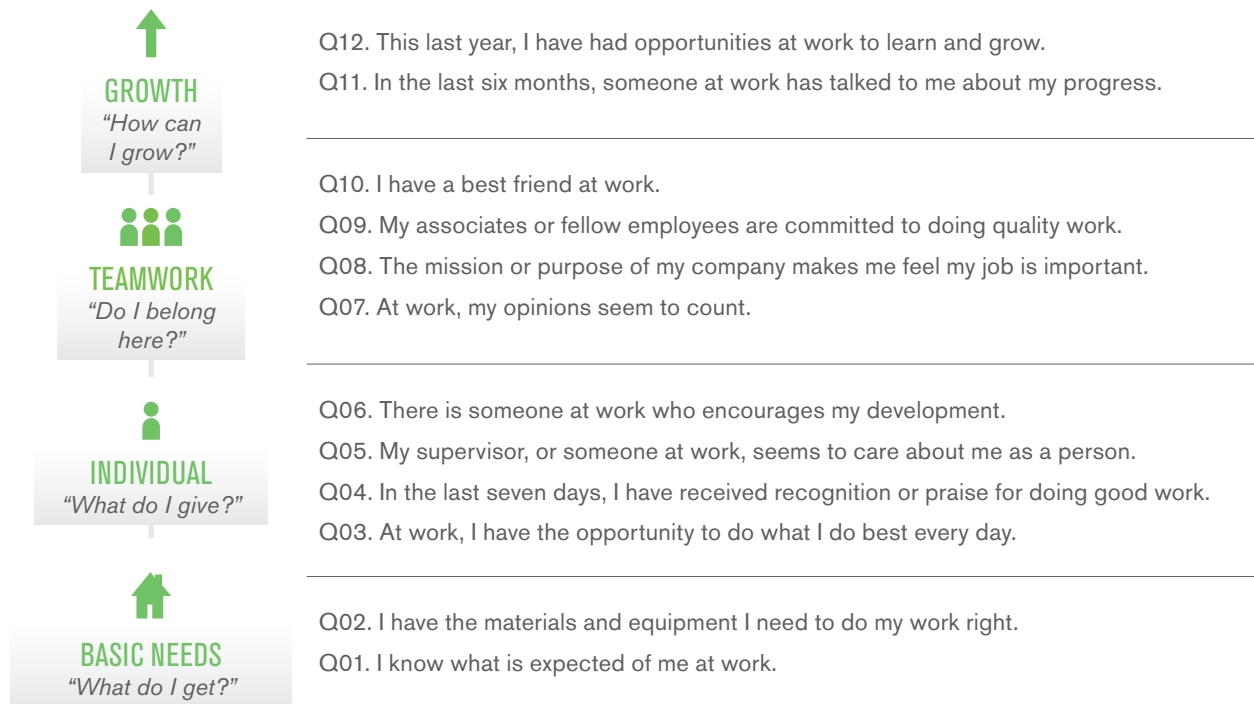


Employee Engagement Hierarchy

WHERE DO YOU START?

Identifying the elements of employee engagement was no easy task. To determine what employees needed for growth, development and high performance, Gallup interviewed more than 1 million managers to find the best predictors of employee and team performance.

Gallup sifted through thousands of questions, and 12 elements of work life ultimately emerged as the core of the unwritten social contract between employee and employer. While they don't measure everything an organization may want to know about the workplace, they do capture the most important information needed to attract, focus and keep the most talented employees. Gallup laid out these 12 employee needs in a hierarchical structure, beginning with basic needs and moving through growth.



Behind each of these items lies a fundamental truth about human nature on the job. The links between each element and better performance not only draw a road map to excellent management, but they also reveal fascinating insights into how the human mind reacts in a work environment and what employees need to excel.

What the 12 elements tell us is that employees need focus, they need to be free from stress by having the right materials to do their jobs, they want to be cared about as people, and they want to be valued, appreciated, heard, trusted, developed and challenged. And while each individual employee will place a different level of importance and value on each driver and stage of engagement, these 12 elements serve as an organizing framework for approaching current and new assignments, projects and roles.