

# The 12 Elements of Great Managing

To identify the elements of worker engagement, Gallup conducted many thousands of interviews in all kinds of organizations, at all levels, in most industries, and in many countries. These 12 statements – the Gallup Q<sup>12</sup> – emerged from Gallup's pioneering research as those that best predict employee and workgroup performance.

1. I know what is expected of me at work.
2. I have the materials and equipment I need to do my work right.
3. At work, I have the opportunity to do what I do best every day.
4. In the last seven days, I have received recognition or praise for doing good work.
5. My supervisor, or someone at work, seems to care about me as a person.
6. There is someone at work who encourages my development.
7. At work, my opinions seem to count.
8. The mission or purpose of my company makes me feel my job is important.
9. My associates or fellow employees are committed to doing quality work.
10. I have a best friend at work.
11. In the last six months, someone at work has talked to me about my progress.
12. This last year, I have had opportunities at work to learn and grow.

# 12 The Elements Of Great Managing

**Gallup, James Harter**



## **12 The Elements Of Great Managing:**

*12: The Elements of Great Managing* Gallup, James Harter, 2014-12-02 Based on the largest worldwide study of employee engagement and more than a decade of research Gallup explains the 12 elements essential to motivating employees and features the inspiring stories of 12 managers who succeeded in these dimensions More than a decade ago Gallup combed through its database of more than 1 million employee and manager interviews to identify the elements most important in sustaining workplace excellence These elements were revealed in the international bestseller *First Break All the Rules* *12 The Elements of Great Managing* is that book's long awaited sequel It follows great managers as they harness employee engagement to turn around a failing call center save a struggling hotel improve patient care in a hospital maintain production through power outages and successfully face a host of other challenges in settings around the world Gallup's study now includes 10 million employee and manager interviews spanning 114 countries and conducted in 41 languages In *12* Gallup weaves its latest insights with recent discoveries in the fields of neuroscience game theory psychology sociology and economics Written for managers and employees of companies large and small *12* explains what every company needs to know about creating and sustaining employee engagement [12 \(Summary\)](#) James K. Harter, 2009 getAbstract Summary Get the key points from this book in less than 10 minutes The Gallup Organization has studied employment and management issues for decades Rodd Wagner and James Harter distill its findings into 12 pivotal concepts that managers can use to develop and keep great employees These range from creating strong teams to managing them so that they support corporate goals getAbstract lauds the way the authors illustrate their points with real life examples They show how and why managers implement each of the 12 factors which are usefully broken down into business cases The 12 principles are nicely interconnected Each one explains a way to provide employees with direct management support This means guaranteeing their loyalty to your firm by giving their jobs a context providing a culture that supports their friendships offering them clear career paths and creating opportunities for them to grow and develop as people and employees The authors explain why salary does matter but also why it is not the most crucial aspect of employee management They demonstrate how the worst managers view everything in financial terms whereas the best managers give of themselves to support their people Book Publisher Gallup Press **12** James K. Harter, 2006 *The Elements of Great Managing* is the long awaited sequel to the 1999 runaway bestseller *First Break All the Rules* Grounded in Gallup's 10 million employee and manager interviews spanning 114 countries follows great managers as they harness employee engagement to turn around a failing call center save a struggling hotel improve patient care in a hospital maintain production through power outages and successfully face a host of other challenges in settings around the world Author Jim Harter weaves the latest Gallup insights with recent discoveries in the fields of neuroscience game theory psychology sociology and economics Written for managers and employees of companies large and small explains what every company needs to know about creating and sustaining employee engagement

Summary BusinessNews Publishing,2013 This work offers a summary of the book 12 The Elements of Great Managing by Rodd Wagner and James Harter Based on the responses of over a million employee interviews Wagner and Hartner have identified 12 fundamental requirements which make a good manager The authors are closely associated to The Gallup Organization which conducted the research that underpins these theories Stating clear common objectives providing sufficient training giving appropriate feedback encouraging personal development and providing opportunities for growth are just a few of the key elements which motiva Best of the Gallup Management Journal 2001-2007 Geoffrey Brewer,Barb Sanford,2007-12-28 Since 2001 the Gallup Management Journal has provided leaders with essential insights into managing the human side of their businesses their employees and customers This book features articles from the first seven years of the journal that could not be more relevant today as executives continue to struggle with the transition into a 21st century global economy A range of voices is included in these pages A Ritz Carlton executive tells how his company is reinventing its world class brand while a leader at Ann Taylor describes how the retailer invests in talent Nobel Prize winner Daniel Kahneman probes how customers think while one of the founding fathers of the Internet Vinton Cerf speculates on the future of a connected world With its lively writing and penetrating research driven insights The Best of the Gallup Management Journal 2001 2007 is essential reading for leaders who want to engage employees and customers in a hyper competitive and ever changing global economy **CIO.** ,2007 **12** ,2009 Summary: 12 BusinessNews Publishing,2013-02-15 The must read summary of Rodd Wagner and James Harter s book 12 The Elements of Great Managing This complete summary of the ideas from Rodd Wagner and James Harter s book 12 The Elements of Great Managing identifies 12 fundamental requirements which make a good manager based on the responses of over a million employee interviews Stating clear common objectives providing sufficient training giving appropriate feedback encouraging personal development and providing opportunities for growth are just a few of the key elements which motivate employees and foster a healthy working environment What s more if people feel valued and encouraged by their managers this results in a greater loyalty to the employer and a more ambitious work ethic This summary not only provides 12 key principles of management it also outlines the benefits of good management on a personal and organisational level Although some of it may seem intuitive this succinct guide will be truly valuable in bringing together all the elements in your management toolkit in a coherent and synchronised way Added value of this summary Save time Understand key principles Expand your leadership skills To learn more read 12 The Elements of Great Managing and discover the key features that you need to adopt to become the best manager **Art of Modern Oriental Management** Sing Ong Yu,2017 This book aims to present an overview of Chinese Japanese and Korean modern management styles The cultures of China Japan and Korea are influenced by Confucianism Daoism and Buddhism As such there are some basic similarities in their management styles As business operations become more internationalised the management styles among Chinese Japanese and Korean companies have blurred the lines of distinction

between Western and Eastern cultures The need for Western managers to adapt to Asian way of doing business and likewise for Asian companies to understand Western business practices means that managers have to bridge the gaps and adopt the best management practices containing both Western and Eastern elements Unlike the traditional approach of setting clear differentiation between Western and Eastern cultures this book looks at Oriental management from a modern perspective that is the fusion of Western and Eastern management styles By using a multifaceted approach to understanding modern Oriental management the author stresses the complexities of the business environment in China Japan and Korea He suggests that Western theories of management are applicable to Eastern cultural context with some adaptations to the local environment The author also offers valuable insights into the management styles of Oriental managers by providing a critical perspective of their thought processes in simple yet highly relevant illustrations of models and frameworks This book is recommended for those who are interested in attaining a deeper knowledge of Oriental management practices **Careers**

**in 21st Century Applied Anthropology** Carla Guerron-Montero,2008-07-08 The NAPA Bulletin series is dedicated to the practical problem solving and policy applications of anthropological knowledge and methods NAPA Bulletins are peer reviewed and are distributed free of charge as a benefit of NAPA membership The NAPA Bulletin seeks to facilitate the sharing of information among practitioners academics and students be a useful document for practitioners contribute to the professional development of anthropologists seeking practitioner positions support the general interests of practitioners both within and outside the academy Publisher **Journal of the First-year Experience & Students in Transition** ,2014

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