Guide Conversations
Unclear expectations also guide conversations.
### Internal Theft — % Quarterly

![Bar chart showing percentage quarterly internal theft](chart1.png)

- **Bottom 25%:** 0.49%
- **Middle Quartiles:** 0.47%
- **Top 25%:** 0.43%

### Actual Internal Theft

![Bar chart showing actual internal theft](chart2.png)

- **Bottom 25%:** -$158,698
- **Middle Quartiles:** -$132,528
- **Top 25%:** -$146,869

### Internal Theft — Delta From Budget

![Bar chart showing delta from budget](chart3.png)

- **Bottom 25%:** -$145,739
- **Middle Quartiles:** -$166,217
- **Top 25%:** -$175,000
are this slide and 27 the same?
Anderson, Ashley (Furne), 9/20/2016

Keep 26. Delete 27
Kruse, Bill, 9/22/2016
Strengths Team Composition — Meta-Analysis
Study of 11,441 teams across six organizations

<table>
<thead>
<tr>
<th>Executing</th>
<th>Influencing</th>
<th>Relationship Building</th>
<th>Strategic Thinking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Achiever</td>
<td>Activator</td>
<td>Adaptability</td>
<td>Analytical</td>
</tr>
<tr>
<td>Arranger</td>
<td>Command</td>
<td>Connectedness</td>
<td>Controll</td>
</tr>
<tr>
<td>Belief</td>
<td>Communication</td>
<td>Developer</td>
<td>Fulfill</td>
</tr>
<tr>
<td>Consistency</td>
<td>Competition</td>
<td>Empathy</td>
<td>Ideation</td>
</tr>
<tr>
<td>Deliberative</td>
<td>Mediator</td>
<td>Harmony</td>
<td>Input</td>
</tr>
<tr>
<td>Discipline</td>
<td>Self-Assurance</td>
<td>Include</td>
<td>Intuition</td>
</tr>
<tr>
<td>Focus</td>
<td>Significance</td>
<td>Individualization</td>
<td>Learner</td>
</tr>
<tr>
<td>Responsibility</td>
<td>Woo</td>
<td>Positivity</td>
<td>Strategic</td>
</tr>
<tr>
<td>Reasoner</td>
<td>Relator</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Highly Engaged Teams Know Their Strengths

Gallup 2016 Strengths Meta-Analysis

1.2M EMPLOYEES  
49,495 WORKGROUPS  
45 COUNTRIES

WORKGROUPS THAT RECEIVED STRENGTHS-BASED DEVELOPMENT WERE FOUND TO HAVE:

23%-59% DECREASED ACCIDENTS  
14%-29% INCREASED PROFIT
Optimizing Company Culture

Organizational Identity

- Purpose
- Brand
- Culture

Leadership
- Vision and aspirations
- Team interaction
- Communication
- Business units
- Geographical
- Team formation
- Level of authority
- Social networks

Human Capital
- Values
- Social expectations
- Social interactions

Work Teams & Structures
- Team performance
- Well-being
- Knowledge management

Values & Rituals
- Attraction and selection
- Training and development
- Engagement
- Goal setting
- Benchmarking
- Accountability

Performance
- Rewards and recognition
- Business units
- Geography
- Team formation
- Level of matrix
- Social networks

Auditing Culture

- Following an evidence-based approach — specifically when it comes to assessing the impact of values
- Driving openness and transparency in culture surveys
- Comprehensive feedback from quantitative surveys
- Skills and training — ensuring auditors are able to work with fairly subjective data, qualitative and quantitative
- Positioning the audit — specifically anonymity
- Despite being independent and objective — dealing with your own bias — as you are part of the same culture

These drivers — together and independently — shape the behavior of employees.
**Why Culture Is Important**

- Provides a sense of identity for employees and increases their engagement, connection to the organization.
- Is a sense-making device.
- Reinforces the values of the organization.
- Serves as a control mechanism for shaping behavior.

**A Million Ways to Define Culture**

- **Artifacts**
  - Organisation culture is different from organizational climate
  - Shared values and practices
  - Cultural products

- **Stories**
  - Mission
  - Values

- **Descriptive**
  - Perceived meaning
**AA(29)** Is this supposed to be Artifacts?
Anderson, Ashley (Furne), 9/22/2016

**KB4** Ask Nate D or Jim.
Kruse, Bill, 9/22/2016
Defining a Culture
Gallup's experience has shown culture should be defined, measured, and managed simultaneously with the organization's purpose and brand.

<table>
<thead>
<tr>
<th>Defining Your Purpose</th>
<th>Defining Your Brand</th>
<th>Defining a Culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why does your organization exist?</td>
<td>How does your organization want to be known to others?</td>
<td>How you do things in your organization - that supports your purpose and brand.</td>
</tr>
</tbody>
</table>

Advantages of Talent-Based Hiring
Using Gallup's talent-based hiring solutions, your organization will experience the following benefits:

- **Speed**: Employees operating from talents suited to a role learn the role faster and adapt to more variance in the role quicker.
- **Productivity and Precision**: Employees operating from talents are more productive, produce at a higher quality and exceed expectations more often.
- **Longevity and Attendance**: Employees operating from talents stay longer, miss less work and build stronger customer relationships.
What Is Talent?

Talent: The natural capacity for excellence.

Find the Best of the Best

<table>
<thead>
<tr>
<th>NATURAL TALENT</th>
<th>VS.</th>
<th>ACQUIRED CHARACTERISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thoughts</td>
<td></td>
<td>Knowledge</td>
</tr>
<tr>
<td>Feelings</td>
<td></td>
<td>Skills</td>
</tr>
<tr>
<td>Behaviors</td>
<td></td>
<td>Experience</td>
</tr>
</tbody>
</table>

What Is Talent?

Think about the best manager you’ve ever had.

How would you describe him or her?
What Is Talent?

Think about the best manager you’ve ever had.

How would you describe him or her?

Excellent performers think, feel and behave differently.

Talent is the natural capacity for excellence, which Gallup measures using scientific assessments that evaluate naturally recurring patterns of thought, feeling or behavior that can be productively applied.

Examples of Natural Talents That Predict Fewer Accidents

- Vigilance
- Discipline
- Responsibility
- Communication
- Teamwork
Outcomes Associated With Low Talent Fit to the Role

<table>
<thead>
<tr>
<th>Industry</th>
<th>Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>24x more likely to have serious reportable accidents</td>
</tr>
<tr>
<td>Hospitality</td>
<td>4x more likely to have reportable accidents</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>5x more hours of missed work and 78:1 ratio of workers' compensation claims</td>
</tr>
</tbody>
</table>

Workplace Deviance Is Impacted by Both Personality and Environment

Trace Risk Map
We’ve all used it to assign resources and assess risk.
Volkswagen

Did they pay too much attention to external risk factors at the expense of talent, engagement and culture data?

PERCENTAGE OF U.S. CONSUMERS FAMILIAR WITH VW SCANDAL

75%

Gallup Panel

Copyright Standards

This document contains proprietary research, copyrighted materials and literary property of Gallup, Inc. It is for the guidance of your organization only and is not to be copied, quoted, published or distributed to others outside your organization. All of Gallup, Inc.'s content is protected by copyright, trademark, trade secret and patent laws. The user agrees to protect the ideas, concepts and recommendations stated within this document.

No changes may be made to this document without the express written permission of Gallup, Inc.

Gallup®, Gallup Panel™, CliftonStrengths™ and each of the 34 CliftonStrengths theme names are trademarks of Gallup, Inc. All rights reserved. All other trademarks and copyrights are the property of their respective owners.