

GALLUP®



Emotions: What's next
for your community,
yourself and your
organization?

GALLUP®



States With Highest and Lowest Overall Wellbeing

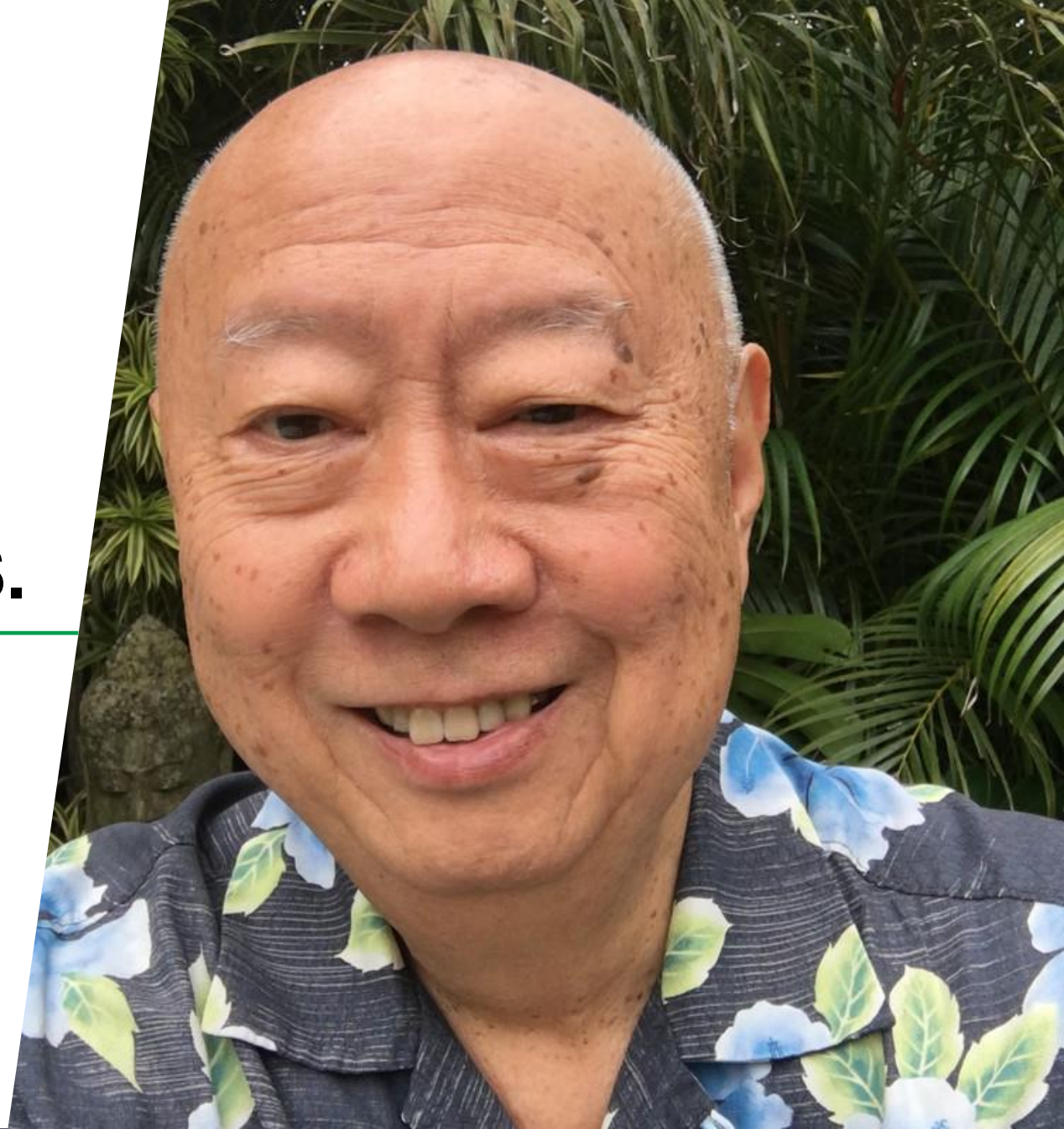
Highest 10	Well-Being Index score	Lowest 10	Well-Being Index score
Hawaii	64.6	West Virginia	57.0
Wyoming	64.2	Arkansas	58.7
Alaska	63.9	Kentucky	58.8
Montana	63.5	Mississippi	58.9
Utah	63.4	Tennessee	59.5
Colorado	63.4	Oklahoma	59.8
Vermont	63.3	Alabama	59.9
Delaware	62.9	Louisiana	60.0
South Dakota	62.7	Illinois	60.3
North Dakota	62.7	Indiana	60.3

Agenda

- 1 Emotions Within Your Community
- 2 Strengths and Your Emotions
- 3 The Emotional Commitment of Your Organization



The Happiest Person in the U.S.



The Five Elements of Wellbeing

By studying the human behavior and wellbeing of more than 98% of the world's population, Gallup uncovered the **common elements that people need to thrive** in their lives.

They describe aspects of our lives that we can **do something about**.



“Community wellbeing
stands out as a strong
differentiator between a
good life and a great life.”

— JIM HARTER, PH.D.



Where People Feel Safe Walking Alone at Night

MOST LIKELY TO FEEL SAFE		LEAST LIKELY TO FEEL SAFE	
	% Yes		% Yes
Singapore	96	Madagascar	43
Norway	93	Cameroon	43
United Arab Emirates	93	Mexico	43
Turkmenistan	93	Dominican Republic	40
China	92	Namibia	40
Kuwait	90	Botswana	36
Tajikistan	90	Lesotho	34
Slovenia	90	South Africa	34
Saudi Arabia	88	Liberia	33
Switzerland	87	Venezuela	31
Denmark	87	Gabon	31
Luxembourg	87	Afghanistan	15

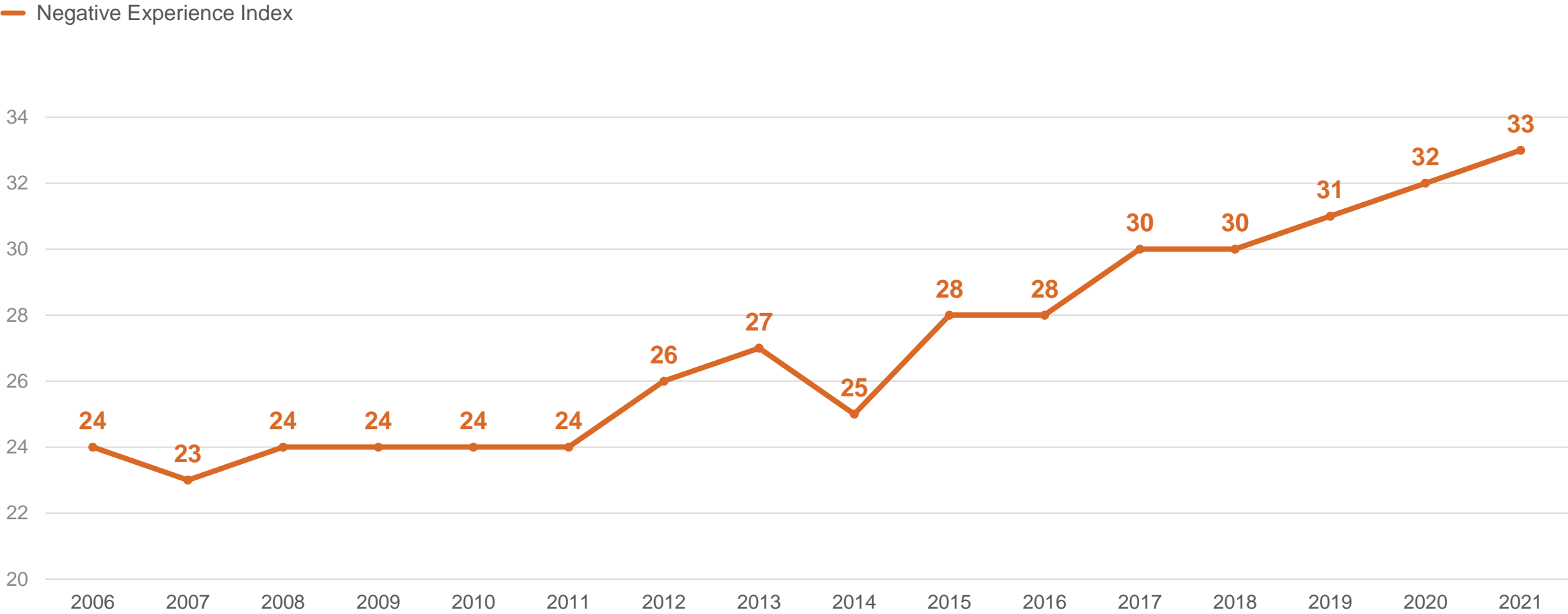
2021

1 in 4

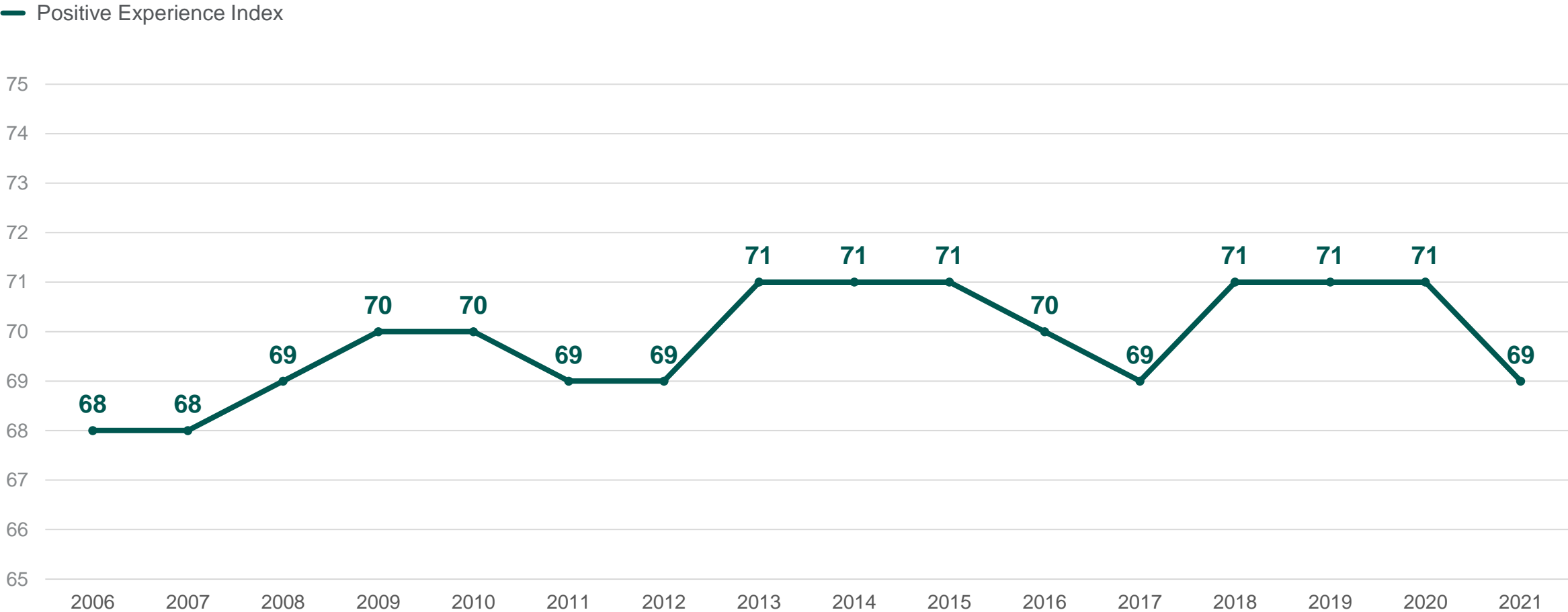
AMERICANS STRONGLY AGREE
THE AREA WHERE THEY LIVE IS
PERFECT FOR THEM.



The Negative Experience Index measures the individual’s experienced wellbeing on the day before the survey. Questions provide a real-time measure of respondents’ negative experiences.



Positive Experience Index





POSITIVE EXPERIENCE INDEX QUESTIONS

- Did you feel **well-rested** yesterday?
- Were you **treated with respect** all day yesterday?
- Did you **smile or laugh a lot** yesterday?
- Did you **learn or do something interesting** yesterday?
- Did you experience **enjoyment** during a lot of the day yesterday?

NEGATIVE EXPERIENCE INDEX QUESTIONS

- Did you experience **physical pain** during a lot of the day yesterday?
- Did you experience **worry** during a lot of the day yesterday?
- Did you experience **sadness** during a lot of the day yesterday?
- Did you experience **stress** during a lot of the day yesterday?
- Did you experience **anger** during a lot of the day yesterday?



Strengths

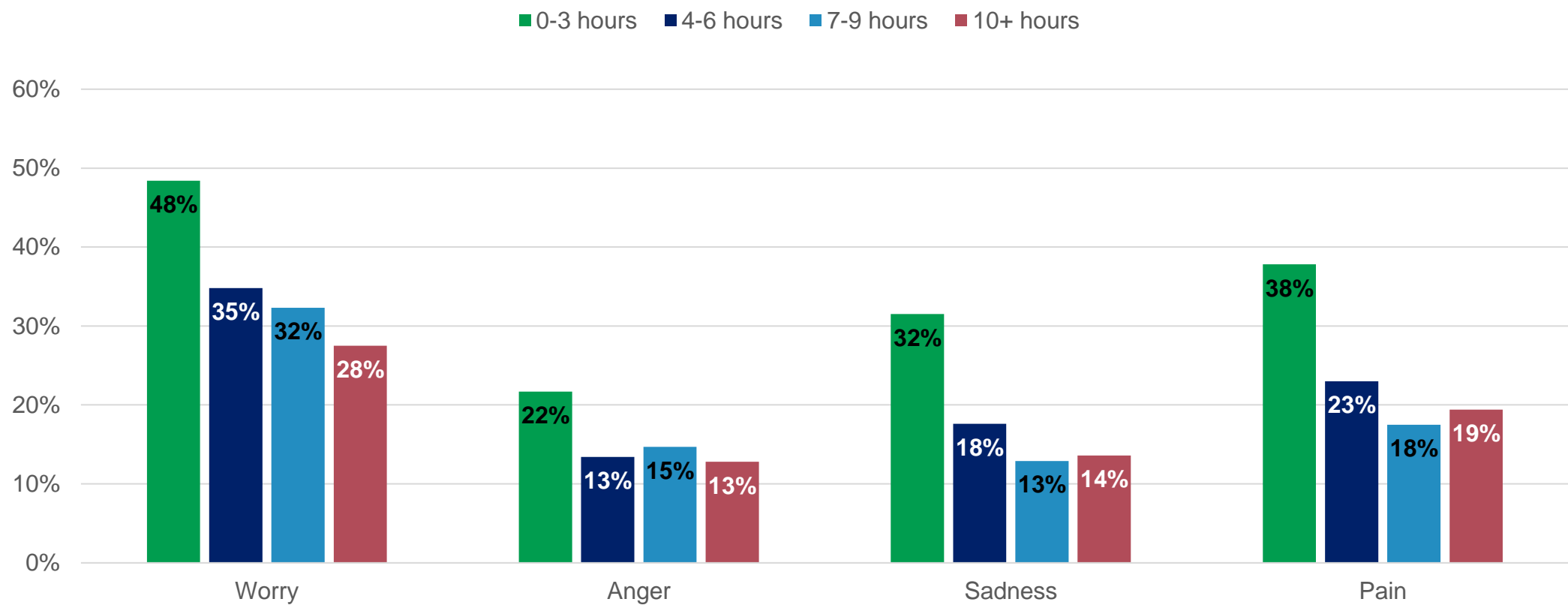
Your unique combination of talents, skills and knowledge

While talents exist naturally, strengths must be developed.
Strengths result when talents are refined with acquired skills and knowledge.

EASE | EXCELLENCE | ENJOYMENT | ENERGY

Using Strengths Counteracts Negative Emotional Experiences

The more hours each day that Americans can use their strengths to do what they do best, the less likely they are to report experiencing worry, anger, sadness or physical pain during the previous day.



Positive Emotional Experiences “Yesterday” by Hours Spent Using Strengths

	0-3 Hours	3-6 Hours	7-9 Hours	10+ Hours
% Happiness	75	89	92	93
% Felt well-rested	58	67	69	73
% Treated with respect	87	92	93	95
% Smiled or laughed	66	84	91	87
% Learned something	43	66	70	72
% Enough energy to get things done	71	87	92	93

Performance of Fully Optimized Workers Compared With Other Groups

	Not Engaged, Low Wellbeing	Engaged, Low Wellbeing	Engaged, High Wellbeing, Suboptimal Strengths Usage	Engaged, High Wellbeing, Full Strengths Usage	Boost from adding strengths
	%				
Life Evaluation (% Thriving)	52	65	89	93	4
Leader in my life makes me enthusiastic about the future	5	12	23	46	100
No missed workdays due to poor health in the last month	60	61	77	81	5
Will look for a different job in the next 12 months	33	13	8	4	-50
Adapt well to change (% Always)	13	20	23	33	43
Bounce back fully after illness, injury or hardship (% Always)	41	49	62	72	16
Volunteered time to an organization in the last month	59	64	72	79	10
Rating own performance over last 12 months (% Excellent)	22	45	51	64	25
Rating team's performance over last 12 months (% Excellent)	12	39	46	51	11
Rating organization's performance over last 12 months (% Excellent)	9	33	39	46	18

N=6,780 working adults; results control for age, education, income, gender, race/ethnicity and marital status

GALLUP'S 2018 NATIONAL PANEL OF HOUSEHOLDS

Engagement Segments Within U.S. Workplaces

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



32%

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.

18%

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.

BEST-PRACTICE ORGANIZATIONS

70%

25%

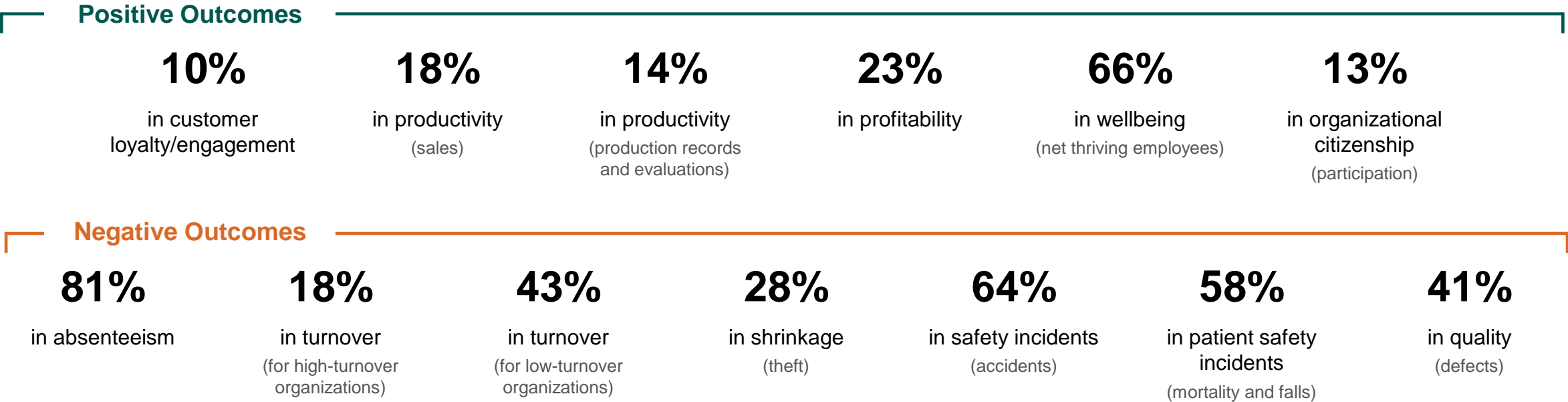
5%

Note: Percentages for U.S. engagement reflect Q2 2022 engagement levels. Percentages for best-practice organizations are averages across 2022 Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners’ engagement data (2021) — not the year that Gallup named the award winners.

Outcomes of Highly Engaged Business Units and Teams

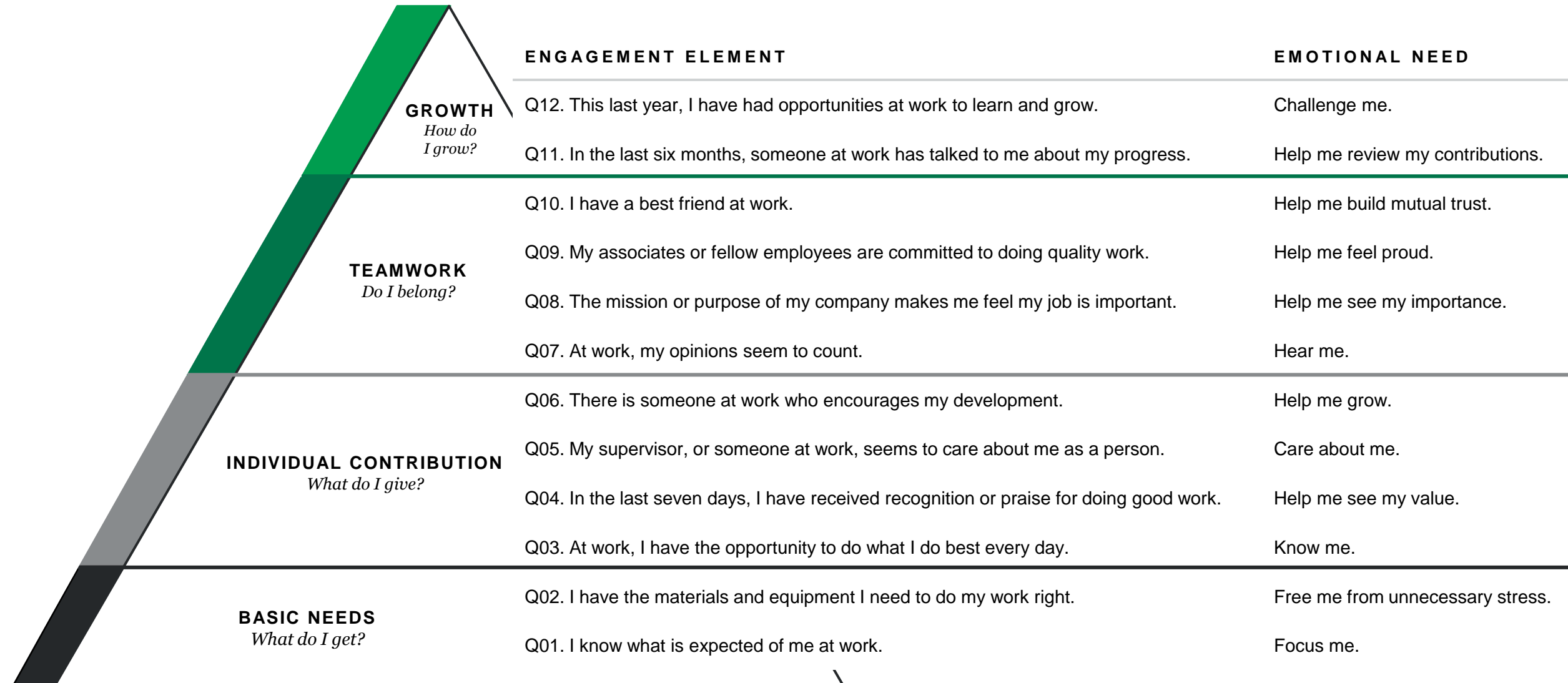
Gallup’s research of more than 112,000 teams — over 2.7 million employees — revealed that teams in the top quartile of employee engagement achieved higher performance on positive outcomes (customer loyalty, sales, productivity, profitability, wellbeing and organizational citizenship) and realized fewer negative outcomes (absenteeism, turnover, shrinkage, safety incidents and quality defects) than those in the bottom quartile.

When comparing employee engagement levels, Gallup found that top- and bottom-quartile business units and teams had the following differences in business outcomes*:



Source: *The Relationship Between Engagement at Work and Organizational Outcomes: 2020 Q12® Meta-Analysis: 10th Edition*
*The above figures are median percent differences across companies in Gallup’s database. High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organizations are those with 40% or lower annualized turnover.

The 12 Elements of Employee Engagement — Gallup's Q¹²®



How Can You Design an Organizational Wellbeing Program That Works for All Employees?

Gallup has found that adoption rates for wellbeing initiatives are substantially higher when employees have **great managers** who **engage** them in their work first and establish **trust**. Here are some reasons why:

- 1 Engaged employees are more open and comfortable discussing broader wellbeing issues in their lives.
- 2 Engaged employees are less likely to question the intentions of wellbeing programs offered by the company.
- 3 Engaged employees have strong relationships with others on their team. Research shows that adoption of wellbeing programs can be a product of social contagion.

The Five Most Important and Highest Priority Engagement Items for Performance and Wellbeing

- 1 MY EXPECTATIONS
- 2 MY STRENGTHS
- 3 MY DEVELOPMENT
- 4 MY OPINIONS
- 5 MY MISSION OR PURPOSE

Source: *Wellbeing at Work*

Focus me

I know what is expected of me at work.



Source: *Wellbeing at Work*

- Clear expectations are an employee's **most fundamental** need.
- Those who report unclear expectations at work also report higher daily **worry, stress, anxiety** and **loneliness**.
- Helping employees understand **what's expected** requires much more than just telling them what to do. They need to understand the fundamentals of their work, which include — **but are not limited to** — their job description.
- Great managers provide meaningful feedback **multiple times a week** — once a week at a minimum — through check-ins, quick connects and developmental conversations.

BEST PRACTICES FOR LEADERS

- Set clear goals.
- Provide adequate resources.
- Lead collaborative goal setting.
- Nurture collective intelligence.

Know me

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



Source: *Wellbeing at Work*

- Identifying and applying strengths is a shortcut to **improving wellbeing** for each employee.
- Those who are not doing what they do best report higher rates of **boredom** in their daily lives, **lower energy** throughout the day and are more likely to be **struggling or suffering** in their overall lives.
- Employees who have the opportunity to do what they do best report **much higher energy**. This has both wellbeing and performance implications.
- When managers position people to use their natural talents and strengths, they get **better results**.

BEST PRACTICES FOR LEADERS

- Identify and embrace unique strengths within roles.
- Give employees challenging assignments that align with their natural abilities.
- Build a scientific “job fit” system.

Help me grow

There is someone at work who encourages my development.



Source: *Wellbeing at Work*

- Of the engagement items, the development item is the **most important** one to get right when building a net thriving culture. Development is strongly linked to employees feeling that their organization values their **overall wellbeing**.
- Doing work that feels the same — **over and over, year after year** — grinds the spirit out of people. The best employees often quit their jobs because no one talked with them about their **future**.
- Development starts at the top. But only one in three managers strongly agree that someone at work encourages **their development**, despite major investments in their training.
- Employees who said someone at work **encourages their development** had more positive views of their standard of living.

BEST PRACTICES FOR LEADERS

- Design a system for mentoring.
- Focus on goals.
- Use validated manager training.
- Watch out for manager burnout.

Hear me

At work, my opinions seem to count.



Source: *Wellbeing at Work*

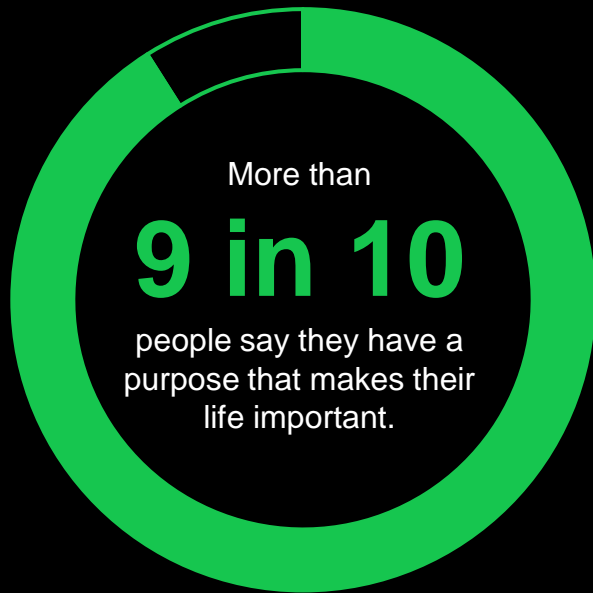
- Feeling like your opinions matter is closely tied to **respect**. There can be no culture of respect in the absence of dialogue between managers and employees.
- Two-thirds of employees who think their opinions count are **thriving** in their overall lives. Not feeling like their opinions count is a key factor in employee **burnout**.
- Asking for and using employees' input creates **buy-in** and encourages **new ideas** that positively influence business results. Deliberately seeking out employee opinions is especially important with **remote workers**.
- The best managers use their team as the key resource for **better decision-making**. They encourage dialogue and debate and create a team culture of problem-solving.

BEST PRACTICES FOR LEADERS

- Seek employee input.
- Empower your employees.

Help me see my importance

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



Source: *Wellbeing at Work*

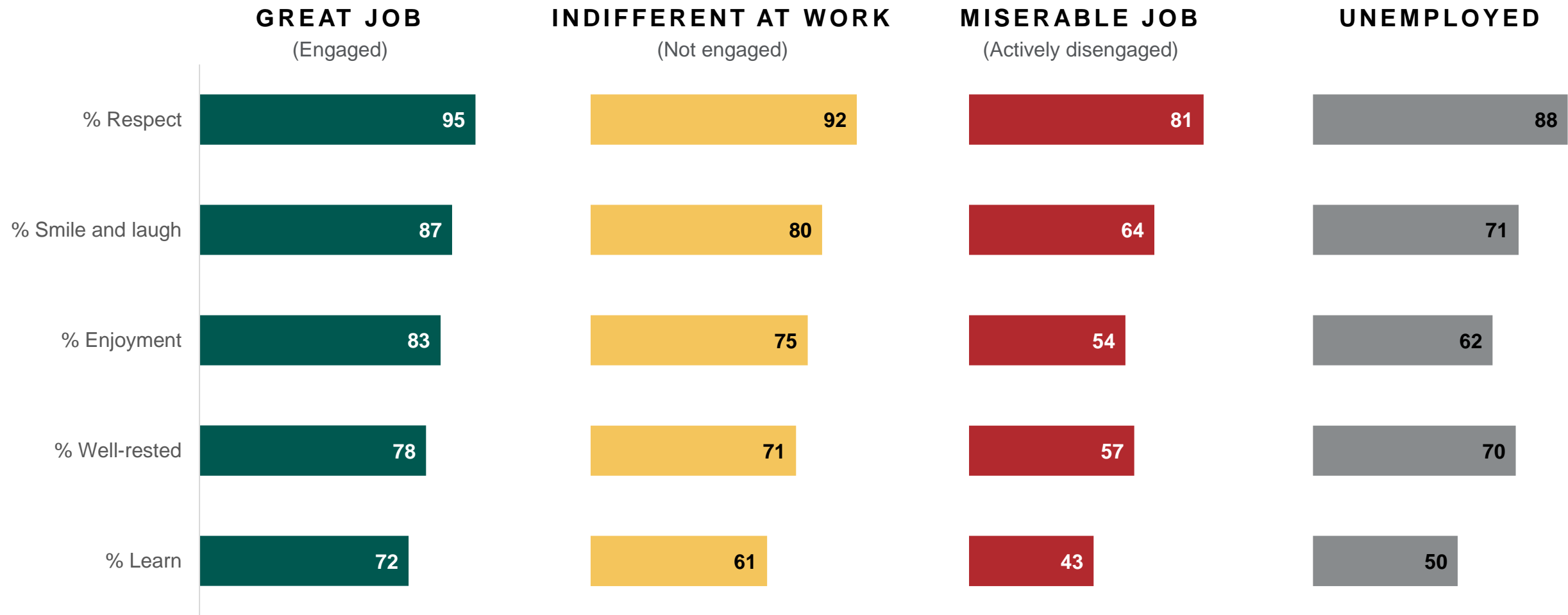
- But globally, only one in three employees strongly agree that the mission or purpose of their organization makes them feel their **job is important**.
- Feeling connected to a mission or purpose is a requirement for **resiliency** during hard times.
- Employees need to know how their job fits into the grander scheme of things. They want to believe in what their employer does and to contribute to a **higher purpose**, beyond the practical needs of earning a living.
- The best managers deepen a sense of **purpose** by clarifying the organization's **mission**, helping employees see their role in it and giving employees opportunities to talk about it.

BEST PRACTICES FOR LEADERS

- Make your mission or purpose clear and concise so every employee can relate it to the work they do every day.
- Get out in front of burnout.

A Great Job, a Miserable Job and Unemployment — the Emotional Difference

Percentages reporting each positive experience



The Four Needs of Followers

The four risks to a thriving culture and other organizational threats become magnified during challenging times. However, thriving and resilient cultures win in both good times and bad. And compared with their peers, these cultures have superior performance.

GALLUP HAS FOUND THAT FOLLOWERS HAVE FOUR NEEDS FROM THEIR LEADERS

01

HOPE

Is there a clear plan for the future?

In times of crisis, there are two directions human nature can take: fear, helplessness and victimization — or self-actualization and engagement. Employees look to leaders for confident plans and to give them confidence that there is a way forward.

02

STABILITY

Am I well-prepared to do my work?

As people adapt to disruptions, they return to basic needs. During challenges, employees need managers who go back to the basics: clarifying expectations, reviewing material and equipment needs, and adjusting roles so people can use their strengths in new ways.

03

TRUST

Does my manager keep me informed?

When people are not getting timely information — no matter how positive or negative — they start believing someone is hiding something from them. Trust erodes and self-preservation takes over. Stress, fear and anger emerge. Managers are the key conduits responsible for translating the organization's response to challenges and strategic evolutions.

04

COMPASSION

Does my organization care about my wellbeing?

A key predictor of low worry and high confidence is whether each employee believes — and experiences — that their organization is looking out for their best interest. Managers need to be in tune with each individual's situation, so they can direct employees to personalized wellbeing resources.

The Four Needs of Followers

01

HOPE

The most powerful question Gallup asked followers was about hope — **69% who strongly agreed** that their leaders made them "feel enthusiastic about the future" were engaged. **Only 1%** of those who disagreed with the statement were engaged.

02

STABILITY

Employees need to feel their jobs are stable for them to do their best work. In fact, followers are **nine times** more likely to be engaged in their jobs if they feel the company's financial future is secure.

03

TRUST

When followers trust their leaders, **one in two** are engaged. When followers don't find leaders trustworthy, only **one in 12** are engaged at work.

04

COMPASSION

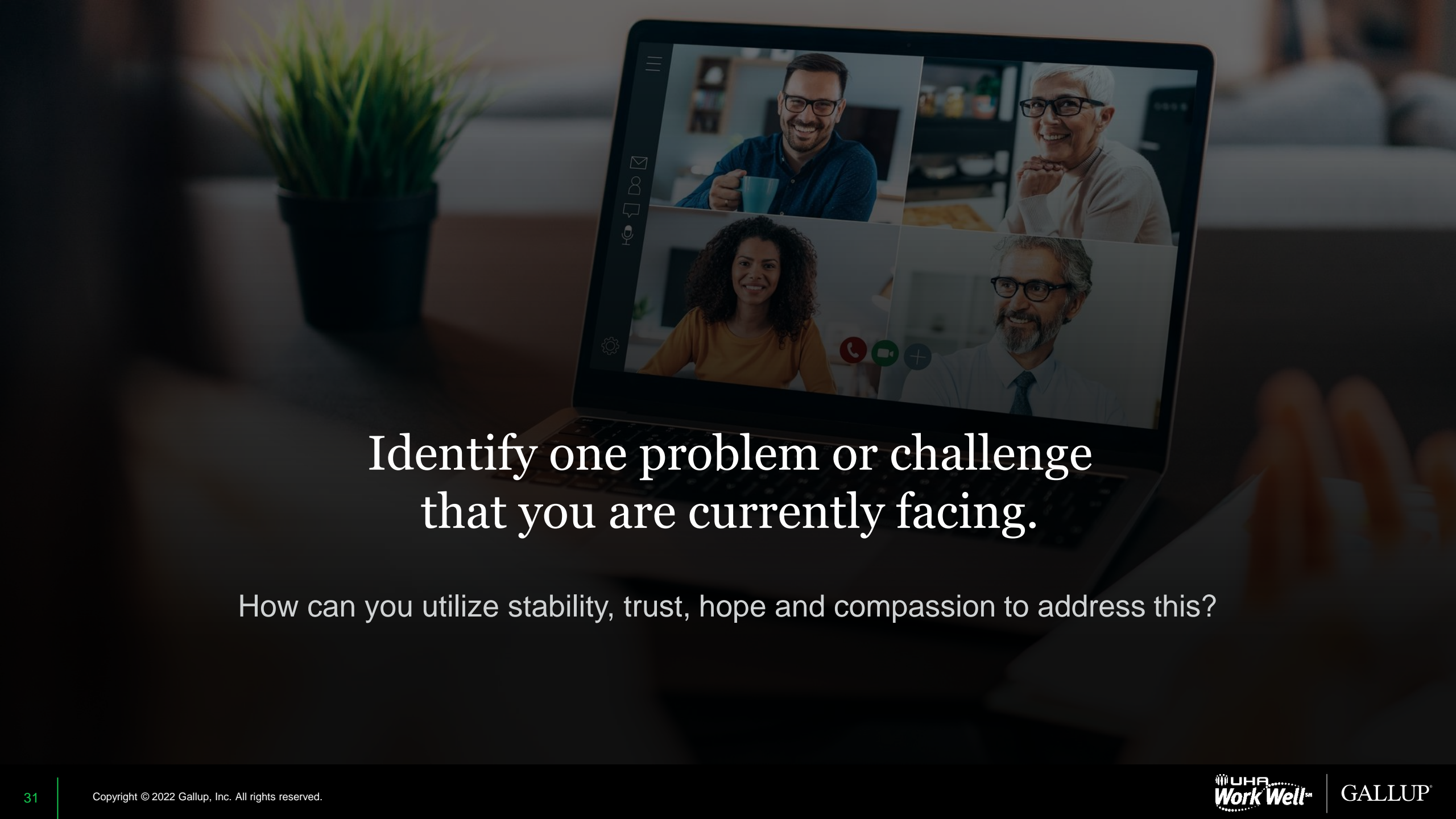
Followers expect compassion and "general positive energy" from leaders. Followers who strongly agree their "supervisor or someone at work" cares about them are significantly more likely to **stay with companies**, have **much more engaged customers**, be **substantially more productive** and be **more profitable** to their employers.



How are you utilizing these components of leadership today?

Write a one-sentence description for each:

HOPE | STABILITY | TRUST | COMPASSION



Identify one problem or challenge
that you are currently facing.

How can you utilize stability, trust, hope and compassion to address this?

Thinking about your top five CliftonStrengths®, how do they map to make these emotions and needs come alive?

HOPE



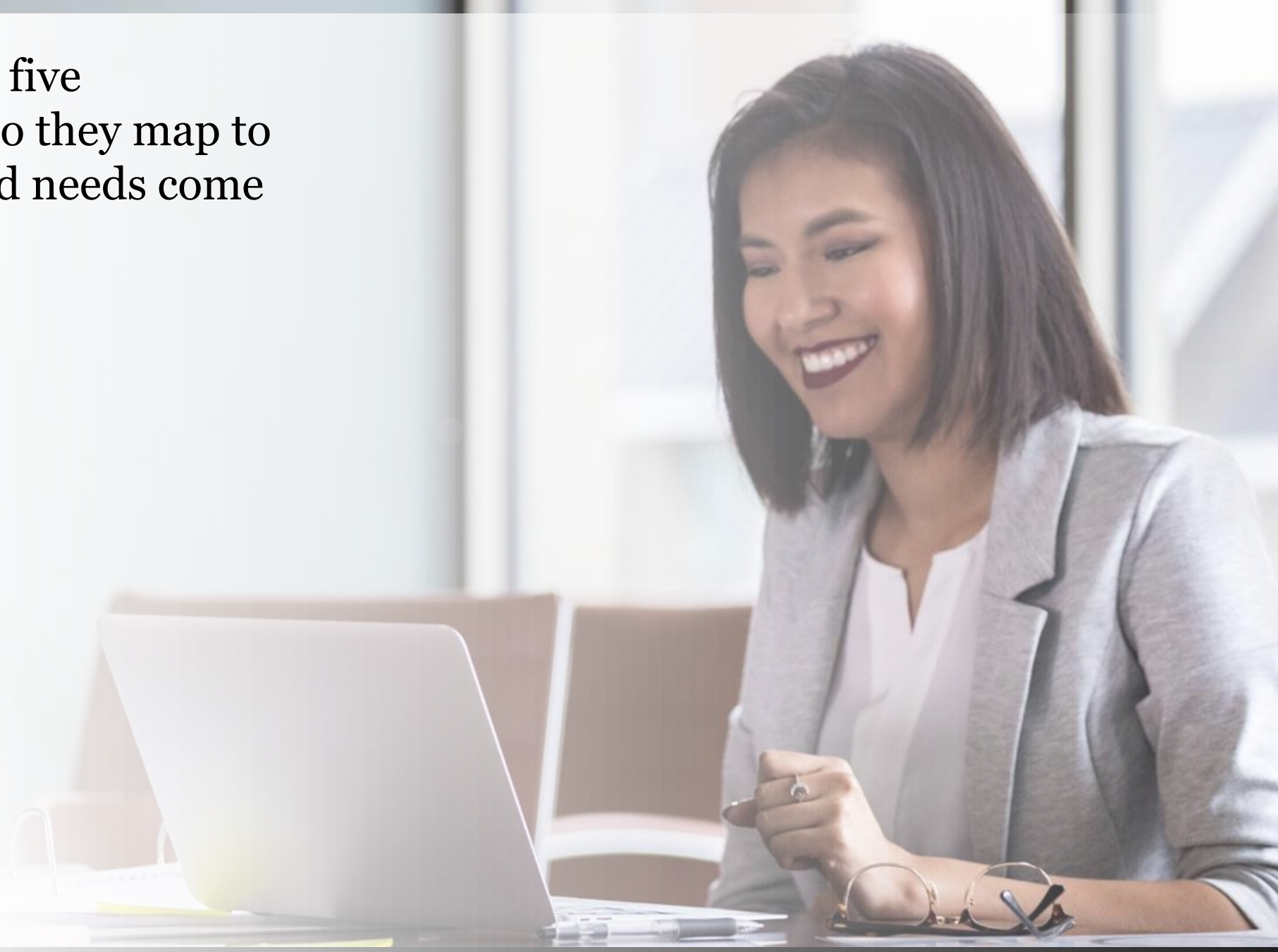
STABILITY



TRUST



COMPASSION



A photograph of four diverse women in an office setting, smiling and engaged in conversation. The woman on the far left is partially visible, with blonde hair. The woman next to her has long dark hair and is wearing a black and white striped shirt. The woman in the center has short dark curly hair and is wearing a red and black plaid shirt. The woman on the far right has long dark hair and is wearing a blue patterned shirt, holding a pen. The background shows a modern office with large windows and a brick wall.

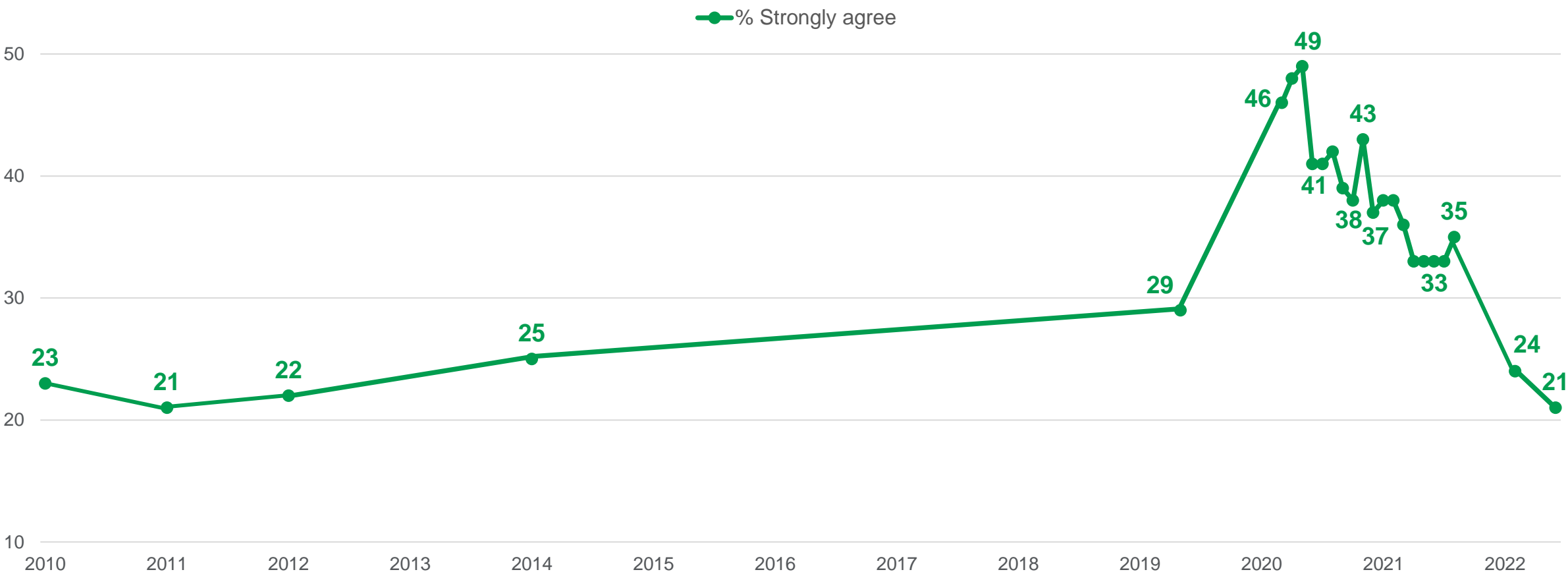
How can you intentionally utilize these components of leadership more effectively in the future?

HOPE | STABILITY | TRUST | COMPASSION

Falling Trend on Organizations Caring About Employees' Overall Wellbeing

Employee Perceptions of Organization Caring About Their Wellbeing

My organization cares about my overall wellbeing.



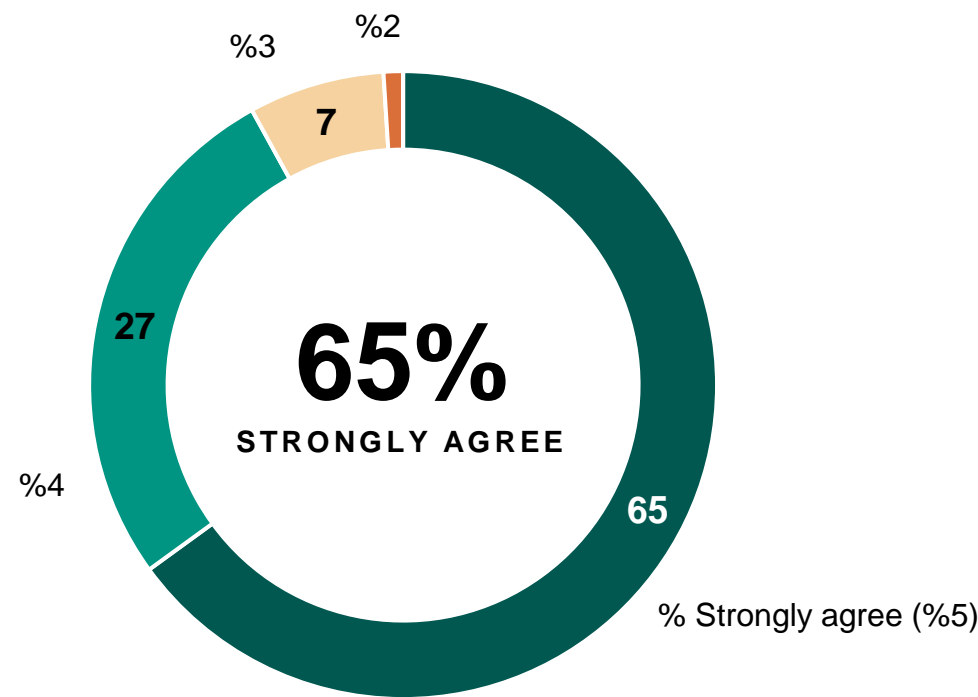
WF 2010-2022, FT and PT employees

The Leader-Employee Disconnect on Wellbeing

There is a disconnect between the level of care employees feel from their organization and what leaders feel they are providing.

Nearly Two-Thirds of CHROs Say Their Organization Cares About Wellbeing

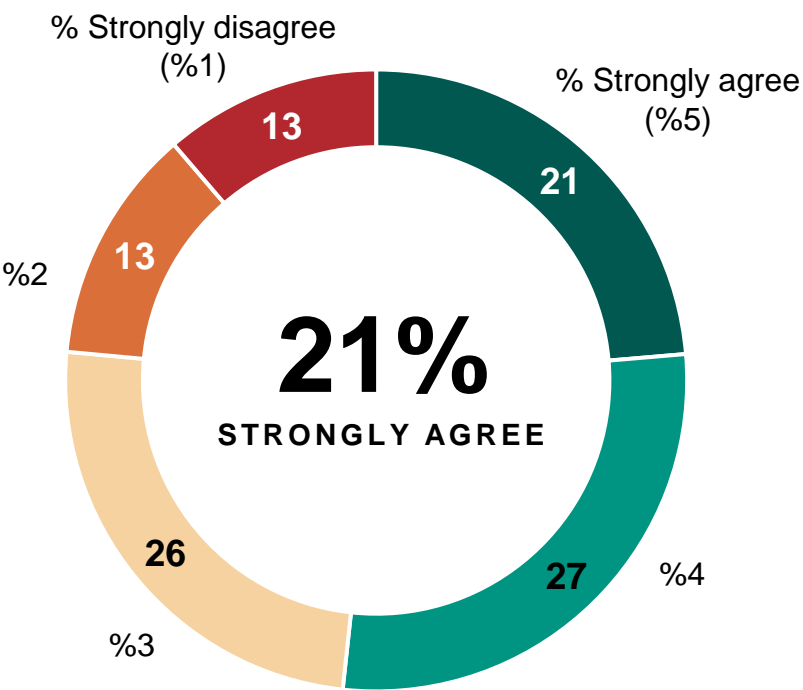
My organization cares about the overall wellbeing of our employees.



Data label shown when higher than 1%.
Gallup CHRO Roundtable study, March 1-14, 2022, n=75

Less Than One-Fourth of Employees Believe Their Organization Cares About Wellbeing

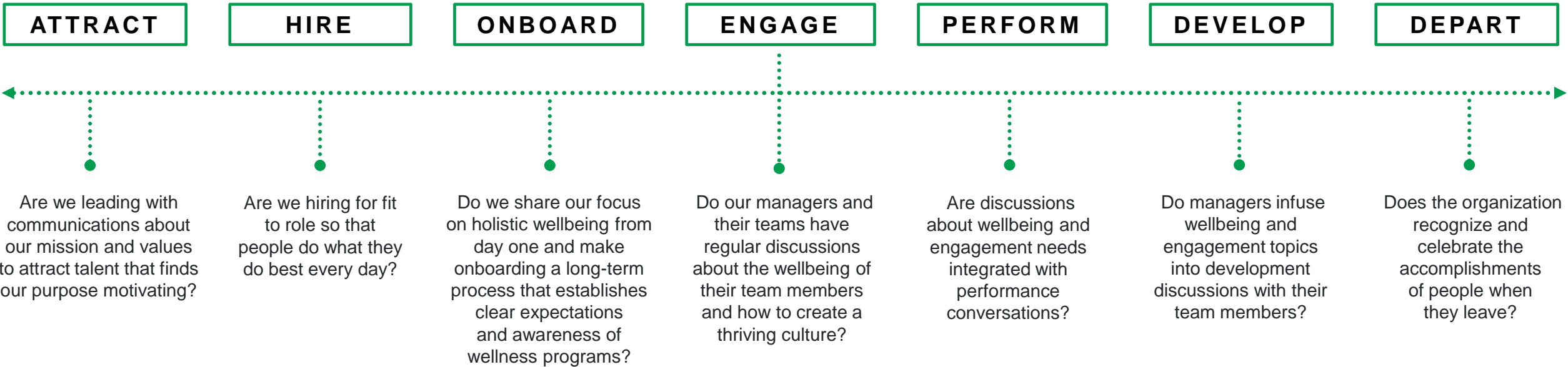
My organization cares about my overall wellbeing.



WF 2010-2022, FT and PT employees; for more details on this study, see [this article](#).

Embed Wellbeing in Every Area of the Employee Experience

Employee wellbeing influences (and is influenced by) aspects of every stage of the employee life cycle.



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