

Summary Paper

Book: *Follow This Path* - Gallup Organization
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1. Introduction

The following notes and observations are the interpretation by Richard Munden of the above book.

2. Overview

The book gathers together a huge amount of research that the Gallup Organisation has carried out and suggests from the analysis of the data what is going wrong currently with companies. It has also gathered together the successful characteristics of great managers and what happens when an organisation truly engages with its customers.

3. Notes

Human nature is what very successful companies tap into and it is how they energise their people – acknowledge the complexity of human beings.

Emotions create feelings that drive behaviour which creates outstanding performance.

Emotional intelligence and self awareness are the keys?

Knowledge x Skill x Talent = outstanding performance.

Talent is the real missing link. *What is TALENT? Talents are your naturally recurring patterns of thought, feeling or behaviour that can be applied productively.*

If people do not understand why skills and knowledge are important, then most training is wasted. Many companies have reached this conclusion

Current companies use reason-driven economics which is based on “command and control” and this has reached its limit in making an organisation productive.

The companies that have managed to energise themselves and break the traditional MBA management approach achieve the following results:

- 86% higher customer satisfaction
- 78% better safety figures
- 70% lower staff turnover
- 70% greater productivity
- 44% higher profits

Gallop then go on to define three classifications that they use in the research to define how people worked in companies. These were:

- A) Engaged employees
- B) Not-engaged employees
- C) Actively disengaged employees.

A) Engaged employee profile:

- High energy and enthusiasm
- Use their talents every day
- Consistent levels of high performance
- Natural innovation for drive and efficiency
- Intentional building of supportive relationships
- Clear about the desired outcomes of their role
- Emotionally committed to what they do
- Challenge purpose to achieve goals.
- Never run out of things to do, but create positive things to act on. *Could we call this pro-activity?*
- Broaden what they do and build on it
- Commitment to company, work group and role

B) Good enough or Not-engaged employee profile:

- Meets the basics
- Some Confusion or inability to act with confidence
- Low-risk responses and commitment
- No real sense of achievement
- Possible commitment to organization, but not always to role or work group
- Will speak frankly about negative views. *Possible disruptive rumours and the "grape vine" problems?*

C) Actively disengaged employee profile:

- Normal reaction starts with resistance
- Low trust
- "I'm OK, everyone else is not"
- Inability to move from the problem to solution
- Low commitment to company, work group and role
- Isolation
- Won't speak frankly about negative view but will act out of frustration, either covertly or overtly

Summary table of surveys:

Country	Engaged	Not-engaged	Actively - disengaged
USA	30%	54%	16%
Britain	17%	63%	20%
Canada	24%	60%	16%
Chile	25%	62%	13%
France	9%	63%	28%
Germany	16%	69%	15%
Japan	9%	72%	19%

These results were first reported in October 2000. It is based on 42 independent Gallop surveys and the database has interviews with over 3 million employees, 200,000 managers and 10 million customers spread across many industries and organisations, i.e. hospitals, manufacturing, service companies.

4. Interesting observations

Engaged employees typically represent 33% in small companies (< 50 people), and this figure typically went down to 22% in organisations with over 1000 people (USA figures)

The actively disengaged was typically 12% in those small companies compared with a typical value in large organisations of 19%.

There is also some interesting work that Gallup have done on what makes a great manager. (See *Break All The Rules* paper.)

The characteristics of an emotionally engaged person are that they can answer the following:

- Focus me
- Equip me
- Know me
- Help me see my value
- Care about me
- Help me grow
- Hear me
- Help me see my importance
- Help me feel proud.
- Help me build mutual trust
- Help me review my contributions
- Challenge me

5. Conclusion

The book has a large amount of data with costs associated to the findings – unfortunately it is all in US \$. However, if a cost benefit analysis is required, then it could be prepared for an organization.

A highly recommended read.

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