Gallup’s Insights:
“The Great Global Work Experiment”
Essential Topics for a Hybrid Workplace

- Engagement + Wellbeing + Productivity
- Beware of Burnout
- Leading Remote & Hybrid Workers
- Crafting Your New Workplace Without Losing Your Culture
Navigating The Wellbeing – Engagement Paradox
Wellbeing & Life Evaluations of Americans Reaches All-Time Low During COVID-19

Data from January 2008 to August 2019 are based on the Gallup National Health and Well-Being Index™.
Data from March to December 2020 are from the Gallup Panel™.
Unprecedented Spikes in Daily Stress and Worry

Daily Emotional Experiences of U.S. Adults Tended (Jan 2018 to Dec 2020)

Did you experience the following feelings during a lot of the day yesterday?

% Yes, Worry
% Yes, Stress

Unprecedented Spikes in Daily Stress and Worry

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Employee Engagement Increased Amid COVID-19

Gallup Workplace Tracking

Global

U.S.

Great Recession

George Floyd Killing

Social Justice Protests

2020
Engagement and Stress Are Higher for Remote Workers

Gallup Panel, 2020, Full-Time Employees Only. 2019 Overall = WFH/No WFH combined.

% Engaged

- WFH
- No WFH

% Stressed-out yesterday?

- WFH
- No WFH

Gallup Panel, 2020, Full-Time Employees Only. 2019 Overall = WFH/No WFH combined.

No WFH: Never/Rarely (less than 10%), WFH: Sometimes-Exclusively (10% to 100%)
EMPLOYEE BURNOUT IS A WIDESPREAD PROBLEM

76% OF FULL-TIME EMPLOYEES experience feeling burned out on the job at least sometimes.

28% report feeling burned out at work “very often” or “always,” while an additional 48% report feeling burned out “sometimes.”
The First Five: Root Causes of Burnout at Work

Five factors correlate most highly with employee burnout. We call these “root causes” because they have the greatest effect on burnout.

1. **UNFAIR TREATMENT AT WORK**
2. **UNMANAGEABLE WORKLOAD**
3. **UNCLEAR COMMUNICATION FROM MANAGERS**
4. **LACK OF MANAGER SUPPORT**
5. **UNREASONABLE TIME PRESSURE**

**YOUR TOP PRIORITY:** Address the Root Causes of Burnout

Create a culture where employees can do their best work.
EMPLOYEE BURNOUT: In their own words...

I feel like I can’t catch a breath

Everyday I feel like I am disappointing a business leader. I’m in tears right now.

I feel like I’m failing at everything. I woke up and started work at 3am because I couldn’t sleep with all the things swimming around in my head that I need to do. I can’t see any end in sight. My family are worried about my health and I am too.

I feel irrelevant and impotent and inadequate.

I feel overwhelmed trying to do it all.

My daughter asked if I could play one more thing before going to bed -- I snapped at her. I could see her shoulders fall. That was a wake-up call.
Common Burnout Themes

COMPETING AND CHANGING PRIORITIES

“I feel there are 100s of priorities. The pressure is immense in general.”

UNYIELDING WORKLOAD

“We want to do good work, but with the volume that is very challenging”

LACK OF CONFIDENCE IN NEW PROCESSES AND APPROACHES

“My business leaders expect me to know things and have answers. There are so many times I have to say "I don't know -- I'm waiting for clarity." It makes me feel like I am failing them.”

NOT GETTING TO DO WHAT I DO BEST

“There are things that dedicated teams did that were taken away... we are much more involved in the administrative that keeps me from doing what I do best.”

CARRYING MENTAL AND EMOTIONAL WEIGHT

“I get to the end of a 15 hour day and feel like I’m still failing.”
Managers are crucial to preventing burnout & creating positive experiences

Employees who strongly agree:

- They feel supported by their manager are 70% less likely to frequently experience burnout.
- Their manager is willing to listen to work-related problems are 62% less likely to frequently experience burnout.
Three questions to tame burnout:

1. **(Focus me)** …
   - How can we best communicate to make sure your **priorities** are clear, and our **expectations** are aligned?

2. **(Free me from stress)** …
   - *Is there anything you need* that would help you do your work?

3. **(Know me)** …
   - How can you use your **strengths** even more in your role?
How would you rank elements of expectations in order of importance for you:

- My expectations are **clear**.
- My expectations are **collaborative**.
- My expectations are **aligned**.
Leading Hybrid Teams
Most Employees Want to Work Hybrid in the Future

<table>
<thead>
<tr>
<th>Future Work Location Preference</th>
<th>% of time Working from Home</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exclusively (100%)</td>
<td>18%</td>
</tr>
<tr>
<td>Primarily (80 - 99%)</td>
<td>13%</td>
</tr>
<tr>
<td>Mostly (60 – 79%)</td>
<td>9%</td>
</tr>
<tr>
<td>About half the time (40 – 59%)</td>
<td>15%</td>
</tr>
<tr>
<td>Sometimes (10 – 39%)</td>
<td>14%</td>
</tr>
<tr>
<td>Rarely/Never (&lt;10%)</td>
<td>31%</td>
</tr>
</tbody>
</table>

2 in 10 **FULL REMOTE**

5 in 10 want **HYBRID**

3 in 10 want **ONSITE**
Managers intend to let employees work remote more often.

7 in 10
Remote Worker Engagement & Burnout

Pre-COVID-19 data from September 2019 and COVID-19 data from March to December 2020, Gallup Panel. Full-Time Employees Only

No WFH: Never/Rarely (less than 10%), Sometimes (10%<100%), Exclusively WFH: (100%)
Mixed Perceptions of Effectiveness of Working From Home

Question: From your experience, is the communication during virtual meetings more effective, less effective, or do you see no difference in comparison to in-person meetings?

- 22% Virtual meetings are more effective
- 34% Virtual meetings are less effective
- 44% There is no difference

Note: Data collected from the April 16-30 Strengths Recontact Survey. Convenience sample. Not weighted to be U.S.-representative data.
Frequency of Feedback Increased During COVID-19

Onsite workers receive *more* feedback, but *lower quality* feedback.

**I receive *weekly* feedback from my manager.**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>Amid Pandemic</th>
</tr>
</thead>
<tbody>
<tr>
<td>No WFH</td>
<td>31%</td>
<td>55%</td>
</tr>
<tr>
<td>Sometimes</td>
<td>25%</td>
<td>52%</td>
</tr>
<tr>
<td>Exclusively WFH</td>
<td>21%</td>
<td>42%</td>
</tr>
</tbody>
</table>

**I have received *meaningful* feedback in the last week. *(Strongly Agree)***

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<tr>
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<th>2019</th>
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<tr>
<td>No WFH</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Sometimes</td>
<td>40%</td>
<td>40%</td>
</tr>
<tr>
<td>Exclusively WFH</td>
<td>31%</td>
<td>31%</td>
</tr>
</tbody>
</table>


2019: No WFH: Never/Rarely (less than 10%), Sometimes (10%-80%), Exclusively WFH: (80% to 100%)
Amid Pandemic: No WFH: Never/Rarely (less than 10%), Sometimes (10%-100%), Exclusively WFH: (100%)
Frequent, Meaningful Feedback and Communication Are Essential (2019 data)

**Key Insights:**

- Feedback received a few times per week transforms the engagement of fully remote workers and becomes the most engaging experience.
- Therefore, fully working from home can be the worst or best scenario.

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**Frequency of Feedback Is Key to Engaging Remote Workers**

<table>
<thead>
<tr>
<th>Frequency of Receiving Feedback From Manager</th>
<th>Work remotely &lt;10% in a typical week</th>
<th>Work remotely 10% to &lt;80% in a typical week</th>
</tr>
</thead>
<tbody>
<tr>
<td>Once a year or less</td>
<td>10%</td>
<td>19%</td>
</tr>
<tr>
<td>A few times per year</td>
<td>16%</td>
<td>31%</td>
</tr>
<tr>
<td>A few times per month</td>
<td>47%</td>
<td>39%</td>
</tr>
<tr>
<td>A few times per week</td>
<td>51%</td>
<td>57%</td>
</tr>
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Gallup Panel, 2019 (pre- COVID-19)
Opportunities and Challenges for Hybrid Work Arrangements

<table>
<thead>
<tr>
<th>Advantages of Hybrid Work</th>
<th>Challenges of Hybrid Work</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>4 C’s</strong></td>
<td></td>
</tr>
<tr>
<td>– Connectivity</td>
<td>• Coordination with remote workers</td>
</tr>
<tr>
<td>– Collaboration</td>
<td>• Neglecting remote workers</td>
</tr>
<tr>
<td>– Creativity</td>
<td>• Trust and measuring productivity</td>
</tr>
<tr>
<td>– Culture</td>
<td>• Fairness issues</td>
</tr>
<tr>
<td></td>
<td>– Individualized treatment with equitable rules/policies</td>
</tr>
<tr>
<td></td>
<td>– Equal access to resources</td>
</tr>
<tr>
<td></td>
<td>– Visibility</td>
</tr>
<tr>
<td></td>
<td>– Equal opportunities for development &amp; advancement</td>
</tr>
</tbody>
</table>
Hybrid employees need an individualized approach to their work-related needs.
Individualizing starts with listening to each employee and adjusting one’s management style to their innate traits, needs and goals to enable them to deliver their best performance.

Each employee will know that you heard them, that you understand, and that they have the opportunity to do what they do best every day.
Personalizing Your Engagement

“Focus me.” I know what is expected of me at work.

“Equip me.” I have the materials and equipment I need to do my work right.

“Know me.” At work, I have the opportunity to do what I do best every day.

“Help me see my value.” In the last seven days, I have received recognition or praise for doing good work.

“Care about me.” My supervisor, or someone at work, seems to care about me as a person.

“Help me grow.” There is someone at work who encourages my development.

“Hear me.” At work, my opinions seem to count.

“Help me see my importance.” The mission or purpose of my company makes me feel my job is important.

“Help me feel proud.” My associates or fellow employees are committed to doing quality work.

“Help me build mutual trust.” I have a best friend at work.

“Help me review my contributions.” In the last six months, someone at work has talked to me about my progress.

“Challenge me.” This last year, I have had opportunities at work to learn and grow.
### Personalizing Your Engagement

#### ENGAGEMENT ITEMS
**12 Items That Measure Engagement**

<table>
<thead>
<tr>
<th>Growth</th>
<th>Q01. I know what is expected of me at work.</th>
<th>Q02. Materials and equipment.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teamwork</td>
<td>Q03. Do what I do best everyday.</td>
<td>Q04. Recognition last seven days.</td>
</tr>
<tr>
<td></td>
<td>Q05. Supervisor/someone at work cares.</td>
<td>Q06. Encourages development.</td>
</tr>
<tr>
<td>Basic Needs</td>
<td>Q11. Progress in the last six months.</td>
<td>Q12. Opportunities at work to learn and grow.</td>
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#### PERSONALIZED QUESTIONS
**Conversation Starters**

- What are my top priorities for the next few weeks?
- What one material or resource would most help me meet my goals?
- What makes my day go by quickly — when am I at my best?
- What am I most proud of achieving in the past few weeks?
- What do I personally find most engaging about working at my organization?
- What development opportunities would I like to experience in the future?
- What ideas or suggestions do I have that can improve our performance?
- How do I personally feel connected to our company mission?
- What gets in my way of doing quality work?
- Who at our organization do I envision as being someone I share ideas with?
- Do I feel I am getting regular, constructive feedback about my performance?
- What do I need to learn to excel in my role?
## Personalizing Your Engagement

### ENGAGEMENT ITEMS
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<td>Q07</td>
<td>My opinions count.</td>
</tr>
<tr>
<td>Q08</td>
<td>Mission/Purpose of company.</td>
</tr>
<tr>
<td>Q09</td>
<td>Coworkers committed to quality.</td>
</tr>
<tr>
<td>Q10</td>
<td>Best friend at work.</td>
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Final Thoughts and Q&A
How you personalize your engagement makes a difference.
Organizational Advice

PROVIDE FREEDOM WITHIN A FRAMEWORK

- Create leadership alignment on your hybrid strategy
- Communicate a consistent framework to employees
- Empower freedom for local level decisions where possible

ENABLE LOCAL CONVERSATIONS

- Equip managers to individualize to the needs of their team members
- Enable mindset shifts and mental preparation for transitions
- Encourage frequent check-ins between managers and teams

GAIN FEEDBACK AND ADJUST

- Create feedback mechanisms that allow a pulse on the employee experience (both quantitative and qualitative)
- Plan for adjustments and communicate updates in a timely way
- Celebrate wins where managers and teams are seeing success
Employee Advice

**INDIVIDUALIZE**

- Consider what is best for the team hybrid plan as it impacts engagement, wellbeing and performance
- Consider what is best for the individual employee as it impacts their engagement, wellbeing, and performance

**COMMUNICATE TO CONNECT**

- Plan team collaboration connects; utilize in-person time for important collaboration
- Provide ongoing meaningful check-ins and feedback with each employee, particularly when working remote

**CREATE ACCOUNTABILITY**

- Provide accountability for performance outcomes, but be careful not to micro-manage the process to get there
- Celebrate and recognize successes for the team and for individuals
Questions?

- WHAT HAVE WE LEARNED FROM THE PAST YEAR?
- HOW DOES OUR TECHNOLOGY IMPACT WELLBEING AND ENGAGEMENT?
- HOW DO PEOPLE PREFER TO BE COMMUNICATED WITH?