

Are you fully engaged or merely 'coming to work'?

What is behind the 8 statements?

1. **Mission:** Effective managers help people to see not only the purpose of their work, but also how each person's work influences and relates to the purpose of the organisation and its outcomes. Reminding employees of the big-picture effect of what they do each day is important
2. **Expectations:** Defining and clarifying the expectations of what is to be done/achieved is perhaps the most basic of all employee needs and manager responsibilities.
3. **Shared values:** By selecting conscientious and positive employees, a manager can influence the extent to which employees respect one another, as can providing some common goals and aspirations for quality, and opportunities for interaction and collaboration
4. **Use my strengths:** Enabling people to fully use their talents and strengths is the ongoing work of great managers. Learning about individual differences through experience and assessment can help the manager position people well and facilitate high performance
5. **Teammates have my back:** Effective managers create opportunities for people at work to get to know each other and develop close, trusting relationships; this can have a positive impact on communication, trust and teamwork
6. **Recognition:** Recognition for good work shows you value high performance; the ongoing challenge is to find the right way to give objective feedback and recognition, and to do it frequently
7. **Confidence in my company's future:** This meets the basic human need for feeling safe in one's job
8. **Challenged to grow:** Having regular check-ins to discuss progress and set goals, to learn about your employees and give guidance, and to create opportunities for them to build their knowledge and skills, will benefit both the individual and the organisation

Adapted from The Relationship between Engagement at Work and Organizational Outcomes, Gallup, 2016.