

# **How to Build and Manage Effective Public Organizations**

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# Building an Effective Organization

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- 1. Define correct metrics**
- 2. Provide training around the metrics**
- 3. Focus on individual strengths**
- 4. Select individuals with the talent necessary to do the job.**

# Why Gallup's Approach Is Effective

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- **Measurement is always linked to performance and business outcomes.**
- **Engagements always include critical interventions (training and development), prioritization, and recommendations for improvement.**
- **Local accountability is crucial to improvement.**

# How to Engage Employees

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- Identify the local conditions that engage employees.
- Measure these conditions in each workgroup
  - Install one “metric” and hold every manager accountable.
- Teach every executive, manager, and employee how to create these “engaged” conditions.

# The 12 Questions That Matter (1)

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- **I know what is expected of me at work.**
- **I have the materials and equipment I need to do my work right.**
- **At work, I have the opportunity to do what I do best every day.**
- **In the last seven days, I have received recognition or praise for doing good work.**
- **My supervisor, or someone at work, seems to care about me as a person.**
- **There is someone at work who encourages my development.**

## The 12 Questions That Matter (2)

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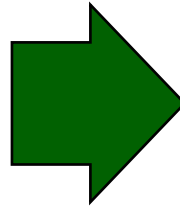
- **At work, my opinions seem to count.**
- **The mission or purpose of my agency makes me feel my job is important.**
- **My associates or fellow employees are committed to doing quality work.**
- **I have a best friend at work.**
- **In the last six months, someone at work has talked to me about my progress.**
- **This last year, I have had opportunities at work to learn and grow.**

# Q<sup>12</sup><sup>®</sup> Meta-Analysis 2002

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## Analysis of:

- 308,987 employees
- 10,885 business units
- 51 organizations
- 23 industries

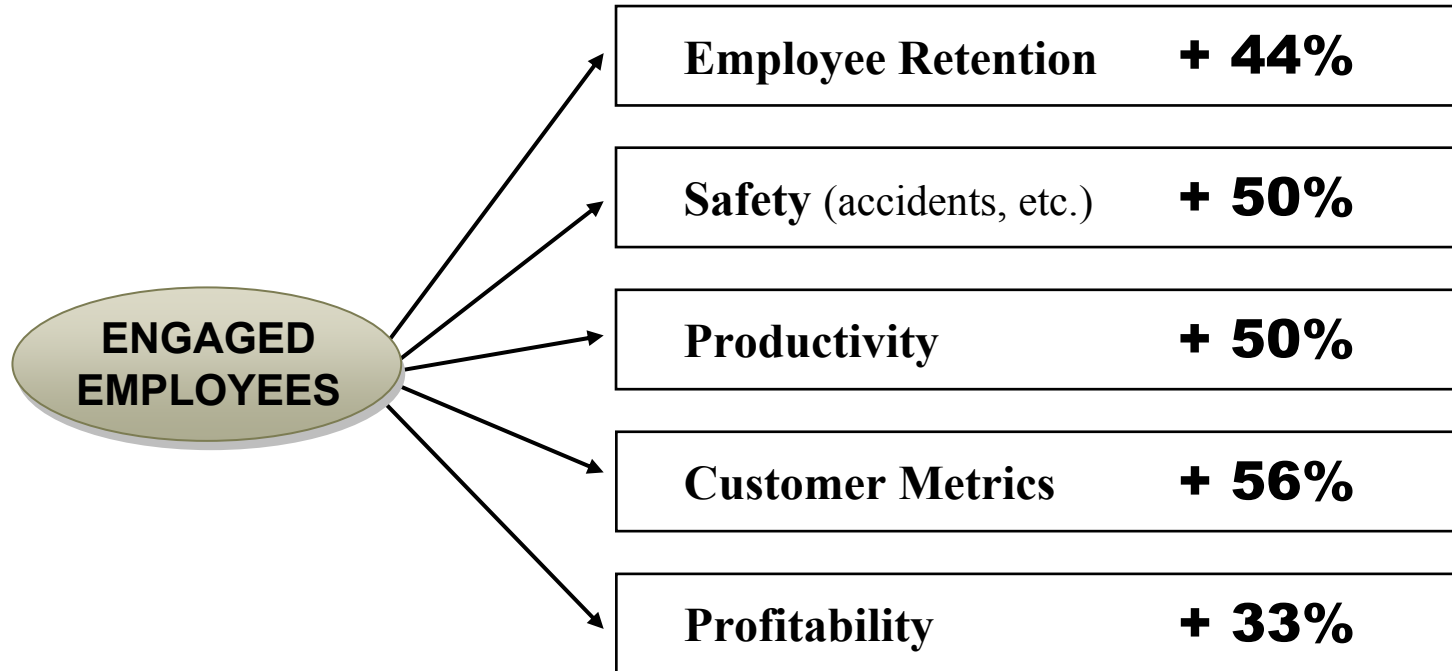


## Correlations of Q<sup>12</sup> to:

- Turnover/Retention
- Customer Metrics
- Safety
- Productivity
- Cost Containment

# Meta-Analysis 2002 – Conclusions

Increase in Probability  
of Success when  
Engagement is high



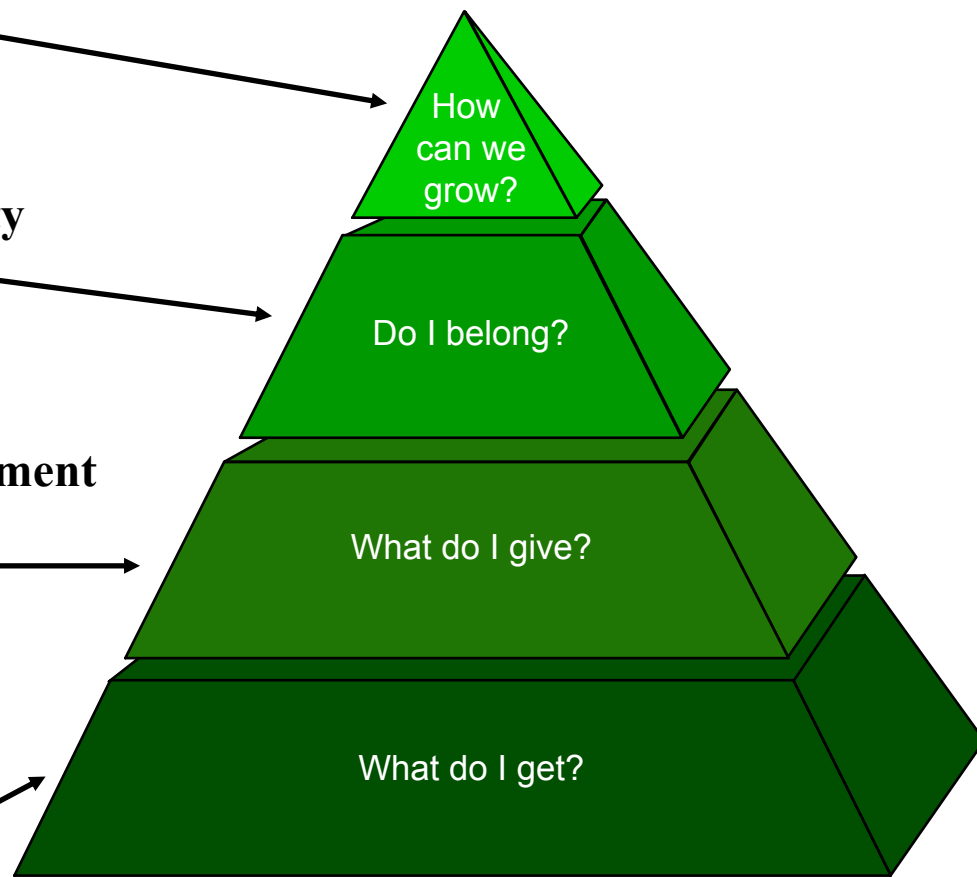
# Gallup Q<sup>12</sup>® Hierarchy of Engagement

- Opportunities to learn and grow
- Talked about my progress

- Have a best friend at work
- Fellow employees committed to quality
- Mission/purpose of company
- My opinions seem to count

- Someone at work encourages development
- Someone at work cares about me
- Receive recognition or praise
- Opportunity to do what I do best

- Have materials and equipment to do work right
- Know what's expected of me at work



# Q<sup>12</sup>® Success Factors

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- **Establish local accountability.**
- **Includes manager training.**
- **Every employee is involved.**
- **Develop action planning for improvement.**
- **Repeat measurement and training sustains improvement.**
- **Identify best practices.**
- **Link to performance.**

# Example: General Services Administration

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- **14,000 employees**
- **Improved from 45<sup>th</sup> percentile to 75<sup>th</sup> percentile**
- **Public Building Service linked engagement to**
  - **Customer satisfaction**
  - **Operating costs**
  - **Leasing cost**
- **Vehicle fleet linked employee engagement with customer satisfaction.**
- **All managers are held accountable for employee engagement.**

# Example: Internal Revenue Service

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- **110,000 employees**
- **Continuous improvement in engagement**
- **Consulting helped manage significant reorganization**
- **Taxpayer Advocate Service linked engagement to**
  - **Customer satisfaction**
  - **Business performance**

# Example: Veterans Administration

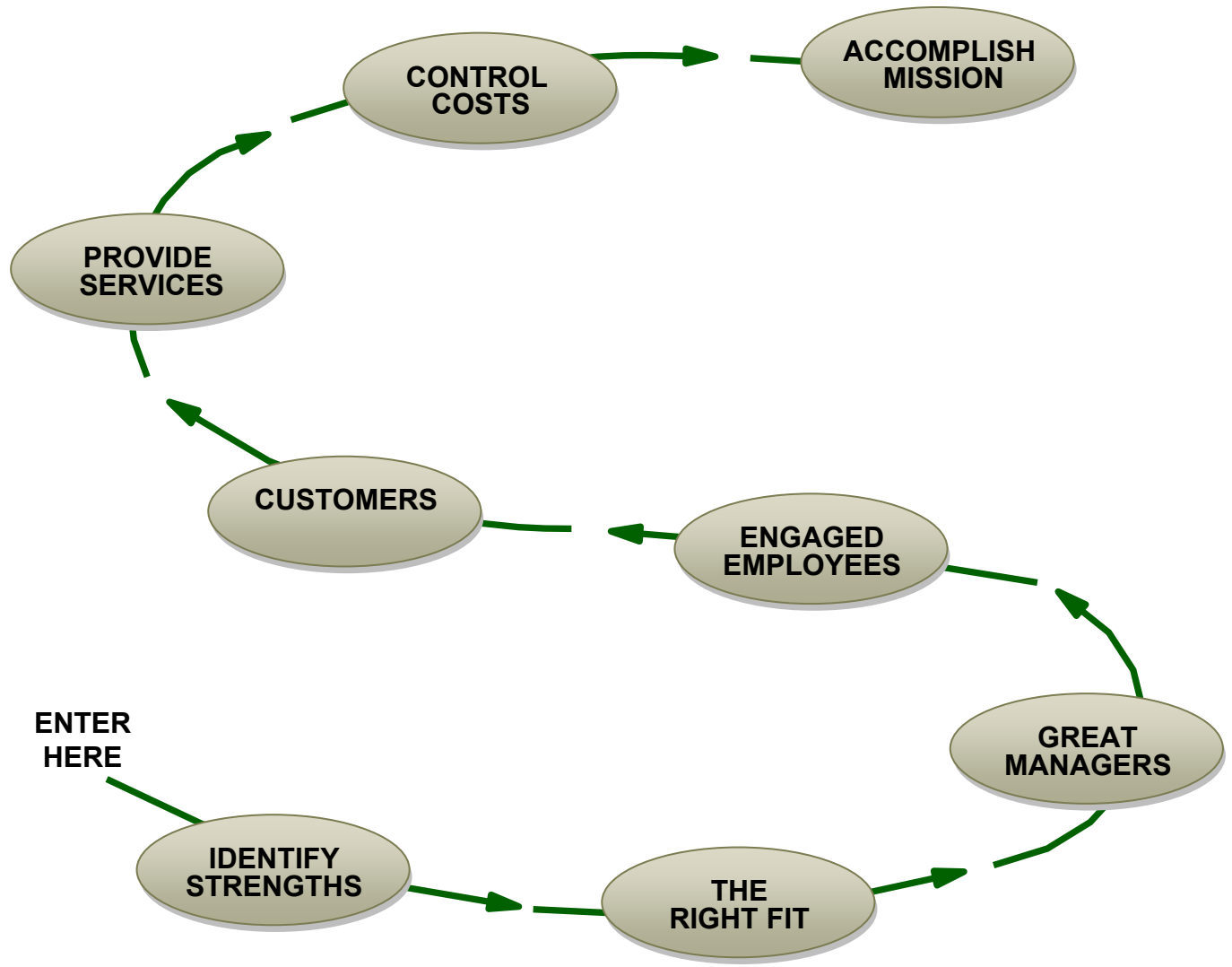
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- **Currently survey employees in over 100 facilities**
- **Steady, impressive improvement**
- **Linked employee engagement to all Scorecard measures:**
  - **Patient loyalty and would recommend**
  - **Cost containment**
  - **Occupancy**
  - **Absenteeism**
  - **Nurse turnover**

# **Example: United States Postal Service**

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- **800,000 employees**
- **Measure customer satisfaction for residential and business**
  - **Managers held accountable**
  - **Significant improvement**
  - **Customer engagement linked to business performance**
- **Developed system for linking internal process indicators to customer satisfaction**
- **USPS added selection for succession planning**



# Books

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**Buckingham, M., Coffman, C.: *First Break All The Rules: What the World's Greatest Managers do Differently.* 1999, Simon & Schuster: New York, New York.**

**Buckingham, M., Clifton, D.: *Now, Discover Your Strengths.* 2001, Free Press: New York, New York.**

**Coffman, C.,Gonzales, G.: *Follow This Path: How the World's Greatest Organizations Unleash Human Potential,* 2002 Warner Books: New York, New York.**