

# Q<sup>12</sup>® IMPACT PLANNING

Team Name: \_\_\_\_\_

Date: \_\_\_\_\_

## Top Six Reasons to Have Your Team Involved in Impact Planning

6. Those who participated deserve results.
5. People are naturally curious about the results.
4. You need to discuss and get ideas and suggestions from others to fully understand the results.
3. You demonstrate your willingness to listen and respond.
2. You demonstrate that you will use the information in a positive way.
1. You involve the team in taking action to improve results in the future.

## Meta-Analysis of Business Impact Analysis™



# ENGAGEMENT SURVEY

On a 5-point scale, where 5 is strongly agree and 1 is strongly disagree, please rate your level of agreement with the following items.

		Strongly Disagree		Strongly Agree			Our Score
		1	2	3	4	5	
<b>Q01.</b>	I know what is expected of me at work.	1	2	3	4	5	
<b>Q02.</b>	I have the materials and equipment I need to do my work right.	1	2	3	4	5	
<b>Q03.</b>	At work, I have the opportunity to do what I do best every day.	1	2	3	4	5	
<b>Q04.</b>	In the last seven days, I have received recognition or praise for doing good work.	1	2	3	4	5	
<b>Q05.</b>	My supervisor, or someone at work, seems to care about me as a person.	1	2	3	4	5	
<b>Q06.</b>	There is someone at work who encourages my development.	1	2	3	4	5	
<b>Q07.</b>	At work, my opinions seem to count.	1	2	3	4	5	
<b>Q08.</b>	The mission or purpose of my company makes me feel my job is important.	1	2	3	4	5	
<b>Q09.</b>	My associates or fellow employees are committed to doing quality work.	1	2	3	4	5	
<b>Q10.</b>	I have a best friend at work.	1	2	3	4	5	
<b>Q11.</b>	In the last six months, someone at work has talked to me about my progress.	1	2	3	4	5	
<b>Q12.</b>	This last year, I have had opportunities at work to learn and grow.	1	2	3	4	5	

# UNIT IMPACT PLAN

SELECT	PLAN	FOLLOW UP 1	FOLLOW UP 2
<p><b>Unit Name:</b></p>	<p><i>This is what we'll do:</i></p>	<p><i>This is the progress we have made:</i></p>	<p><i>This is the progress we have made:</i></p>
<p><b>Q<sup>12</sup> Item:</b></p>	<p><i>This is what success will look like:</i></p>	<p><i>We have made this additional commitment:</i></p>	<p><i>We have made this additional commitment:</i></p>
<p><input type="checkbox"/> <b>Strength</b></p> <p><i>or</i></p> <p><input type="checkbox"/> <b>Opportunity</b></p>	<p><i>These people will be involved:</i></p>		
<p><b>Business objectives we hope to impact:</b></p> <p><input type="checkbox"/> Turnover</p> <p><input type="checkbox"/> Safety</p> <p><input type="checkbox"/> Profitability</p> <p><input type="checkbox"/> Customer Engagement</p> <p><input type="checkbox"/> Productivity</p> <p><input type="checkbox"/> Other</p>	<p><i>We should see clear progress by this date:</i></p> <p><i>We will review progress on this date:</i></p>		

## LEADING A Q<sup>12</sup>® IMPACT PLANNING SESSION

This is a summary of an approach that many managers have successfully adopted for leading an impact planning session with their work units. You should decide on an approach that is right for your work unit. Remember to take into consideration time available, location, and the number of employees involved.

### *Planning for the First Meeting*

- Select a date, time, and location. Allow about one hour for your first meeting.
- Have a copy of the Q<sup>12</sup> Results report for each member of your work unit.
- Remember that the six key steps to impact planning are:
  1. **Introduction and Purpose:** “Why did we do the survey?”
  2. **Measurement:** Distribute and explain the Q<sup>12</sup> Results report.
  3. **Discuss:** “What do these Q<sup>12</sup> items mean to our work unit?”
  4. **Select:** “Which two Q<sup>12</sup> items should we focus on?”
  5. **Plan:** Brainstorm action ideas, and complete the impact plan.
  6. **Follow Up:** “What progress have we made?”

**PURPOSE                      RESULTS                      PROGRESS**

PURPOSE

MEASUREMENT

DISCUSS

SELECT

PLAN

FOLLOW UP

## 1. Introduction and Purpose: “Why did we do the survey?”

- The goal of this meeting is to build a stronger workplace by working together.
- We will:
  - Review key concepts of employee engagement.
  - Examine our work unit’s Q<sup>12</sup> Results report.
  - Discuss our roles and responsibilities.
  - Create an impact plan for our work unit.
- One of the benefits of participating in this meeting is to deliver improved business results.
- Every person in the work unit, not just the manager, is responsible for driving engagement.
- We need to know that:
  - Every employee contributes to business outcomes.
  - Employee engagement, as measured by Q<sup>12</sup>, is a vital link to the success of an organization.
  - Fully engaged employees are involved in and enthusiastic about their work.
  - Employee engagement is more than satisfaction; it connects to business outcomes.
  - The Q<sup>12</sup> items are arranged in a specific order. This order is reflected in the Gallup Engagement Hierarchy.
  - The first six items at the base of the hierarchy are the key to building an engaged workplace.

## 2. Measurement: Distribute and explain the Q<sup>12</sup> Results report.

- Every member of the work unit should receive a copy of the Q<sup>12</sup> Results report.
- Explain how to read the Q<sup>12</sup> Results report.

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**“The goal of this meeting is to build a stronger workplace by working together.”**

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PURPOSE

MEASUREMENT

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SELECT

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FOLLOW UP

### 3. Discuss: “What do these Q<sup>12</sup> items mean to our work unit?”

- *(Optional activity)* Have work unit members complete Analysis Activity Worksheet 1. This will enable the manager and work unit members to jointly interpret the Q<sup>12</sup> results.
- Go through each of the Q<sup>12</sup> items and ask questions (similar to the ones listed below) to encourage discussion.
  - ✓ Do our results on any of these items surprise you?
  - ✓ What were you thinking about when you answered this particular item?
  - ✓ Do the results reflect how you feel now?
  - ✓ What would a “5” look like on this particular item?
  - ✓ What are we doing that makes this a strong or a weak result?
  - ✓ What does our work unit need to do to improve on this particular item?

### 4. Select: “Which two Q<sup>12</sup> items should we focus on?”

- Collect thoughts and ideas about each of the Q<sup>12</sup> items from the work unit members. Help them narrow their focus to two items that concern areas you know the work unit can act on and improve. Focus on one strength and one opportunity.
- One way of reaching agreement on the two items is to give each work unit member two choices or preferences. Explain that they may use both of their preferences to choose one Q<sup>12</sup> item or split their preferences between two items.
- Ask work unit members to express their preferences by a show of hands or by inviting them to mark their preferences on a flip chart that lists the 12 items. Your work unit might identify other ways to select the two items.
- Encourage the work unit members to select the items from the first six items of the engagement hierarchy.
- Our work unit selected the following two priority items:

1. Strength: \_\_\_\_\_

2. Opportunity: \_\_\_\_\_

## 5. Plan: Brainstorm action ideas, and complete the impact plan.

- Take each priority item one at a time and invite everyone to contribute ideas for action. *Do not rule out any ideas at this stage.*
  - Prepare probing questions to get ideas flowing.
  - Record all contributions on a flip chart.
  - After brainstorming, cross off all action items that are not specific, measurable, or within the work unit's control.
  - Identify who will be responsible for each action item that remains. The best impact plans will have a number of work unit members responsible for the action items, not just the manager.
  - Identify a time when you will review your progress.
  - Record the agreed-upon action for each item. Use a planning format that works best for your work unit. A suggested format is provided in your training materials.

## 6. Follow Up: "What progress have we made?"

- Remember that following up is what makes the difference.
- Use a planning format that includes a way for you to review your progress over the next several months. A suggested format is provided in your training materials.

### NOTES

PURPOSE

MEASUREMENT

DISCUSS

SELECT

PLAN

FOLLOW UP

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