



Creating Resilience in the Workplace

Vibhas Ratanjee, Gallup Subject Matter Expert

Wellbeing Is Plummeting as Worry and Stress Have Spiked to Unprecedented Levels

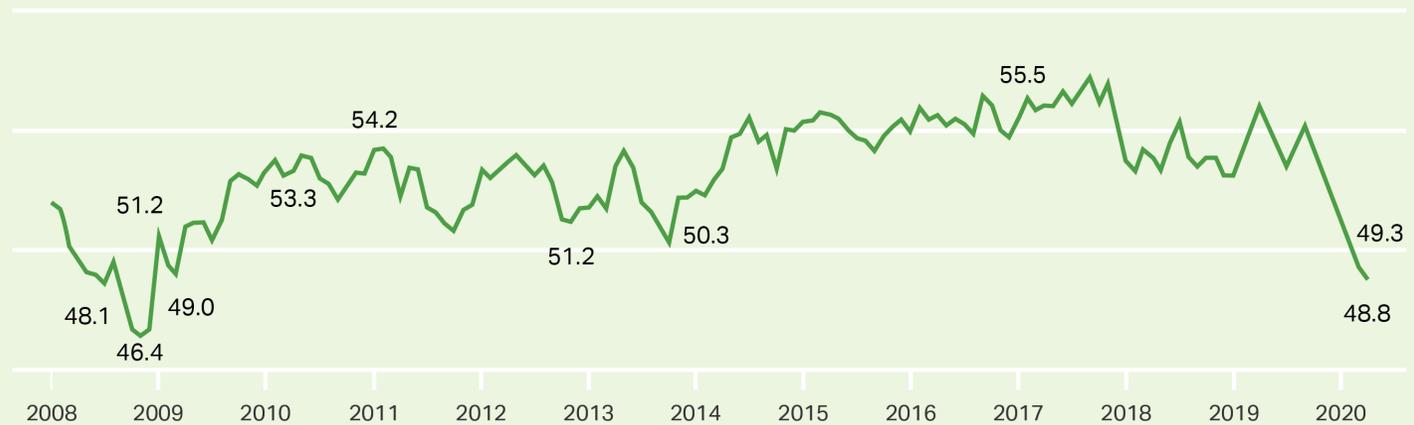
Many leaders are rightfully concerned about the declining wellbeing and the threat it poses to business productivity and performance.

- Percentage who are "thriving" has dropped to Great Recession levels
- Daily significant stress and worry have spiked with unprecedented magnitude
- There is significant anxiety about personal finances as financial situations only worsen
- People indicate their mental health will suffer before their physical or financial health does

= **76%** say they have experienced a great deal or fair amount of disruption

Life Evaluations of U.S. Adults

■ % Thriving



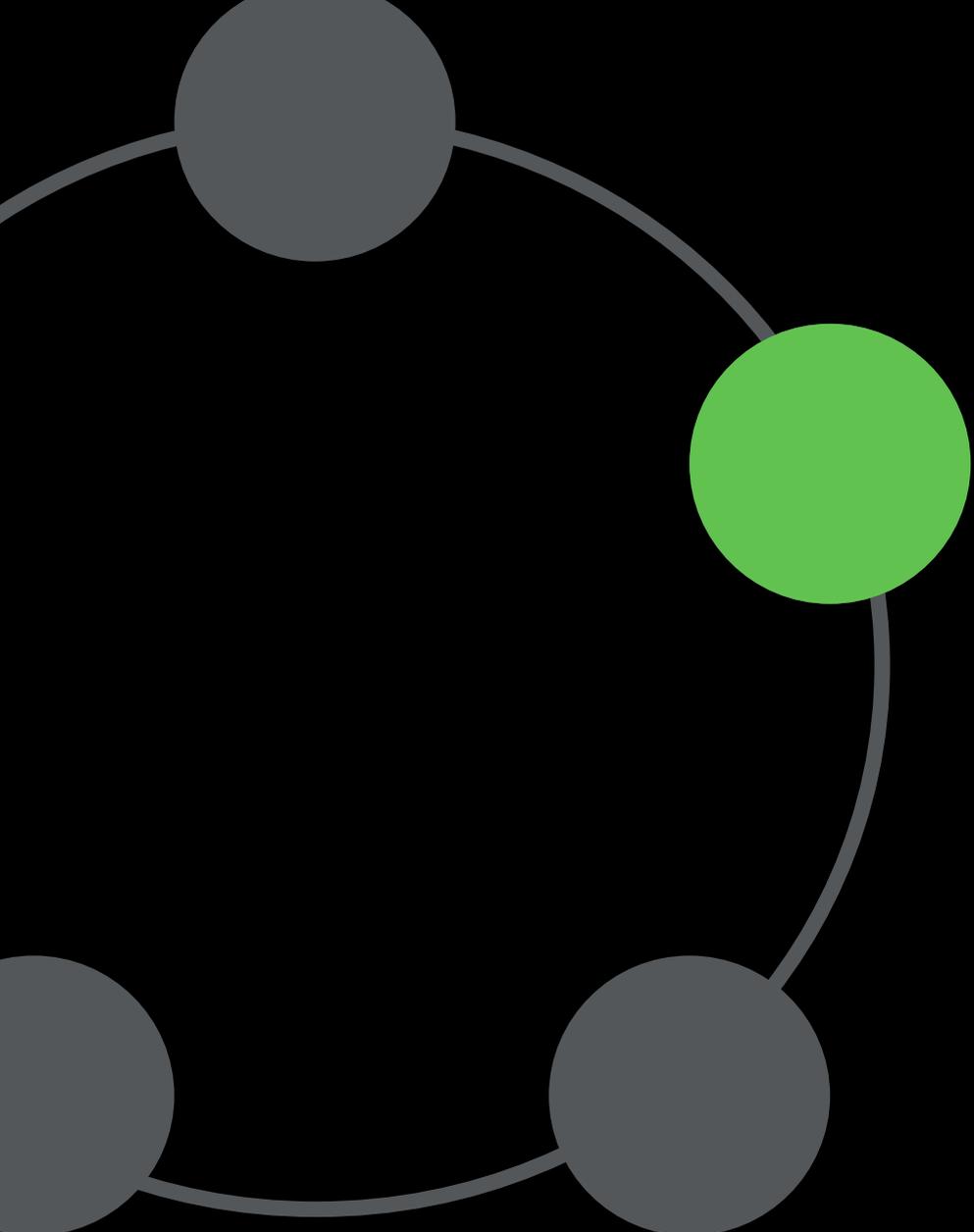
Data from January 2008 to August 2019 are based on the Gallup National Health and Well-Being Index; data from Sept. 30-Oct. 14, 2019, and from March 6-20 and March 21-April 5, 2020, are from the Gallup Panel.

GALLUP, JANUARY 2008-APRIL 2020

Resilience

“Psychologists define resilience as the **process of adapting well** in the face of adversity, trauma, tragedy, threats, or **significant sources of stress** — such as family and relationship problems, serious health problems, or workplace and financial stressors. As much as resilience **involves ‘bouncing back’** from these difficult experiences, it can also involve **profound personal growth.**”

American Psychological Association



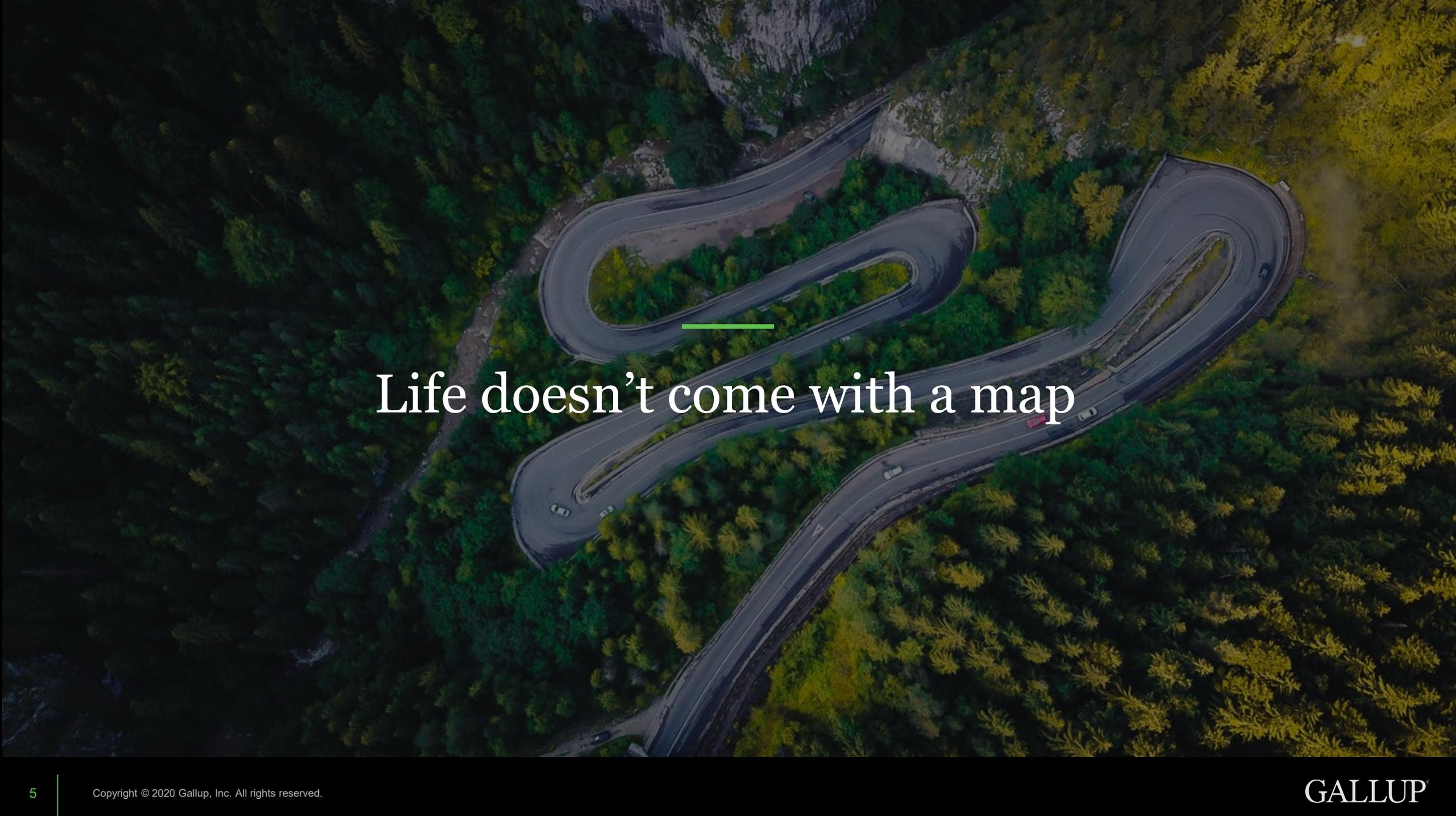
How resilient are you feeling right now?

I'm doing very well.

I'm hanging in there, mostly good days.

I'm definitely feeling the weight and effects of COVID.

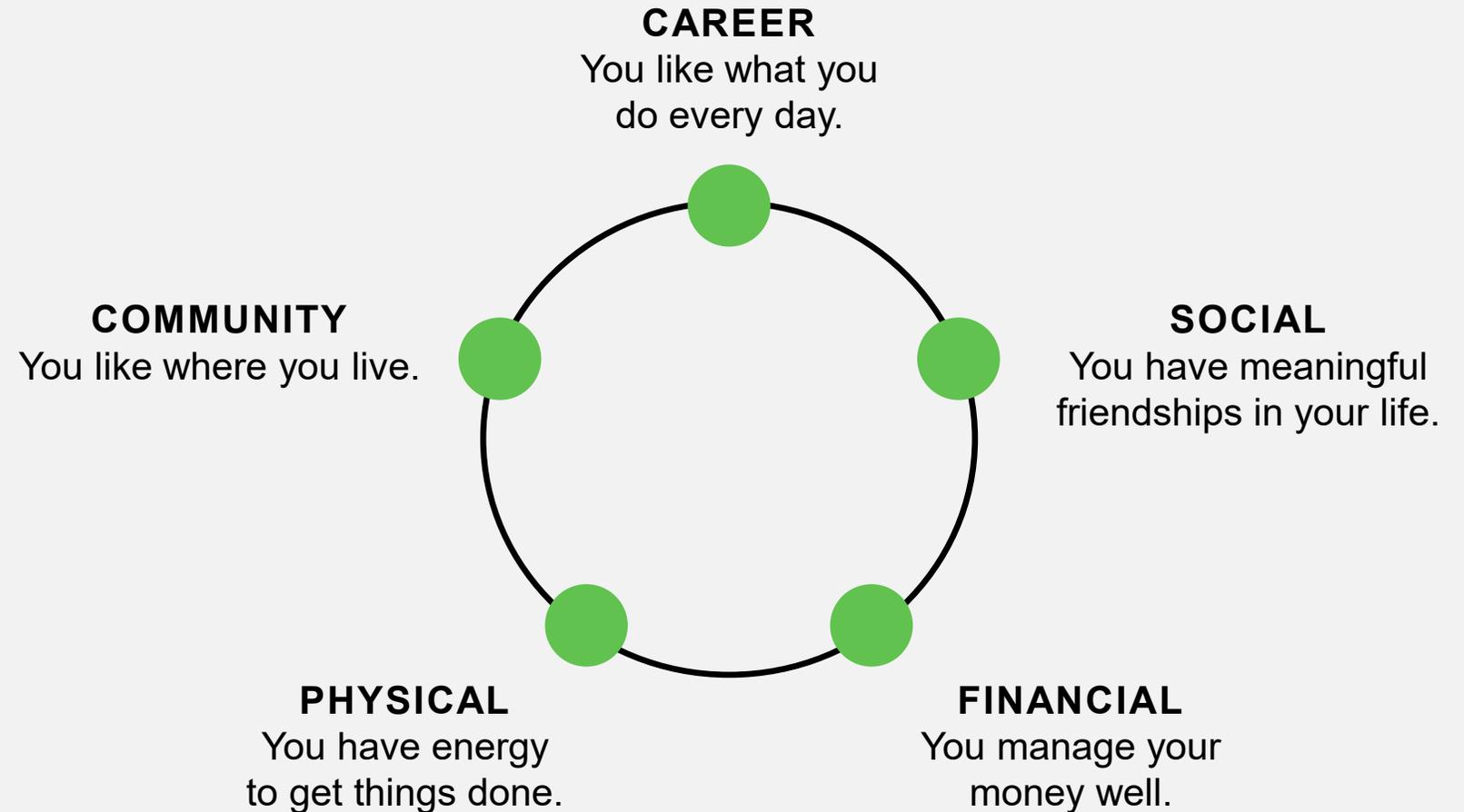
I'm worried about me.

An aerial photograph of a winding asphalt road that zig-zags through a dense forest of tall evergreen trees. The road has several sharp turns and curves. A few cars are visible on the road. The lighting is soft, suggesting early morning or late afternoon. The text "Life doesn't come with a map" is overlaid in white serif font in the center of the image, with a small green horizontal line above the word "doesn't".

Life doesn't come with a map

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.



A Focus on Well-being Drives Resilient Individuals, Organizations and Communities

Findings from Gallup's foundational research on well-being

Individual

- Healthcare utilization
- Hospital admissions/30-day readmissions
- Overall self assessment of health
- New onset disease burden, including hypertension and diabetes
- Reduced probability of future obesity
- New onset depression/anxiety
- Sleep disorders
- Current life satisfaction
- Anticipated life satisfaction in 5 years
- Significant daily emotional experiences
- Adaptability to change
- Resiliency (bouncing back from injury, illness, or hardship)

Organizational

- Healthcare utilization
- On the job performance
- Unplanned absenteeism
- Accidents/Workers comp. claims
- Likelihood that employees will look for a new job
- Likelihood that employees will actually voluntarily change jobs
- Employee Engagement (reciprocal relationship – each drives future state of the other)

Community

- Healthcare utilization
- Violent crime rate
- Property crime rate
- High school graduation rate
- Teen pregnancy rate
- Motor vehicle deaths
- Drug addiction/overdose rate (reciprocal relationship)
- Employment and unemployment (reciprocal relationship)

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

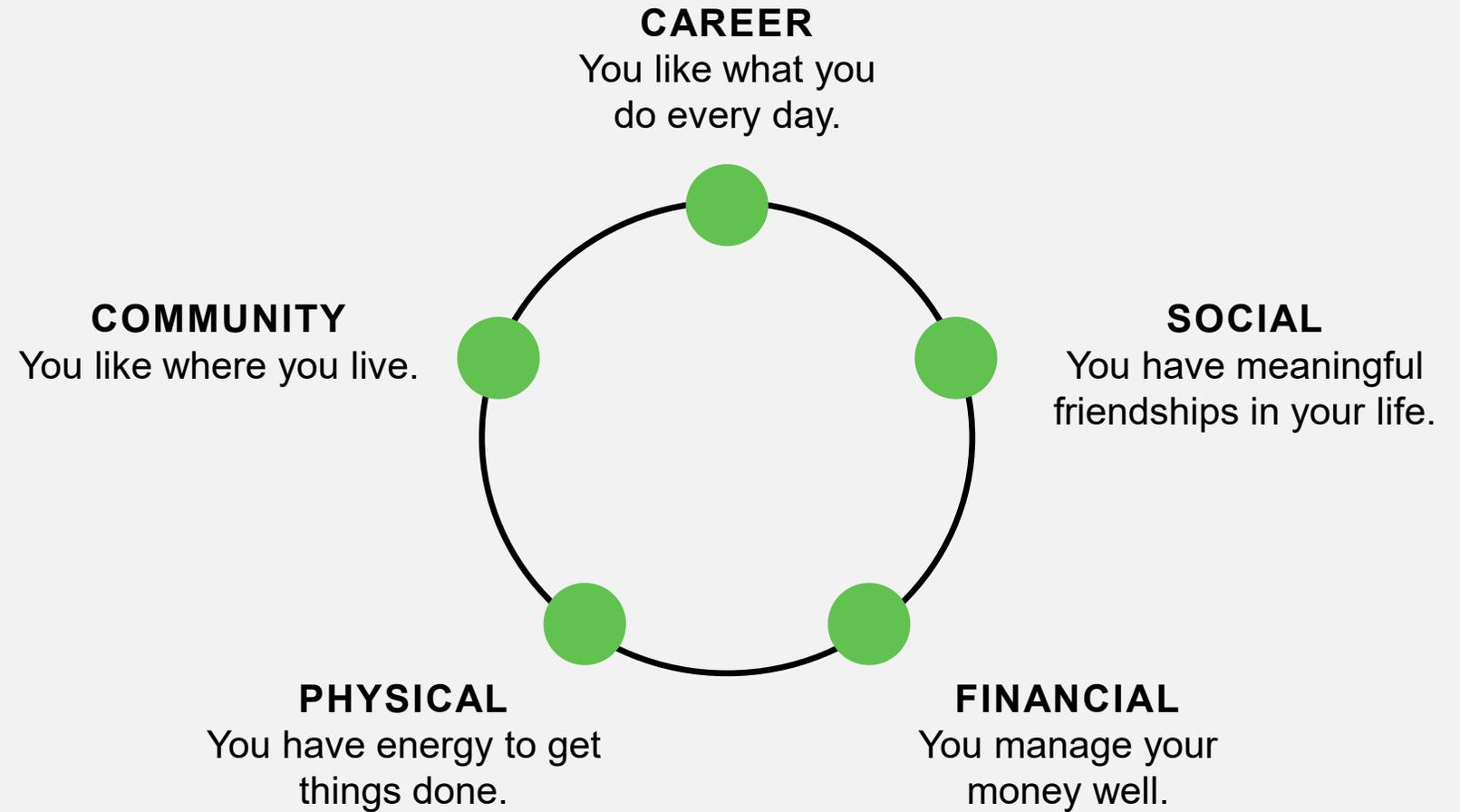
SUFFERING

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

The Five Elements of Wellbeing

Where do **you** stand on each element **today**?

- 5 is “Thriving”
- 4
- 3
- 2
- 1 is “Struggling”



A Focus on Wellbeing Leads to a Life Well-Lived

Compared with employees who are only physically fit, Gallup research shows that those who have high wellbeing across 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 illness, injury or hardship

Thriving wellbeing is the key to resilience.

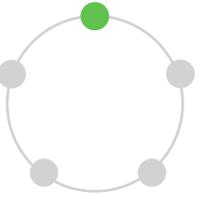


BEST PRACTICES

The Five Elements of Wellbeing

Thrive in Career Wellbeing

Do you like what you do each day?



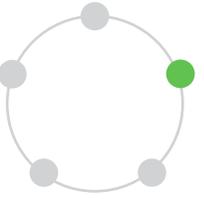
BEST PRACTICES

1. Every day, use your strengths.
2. Identify someone with a shared mission who encourages your growth. Spend more time with this person.
3. Opt-in to more social time with the people you enjoy being around.



Thrive in Social Wellbeing

Do you have supportive relationships and love in your life?



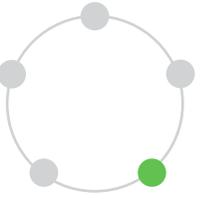
BEST PRACTICES

1. Reimagine how you invest your time. Redirect wasted time to invest in meaningful activities with friends, family and colleagues.
2. Strengthen the mutual connections in your network.
3. Mix social time with physical activity.



Thrive in Financial Wellbeing

Are you managing your economic life to reduce stress and increase security?



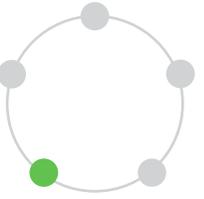
BEST PRACTICES

1. Establish default systems that reduce daily worry about money.
2. Practice gratitude by helping others (in material or non-material ways)
3. Buy experiences because experiences last and material purchases fade.



Thrive in Physical Wellbeing

Do you feel you have good health and have enough energy to get things done daily?



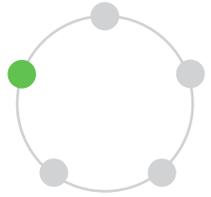
BEST PRACTICES

1. Get at least 20 minutes of physical activity each day. Sleep enough to feel well-rested.
2. Spend enough time in the recovery zone (outside of the performance zone)
3. Avoid overwhelming, negative news



Thrive in Community Wellbeing

Do you like where you live, feel safe and have pride in your community?



BEST PRACTICES

1. Identify how you can contribute to your community based on your personal mission.
2. Tell people about your passions and interests so they can connect you with relevant groups and causes.
3. Opt-in to a community group or event. Whether you want to start small or go big, *start now*.



Your Wellbeing Plan

CAREER

1. Every day, use your strengths.
2. Identify someone with a shared mission who encourages your growth. Spend more time with this person.
3. Opt-in to more social time with the people you enjoy being around.

SOCIAL

1. Reimagine how you invest your time. Redirect wasted time to invest in meaningful activities with friends, family and colleagues.
2. Strengthen the mutual connections in your network.
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FINANCIAL

1. Establish default systems that reduce daily worry about money.
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COMMUNITY

1. Identify how you can contribute to your community based on your personal mission.
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PHYSICAL

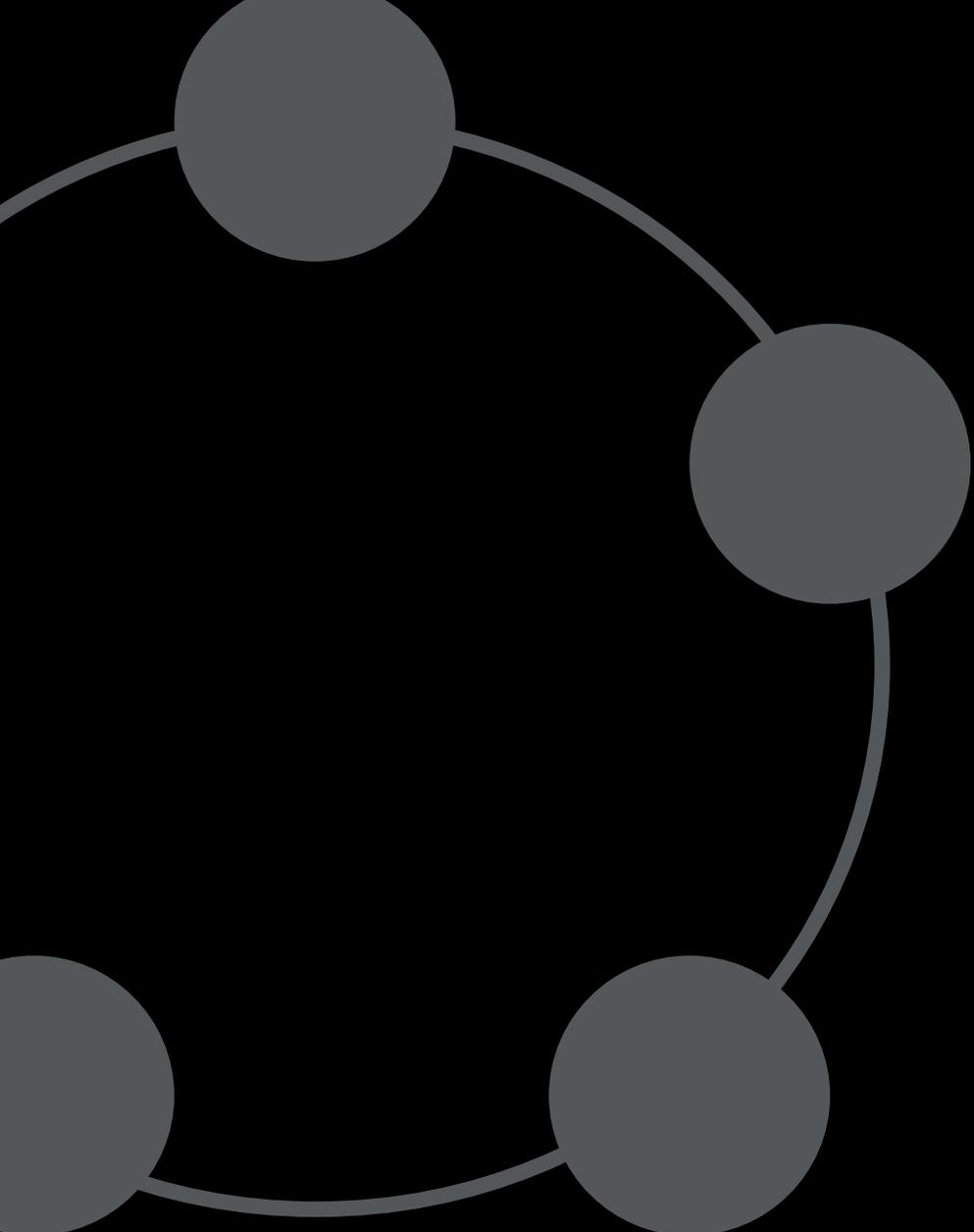
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Taking Ownership of Wellbeing

At the end of the day, there is one main conversation in our lives — with ourselves. Each adult’s wellbeing is their own responsibility.

HOW?

- Determine your **current state**.
 - Where are you now in relation to each wellbeing element?
- Envision your **future state**.
 - Visualize yourself thriving in each element of wellbeing.
 - What does “thriving” look like for you?
 - How does it feel?
- Identify **gaps** that fall between current and future states.
 - What barriers are preventing you from achieving your goals?
 - What support do you need?
 - What are your next steps?
- Determine simple **action steps**, write them down and share them to create visibility and accountability.



What about the wellbeing of others — people you manage or work with?

Direct reports of thriving managers are

15%

more likely to be thriving six months later.

Engaged employees are

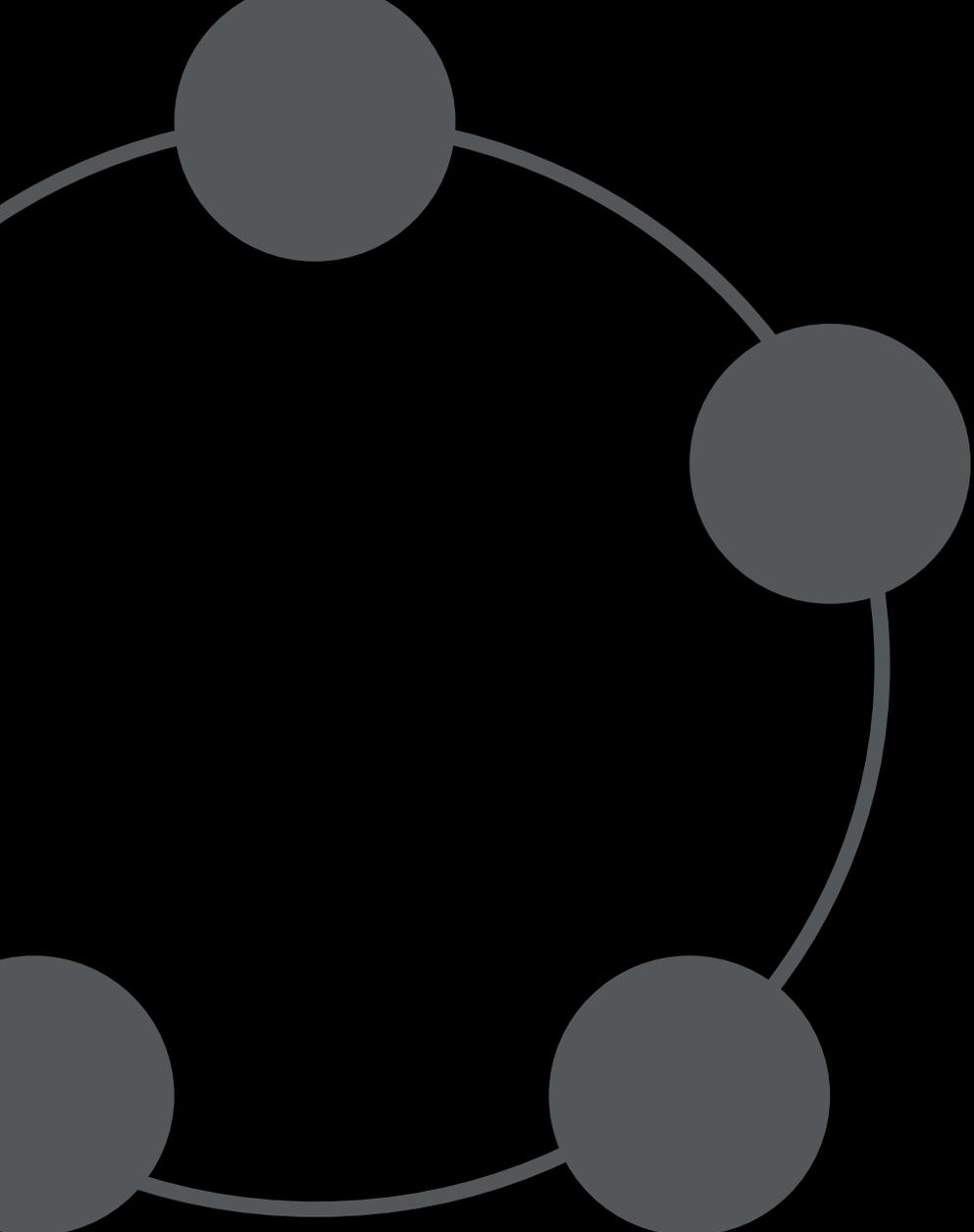
7x to 9x

more likely than disengaged employees to report being “very comfortable” discussing each element of wellbeing with their manager.

Engaged employees are

28%

more likely to participate in a wellness program offered by their organization.



10 Ways to Build a Resilient, High-Performing Workforce

1.

Include employees in the wellbeing conversation.

- Ask employees to contribute wellbeing ideas
- Solicit ideas on how to enhance wellbeing both at work and at home.
- Get feedback on what's currently available, what's working and where there's room to improve.



2.

Link the wellbeing of each employee to the successful mission or purpose of the organization.

- Discuss how a vibrant wellbeing culture for each element is critical to the mission's success.
- Ask how the mission might help them lead a life well-lived.
- Constantly remind others of these connections



3.

Strongly encourage participation in wellbeing activities when setting job expectations and goals.

- Let employees choose the wellbeing activities best suited to them based on their individual wellbeing goals and unique talents and interests.
- Remind employees what programs and offerings are available.



4.

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

- Invite employees in one-on-one or small-group meetings to describe the element of wellbeing that they gravitate to most easily.
- Learn about what factors in life and work motivate them to succeed and how they succeed



5.

Recognize employees for their wellbeing achievements.

- Formalize mechanisms in the workplace for providing recognition of wellbeing accomplishments
- Be sure to create a recognition mechanism for *each* element.



6.

Follow up to show you care.

- Have employees submit their interests and goals for wellbeing.
- Ask them how they are progressing toward their goals.
- As appropriate, inquire about the wellbeing of family members and brainstorm how to include them in workplace wellbeing activities.



7.

Create a “Wellbeing Board of Directors.”

- Have employees identify at least three people at work who have had the most significant impact on their wellbeing, and why each has created a significant impact.
- Encourage employees to write a note to each person — as members of their wellbeing board — describing why they are on the list and recognizing their contribution.



8.

Create a sharing network to socialize best practices.

- When interacting with others in team meetings, start with each person saying something about their personal wellbeing that is important to them.
- Ask employees to share apps they've discovered or books they've read that support their wellbeing.



9.

Explicitly link each workplace wellbeing activity to at least one of the five elements.

- Individualize activities to each employee's situation through discussion and by creating a more focused set of goals.
- Communicate the value and benefit of these activities — which will go a long way in encouraging participation in wellbeing programs.



10. Include wellbeing goals and milestones in reviews and progress meetings.

- Incorporate the five elements of wellbeing into progress review conversations
- Ask, "Is there an aspect of your wellbeing that I can support?"



Select one idea you will activate on.

WHEN?



10 Ways Leaders Build a Resilient, High-Performing Workforce

1. Include employees in the wellbeing conversation.
2. Link the wellbeing of each employee to the successful mission or purpose of the organization.
3. Strongly encourage participation in wellbeing activities when setting job expectations and goals.
4. Have each employee identify the element of wellbeing they feel comes naturally to them and at which they are most successful.
5. Recognize employees for their wellbeing achievements.
6. Follow up to show you care.
7. Create a 'Wellbeing Board of Directors.'
8. Create a sharing network to socialize best practices.
9. Explicitly link each workplace wellbeing activity to at least one of the five elements.
10. Include wellbeing goals and milestones in reviews and progress meetings.

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