



## **HOW TO BUILD A GREAT PLACE TO WORK**

This information is based on two research projects by the Gallup organization surveying over 1 million employees in many companies, industries and countries over a 25-year period. The research is published in Buckingham, Marcus and Coffman, Curt (1999), First, Break All The Rules, Simon Shuster, New York, NY

The researchers asked:

### **What do the most talented employees need from their workplace?**

**Answer: Talented employees need great managers**

The answer led to the researchers asking a second question of the supervisors and managers in top performing companies, departments and small units in all kinds of companies: large and small, privately held and public sector.

### **How do the world's greatest managers find, focus and keep talented employees?**

**The answer: If a supervisor or manager can create an environment where employees answer positively to the twelve questions below, he or she will have built a great place to work.**

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for doing good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my company (organization) make me feel my job is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a best friend at work?
11. In the last six months, has someone talked to me about my progress?
12. This last year, have I had opportunities to learn and grow?

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