HOW TO COMMUNICATE ABOUT THE GALLUP Q12 SURVEY AND EMPLOYEE ENGAGEMENT

IMPORTANCE
Gallup’s research shows that a strong communication plan is one of the best predictors of a high response rate to your Gallup Q12 survey. Just telling employees about the survey itself isn’t enough. Employee engagement needs to be an integral part of your company’s culture. This means communicating with your employees about engagement and expressing how it exists in your company.

Promoting the survey is important, but you still must thoroughly explain employee engagement and the Gallup Q12 survey process as well as describe what employees can expect to see and do after the survey.

If you are an administrator setting up the survey, provide company leaders with a copy of this resource so that they are aware of the importance of a strong communication plan.

GUIDELINES
To create a powerful communication plan that will inform your employees about engagement and get them excited about being involved, follow five simple steps:

1. Assemble a core communication team.
2. Analyze your audience.
3. Nail down the details.
4. Talk about employee engagement.
5. Promote the survey through a 3x3x3 communication plan.

Step 1: Assemble a core communication team.
To design and enact the best communication plan, you need help. That’s where your communication team comes in. Your team’s mission is to aid you in:

- developing your overall promotional strategy, message content, and tactics for communicating the purpose and importance of engagement
- ensuring that your engagement approach is straightforward and easy for employees to understand
• creating and reinforcing a culture of engagement by making engagement a part of daily conversations and helping employees understand that the Gallup Q12 survey is part of the engagement process, not just a survey

• answering employees’ questions and informing them about the logistics of taking the survey

Assemble a diverse group of individuals for your communication team so that the messages you produce will resonate well with employees throughout your company. Meet with your team early in the process to explain the Gallup Q12 survey, the journey toward engagement, and their role on the communication team.

Step 2: Analyze your audience.

Before writing any communication messages, consider your audience. Are your employees fast-paced and bottom line driven? Or do they tend to be analytical and want a lot of information to mull over and process? What types and styles of communication have worked for your audience in the past?

Audience analysis is an important step. Employees will embrace the principles of engagement if you communicate them in ways that align with who they are and how they operate. Making your messages meaningful to your employees is vital to creating a culture of engagement and getting them excited about beginning the journey to building a great place to work.

Step 3: Nail down the details.

Once you and your team have thought about how to best relate to your audience, you are ready to review the finer details of your communication plan. At this stage, there are a few things to decide with your team:

• Who? Determine who will deliver the initial announcement that introduces the Gallup Q12 survey and its importance in improving employee engagement. To show the value placed on the survey and engagement, it is ideal for the CEO or company’s leader to deliver this message.

• How? Determine how you are going to contact your employees. Will you send emails, record a phone message, develop a video, design a poster, or deliver a series of webinars? Gallup recommends using different media to broaden the scope and influence of your communication plan. You could also incorporate group educational meetings (with question and answer sessions) into your plan, perhaps on a monthly or quarterly basis.

• When? How frequently will you communicate with your employees about engagement in general and the Gallup Q12 survey specifically? The proper pace for communication will depend on your company’s culture.

• What? What key messages will you deliver to your employees? Review the next step to learn more about what topics to address.
Step 4: Talk about employee engagement.

Meet with your communication team to design the key messages to deliver to your employees. Use the resources available via your Gallup Employee Engagement Center Dashboard as a reference to address the following important topics:

- what employee engagement is and why it’s important
- how employee engagement aligns with the company’s mission and purpose
- main goals of the Q12 process
- overview of how the Q12 process works
- expectations for individual involvement and commitment (don’t forget: participation is voluntary and confidential)
- plans for regularly measuring progress and celebrating success
- who can answer questions
- important dates associated with the program
- what employees should expect as a next step

Start conversations about engagement immediately. Find opportunities to meet with employees to discuss engagement, answer their questions, and supply them with educational material about the Gallup Q12 survey and your company’s goals. After you introduce the topic of engagement to employees, you can move on to Step 5 and promote the survey.

Step 5: Promote the survey through a 3x3x3 communication plan.

Gallup has developed a 3x3x3 communication plan to help you get the highest survey participation rates. Send your employees three communications for each phase of the survey process to:

- **Build excitement and awareness** before the survey.
- Focus on encouraging **participation** during the survey.
- **Share results and communicate the next steps** after the survey.
FOR EXAMPLE

3x3x3 COMMUNICATION PLAN

Use these phase objectives and communication message suggestions to help you create your 3x3x3 communication plan.

<table>
<thead>
<tr>
<th>PHASE</th>
<th>OBJECTIVES</th>
<th>SAMPLE 3x3x3 PLAN</th>
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<tbody>
<tr>
<td>BEFORE THE SURVEY</td>
<td>Develop communication and promotional pieces.</td>
<td><strong>Communication 1</strong>: Invite employees to a lunch to announce the upcoming survey and introduce employee engagement.</td>
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<tr>
<td></td>
<td>Address the purpose of the survey.</td>
<td><strong>Communication 2</strong>: Send an email to employees about the survey details (where/when/how) and put up flyers and posters reinforcing this information.</td>
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<td></td>
<td>Communicate the survey goals and process.</td>
<td><strong>Communication 3</strong>: Send a personalized email on the launch date announcing the survey start and providing a link to take the survey.</td>
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<td></td>
<td>Highlight the company’s partnership with Gallup and Gallup’s commitment to confidentiality.</td>
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<tr>
<td></td>
<td>Outline the survey details (where/when/how).</td>
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</tr>
<tr>
<td>DURING THE SURVEY</td>
<td>Invite employees to take the survey.</td>
<td><strong>Communication 1</strong>: For individuals who have not yet completed the survey, send a reminder email about the survey and include a link to take the survey.</td>
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<td></td>
<td>Encourage participation.</td>
<td><strong>Communication 2</strong>: Publish response rates for your team leaders to follow up with their workgroups.</td>
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<td></td>
<td>Keep your leaders in the loop with status reports.</td>
<td><strong>Communication 3</strong>: Send an email inviting employees to a “survey party” with food and beverages.</td>
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<td>AFTER THE SURVEY</td>
<td>Let your employees know you appreciate their participation.</td>
<td><strong>Communication 1</strong>: Thank employees via email for participating.</td>
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<td></td>
<td>Establish dates and accountability for team meetings and State of the Team conversations.</td>
<td><strong>Communication 2</strong>: Remind employees of the next step in the process: discussing results and forming goals in team meetings.</td>
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<tr>
<td></td>
<td>Share the results: Invite your employees to team meetings to discuss findings and conduct State of the Team conversations.</td>
<td><strong>Communication 3</strong>: Send an invite to a team meeting to discuss the survey results.</td>
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</tbody>
</table>
Other key considerations:

- Having your company’s leadership communicate the value the organization places on the Gallup Q12 survey helps to instill excitement in the engagement process. If you are an administrator coordinating the survey, think about your plan for rapidly presenting survey results to company leadership. Because it is ideal for employees to hear from an executive or leader after the survey, brief leadership about the results as soon as possible. This will enable leaders to communicate to employees about the results and the plan for next steps in a timely manner.

- Be sure company leaders are aware of the importance of meeting with managers and team leaders after the survey to remind them of the plan for distributing results to employees.

- Your communication plan must incorporate strategies for timely distribution of the results after the survey. Employees will involve themselves more in State of the Team conversations when the principles of engagement are fresh in their minds.

**STEPS TO CHECK**

- Assemble a core communication team to help create the best survey campaign and communication plan.

- Develop a 3x3x3 communication plan.

- Use different methods of communication to spread the word about the survey.

- Schedule educational discussion sessions before the survey launch to help employees understand what engagement is and why it is so important.

- Meet with your communication team to brainstorm ways to make the survey period enjoyable and fun.

- Share the survey results with company leaders as quickly as possible so timely communication about the survey results will come from the top.

- Schedule a meeting to brief leaders on the results and next steps.