

# FOCUSING ON EMPLOYEE WELL-BEING



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Well-being isn't just  
about being happy or  
physically fit.

# Understanding Well-Being

Well-being is composed of **five interrelated and interdependent elements**, according to Gallup.

- **Career:** Liking what you do each day and being motivated to achieve your goals
- **Social:** Having supportive relationships and love in your life
- **Financial:** Managing your economic life to reduce stress and increase security
- **Community:** Liking where you live, feeling safe and having pride in your community
- **Physical:** Having good health and enough energy to get things done daily



# Understanding Well-Being

Experiences across the five elements can vary greatly.

- **Thriving:** Well-being that is strong, consistent and progressing in a particular element.
- **Struggling:** Well-being that is moderate or inconsistent in a particular event.
- **Suffering:** Well-being that is very low and at high risk in a particular element.





“Organizations are often skeptical of the importance of well-being at the office because of the misconception that focusing on well-being cuts into work time and does not affect key business outcomes. But this is a misunderstanding. Well-being is the catalyst organizations need to cultivate engaged, thriving employees who perform at their best every day.”

—Jim Clifton and Jim Harter, *Wellbeing at Work*

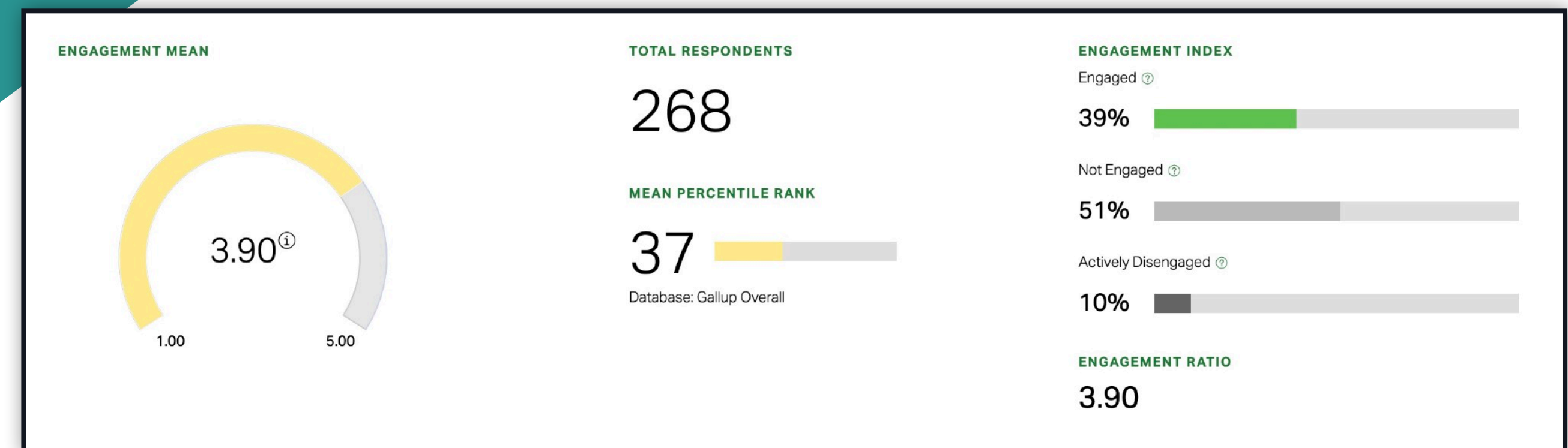


# Understanding Well-Being

**Compared with employees who are only physically fit, Gallup research shows that those who have high well-being across most or all five elements:**

- are 81% less likely to seek out a new employer in the next year,
- miss 41% less work as a result of poor health,
- are 43% more likely to volunteer,
- are 36% more likely to report a full recovery after an illness, injury or hardship,
- are 27% less likely to have changed jobs in the previous 12 months.





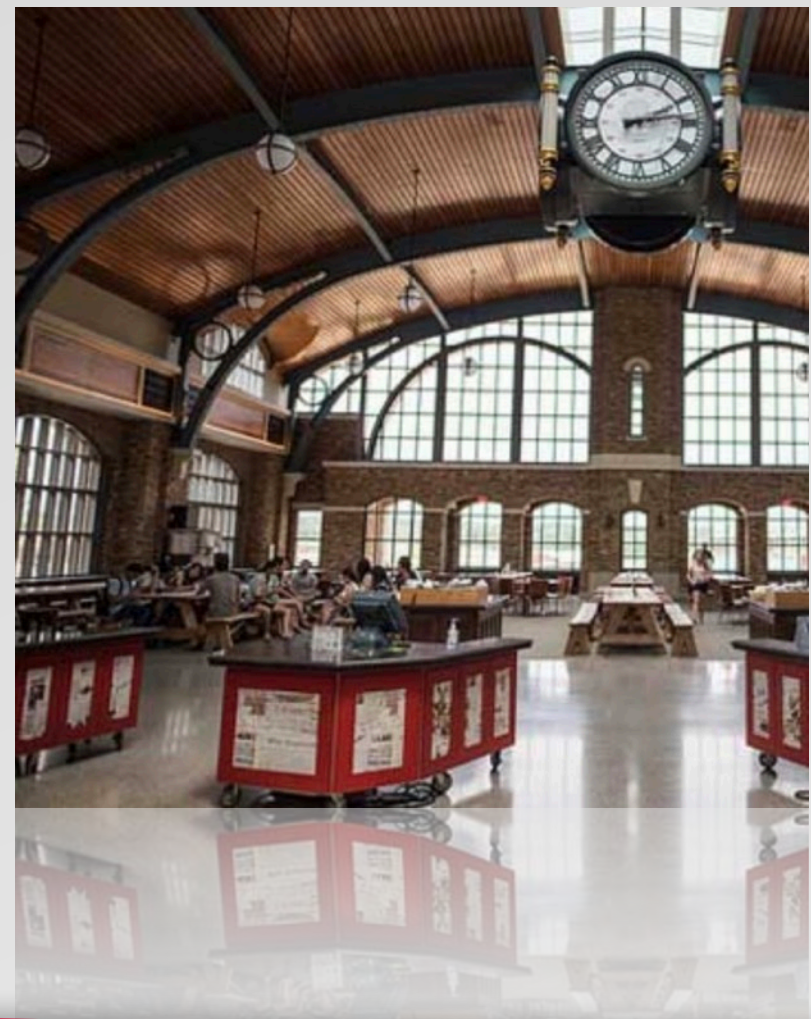
## Well-being and engagement have an interdependent relationship.

*According to Gallup, both high engagement and well-being among employees leads to improved business outcomes when compared with employees who only exhibit high levels of one or the other.*



Given considerable financial resources, how have private companies addressed career well-being for their employees?

**Epic**







**SUNDAY  
MORNING**





## Many programs, while well-intentioned, miss the mark.

A workforce that is “well” leads to increased productivity. But research has uncovered a startling disconnect between employer and employee perceptions of employee well-being. More than half of employers (56%) believe their well-being programs have encouraged employees to live healthier lifestyles, but less than one in three employees (32%) agrees, according to our *Global Benefits Attitudes Survey*.

Employee well-being is purpose-driven and woven into the fabric of an organization's values and the employee experience. It is inextricably linked to a myriad of policies, programs and benefit offerings as well as to desired culture, productivity improvement, longer-term organizational talent retention and sustainability of business results.





Compared with employees who have high engagement but low levels of well-being, those **who are engaged** and **have high well-being 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 within 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.

# Engaged & High Well-being





Leaders often struggle to understand that the organization is responsible for worker well-being. Only 12% of employees strongly agree that they have substantially higher overall well-being because of their employer.

A vast majority see their job as a detriment to their well-being.





# How do we assess well-being?



# Life Evaluation Index

Please imagine a ladder with steps numbered from 0 at the bottom to 10 at the top. The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you.

- On which step of the ladder would you say you personally feel you stand at this time?
- On which step do you think you will stand about five years from now?





# Career Well-Being

Ask your team the following two questions. They can rate their agreement on a scale from 1-5.

- I like what I do every day.
- I learn or do something interesting every day.





# Social Well-being Insights

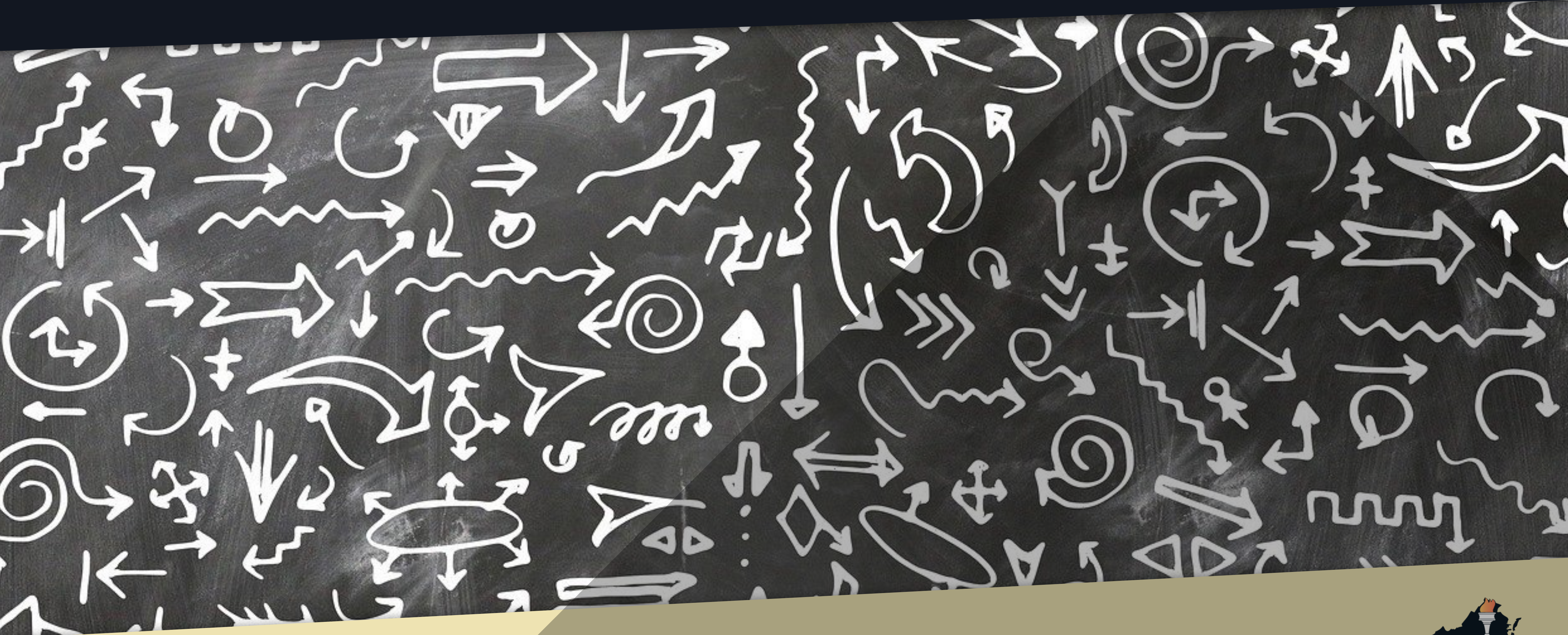


Ask your team:

- Do we connect enough socially?
- How do we show our support for one another?
- How do we celebrate each other's personal and professional successes?
- How do we support one another's well-being?



# What's next?





# Do you like what you do every day?

**According to Gallup, only 20% of people strongly agree that they like what they do every day.** If you start just one place, focus on this question.

## **Questions your team can ask themselves:**

- What do I enjoy most about my job?
- What goals will I achieve today?
- Looking ahead at my day, what gives me the most energy?
- Which of my strengths will I use today?
- How does your work fulfill our purpose as a team?
- If you could make one change for the better, what would it be?





# Questions for Managers

**According to Gallup, only 20% of people strongly agree that they like what they do every day.** If you start just one place, focus on this question.

## **Questions you can ask yourself:**

- Do I encourage my team members to pause and celebrate their achievements?
- How can I align each individual's developmental goals with team projects?
- How can I better position individuals to use their strengths? Everyday?
- How will what I do today connect to our agency's overall mission and vision?



# Career Well-Being Best Practices

1. Identify the parts of your role that fulfill you the most and look for opportunities to do them more often.
2. Identify someone with a shared mission who encourages your growth and spend more time with them.
3. Spend more time with the people you enjoy being around at work.
4. Participate in activities that let you use your strengths every day.
5. Identify purpose-filled moments and celebrate them.
6. At the end of the day, pause. Appreciate your accomplishments.





# Today's Charge

**1**

Reflect on your own well-being. Are you thriving? Struggling? Suffering?

Are you headed up the ladder? Or down?

**2**

Recognize that globally, employee daily stress jumped from 33% in 2014 to 43% in 2020.

How stressed is your team?

**3**

Engage your team on their well-being.

People with high career well-being are more than twice as likely to be thriving in their lives overall.

**4**

Report back to us how your team is doing.

Let's strategize on the ways we can lead our teams toward well-being.



# Next Steps

**DRIVE  
2025**

**NEXT  
EXIT**



# DISCUSSION

*What resonated or stood out to you?*