Applying the 12 elements to a Business Problem

Discuss these items at the beginning of a project, with a tough challenge, a new process, etc. Get the entire team involved in the discussion. This approach changes how to look at engagement and the 12 elements -- they are no longer simply indicators of team engagement; they are indicators of effective work being done in an engaging way.

1. **I know what is expected of me at work.**
   - How would we (you and the project/work team) describe what needs to be done and the timelines to accomplish it?
   - How -- and how often -- should we check in to make sure we are on track and on time?

2. **I have the materials and equipment I need to do my work right.**
   - What specific materials, information, equipment, or other things does the team need to be successful?
   - If we don't have or can't acquire something that we feel we need, what other options do we see?

3. **At work, I have the opportunity to do what I do best every day.**
   - Are each person's talents, skills, and knowledge aligned to the project?
   - Can team members contribute to this project in different ways than they are currently being asked to?

4. **In the last seven days, I have received recognition or praise for doing good work.**
   - How can we make sure we appreciate one another throughout this project?
   - What are the best ways to celebrate with one another when we complete the project?

5. **My supervisor, or someone at work, seems to care about me as a person.**
   - How often should we check in with one another to make sure someone isn't feeling frustrated or disengaged?

6. **There is someone at work who encourages my development.**
   - How can we use this project to develop individually and as a team?

7. **At work, my opinions seem to count.**
   - How can we involve every team member on this project?
   - How often should we check in and update our progress and understanding? (cont.)
8. **The mission or purpose of my company makes me feel my job is important.**
   - How does our work support or advance the organization's mission?
   - How does this project support or advance our team's mission?

9. **My fellow employees are committed to doing quality work.**
   - How can we make sure the end result meets or exceeds the expectations we have set?
   - How -- and how often -- will we check our quality along the way?

10. **I have a best friend at work.**
    - How can we build stronger relationships as we work together on this project?
    - How will we build trust along the way?

11. **In the last six months, someone at work has talked to me about my progress.**
    - How can I connect this project to my own progress?
    - What personal goals has it helped me achieve?

12. **This last year, I have had opportunities at work to learn and grow.**
    - How have I grown from this experience?
    - What did I learn to do -- or learn to do better -- because of this experience?
    - What relationships were strengthened as a part of this experience?

   • Engagement is not something that happens once a year. It's an integral part of getting your team members energized and involved on an ongoing basis.
   • By using the 12 elements to solve real challenges, leaders and their teams can learn to live engagement every day. When this is done right, employees feel connected, they feel like they matter, and they get involved in getting things done.

   "It’s hard to help employees be engaged when they feel like things are happening to them. But when they feel that things are happening because of them, engagement is nearly impossible to stop."