



Agenda

- 01** EXPLORING GALLUP'S FRAMEWORK OF WELLBEING AND ITS IMPACT IN THE WORKPLACE
- 02** TACTICAL APPROACHES TO BUILD EMPLOYEE WELLBEING
- 03** EMPLOYEE ENGAGEMENT AND IT'S CONNECTION WITH WELLBEING
- 04** TACTICAL APPROACHES TO INTEGRATE EMPLOYEE ENGAGEMENT INTO WELLBEING STRATEGIES

engaged employees

Employees who are highly involved in and enthusiastic about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.

Employees can become engaged when their basic needs are met and when they have a chance to contribute, a sense of belonging, and opportunities to learn and grow.

WHY ENGAGEMENT?

An engagement-focused strategy builds a culture of high development and produces sustainable high performance.

Engagement and wellbeing are highly additive and reciprocal, with each influencing the future state of the other.

Although technology has changed, human nature hasn't.

Employees still have **fundamental psychological needs** that must be met to achieve and sustain high performance. This is as true for independent, remote workers as it is for those who work collaboratively in the office.

Impact of Engagement: Outcomes of Highly Engaged Business Units and Teams

Gallup's meta-analyses examine the relationship between engagement and performance. When comparing top-quartile with bottom-quartile engagement, Gallup found that business units and teams resulted in median percent differences of:

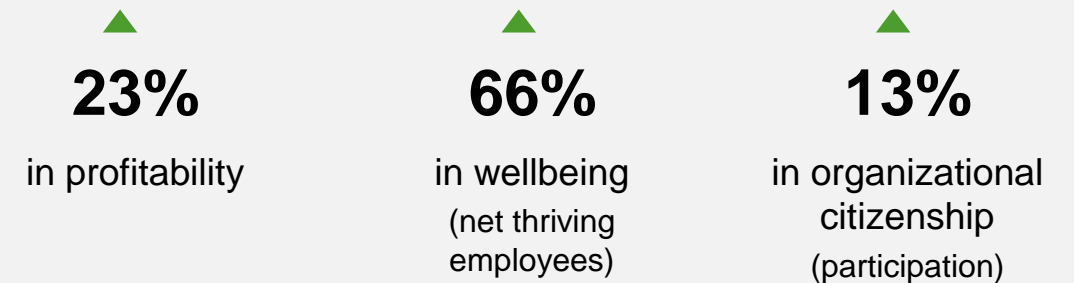
Fewer Negative Outcomes



More Positive Outcomes



Greater Organizational Success



Note: Top-quartile teams on engagement achieved higher performance on positive outcomes and realized fewer negative outcomes. Bottom-quartile teams realized more negative outcomes and achieved lower performance on positive outcomes.
*High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organizations are those with 40% or lower annualized turnover.



Employees are segmented into three fundamental psychological conditions of engagement:

1. Engaged
2. Not engaged
3. Actively disengaged

What percentage of U.S. workers are *engaged*?

A 36%

B 46%

C 56%

D 66%

Engagement Segments Within U.S. Workplaces Today

Employees can be segmented into three fundamental psychological conditions of engagement that are behaviorally predictive.



36%

ENGAGED

*Engaged employees are **highly involved in and enthusiastic** about their work and workplace. They are psychological “owners,” drive performance and innovation, and move the organization forward.*

50%

NOT ENGAGED

*Not engaged employees are **psychologically unattached** to their work and company. Because their engagement needs are not being fully met, they’re putting time — but not energy or passion — into their work.*

14%

ACTIVELY DISENGAGED

*Actively disengaged employees aren’t just unhappy at work — they are **resentful** that their needs aren’t being met and are **acting out their unhappiness**. Every day, these workers potentially undermine what their engaged coworkers accomplish.*


71%

BEST-PRACTICE ORGANIZATIONS

25%


4%

Note: Percentages for U.S. workplaces reflect data from March through November 2020. Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners in 2020.



If you had to estimate, would you say your workplace is higher or lower than the average rate of engagement?

- A** Higher (above 36%)
- B** About the same (~36%)
- C** Lower (below 36%)



If you answered higher than 36%, what is it about your organization that makes people feel engaged in their work and workplace?

--Type your answers in chat

Employee Engagement

Engaged employees:

- know the scope of their job
- thrill in the challenge of their work every day
- are in roles that use their talents
- always look for new and different ways of achieving the outcomes of their role

Employee engagement is the involvement and enthusiasm of employees in their work and workplace. Employees can become engaged when their basic needs are met and when they have a chance to contribute, a sense of belonging, and opportunities to learn and grow.

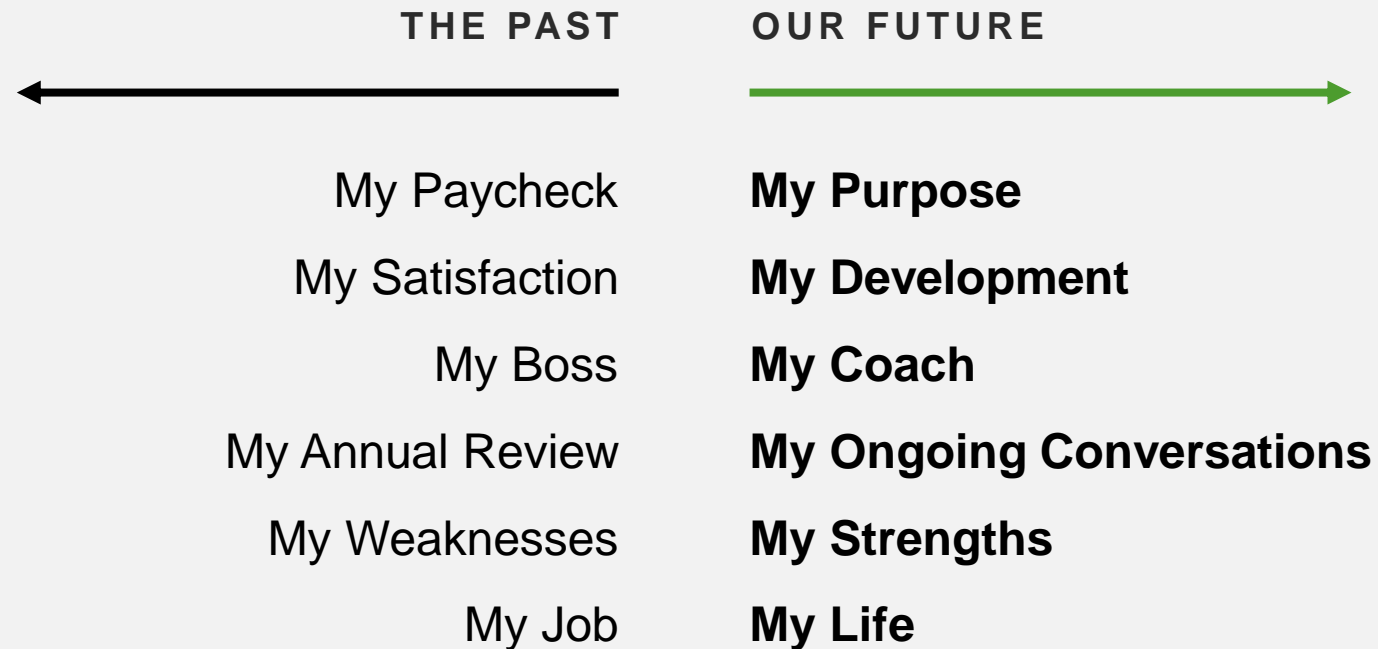
ENGAGEMENT



SATISFACTION

Employee Expectations Are Shifting

Today's workers, especially Millennials and Generation Z, care less about job satisfaction and more about personal growth.



The Engagement Hierarchy: Gallup's Q¹²® Needs in the Workplace

Twelve elements predict high team performance in critical business outcomes. The best managers fully integrate the concepts behind each item into casual conversations, meeting agendas, performance evaluations and team goal setting.

GROWTH

How do I grow?

Q12. This last year, I have had opportunities at work to learn and grow.

Q11. In the last six months, someone at work has talked to me about my progress.

TEAMWORK

Do I belong?

Q10. I have a best friend at work.

Q09. My associates or fellow employees are committed to doing quality work.

Q08. The mission or purpose of my company makes me feel my job is important.

Q07. At work, my opinions seem to count.

INDIVIDUAL CONTRIBUTION

What do I give?

Q06. There is someone at work who encourages my development.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q03. At work, I have the opportunity to do what I do best every day.

BASIC NEEDS

What do I get?

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

Q01. I know what is expected of me at work.

Engagement Is Critical for Overcoming Modern Workplace Challenges

Today's workplaces are dramatically different from workplaces of the past. As employee desires and technology continue to change, an engagement-focused strategy can help leaders fulfill employee needs despite the challenges around them.

AN ENGAGEMENT-FOCUSED STRATEGY HELPS LEADERS:

- navigate a workplace with far more racial, cultural and gender diversity than in previous generations
- deal with the changing nature of work as digitization grows
- manage the blur of work and life through mobile technology
- flex to different place, space and work style needs
- lead matrixed teams
- manage through disruptions



Which Engagement Elements Increase in Importance During Tough Times?

- 1 Know what is expected
- 2 Materials and equipment
- 3 Opportunity to do what I do best
- 4 Mission or purpose makes me feel my job is important
- 5 Coworkers committed to quality

PEOPLE WHO STRONGLY AGREE TO THESE FIVE ITEMS ARE:

3x

More likely than average to strongly agree their organization has the right tools and processes to respond quickly to business needs

2.5x

More likely than average to strongly agree their organization has the right mindset to respond quickly to business needs


31%

More likely than average to say they are always able to bounce back from illness or hardship

What Creates Engaging Cultures

Gallup identified the 12 key drivers of engagement from more than 30 years of accumulated quantitative and qualitative research.





Who has the most influence on engagement?

A Executive leaders

B Managers

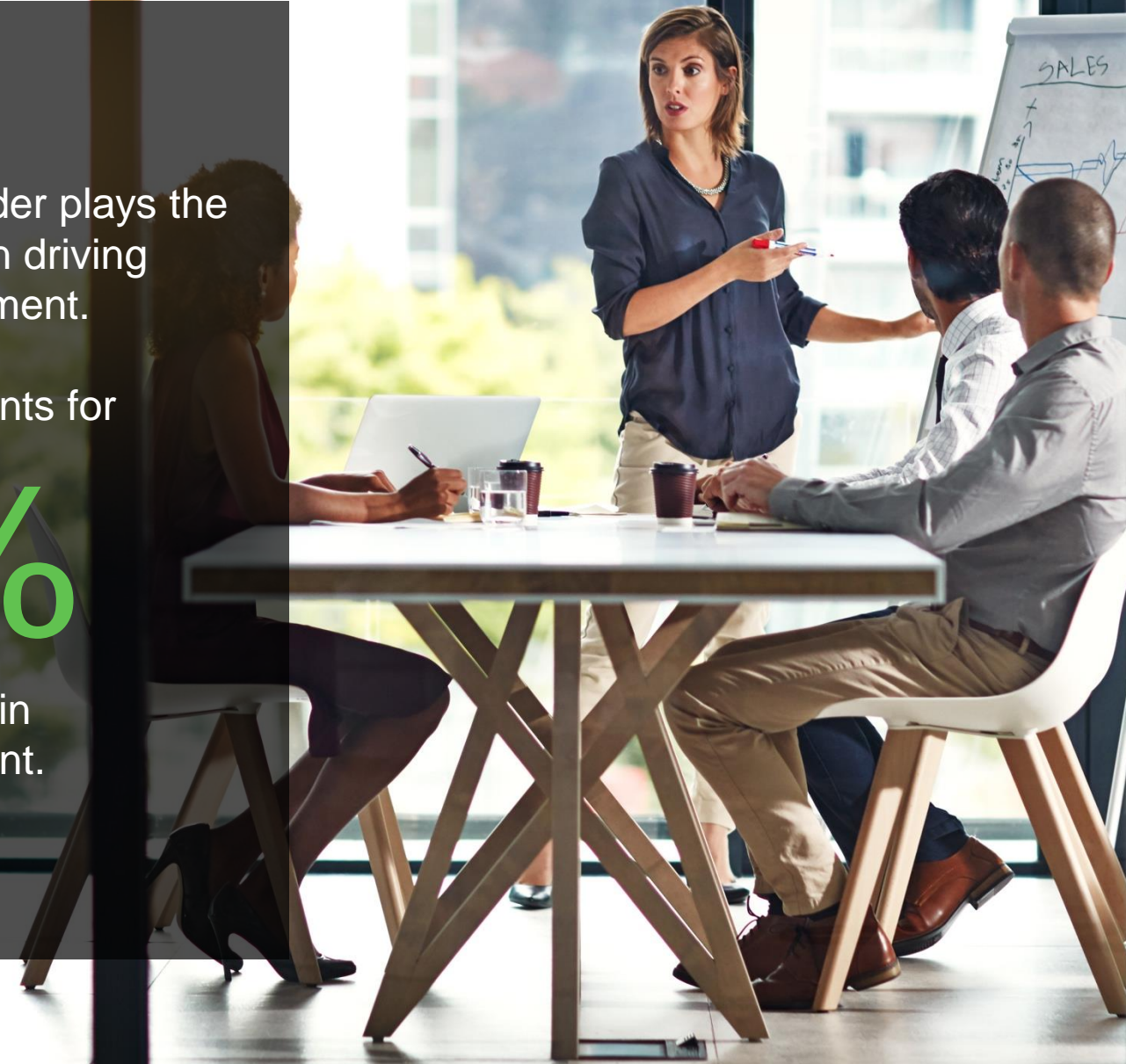
C Employees

The manager or team leader plays the most significant role in driving employee engagement.

The manager accounts for

70%

of the variance in team engagement.



Source: *It's the Manager*

Engagement Is Everyone's Responsibility

Everyone in an organization — and, in fact, the organization itself — is responsible for employee engagement. As a wellbeing leader, be mindful of those moments when you see individuals and leaders contributing to a culture of engagement.

ORGANIZATION

- Provide resources — human, technical and financial.
- Establish a culture of engagement that promotes a thriving people strategy throughout the organization.

LEADERS

- Provide overall direction and vision.
- Remove barriers.
- Reinforce values and direction.
- Prioritize engagement as a strategic advantage.

MANAGERS

- Create a local environment where engagement can happen.
- Lead and participate in action planning.
- Be a conduit for leadership and the organization.

CHAMPIONS

- Promote engagement.
- Offer advice and collect best practices.
- Educate leaders, managers and teams about engagement.

TEAMS

- Create an engaging culture for the team.
- Build and implement the team's action plan.

INDIVIDUALS

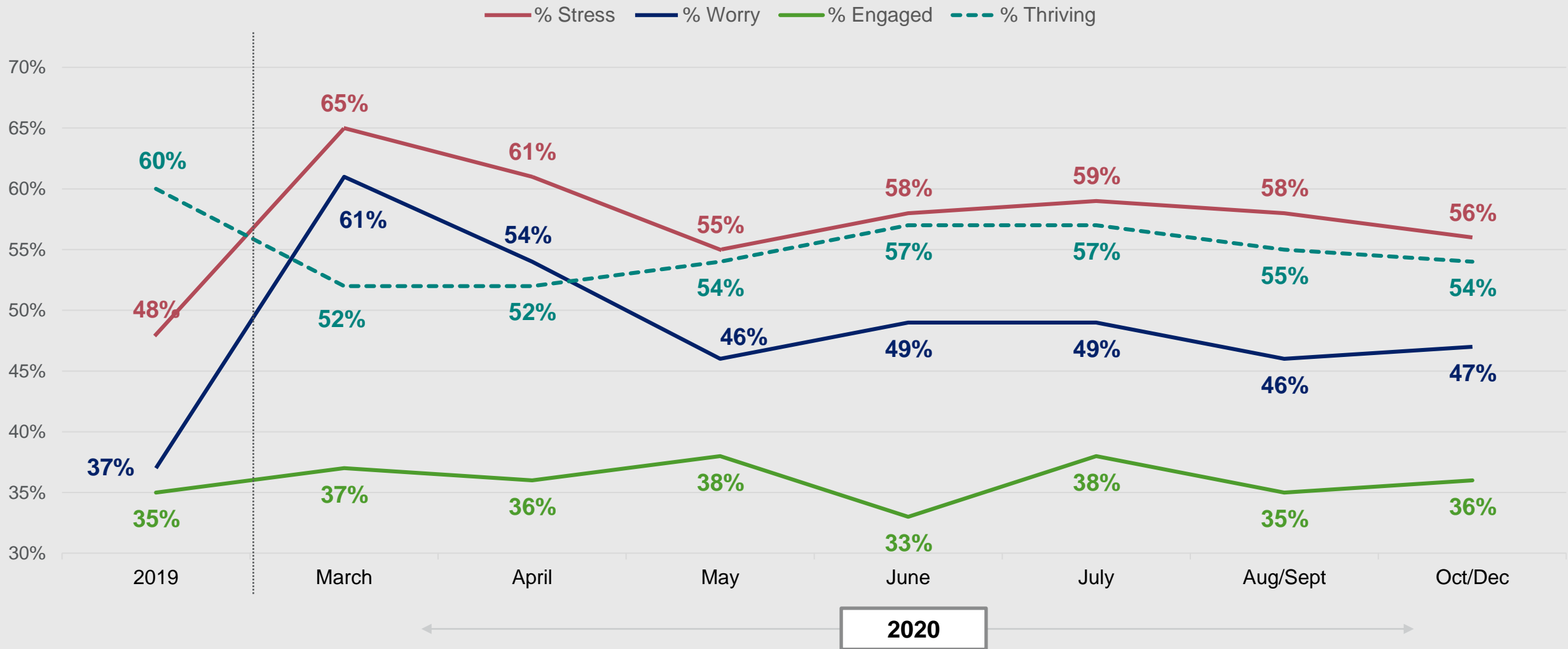
- Take ownership of their engagement.
- Participate in and help to implement team action planning.

Small Shifts in an Employee's Wellbeing and Engagement Can Make a Big Impact on Performance

To create a culture of wellbeing, engagement must be strong. By focusing on and improving employee engagement, organizations naturally build a culture where employees can thrive.



Engagement and Wellbeing Trends During COVID-19



All employees September 2019 and COVID-19 data from March to December 2020

Compared with employees who have high engagement but otherwise exhibit low levels of wellbeing, those who are engaged and who have high wellbeing in at least four of the five elements are:

▲
30%

more likely to not miss any workdays due to poor health in any given month

▲
42%

more likely to evaluate their overall lives highly

▲
27%

more likely to report “excellent” performance in their own job at work

▲
27%

more likely to report “excellent” performance by their organization

▲
45%

more likely to report high levels of **adaptability** in the presence of change

▼
59%

less likely to look for a job with a different organization in the next 12 months

▼
18%

less likely to change employers in a 12-month period

▲
19%

more likely to have volunteered their time in the past month