



Engaged, holistically Well,  
Thriving Teams

“Gallup’s most recent global analytics conclude that a good job, with engaging work, is the very foundation of a thriving life.”

The background features several concentric, curved lines in shades of gray, some solid and some dashed, creating a sense of motion and depth. A large, solid blue shape, resembling a speech bubble or a callout box, is positioned on the left side of the slide. It has a white border and a small white triangle pointing downwards at its bottom center. The word "Purpose" is written in white, sans-serif font inside this blue shape.

# Purpose

- To be intentional in our practices that create a culture of thriving engaged employees.
- Build connection, community
- Collaboration



## What is Engagement?

- **Gallup defines engaged employees as those who are involved in, enthusiastic about and committed to their work and workplace.**
- **Employees are either engaged, not engaged, or actively disengaged**
- **Engaged employees produce better business outcomes than other employees**

How many  
employees are  
engaged?

- **36% of U.S. workers**
- **22% globally**
- **What percentage does Manager or team lead accounts for in team engagement?**

The Manager or team lead accounts for 70% of the variance in team engagement

**THE PAST**

**OUR FUTURE**



- |                  |                          |
|------------------|--------------------------|
| My Paycheck      | My Purpose               |
| My Satisfaction  | My Development           |
| My Boss          | My Coach                 |
| My Annual Review | My Ongoing Conversations |
| My Weaknesses    | My Strengths             |
| My Job           | My Life                  |

A stylized illustration of a hand holding a globe. The hand is rendered in soft, pastel colors (pink, purple, blue). Inside the palm of the hand, there are several small figures of people in various poses, some holding plants or flowers. The background is white with faint, curved lines. The text is overlaid on a blue speech bubble on the left side of the image.

## What is Wellbeing?

- **Wellbeing encompasses all the things that are important to each of us and how we experience our lives.**

## Five Elements of Wellbeing

- **Career wellbeing:** You like what you do every day
- **Social Wellbeing:** You have meaningful friendships in your life
- **Financial wellbeing:** You manage your money well
- **Physical wellbeing:** You have energy to get things done
- **Community wellbeing:** You like where you live

Which one do you think is the most important in driving employee wellbeing?



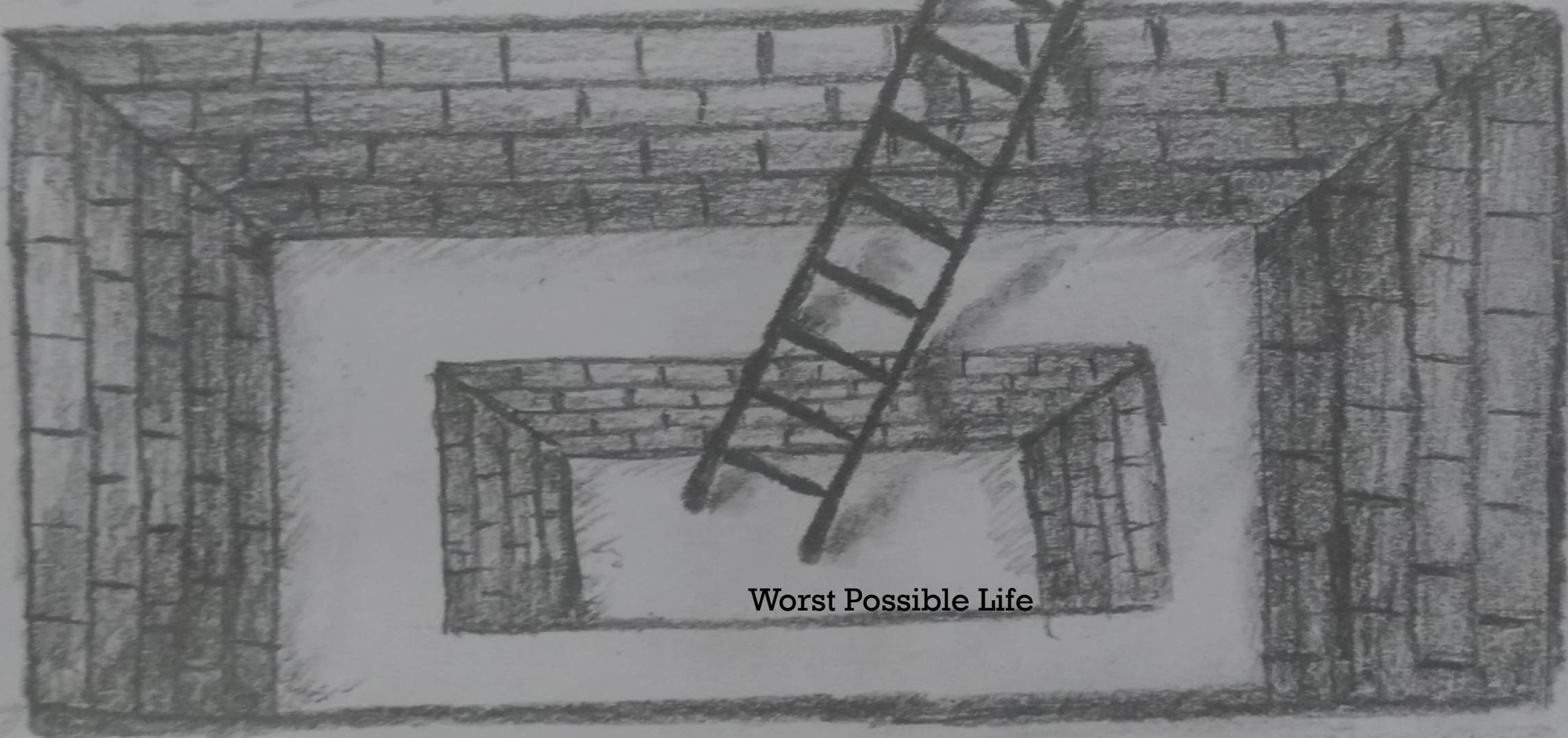


## Net Thriving

- Encompasses all aspects of an employees wellbeing
- Best Possible Life Scale
- Thriving, struggling, suffering

# Life Evaluation Index

Best Possible Life



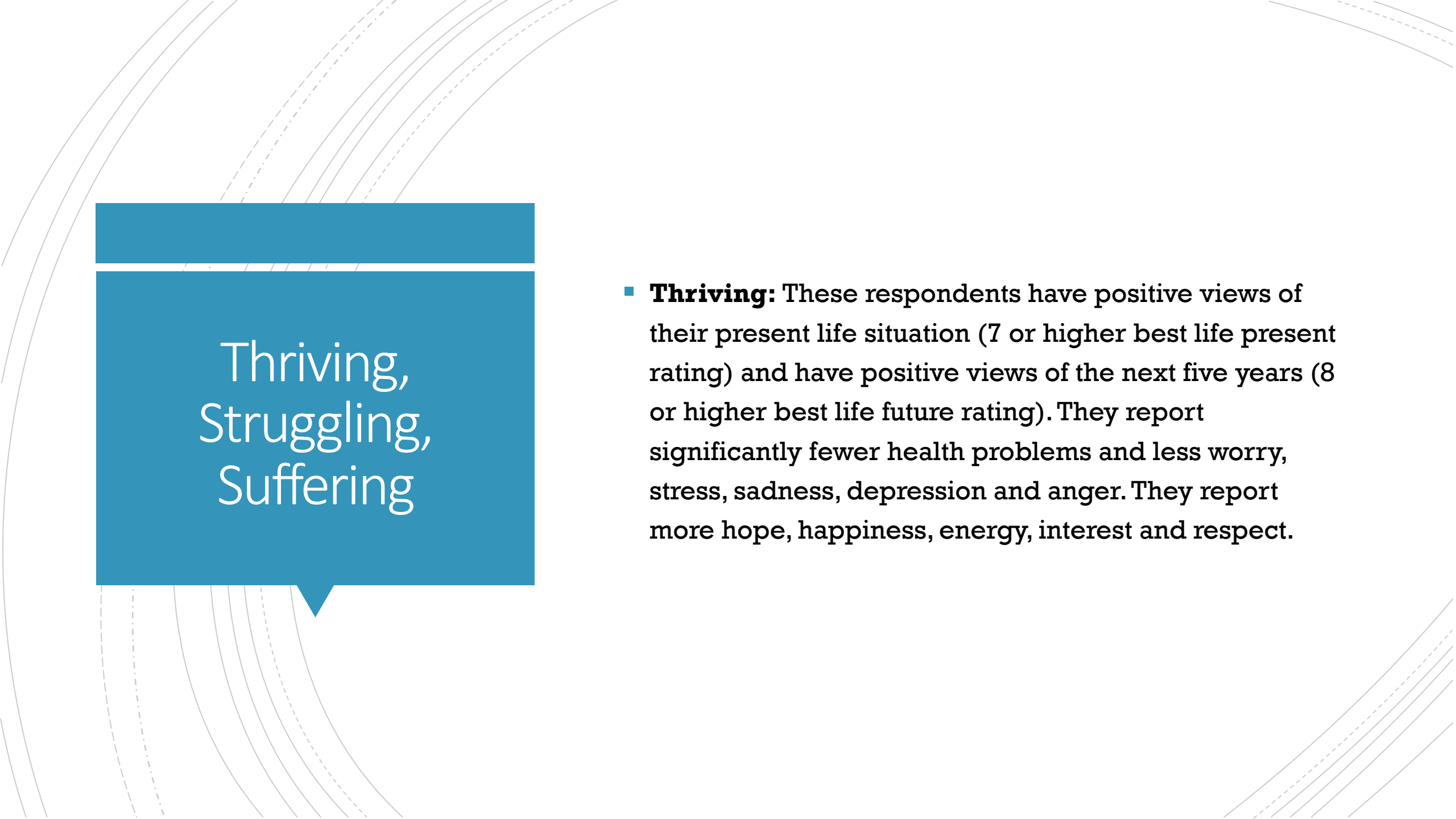
Worst Possible Life

# Life Evaluation Index

- **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.”**
- **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?**

# Life Evaluation Index

- You are considered Thriving if you score 7 or higher in the present life and 8 or higher on best life future.
- You are considered Struggling if you score 5-6 in your present life and 5-7 in your best life future.
- You are considered Suffering if you score 4 or below on either the present or future best life.



## Thriving, Struggling, Suffering

- **Thriving:** These respondents have positive views of their present life situation (7 or higher best life present rating) and have positive views of the next five years (8 or higher best life future rating). They report significantly fewer health problems and less worry, stress, sadness, depression and anger. They report more hope, happiness, energy, interest and respect.

# Thriving, Struggling, Suffering

- **Struggling:** These respondents struggle in their present life situation and have uncertain or negative views about their future. They report more daily stress and worry about money than thriving respondents do.

## Thriving, Struggling, Suffering

- **Suffering:** These respondents report that their lives are miserable (4 and below best life present rating) and have negative views of the next five years (4 and below best life future rating). They are more likely to report that they lack the basics of food and shelter and more likely to have physical pain and a lot of stress, worry, sadness and anger. They have less access to health insurance and care and more than double the disease burden compared with thriving respondents.

## Net Thriving + Career Wellbeing

- Gallup's research shows a clear link between employee engagement and wellbeing, with managers serving as the conduit between the two.
- Engaged employees are more than twice as likely as actively disengaged employees to say they are very or somewhat comfortable discussing their wellbeing with their manager.
- At the outset of the pandemic, less than half of U.S. employees (45%) strongly agreed that their organization cares about their overall wellbeing.





## Career Wellbeing

- **Career Wellbeing is the foundation for the other wellbeing elements**
- **Employee engagement is the single biggest driver of career wellbeing**
- **People with high career wellbeing are more than twice as likely to be thriving in their overall lives**

The image features a central blue speech bubble with a white border and a small tail pointing downwards. Inside the bubble, the text "How do we get employees who are both engaged and thriving?" is written in a white, sans-serif font. The background is white with several concentric circles and curved lines, some solid and some dashed, creating a subtle geometric pattern.

How do we get employees who are both engaged and thriving?



## Net Thriving Starts with Career Engagement

- **Five most important and highest priority engagement items:**
  - My expectations
  - My strengths
  - My development
  - My opinions
  - My mission or purpose
- **Each of these is driven by the manager**



My  
expectations

- **How many of you agree that you have clear expectations at work?**
- **For those of you who supervise others, how many of them do you think would agree that they have clear expectations of their work?**



My  
expectations

- **Globally, only one in two employees know what is expected of them at work.**
- **What do you think might be some possible affects of people at work not having this clarity?**
- **What might be some possible affects of people having clarity of their expectations?**



## My expectations

- **Those who report unclear expectations at work report higher daily worry, stress, anxiety, and loneliness.**
- **Those who say they have clear expectations at work are 26% more likely to be thriving in their overall lives.**
- **By increasing the ratio of employees who know what's expected of them from one in two to eight in 10, organizations can realize 22% reduction in turnover, a 29% reduction in safety incidents and a 10% increase in productivity.**



## My expectations

- 43% of employees strongly agree that they have a clear job description.
- 41% of employees strongly agree that their job description aligns with the work they do.



How do we give employees clear expectations?

- Management providing meaningful feedback multiple times a week
- Check-ins
- Quick connects
- Developmental conversations
- *Central to these meetings is discussing goals*



## How to give employees clear expectations

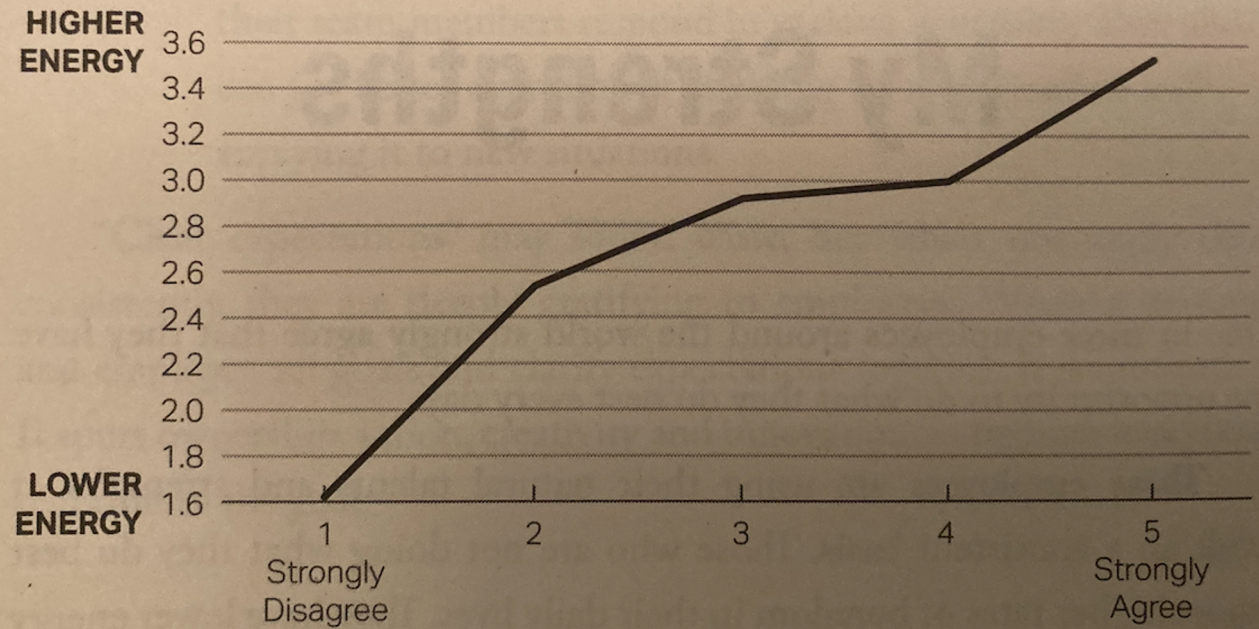
- Provide adequate resources
- Lead collaborative goal setting
  - Only 30% of employees strongly agree that their manager involves them in their goal setting, but those who do strongly agree are 3.1 times more likely to be engaged
- Nurture collective intelligence

## My strengths

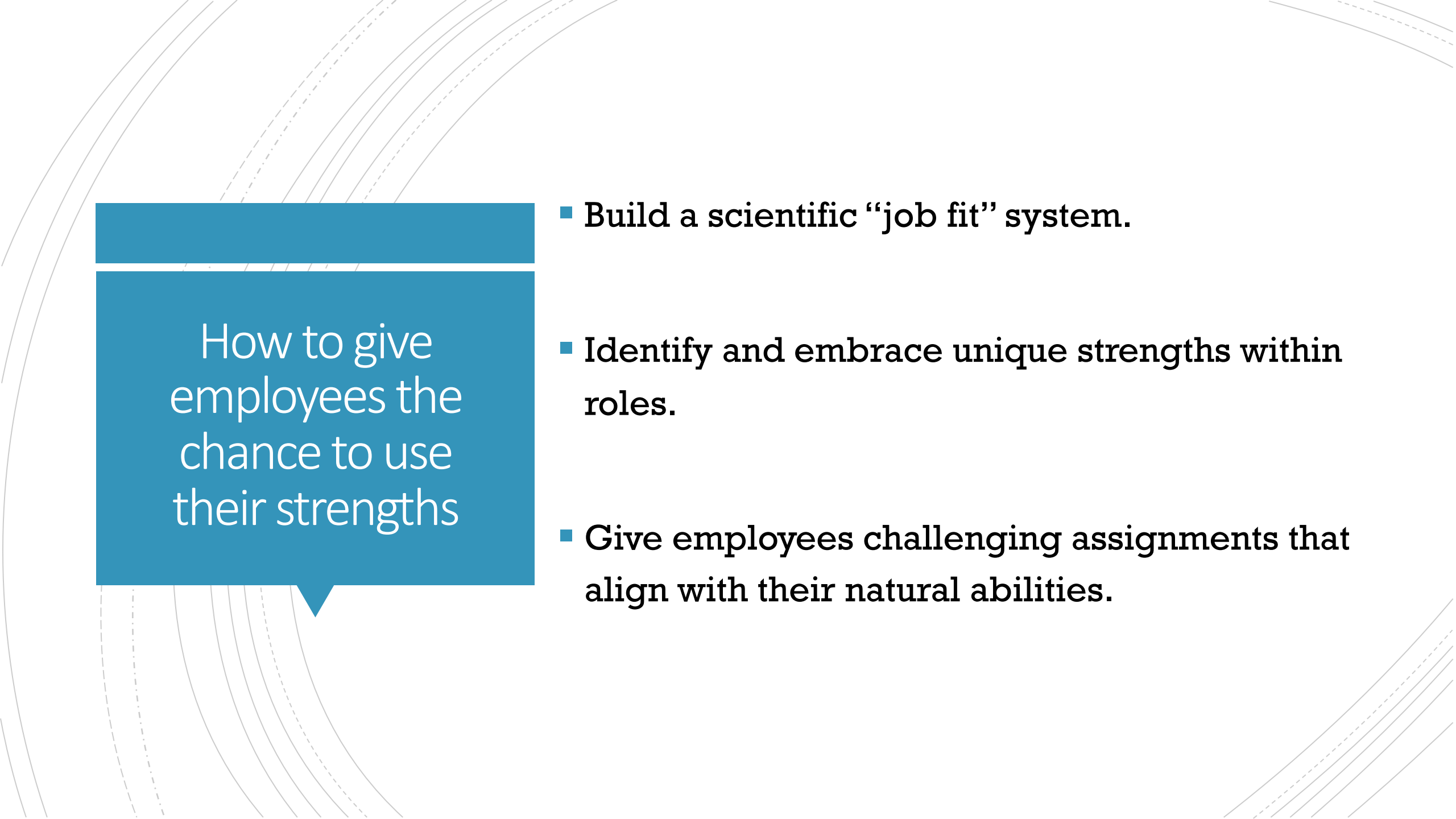
- 33% of employees strongly agree they have the opportunity to do what they do best every day.
- Those who don't get to use their strengths regularly:
  - Report higher rates of boredom
  - Have lower energy
  - More likely to be struggling or suffering in their overall lives

My strengths

## Energy During Moments of the Day



**AT WORK, I HAVE THE OPPORTUNITY TO DO WHAT I DO BEST EVERY DAY.**



How to give employees the chance to use their strengths

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

## My development

- **“The ultimate caring is investing in someone’s future – their professional and personal growth.”**
- **Of all the engagement items, development is the most important one to get right when building a net thriving culture.**
- **The top reason people change companies is lack of career development.**
- **Employees who said someone at work encourages their development had more positive views of their standard of living; they could see a more positive future.**

## My development and the remembering self

- Deep satisfaction when you reflect on how far you've come
- Feeling of making progress – healthier, better parent, more financially secure, increasing skill and competency
- When employees reflect on their lives, it's their periods of growth – often very challenging – that give them the deepest sense of satisfaction

## Activity

- Think about what accomplishment are you most proud of in the last 12 months or in your career to this point.
- What is something that you've improved on in the past 12 months.



Creating  
exceptional  
development  
experiences for  
employees

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



## My opinions

- Globally, only one in four employees strongly agree that their opinions count at work.
- Two-thirds of employees who think their opinions count are thriving in their overall lives.
- Remote work impact: Deliberately seeking out employee opinions is especially important with remote workers. They can experience isolation, loneliness and disengagement and it is easy to leave them out of the loop if you aren't intentional.

## My Opinions

- What strategies or mindsets might you utilize to capture the opinions of your direct reports and peers?

An environment  
where everyone's  
opinion matters

- **The best managers use their team as a key resource for better decision-making. They encourage dialogue and debate and create a team culture of problem solving.**
  - **Great managers don't have all the answers, they are particularly skilled at asking great questions.**
- **Actively seek employee input**
  - **People in cultures where managers seek input from employees had fewer reports of physical health symptoms and emotion distress.**
- **Empower your employees – they'll live longer**



## My mission my purpose

- One in three employees strongly agree that the mission or purpose of their organization makes them feel their job is important.
- All generations of employees rate an organization's purpose as a key factor when looking for a job.

*Every company has a mission statement, but it's the manager who makes it meaningful.*

## My mission my purpose

- Role and relationship conversation
- Goal: Get to know person on an individual level
- What are your talents, goals, motivations, aspirations?
- Clarify what success looks like in this role
- Talk about the mission, vision, values, purpose and future of the team and organization
- Brainstorm how the individual's mission and purpose align with the team and organization's
- Focus on trust building through relationship building
- **When to have this conversation:** When you have someone new, when they change roles, anytime there is a major change in an employee's role, or minimally once per year

## Effects of Hybrid work

- Gallup research indicates that employees with hybrid jobs – in which they can work from home some of the time but still perform work onsite – have the highest engagement.
- People who work from home nearly all of the time report receiving much less meaningful feedback from their managers than those who work remotely part of the time.
- Those who worked from home all of the time during the pandemic of 2020 reported higher burnout.

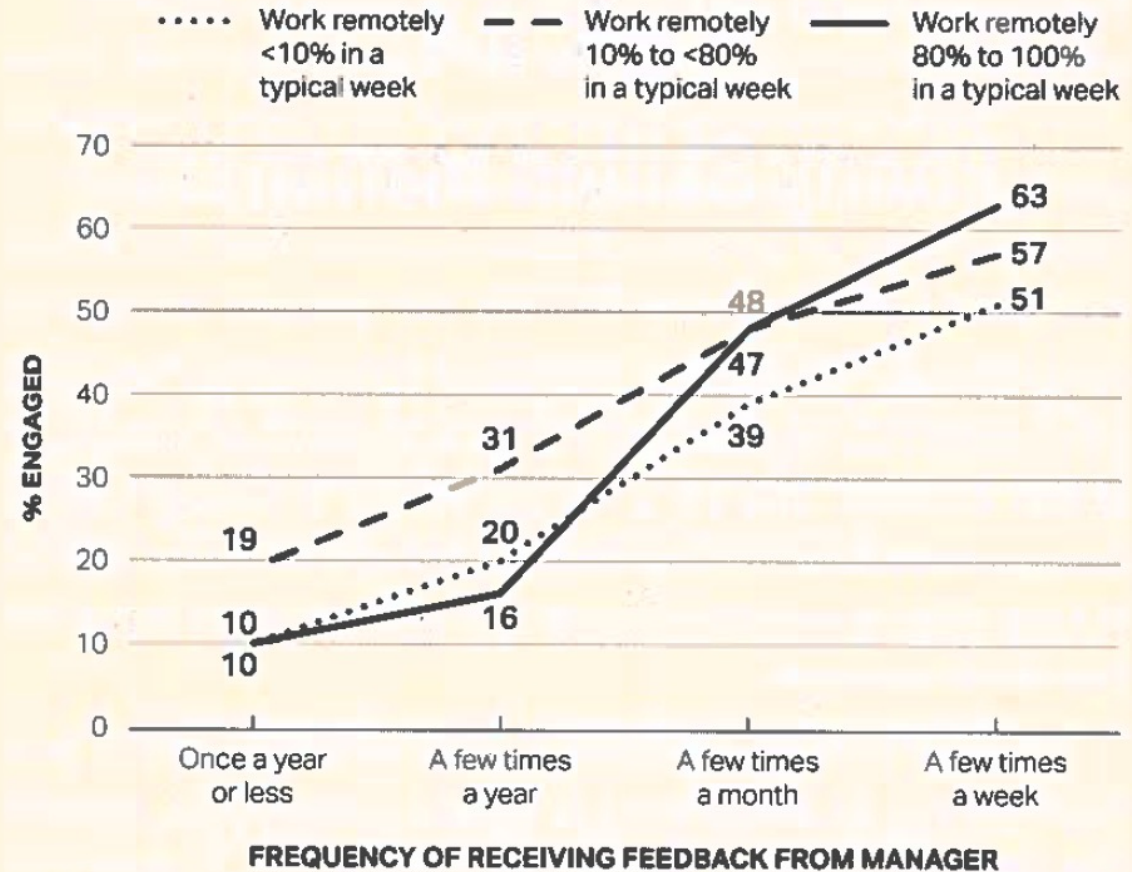
## Effects of Hybrid Work

- Gallup estimates that the quality of managing has, conservatively, two or three times the impact of engagement and productivity than any specific remote work policy.
- Fully remote teams can substantially outperform on-site teams when they are managed effectively.



Frequent,  
Meaningful,  
Feedback

## Frequency of Feedback Is Key to Engaging Remote Workers




Source: Gallup Panel 2019 (pre-COVID-19)

The significance of this cannot be overstated: *Fully remote teams can substantially outperform on-site teams when they are managed effectively.*

Giving each employee meaningful feedback once a week is a basic requirement of a fully skilled manager.

“Every manager should become an expert at setting goals and providing meaningful feedback at least once a week”

**Upskill your Managers from Boss to Coach**



Work should be a  
stabilizing force in  
people's lives

## Resources

- **Book – Gallup: Wellbeing at Work**
- **5 Coaching Conversations**