

12 Frames of Mind

For more than 75 years, Gallup has counted, sorted, and analyzed every state of mind imaginable in the workplace. And we found 12 behavioral economic-based standards -- 12 frames of minds -- to which virtually all performance outcomes can be attributed. We didn't find 45 or 80, but 12, all separate and distinct from one another.

Gallup also found that other apparent key variables (such as "I'm fairly compensated") outside the 12 didn't distinguish between engaged and disengaged employees. These 12 items hold up statistically throughout all job variations and throughout business and industry, retail, hospitality, manufacturing, government, nongovernmental organizations (NGOs), the military, education -- virtually all jobs everywhere in the world.

Employees' responses to the 12 survey items neatly factor all workers into the three categories of engaged, not engaged, and actively disengaged. These items are:

Q01. I know what is expected of me at work.

Q02. I have the materials and equipment I need to do my work right.

Q03. At work, I have the opportunity to do what I do best every day.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q06. There is someone at work who encourages my development.

Q07. At work, my opinions seem to count.

Q08. The mission or purpose of my organization makes me feel my job is important.

Q09. My associates or fellow employees are committed to doing quality work.

Q10. I have a best friend at work.

Q11. In the last six months, someone at work has talked to me about my progress.

Q12. This last year, I have had opportunities at work to learn and grow.

A great manager has employees who score all 12 of these items **as highly as possible**; the items are measured on a 1-5 scale of agreement, with 5 being highest (or "strongly agree"). All innovation, entrepreneurship, authentic sales growth, new customers, job growth -- all the things that every company needs most -- are sparked and inspired by the relationships between managers and employees that these 12 items measure.

by Jim Clifton

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book excerpt