

Q02. I have the materials and equipment I need to do my work right.

Free Me From Unnecessary Stress

Nothing is more frustrating than feeling as if you want to do a good job at work but don't have the right equipment to do so. When employees lack the means to do their work well, frustration with their inability quickly follows, as does anger with the manager or organization for placing them in such a difficult spot.

On average, only one in three workers strongly agree that they have told their manager the one thing they need most to get their work done and why.

Managers with bottom-quartile performance on this measure average 20% to 40% higher employee attrition than their top-quartile peers. This represents millions of dollars in direct and indirect turnover costs.



Three Material and Emotional Needs

- 1 Hardware.** The tangible tools and equipment necessary to do the work.
- 2 Software.** The systems and processes in place (including access to information) that maximize productivity.
- 3 Humanware.** Appropriate staffing and the acceptable handling of equipment requests.

Engaging Conversation Starters

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Employees typically talk a lot during discussions about this Q¹² item. Asking employees the right questions can help you identify challenges or barriers related to this item.

Quick Connect Conversation

A Quick Connect is a one- to 10-minute conversation to stay connected with employees and their short-term work.

Questions to Ask	Sharpen Your Approach
<p>How is your current project going?</p> <p>What do you need to do your work better?</p> <p>Are there things that get in the way of meeting the responsibilities of your role?</p>	<p>Focus on what team members are currently working on and what is getting in the way of success. Are there obvious issues that seem to get in the way of team members' success?</p>

Team Check-In Conversation

A team Check-In is a 10- to 30-minute conversation to discuss team successes and current needs while still keeping a focus on the team's future work.

Questions to Ask	Sharpen Your Approach
<p>What tools do you use that are vital to your job?</p> <p>What do you need that you don't have?</p> <p>What is the most creative workaround you have discovered?</p> <p>Are there things that keep you from being productive or accurate in the work you do?</p> <p>How can I help reduce these distractions?</p>	<p>Use this team conversation to listen for changes you can make to help team members do what is expected of them.</p>

Individual Developmental Conversation

Developmental conversations are typically 10 to 30 minutes. They help assess and identify employees' engagement needs.

Questions to Ask	Sharpen Your Approach
<p>What materials and equipment are essential to do your job well?</p> <p>Could you improve your performance if you had a different tool or piece of equipment?</p> <p>What additional information or training do you need to work efficiently?</p> <p>Are there things that distract you from being positive, productive or accurate in the work you do? If yes, follow up with this question:</p> <p>What are those things? What can you do to work through those areas? What help do you need from me?</p>	<p>Look for materials and equipment that will help team members perform their jobs effectively. Sometimes "materials and equipment" is information.</p>