

First, Break All the Rules by Marcus Buckingham and Curt Coffman

This book is the product of two studies: the first asked, “**What do the most talented employees need from the workplace?**” and the second asked, “**How do the World’s greatest managers find, focus, and keep talented employees?**” The Gallup Organization interviewed more than one million employees and eighty thousand managers for these studies making them, together, the largest study of its kind ever undertaken.

Gallup discovered twelve core questions that give an organization the most important information it needs to attract, focus, and keep the most talented employees. They are:

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 count?
8. Does the mission/purpose of my company 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 at work talked to me about my progress?
12. This last year, have I had opportunities at work to learn and grow?

Gallup discovered that “those employees who responded more positively to the twelve questions also worked in business units with higher levels of productivity, profit, retention, and customer satisfaction.” Gallup also discovered that “employees rated the questions differently depending on which business unit they worked for rather than the company. **This meant that, for the most part, these twelve opinions were being formed by the employees’ immediate manager rather than by the policies or procedures of the overall company. We had discovered that the manager – not pay, benefits, perks, or a charismatic corporate leader – was the critical player in building a strong workplace. The manager was the key.**”