

GALLUP®



The Five Elements of Wellbeing

HOW LEADERS CAN MEASURE AND BUILD A THRIVING AND
RESILIENT WORKFORCE



Agenda

- 01** WELLBEING: THE FIVE ELEMENTS AND NET THRIVING
- 02** RESEACH TRENDS AND THEIR IMPACT ON EMPLOYEE WELLBEING
- 03** STRATEGIES FOR WELLBEING AND PEOPLE LEADERS
 - STRENGTHS
 - EMPLOYEE ENGAGEMENT

Ryan Wolf

Wellbeing Lead, Gallup

Discipline + Achiever + Futuristic + Activator + Harmony +
Developer + Positivity + Focus + Arranger + Empathy



Hawaii Tops U.S. in Wellbeing for Record 7th Time

BY DAN WITTERS



States With Highest and Lowest Wellbeing Scores in Each Element, 2018

CAREER Top: Hawaii, Utah, Wyoming, Montana, Alaska
Bottom: New York, Kentucky, Oregon, Arkansas, West Virginia



SOCIAL Top: Hawaii, Delaware, Vermont, Utah, Florida
Bottom: Kansas, Kentucky, Mississippi, West Virginia, Arkansas



FINANCIAL Top: Hawaii, Alaska, North Dakota, Delaware, New Hampshire
Bottom: Arkansas, Mississippi, West Virginia, Louisiana, Oklahoma



COMMUNITY Top: Wyoming, Montana, Idaho, Hawaii, Vermont
Bottom: Illinois, Maryland, Louisiana, New Mexico, West Virginia



PHYSICAL Top: Alaska, Colorado, Wyoming, Hawaii, Connecticut
Bottom: Arkansas, Mississippi, Alabama, Kentucky, West Virginia



GALLUP NATIONAL HEALTH AND WELL-BEING INDEX



The Secrets of Long Life

What makes a man—or woman—live a hundred years? His heredity? The climate he lives in? The kind of food he eats? To find an answer to this classic riddle *The Post* hired the Gallup Poll organization. Here are the fascinating results of their survey.

By Dr. GEORGE GALLUP
and EVAN HILL

PART ONE

It was no secret to the big, bearded French Marquis Blaise that he was going to live a long life. In the afternoon of July 20, 1793, in the first place, his three sons were given, dressed all in deep lilies by Valenciennes, the white silk, Gen. Jean Marquis. In the second place, French Blaise was enjoying a beautiful life in his family. Two weeks later, in his hundredth



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**.



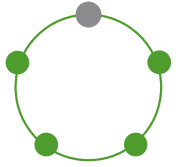


CAREER

Am I a right fit for how I spend my time?

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

- Career wellbeing is the most essential of the five elements. At a fundamental level, we all need something to do, and ideally something to look forward to, when we wake up every day.
- What you spend your time doing each day shapes your identity, whether you have a conventional job or are a student, parent, volunteer or retiree.
- “Do you like what you do each day?” might be the most basic, yet most important, wellbeing question you could ask yourself, yet only 20% of the people Gallup has studied strongly agree that they like what they do every day.



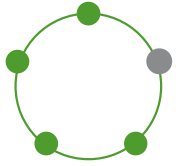


SOCIAL

How strong are my relationships?

Someone in my life always encourages me to be healthy.

My friends and family give me positive energy every day.



- The fabric of our lives is constructed person by person. As our relationships grow and develop, so does our wellbeing. Our lives become richer, and we learn, grow and develop through others.
- People who have at least three or four very close friendships are healthier, have higher wellbeing and are more engaged in their jobs.
- “Relationship helps us to define who we are and what we can become. Most of us can trace our successes to pivotal relationships.” — Don Clifton and Paula Nelson, *Soar With Your Strengths*

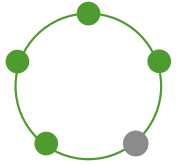


FINANCIAL

Do I have financial security?

- I have enough money to do everything I want to do.
- I have not worried about money in the last seven days.

- The amount of money you have — the typical gold standard of measuring financial health — is not the gauge of your financial wellbeing, let alone your life in general.
- Financial security — the perception that you have more than enough money to do what you want to do — has three times the impact of your income alone on overall wellbeing.
- Further, a lack of worry about money has more than double the impact of income on overall wellbeing.
- Managing your finances well allows you to do *what* you want to do *when* you want to do it.



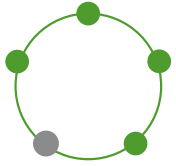
PHYSICAL

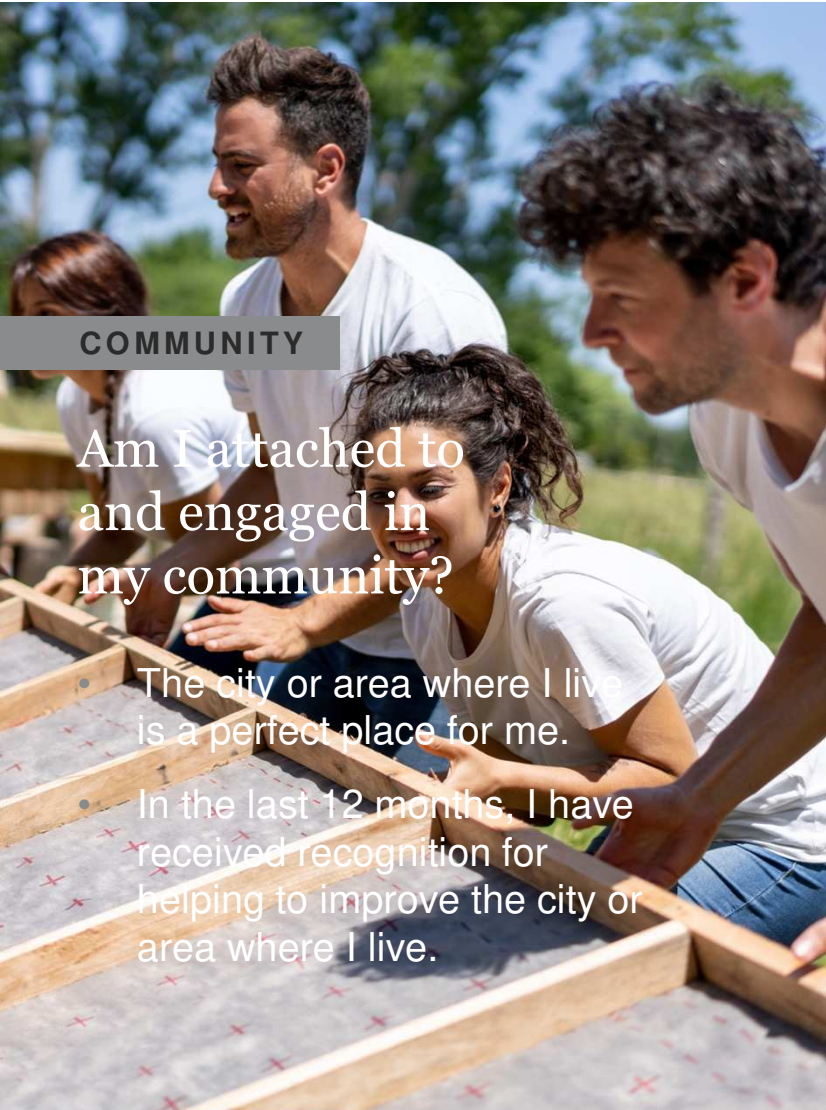
Am I healthy? Do I have enough energy?

- In the last seven days, I have felt active and productive every day.
- My physical health is near perfect



- People with thriving physical wellbeing effectively manage their health. They exercise regularly, make good dietary choices and get enough sleep.
- People with thriving physical wellbeing look better, feel better and live longer.
- With every bite and drink we take, we make a choice: We can select something that is a net positive and benefits our health, or we can choose something that is a net negative.

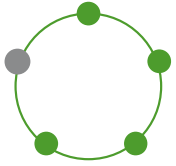




COMMUNITY

Am I attached to and engaged in my community?

- The city or area where I live is a perfect place for me.
- In the last 12 months, I have received recognition for helping to improve the city or area where I live.



- People with thriving community wellbeing have identified areas where they can contribute to their community based on their strengths and passions.
- They tell others about these interests to connect with the right groups and causes. Their contribution may start small, but over time, it leads to more involvement and has a profound impact on their community.
- The efforts of people with thriving community wellbeing create the communities that we cannot imagine living without.
- At the highest end of the community wellbeing continuum is giving back to society. When we do things for others, we see how we can make a difference, and this gives us confidence in our ability to create change.

With All Five Elements Under Threat, Employee Wellbeing Has Been Severely Affected

Despite wellbeing's role in cultivating employee engagement, less than

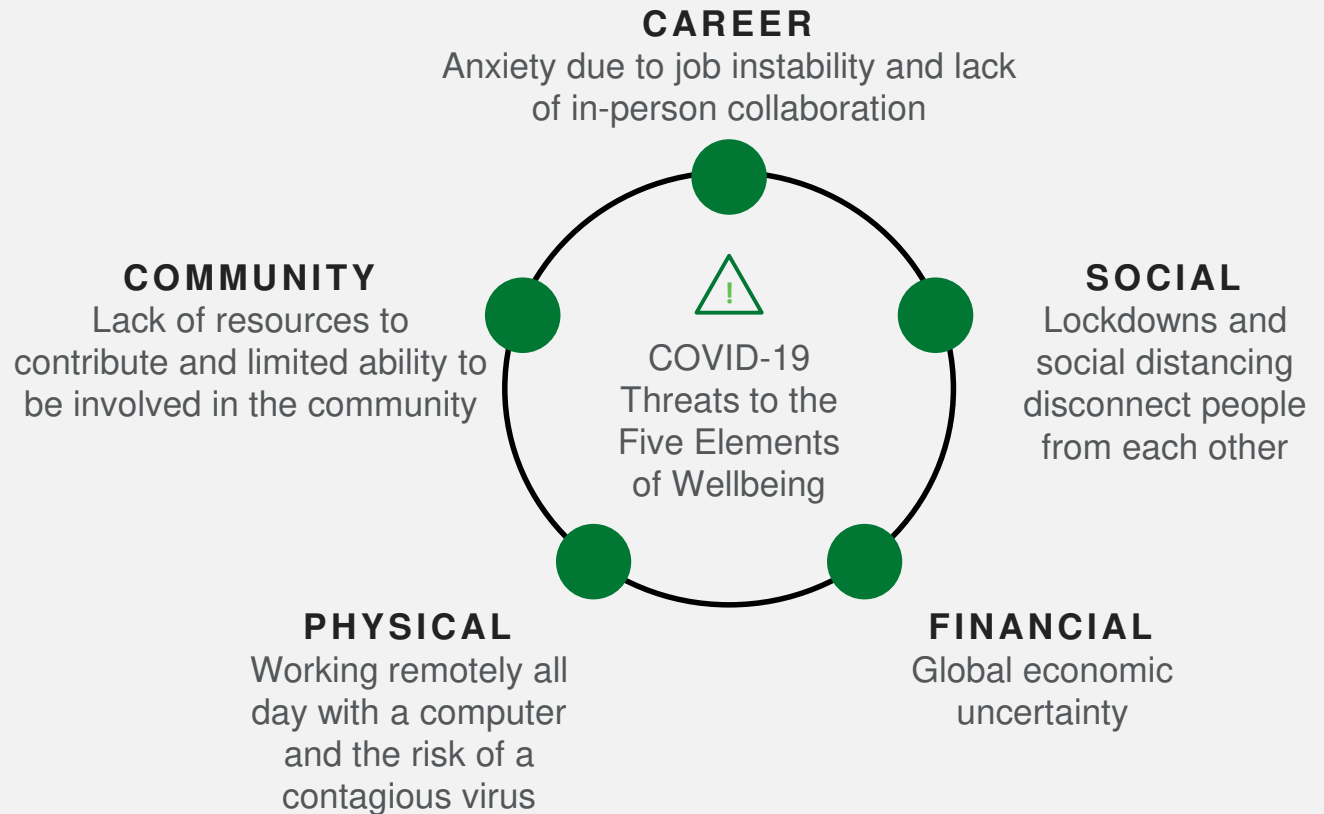
50%

of U.S. workers strongly believe that their organization cares about their overall wellbeing.

In late March/early April 2020,

51 million

more adults were suffering significant worry on any given day than were experiencing the same emotion in August/September 2019.



Individuals' experiences can vary greatly across wellbeing elements.

THRIVING

Wellbeing that is strong, consistent and progressing in a particular element

STRUGGLING

Wellbeing that is moderate or inconsistent in a particular element

SUFFERING

Wellbeing that is very low and at high risk in a particular element

THE BEST POSSIBLE LIFE SCALE

Please imagine a ladder with steps numbered from zero 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.

Q1

On which step of the ladder would you say you personally feel you stand at this time? (0-10)

Q2

On which step do you think you will stand about five years from now? (0-10)

The Cantril Self-Anchoring Striving Scale (ladder scale) was originated by pioneering social researcher Hadley Cantril in his 1965 book *The Pattern of Human Concerns*. George Gallup included the measure in his 1977 classic volume *Human Needs and Satisfaction: A Global Survey*, and it has been tracked in Gallup's World Poll since 2005 in more than 160 countries, representing 98% of the world's population.

net thriving

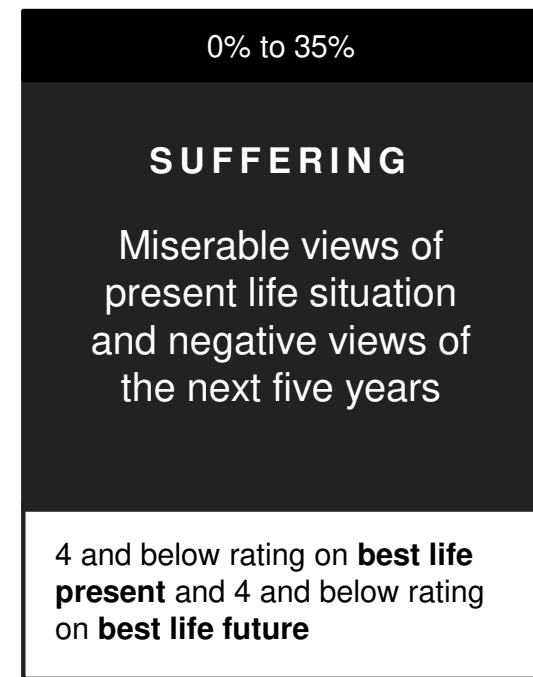
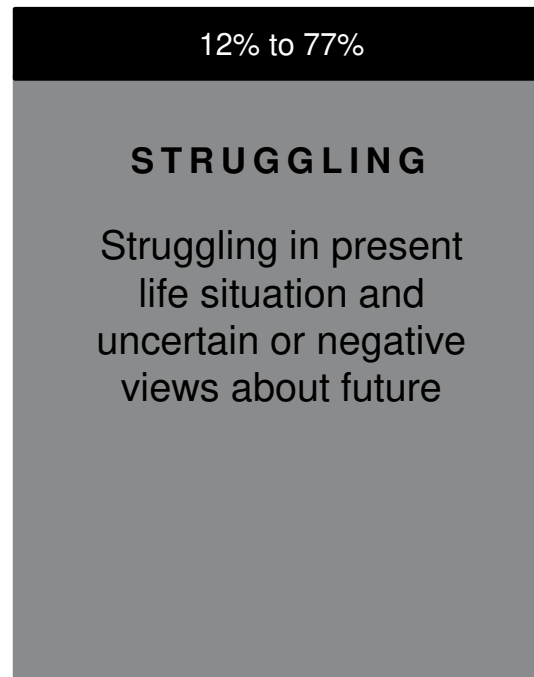
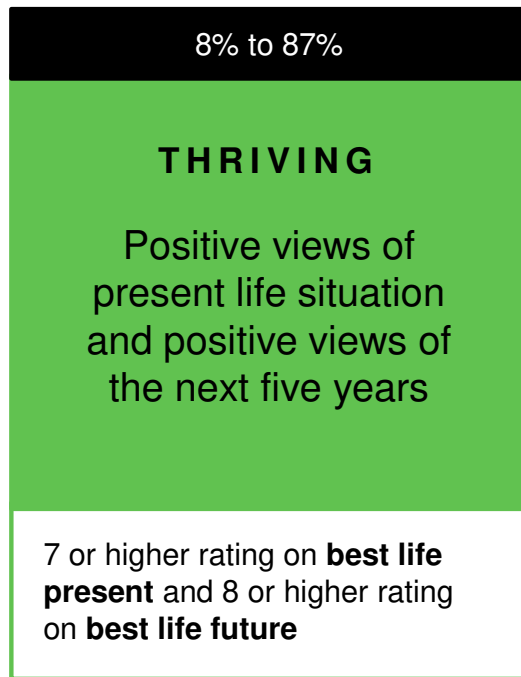
Using Gallup's Best Possible Life Scale — the gold standard across 160 countries and over a million respondents — these individuals have positive views of their present life situation (7 or higher on *best life present*) and have positive views on the next five years (8 or higher on *best life future*).

They report significantly fewer health problems, less worry and less stress, sadness, depression and anger. They also report more hope, happiness, energy, interest and respect.

The Best Possible Life Scale Encompasses All Aspects of Your Wellbeing

Both parts of the Best Possible Life Scale — best life present and best life future — are important because one reveals your current state, which influences your decisions right now, and the other reveals your hope for the future.

ACROSS COUNTRIES, THE PERCENTAGE OF EMPLOYEES IN THESE CATEGORIES RANGES FROM:





Activate After Assessing

Organizational Wellbeing Interventions During COVID-19

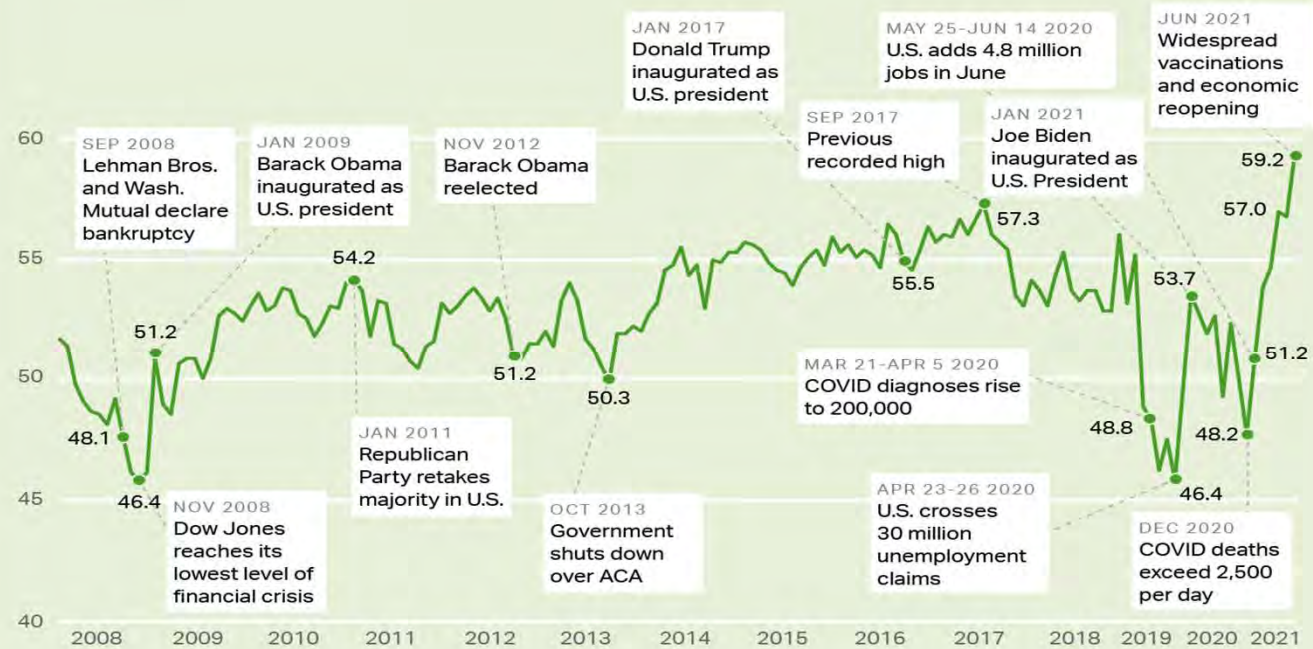
WELLBEING ELEMENT	POLICIES	COMMUNICATION	FACILITIES	INCENTIVES	RECOGNITION	EVENTS	DEVELOPMENT
CAREER	Not restricting promotions due to financial constraints	Do an interest/stay survey and communicate back	A career guide that outlines all changes in how your company does business Open collaboration structure to support organization's COVID-19 response strategies	Financial incentive for making a lateral move for the benefit of the company	Increased acknowledgement for those who drive meaningful bottom-line impact	Virtual town halls to detail the state of the business	Strengths-based leadership development to address needs of followers during a crisis
SOCIAL	Reinforce social distancing norm based on local regulations, as well as give guidelines on how to maintain in the office environment (one-way walkway across the facility)	Create communities of interest with targeted opportunities to connect (regardless of return-to-work plans)	Have defined locations where gatherings can safely take place (with appropriate resources such as masks, sanitizers, marked locations, etc.)	Incentives for providing peer support (through coffee chats or informal one-on-one connects) Provide additional incentives for high-performing teams	Bi-Weekly Good News virtual meetings; in these meetings, employees will discuss what went well for them this week	Organize virtual team quiz, games and challenges Change large, in-person group event behaviors to more frequent, smaller events	"Power of 2" workshops on maximizing relationships with others Virtual interest groups (book clubs, cooking classes)
FINANCIAL	Childcare support Long-term loan temporary payment holidays	Communicate proactively and regularly on macroeconomic trends that impact organizational and individual financial wellbeing	Short-term loan options/cash advance	Offer options to employees with respect to furloughs, early retirement and pay reductions with flexible work options	Acknowledge peers who are able to immerse in alternative experiences involving low cost	Spending challenge (controlling expenses) Savings challenge (achieving saving milestones)	Package education modules to enable people to do more with less (funds)
PHYSICAL	Institute social distancing norms in the workplace Increased quality cleaning routines	Raise awareness of healthier lifestyle and ways to improve immunity and health Welcome back brochure to communicate safety policies	Upgrade workspace as well as communal areas (such as cafeteria) with appropriate changes for safety and hygiene	Offer work-from-home gear (monitor, headset) for those working at home; incentives for employees who volunteer for staggered (off-hour) shifts	Celebrate healthy habits of team members during the pandemic	Virtual physical wellbeing summit (sharing of health, habits and routines)	Remote workout classes
COMMUNITY	Revisit and extend donation amounts based on financial feasibility	Create a campaign on community service opportunities, stories and impact	Provide a regularly updated resource guide on locations to source essential goods and offer the information to members of the local community	Value the time spent on community service and/or helping other employees to be respected as productive time	Celebrate employees who volunteered for the community and/or offered support as healthcare workers or essential workers during the pandemic	Have group of employees support local communities by offering resource distribution support, doing calls with at-risk members, and inquiring about their safety and wellbeing	Transition and scale your core competency to develop others in the community through digital channels



Research Trends and Their Impact on Employee Wellbeing

Life Evaluations of U.S. Adults

— % Thriving

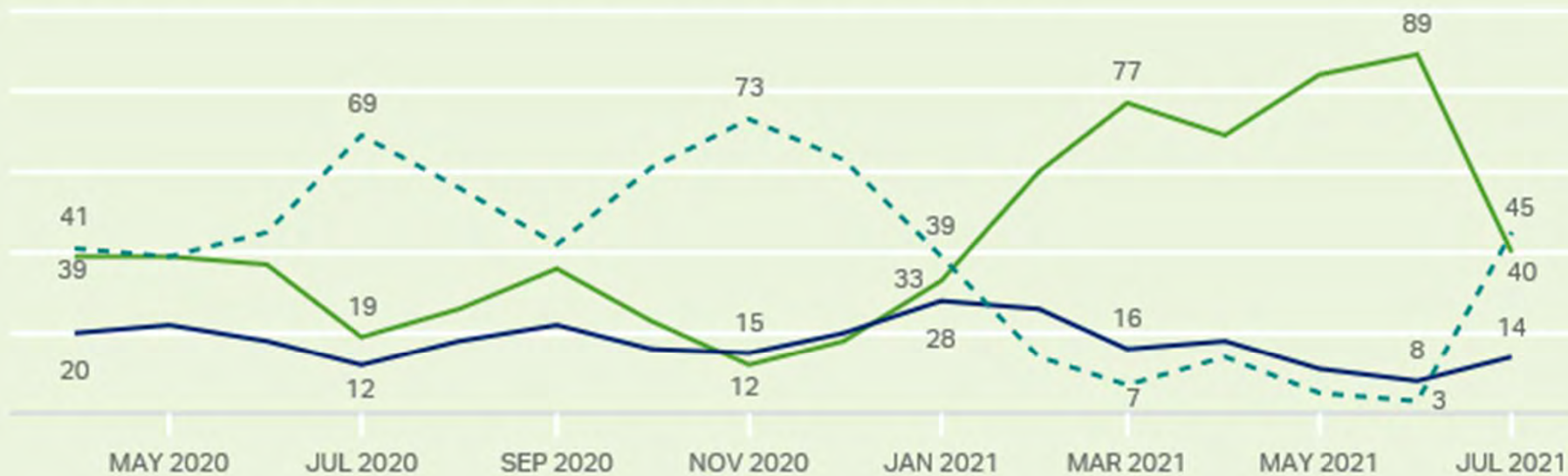


Data from January 2008 to August 2019 and August 2020 are based on the Gallup National Health and Well-Being Index; data from September and October 2019 and from March 16 to June 20, 2021 (excepting August), are from the Gallup Panel. Estimates between the GNHWBI and the Panel are proven to be highly convergent, allowing for mixed trending.

GALLUP, JANUARY 2008-JUNE 2021

Americans' Assessment of Coronavirus Situation Turns Pessimistic

— % Getting a lot/a little better — % Staying the same - - % Getting a lot/a little worse



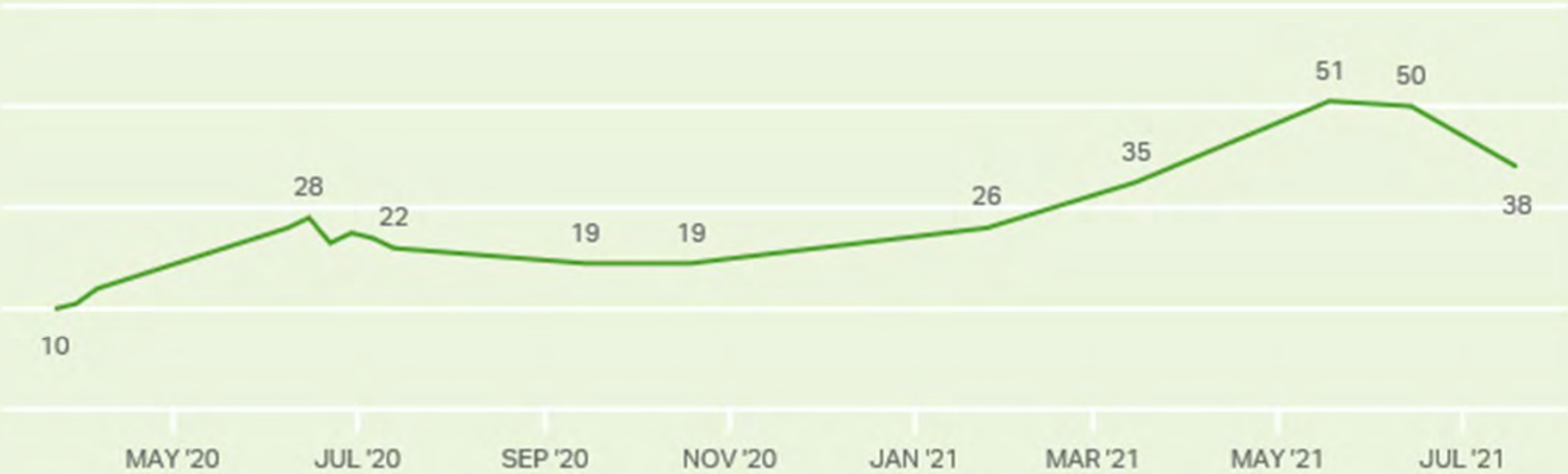
May 2020-August 2020 results based on monthly averages of weekly survey results.

GALLUP PANEL

Americans' Views on Protecting Themselves From COVID-19

How confident are you that you can protect yourself when out in public from being infected by the coronavirus -- very confident, somewhat confident, not too confident, not confident at all?

— % Very confident



Trend from March 23-29, 2020, through July 19-26, 2021

GALLUP



Tactical Strategies for Wellbeing and People Leaders

ENGAGEMENT

employee engagement

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.

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.

Employee Engagement and Wellbeing Are Highly Reciprocal

Engaged employees produce far better outcomes on everything. However, workers who are engaged but not thriving in their lives are much more vulnerable and add risk to your organization.

WHILE EMPLOYEE ENGAGEMENT HAS BEEN ON THE RISE FOR THE PAST 10 YEARS, 36% of U.S. workers and just 20% globally are engaged.

THE BEST ORGANIZATIONS CAN EXCEED 70% of their employees being engaged.

Comparing employees who are *engaged but not thriving* in life with those who are *engaged and thriving*, those in the former group report the following risks:

61%▲

HIGHER LIKELIHOOD OF BURNOUT OFTEN OR ALWAYS

48%▲

HIGHER LIKELIHOOD OF DAILY STRESS

66%▲

HIGHER LIKELIHOOD OF DAILY WORRY

2x▲

THE RATE OF DAILY SADNESS AND ANGER

Source: Wellbeing at Work

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.

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%

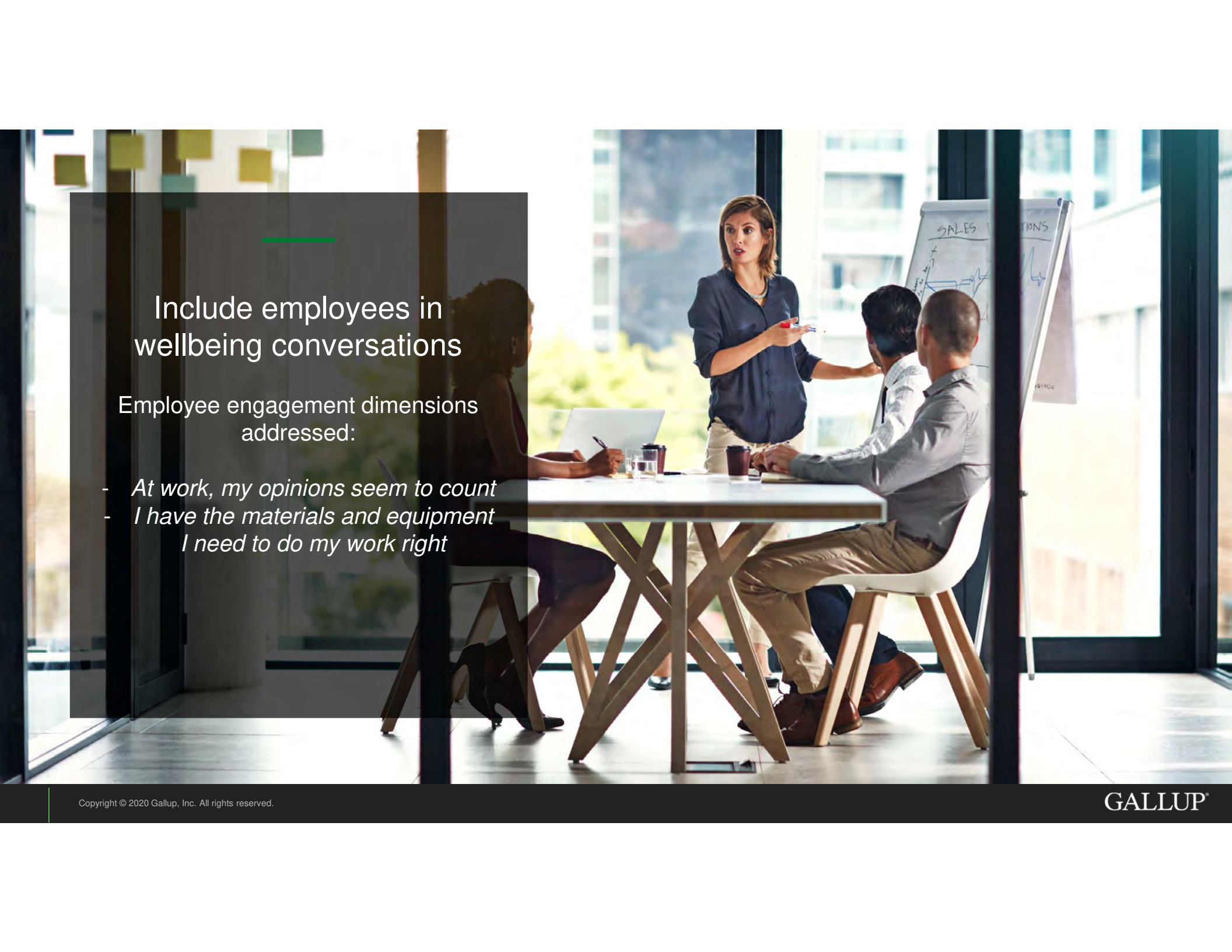
less likely to look for a job with a different organization in the next 12 months

▼
18%

less likely to change employers in a 12-month period

▲
19%

more likely to have volunteered their time in the past month

A woman in a blue shirt stands at the head of a white table, presenting to two seated colleagues. She is holding a red marker and pointing towards a whiteboard. The whiteboard has a line graph with the word 'SALES' written on it. The room has large windows in the background, and the scene is brightly lit.

Include employees in wellbeing conversations

Employee engagement dimensions addressed:

- *At work, my opinions seem to count*
- *I have the materials and equipment I need to do my work right*

Have each employee identify the element of wellbeing they feel comes naturally to them and at which they are most successful

Employee engagement dimension addressed:

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

Recognize employees for their wellbeing achievements

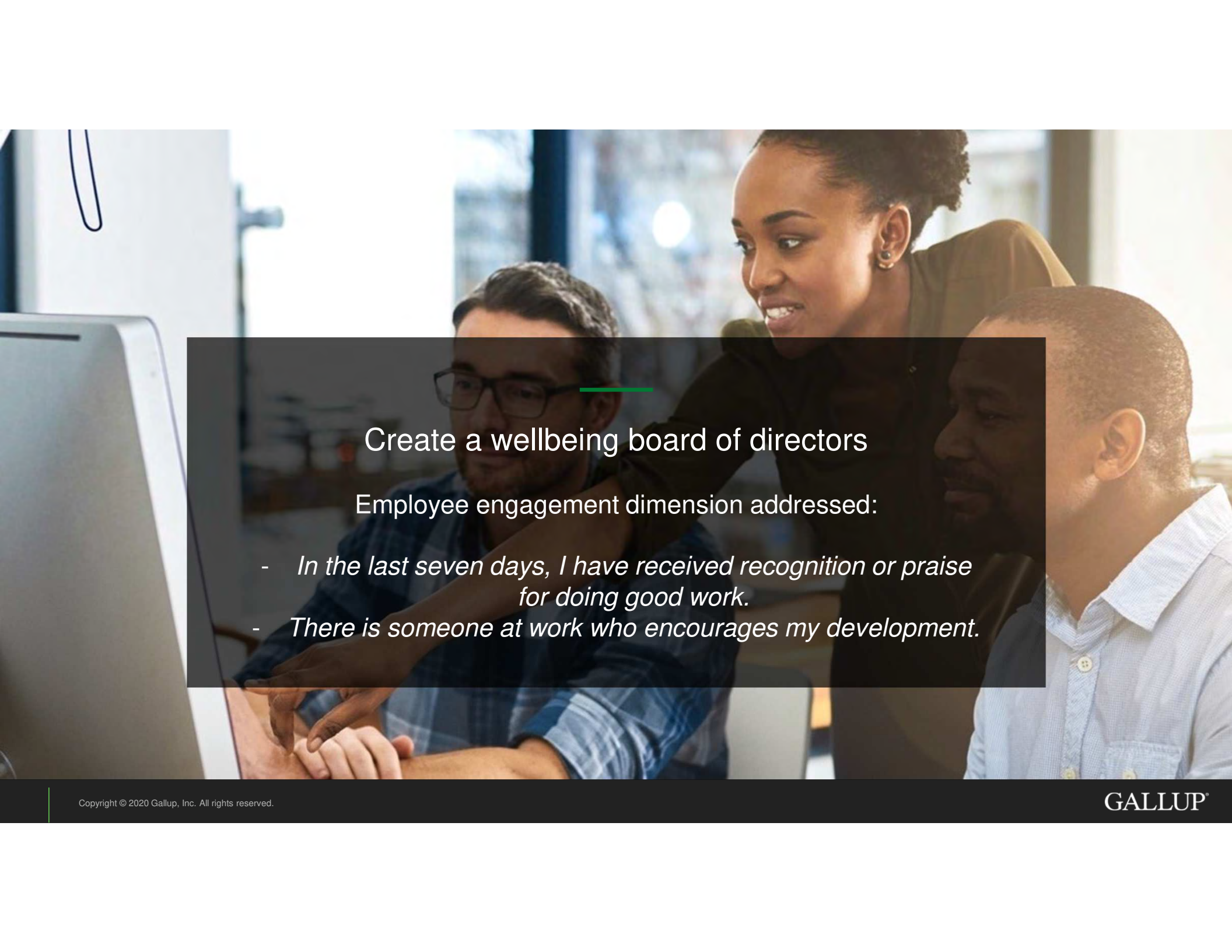
Employee engagement dimensions
addressed:

- *In the last seven days, I have received recognition or praise for doing good work.*
- *My associates or fellow employees are committed to doing quality work.*

Follow up to show how much you care

Employee engagement dimensions addressed:

- *My supervisor, or someone at work, seems to care about me as a person.*
 - *I have a best friend at work.*
- *In the last six months, someone at work has talked to me about my progress.*

A photograph of three diverse professionals in an office setting. A woman with dark hair pulled back is leaning over a man with glasses, pointing at a computer monitor. Another man is visible in the foreground, looking towards the screen. The background is a blurred office environment with windows and shelves.

Create a wellbeing board of directors

Employee engagement dimension addressed:


- *In the last seven days, I have received recognition or praise for doing good work.*
- *There is someone at work who encourages my development.*



Create a sharing network to communicate best practices

Employee engagement dimensions addressed:

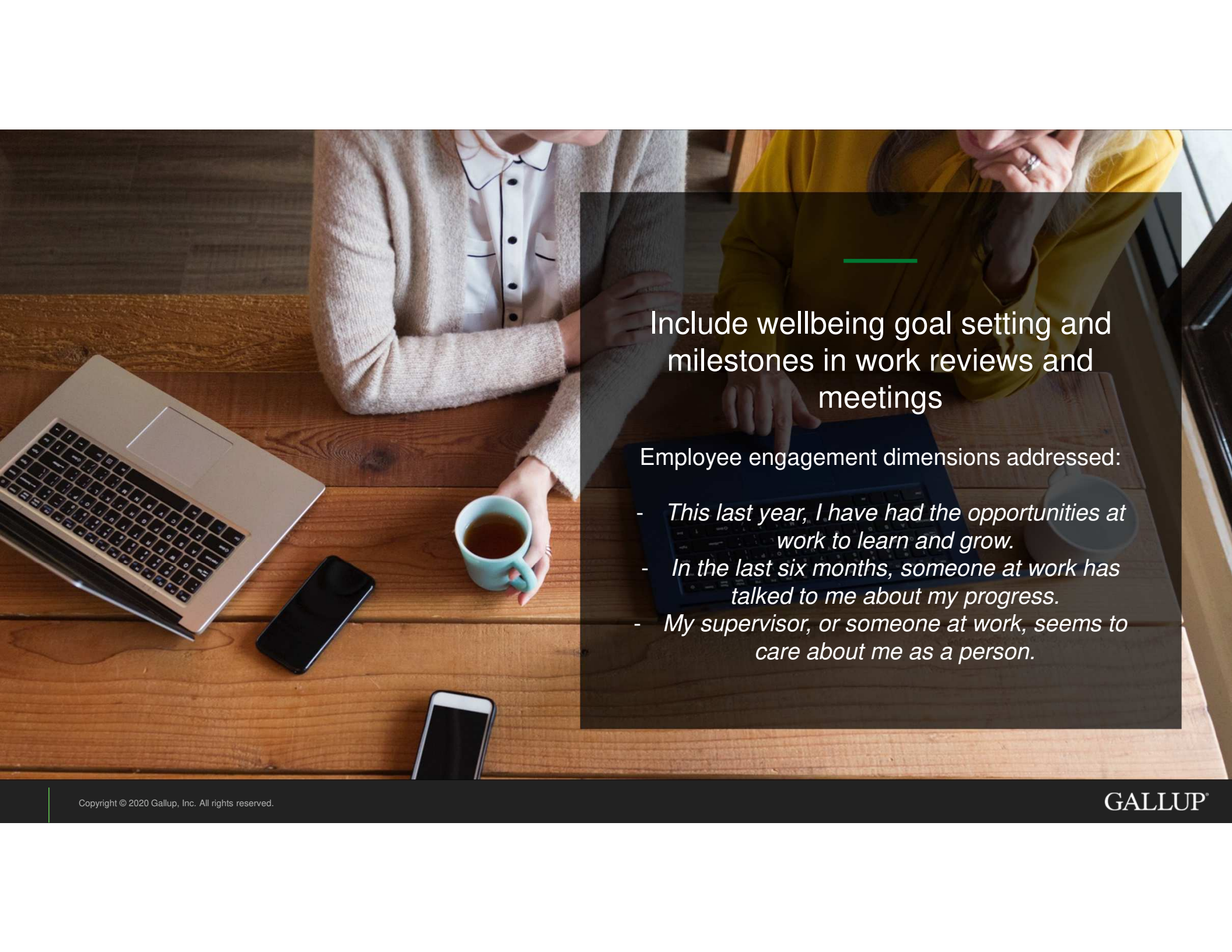
- *This last year, I have had the opportunities at work to learn and grow.*



Intentionally link each intervention to at least one other element of wellbeing.

Employee engagement dimensions addressed:


- *This last year, I have had opportunities at work to learn and grow.*
- *My supervisor, or someone at work, seems to care about me as a person.*



Include wellbeing goal setting and milestones in work reviews and meetings

Employee engagement dimensions addressed:

- *This last year, I have had the opportunities at work to learn and grow.*
- *In the last six months, someone at work has talked to me about my progress.*
- *My supervisor, or someone at work, seems to care about me as a person.*



Link the wellbeing of each employee to the successful mission, purpose, and culture of the organization


Employee engagement dimension addressed:

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



Tactical Strategies for Wellbeing and People Leaders

STRENGTHS

A photograph of two women in an office setting. One woman with dark curly hair is smiling and looking at a computer monitor. The other woman with reddish hair is also smiling and looking towards the monitor. The background is slightly blurred, showing office equipment and papers.

“Combining strengths and wellbeing at work is potentially the most transformational treatment yet in the urgent pursuit of resiliency, mental health and ultimately, net thriving.”

— JIM HARTER, PH.D.



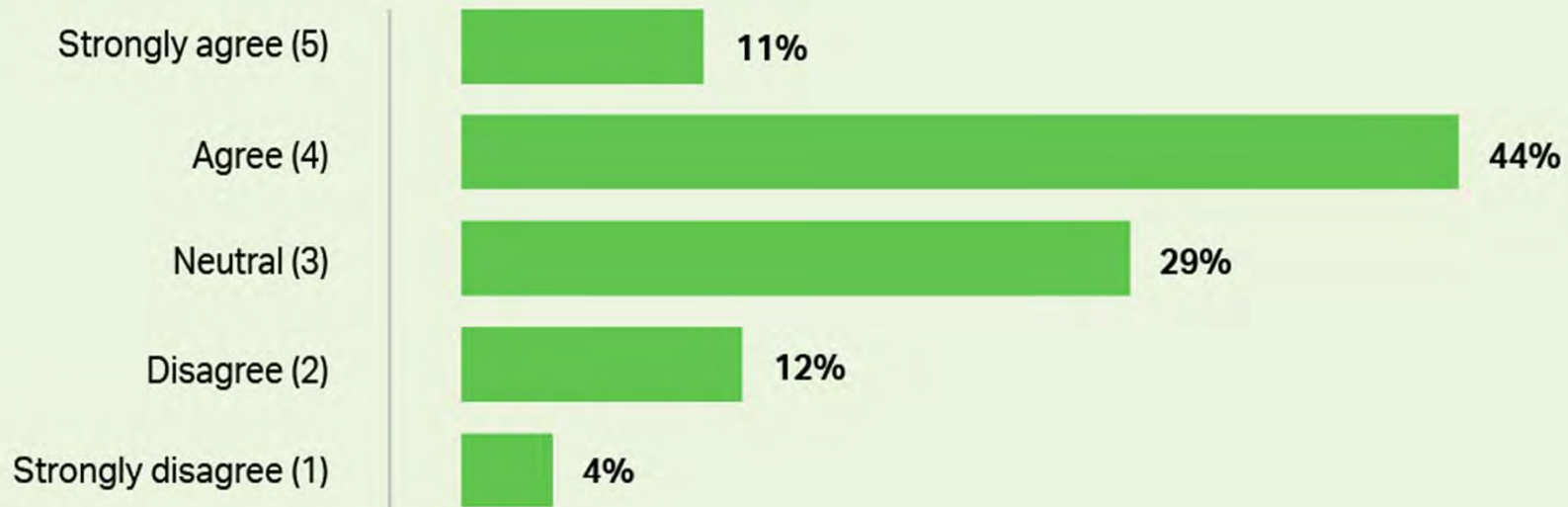
STRENGTHS

Your unique combination of talents, skills and knowledge

- Ease
- Excellence
- Enjoyment
- Energy

Strengths Usage Among U.S. Workers

I get to use my strengths to do what I do best every day.



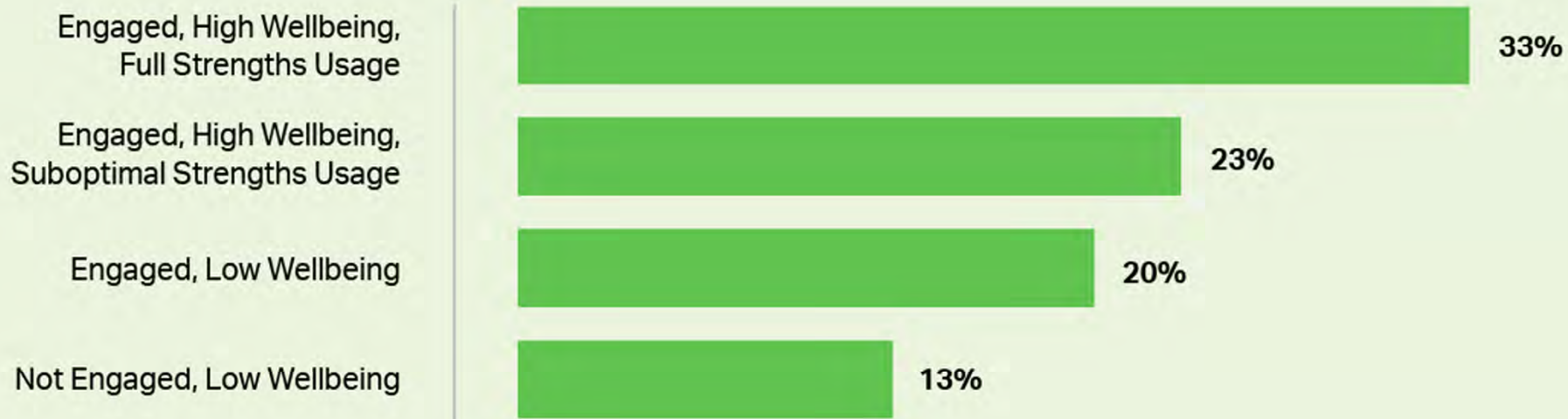
Gallup's 2018 National Panel of Households; N=6,780 working adults; results control for age, education, income, gender, race/ethnicity and marital status

GALLUP

Adaptability Among U.S. Workers

Thinking generally, are you always, usually, sometimes, rarely or never able to adapt well to change?

■ % Always

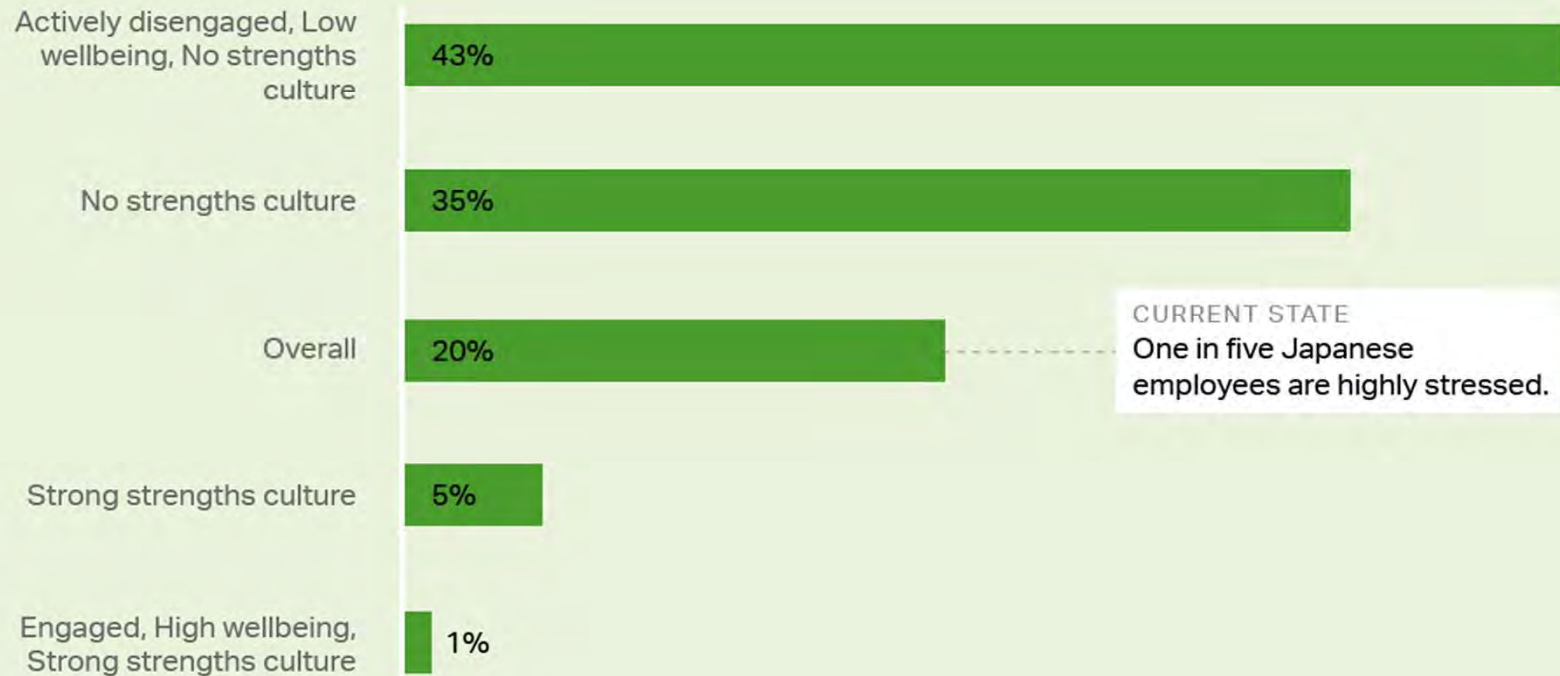


Gallup's 2018 National Panel of Households; N=6,780 working adults; results control for age, education, income, gender, race/ethnicity and marital status

GALLUP

Lack of Engagement, Strengths and Wellbeing Increases Risk of High Stress

Percentage of Japanese employees experiencing high stress



GALLUP, AUG. 23-SEPT. 5, 2017

How can wellbeing and people leaders integrate strengths into their initiatives and communications?

- Allow for multiple modes of participation and completion.
- Focus on positive qualities of individuals, rather than leading with something that might be construed as negative (example: high blood pressure, high stress).
- Ask employees to apply their unique interests and abilities to a program or event.
- Equip managers with resources that help them have strengths conversations with individuals on their team.
- Design wellbeing challenges or programs to be complete with partners or groups so the diversity of strengths is present and clear.
- Ask provoking questions rhetorically in your communication. “What did you eat on a day when you felt like you had a lot of energy?” “What workout or physical activity gives you endorphins?”
- Use subliminal language in your communication that helps people get excited about participating (ex: Here’s a good way to *learn* about resilience. Who’s ready to *win*? Here’s the *history* on burnout. *Connect* with your colleagues in this program.)

GALLUP®