The Impact of Gallup Courses on Engagement and Productivity
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In recent years, organizations have placed great emphasis on developing their employees.

Pressures to succeed in a competitive global market have led organizations to seek more from their existing workforce — to help employees improve their performance in ways that translate to better business outcomes.

Plus, today’s employees often decide which organization to join — and stay with — based on factors that affect their engagement at work. One of those factors, which is included in Gallup’s Q12 employee engagement survey, reflects employees’ opportunities to learn and grow. Fifty-nine percent of millennials and almost half of Gen Xers (44%) report that opportunities to learn and grow are extremely important to them when applying for a job.

As a result of employees’ desires and organizations’ pursuit of exceptional performance, Gallup has seen demand grow for its courses and other learning and development offerings.

__The Big Question: Is an Investment in Gallup Courses Worth the Cost?__

Organizations who invest in Gallup courses want to know that their investment produces the results they’re looking for. They ask: How do we know the development is working? Are the learning opportunities actually turning into better results for our business? And, will they position us for greater success in the future?

One measure scientifically linked to predicting business outcomes is employee engagement. We have conducted multiple meta-analyses on Gallup’s Q12, demonstrating the impact and return on investment to organizations who engage their workforce.

In this study, we used our Q12 database to understand the impact of Gallup courses on employee engagement gains between organizations’ first and second Q12 administrations. Specifically, we examined the effectiveness of Gallup courses in boosting employee engagement for clients who invested in Gallup courses compared with clients who did not invest after their first administration.

In addition, using the meta-analytic relationship between engagement and productivity, we calculated the return on productivity that organizations might expect via employee engagement gains due to attending Gallup courses.
Overview: How Courses Tie to Changes in Engagement and Productivity

Company investments in Gallup courses boost employee engagement at an organizational level.

Gallup Q12 clients who also participated in Gallup courses had an average 14-percentage-point increase in engaged employees between the first and second Q12 administration, compared with an average increase of 8 percentage points between the two administrations for Gallup Q12 clients who didn't provide Gallup courses.

Engagement gains due to courses have a large impact on the bottom line.

Depending on the organizational size, companies who invest in Gallup courses can see returns of up to $18.1 million in estimated productivity after one year.

All Gallup course content areas have a positive relationship with engagement gains.

Courses that focused on strengths, manager development and/or employee engagement all significantly and positively affected organizational-level engagement.

Strengths and manager development content areas had the greatest effects on employee engagement.

Companies who invested in strengths and manager development courses had an average of 17- and 16-percentage-point increases in engaged employees, respectively, between the first and second Q12 administrations, compared with an average increase of 8 points for those who measured Q12 without providing courses.

Companies who invest in a variety of content areas have larger engagement increases.

When organizations invest in courses that focus on strengths, manager development and employee engagement, they are more likely to see larger increases in their Q12 scores.
Increases in Employee Engagement Are Greater for Those Who Invest in Courses

Organizations who invest in Gallup courses after their first Q12 administration see larger increases in organizational-level engagement in year two, compared with those who don’t invest in courses.

After their first Q12 administration, organizations who invested in Gallup courses increased their proportion of employees who were engaged by 14 percentage points, compared with an average increase of 8 points for organizations who did not invest in Gallup courses.

Those who invest in Gallup courses are, essentially, one year ahead in terms of employee engagement gains, compared with those who don’t invest.

Impact of Courses Investment
Q12 GrandMeans and % Engaged

<table>
<thead>
<tr>
<th></th>
<th>1st Administration</th>
<th>2nd Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q12 Measurement + Courses</td>
<td>3.66</td>
<td>41%</td>
</tr>
<tr>
<td>Q12 Measurement + No Courses</td>
<td>3.64</td>
<td>34%</td>
</tr>
</tbody>
</table>
Investments in Gallup Courses Produce Great Returns in Productivity

Applying Gallup’s Q12 meta-analytic research on the relationship between organizational-level Q12 and productivity, we estimate that organizations who invest in Gallup courses realize a return of $1,812 of productivity per employee in the first year. That is a $690 additional increase in productivity per employee, compared with organizations who measure Q12 but don’t invest in Gallup courses.

Depending on organizational size, companies who invest in Gallup courses could realize returns between $1.8 million and $18.1 million in estimated productivity in the first year.

We estimate that organizations who invest in Gallup courses realize a return of $1,812 of productivity per employee in the first year.

<table>
<thead>
<tr>
<th>Per-Employee Productivity Gains via Engagement</th>
<th>Productivity Gains, by Company Size Estimated*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q12 Measurement + No Courses</td>
<td>Small Org. (1,000)</td>
</tr>
<tr>
<td>$1,122</td>
<td>$1,122,000</td>
</tr>
<tr>
<td>Q12 Measurement + Courses</td>
<td>Medium Org. (5,000)</td>
</tr>
<tr>
<td>$1,812 (+$690,000)</td>
<td>$9,060,000 (+$3,450,000)</td>
</tr>
<tr>
<td></td>
<td>Large Org. (10,000)</td>
</tr>
<tr>
<td></td>
<td>$18,120,000 (+$6,900,000)</td>
</tr>
</tbody>
</table>

*Estimates based on average annual salary of $50,620 (https://www.bls.gov/oes/current/oes_nat.htm#00-0000)
Content Areas of Gallup Courses

Gallup courses were categorized based on three broad content areas:

- strengths
- employee engagement
- manager development

The tables below show examples of Gallup courses included in each content area, as well as the client and employee sample sizes for each area.

**STRENGTHS COURSES**
- 83 clients
- 680,579 employees
- CliftonStrengths® Discovery
- CliftonStrengths for Managers
- CliftonStrengths for Teams

**ENGAGEMENT COURSES**
- 246 clients
- 1,194,466 employees
- Creating an Engaging Workplace Course for Managers
- Creating an Engaging Workplace Course for Engagement Champions

**MANAGER COURSES**
- 70 clients
- 547,916 employees
- Leading High-Performance Teams
- Moving From Boss to Coach

How Gallup Courses Lead to Better Results

Gallup courses enhance the way you do business by:

- equipping leaders and managers to create an engaging, productive culture
- empowering people to make the most of their natural talents and succeed by doing what they do best
- developing a high-performing team, one employee at a time
Strengths and Manager Development Courses Have Greatest Effect on Engagement

Each of Gallup’s course content areas was associated with greater increases in Q12 scores, compared with no Gallup courses. **Strengths and manager development content areas had the greatest effects** on employee engagement after the first Q12 administration.

Companies who invested in strengths and manager development courses had an average of 17- and 16-percentage-point increases in engaged employees, respectively, between the first and second Q12 administrations, compared with an average increase of 8 points for those who measured Q12 without providing courses.

Impact of Courses Investment
Q12 GrandMeans and % Engaged

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<tr>
<th></th>
<th>1st Administration</th>
<th>2nd Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strengths Courses</strong></td>
<td>3.66</td>
<td>3.89</td>
</tr>
<tr>
<td>n=83</td>
<td>27%</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Manager Courses</strong></td>
<td>3.67</td>
<td>3.89</td>
</tr>
<tr>
<td>n=70</td>
<td>27%</td>
<td>43%</td>
</tr>
<tr>
<td><strong>Engagement Courses</strong></td>
<td>3.66</td>
<td>3.80</td>
</tr>
<tr>
<td>n=246</td>
<td>27%</td>
<td>39%</td>
</tr>
<tr>
<td><strong>No Courses</strong></td>
<td>3.64</td>
<td>3.77</td>
</tr>
<tr>
<td>n=272</td>
<td>26%</td>
<td>34%</td>
</tr>
</tbody>
</table>
Content Areas Produce Differences in Productivity Per Employee

Applying Gallup’s Q12 meta-analytic research on the relationship between organizational-level Q12 and productivity, we estimate that organizations who invest in strengths courses from Gallup see a per-employee productivity gain of $2,330 in the first year.

Depending on the organizational size and course content, companies who invest in Gallup courses can see estimated returns between $1.4 million and $23.3 million in estimated productivity in the first year.

Per-Employee Productivity Gains via Engagement

<table>
<thead>
<tr>
<th>No Courses</th>
<th>Engagement Courses</th>
<th>Manager Courses</th>
<th>Strengths Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,122</td>
<td>$1,467</td>
<td>$2,243</td>
<td>$2,330</td>
</tr>
</tbody>
</table>

Productivity Gains, by Company Size Estimated*

<table>
<thead>
<tr>
<th>Small Org. (1,000)</th>
<th>Medium Org. (5,000)</th>
<th>Large Org. (10,000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,122,000</td>
<td>$5,610,000</td>
<td>$11,220,000</td>
</tr>
<tr>
<td>$1,467,000 (+$345,000)</td>
<td>$7,335,000 (+$1,725,000)</td>
<td>$14,670,000 (+$3,450,000)</td>
</tr>
<tr>
<td>$2,243,000 (+$1,121,000)</td>
<td>$11,215,000 (+$5,605,000)</td>
<td>$22,430,000 (+$11,210,000)</td>
</tr>
<tr>
<td>$2,330,000 (+$1,208,000)</td>
<td>$11,680,000 (+$6,040,000)</td>
<td>$23,300,000 (+$12,080,000)</td>
</tr>
</tbody>
</table>

*Estimates based on annual average salary of $50,620 (https://www.bls.gov/oes/current/oes_nat.htm#00-0000)

Organizations who invest in manager or strengths courses from Gallup see a per-employee productivity gain of $2,243 and $2,330, respectively, in the first year.
**Investments in Multiple Courses Result in Greater Engagement Increases**

Organizations who invested in multiple content areas had greater increases in employee engagement scores in their second year than did organizations who did not invest in Gallup courses.

Organizations who invested in all of Gallup’s content areas — strengths, employee engagement and manager development — are more likely to see larger increases in their Q12 scores than are organizations with other combinations of courses or no courses at all.

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**Impact of Courses Investment**

Q12 GrandMeans and % Engaged

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<tr>
<th></th>
<th>1st Administration</th>
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</tr>
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<tbody>
<tr>
<td>3 Content Areas</td>
<td>3.66</td>
<td>47% 3.98</td>
</tr>
<tr>
<td>2 Content Areas</td>
<td>3.66</td>
<td>42% 3.90</td>
</tr>
<tr>
<td>1 Content Area</td>
<td>3.66</td>
<td>41% 3.88</td>
</tr>
<tr>
<td>No Courses</td>
<td>3.64</td>
<td>34% 3.77</td>
</tr>
</tbody>
</table>

n=16  n=46  n=203  n=272
More Content Areas Generate Greater Productivity Gains

Applying Gallup’s Q12 meta-analytic research on the relationship between organizational-level Q12 and productivity, we estimate that organizations who invest in courses from three of Gallup’s content areas will see a per-employee productivity gain of $2,761 in the first year.

Depending on the organizational size and number of content areas, companies who invest in multiple Gallup content areas can see estimated returns between $1.8 million and $27.6 million in productivity in the first year.

The more course content areas in which organizations invest, the greater their per-employee productivity gains.
Enhance Learning at Your Organization

*Rooted in unrivaled research, Gallup’s transformative learning experiences prepare you to create an exceptional workplace that produces exceptional results.*

Discover the right learning opportunities for your organization or learn more about how Gallup courses affect engagement and productivity. Reach out to Gallup at [www.gallup.com/contact](http://www.gallup.com/contact) today.
Appendix

Research Methods

Estimates are based on a study of clients in Gallup’s Q12 Employee Engagement database (2000-2016) to examine company-level engagement change over time for Q12 clients who have invested in Gallup courses versus those who have not.

Q12 Measurement + Courses: clients with investments in Gallup courses between first (baseline) and second Q12 administrations

THE BASELINE MEASUREMENT INCLUDED

309 clients with 1,366,954 employees

VS.

Q12 Measurement + No Courses: clients who have never invested in Gallup courses

THE BASELINE MEASUREMENT INCLUDED

272 clients with 1,134,397 employees

Organizations in the study must have had two or more Q12 administrations six to 24 months apart and must not have participated in any Gallup course before their baseline Q12 administration.