

Organizational Wellbeing & the Power of Leader Influence



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Global Innovation Leader, Organizational Wellbeing

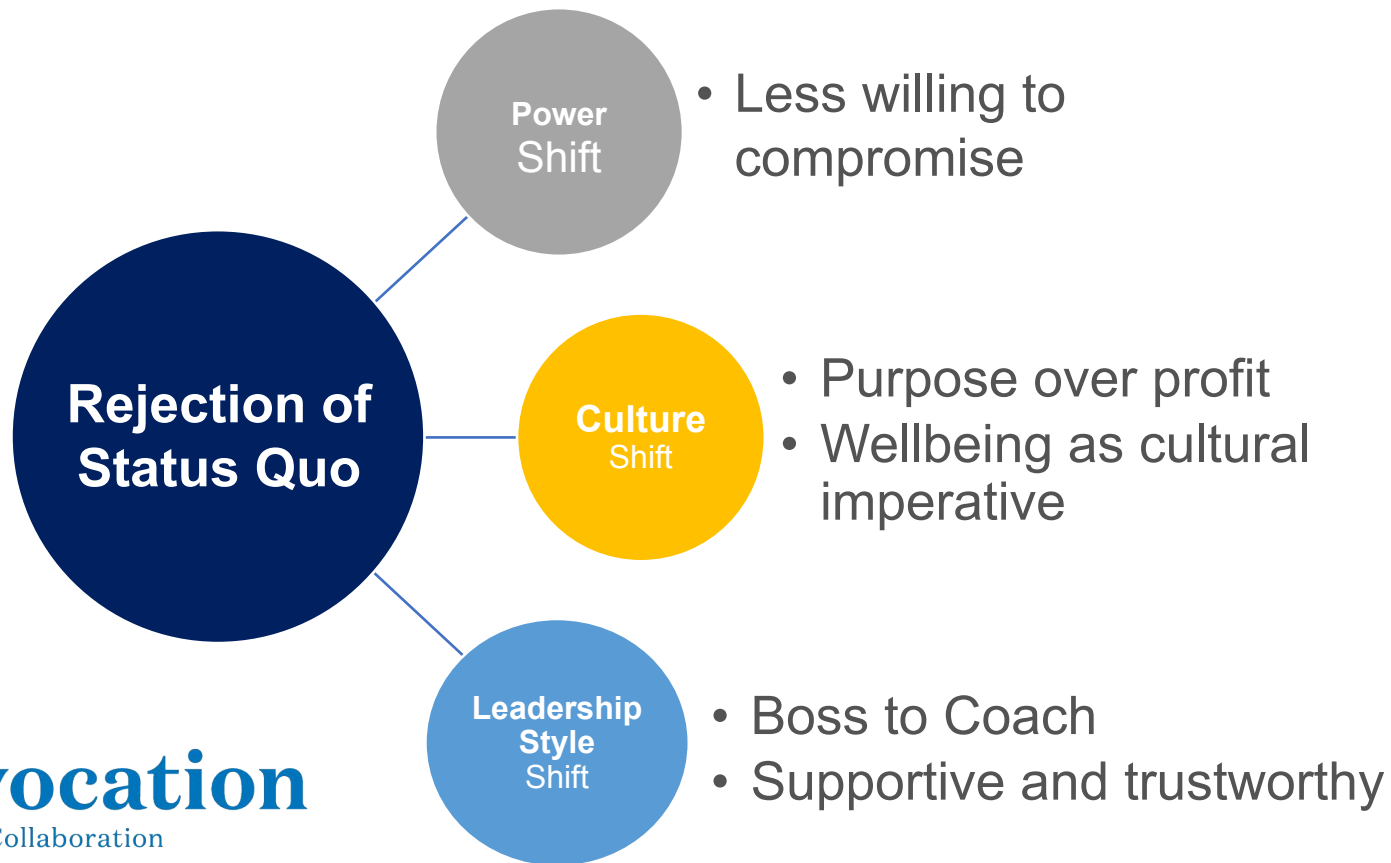
Organizational Wellbeing

Everything that affects the success of your business



The “Worth it” Equation

New priorities are changing how we think about work



Data Driven Approach to People & Benefits Planning

Top People Concerns for Leaders

Understanding generational characteristics increasingly important

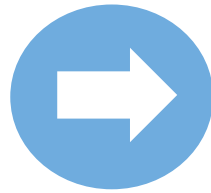
	Overall	Gen Z (<27)	Millennials (28-43)	Gen X (44-59)	Boomers (60-78)
1	Employee Engagement	Return to Office	Manager Effectiveness	Exodus of Top Talent	Exodus of Top Talent
2	Employee Wellbeing	Attracting New Talent	Return to Office	Burnout	Burnout
3	Building/Maintaining Culture	DEI	Training & Development	Manager Effectiveness	Manager Effectiveness
		↓ Most difficult to: Attract Communicate to	↓ Most difficult to: Retain		



Burnout: Intent vs. Impact

Well intended efforts often miss the mark

Burnout is not an individual problem... it's an organizational problem

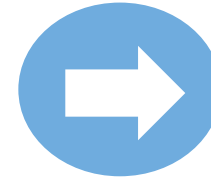


Characteristics

- Extreme Fatigue
- Cynicism
- Detachment/Withdrawal

Causes

- 6 Main Causes of Burnout
 - Unsustainable workload
 - Perceived lack of control
 - Insufficient rewards/recognition for effort
 - Lacking/poor relationships
 - Lack of fairness
 - Mismatched values and skills



Can't be solved by downstream tactics... need upstream interventions

Strategic Priorities

What are your top five (5) strategic priorities for attracting, retaining and engaging talent in 2024?



Recruitment Focus Area

Beyond base salary, which two (2) components do you leverage the most to attract key talent?

1

Vacation or paid time off
(PTO)

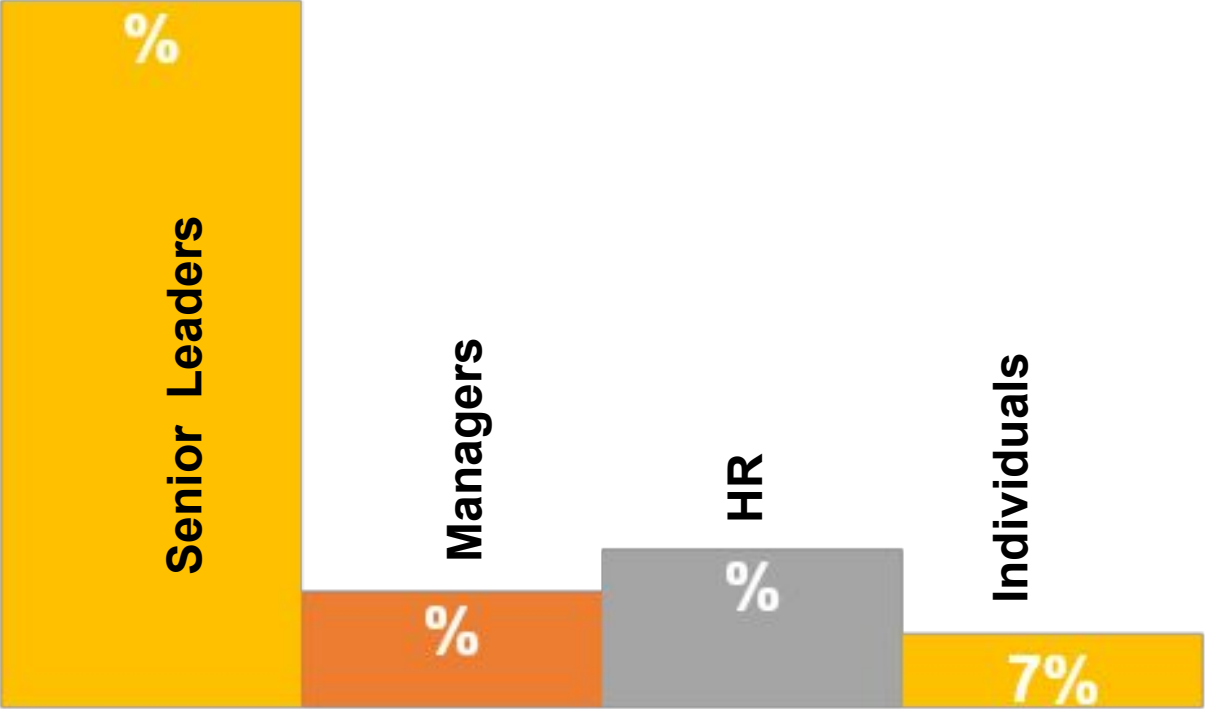
2

Tie:
Culture
& Insurance Benefits

Culture is Currency

It's what differentiates you from the many employers searching for the same talent

Whose primary job is it to shape/create it?
What's the connection to benefits and wellbeing?



October, 2022
US Surgeon General Advisory Warning
Toxic workplaces are harmful to physical and mental health.



1 in 3

employees say their manager fails to recognize the impact they have on their team's mental wellbeing (35%)

Work as a SDOH

87%
of leaders are
concerned about
the impact of
stress and
burnout on their
organization

1 in 4
employees (26%) said
their mental health
declined in 2023, while
(52%) said it remained
unchanged.

Frequency
↑
Complexity
↑

Employer
Emotional Wellbeing
remains the most
important dimension of
wellbeing in 2024

Employee
Financial wellbeing is the
#1 contributor to mental
health concerns

Work is **#2**

∨
A person's job can either help
or harm their mental health

∧

Factors

- Heavy workload/capacity
- Perceived lack of appreciation
- Fair and equitable

People Metrics

What are the most important people metrics for determining future business success in your organization?

①

Employee Engagement

②

Trust in Leadership

③

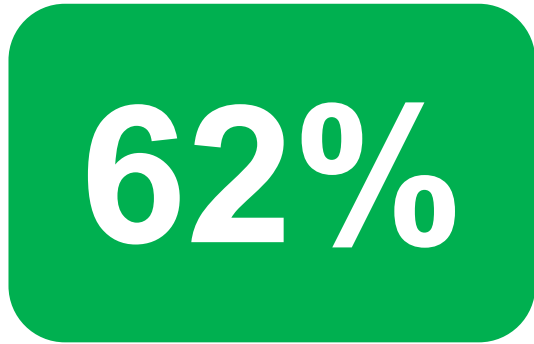
Turnover Rate



Employee Engagement: Perception vs. Reality

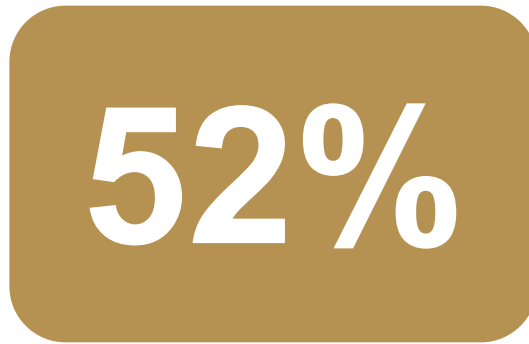
— Perception vs. Reality

What do we think?



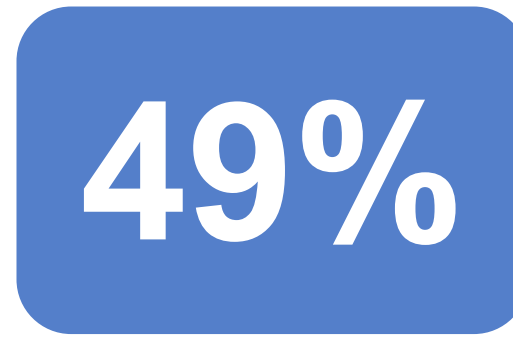
Agree with statement
“Our Workforce is
Highly Engaged”

Are we measuring?



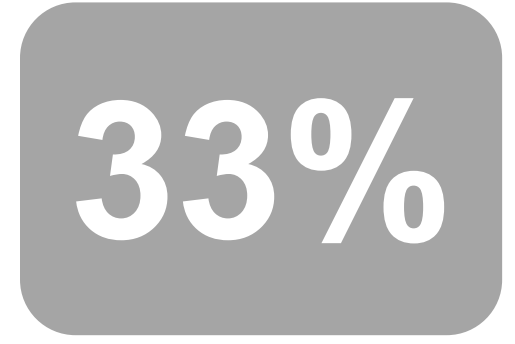
Have measured in
2021 or later

Are we taking action?

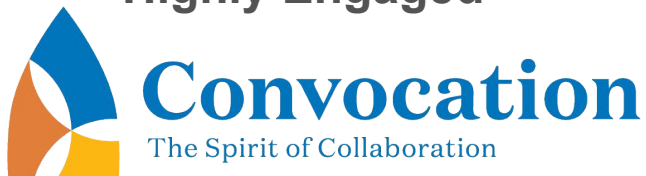


Have a strategy in
place to improve
employee
engagement

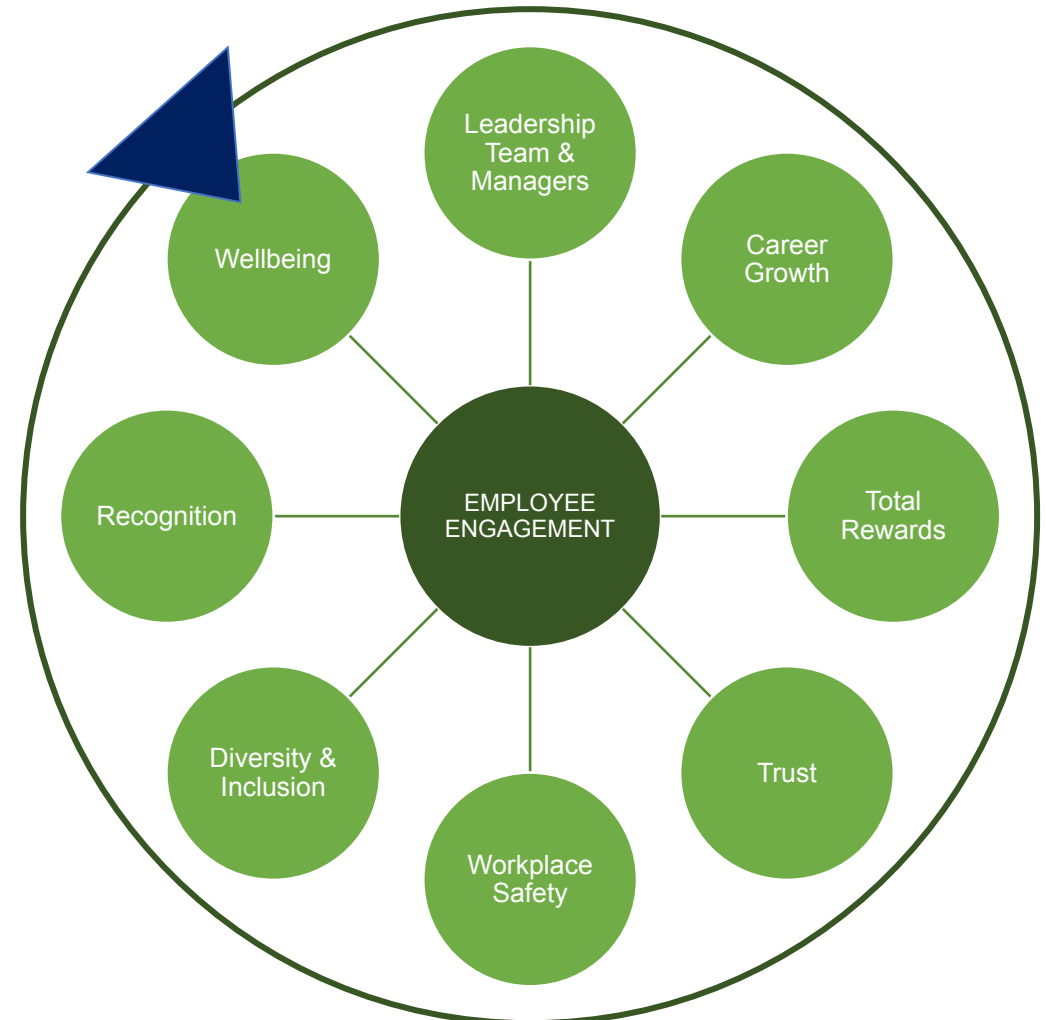
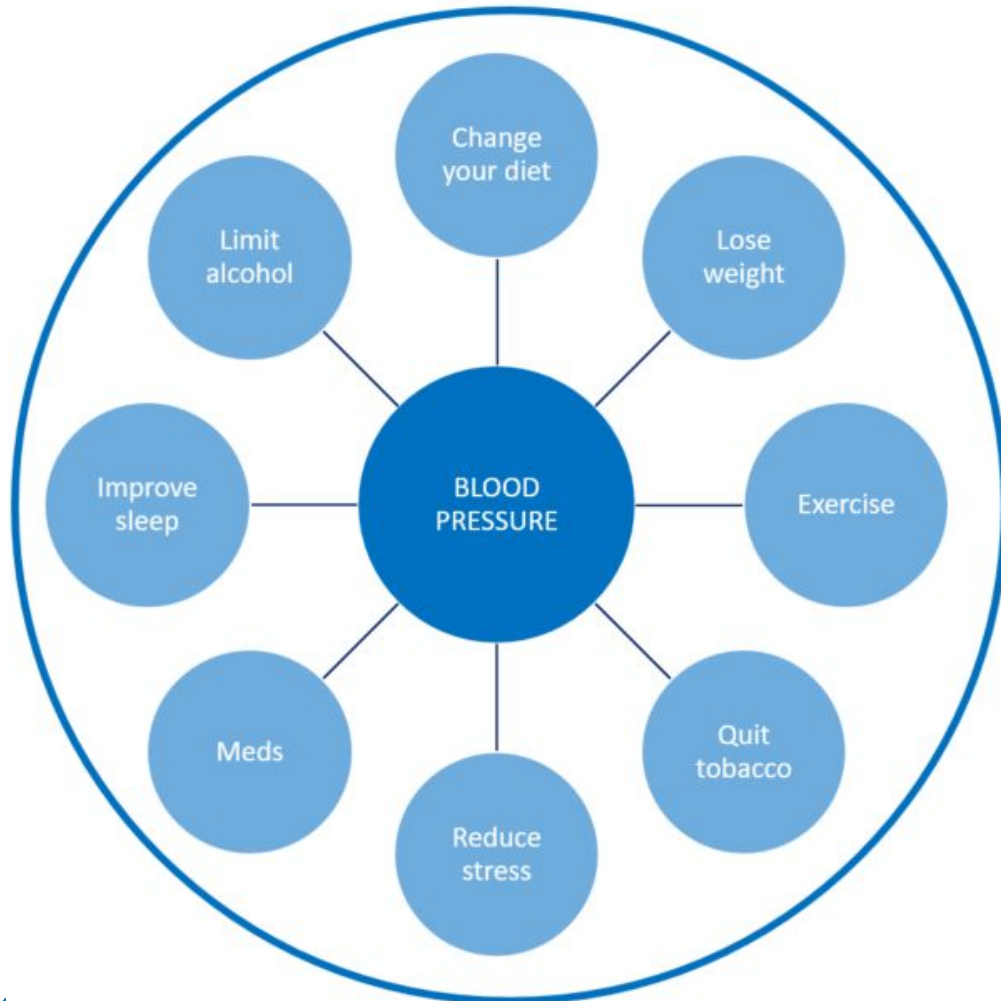
What do we know?



Are Highly Engaged



Employee Engagement and BP



The “Why” for Wellbeing

Select your top five (5) objectives for promoting wellbeing in your organization:

1

Increase job satisfaction & employee engagement

2

Attract & retain talent

3

Lower risk of employee burnout

4

Enhance corporate culture

5

Support DEI

Wellbeing Priority

Which of the following best describes the importance of wellbeing within your overall people strategy?

26%

Our wellbeing strategy is a foundational part of our overall people strategy

63%

Our wellbeing strategy is a component of our overall people strategy

11%

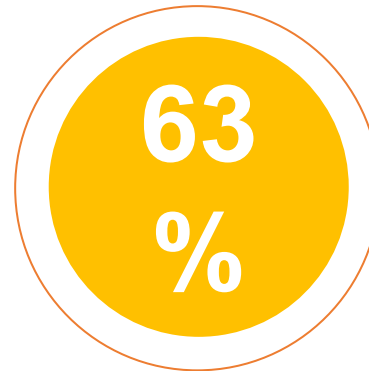
Our wellbeing strategy is not part of our overall people strategy

What's the Wellbeing Plan?

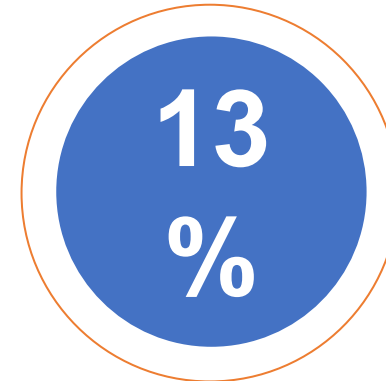
Will strategies meet the “why”?

87%

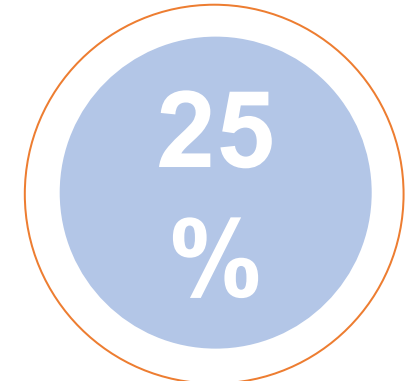
Our leaders are concerned about the impact of stress and burnout on the organization



No strategy



Traditional strategy

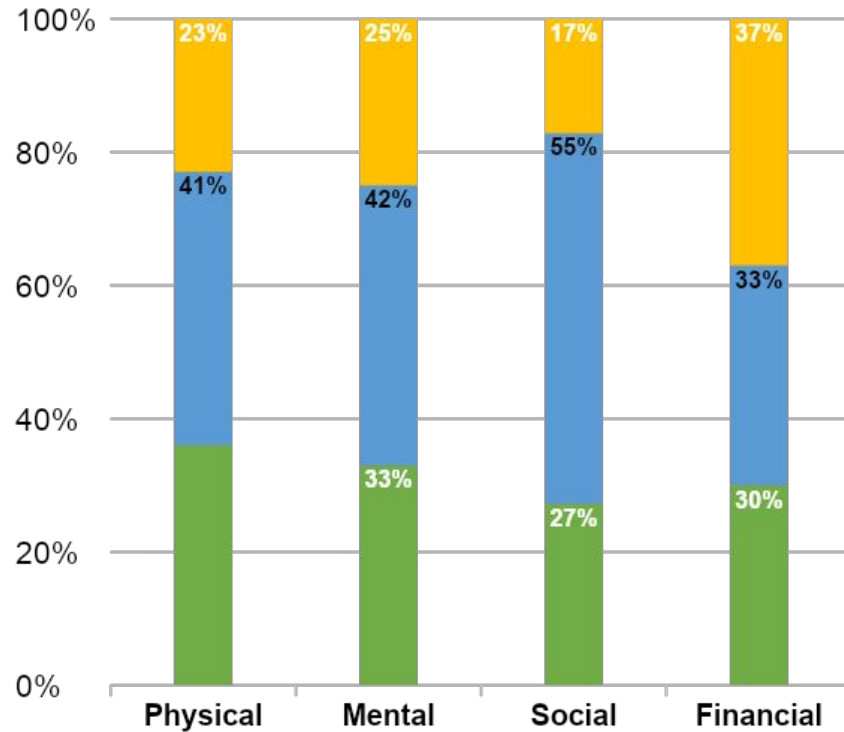


Comprehensive strategy

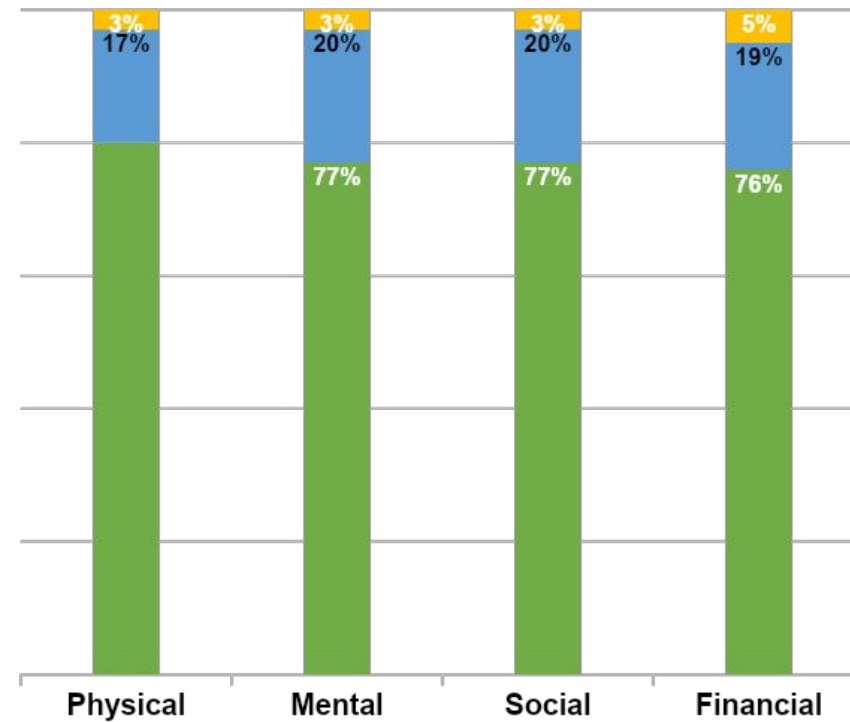
Tackling The Wellbeing Blindside

Blindside (noun): a direction in which a person has a poor view, typically of approaching danger.

Employee perspective on how their wellbeing changed

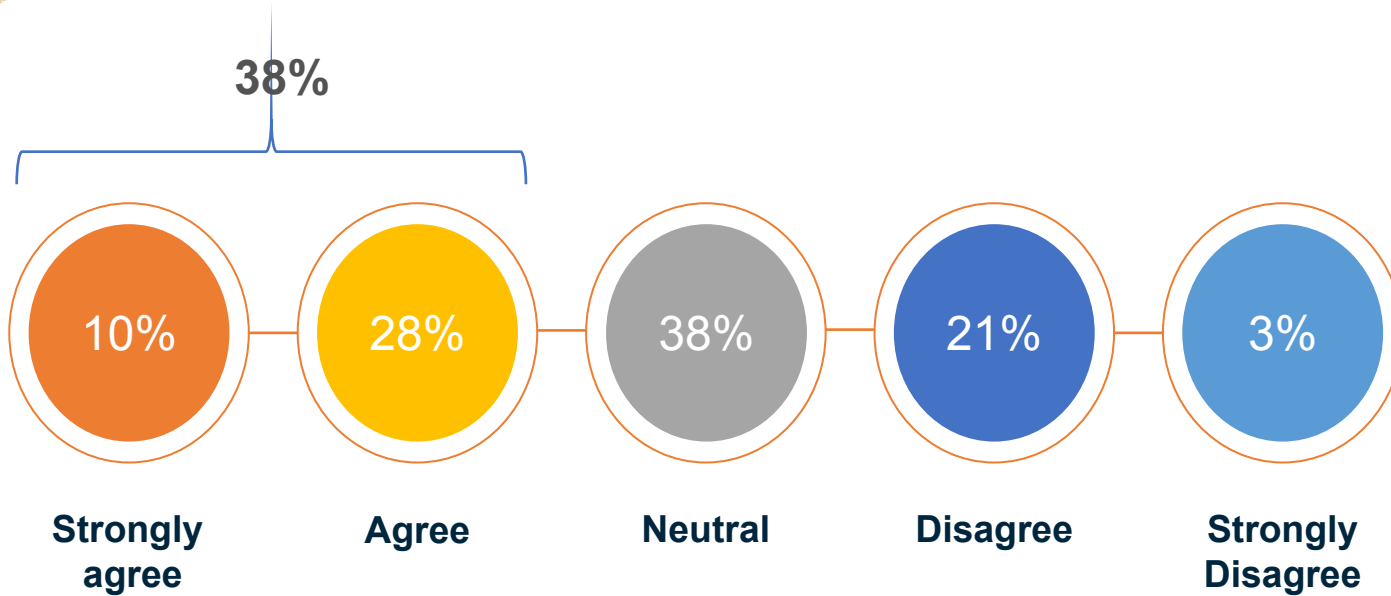


C-Suite perspective on how employee wellbeing changed



Wellbeing Effectiveness

We have confidence in the effectiveness of our current wellbeing strategy.



61%
Our managers are well-equipped to refer employees to mental health support services

Leader Competencies

What are the most significant leadership or managerial competencies that are required for success in your organization?



**Communicating
effectively**



**Building
Trust**



**Strategic
Thinking**



**Fostering a sense
of belonging**



**Modeling
positive
behavior**

A lack of trust is the biggest expense in an organization

Every problem that leaders think they have – whether it’s a leadership issue, a customer issue, an engagement issue or some other issue – boils down to trust.

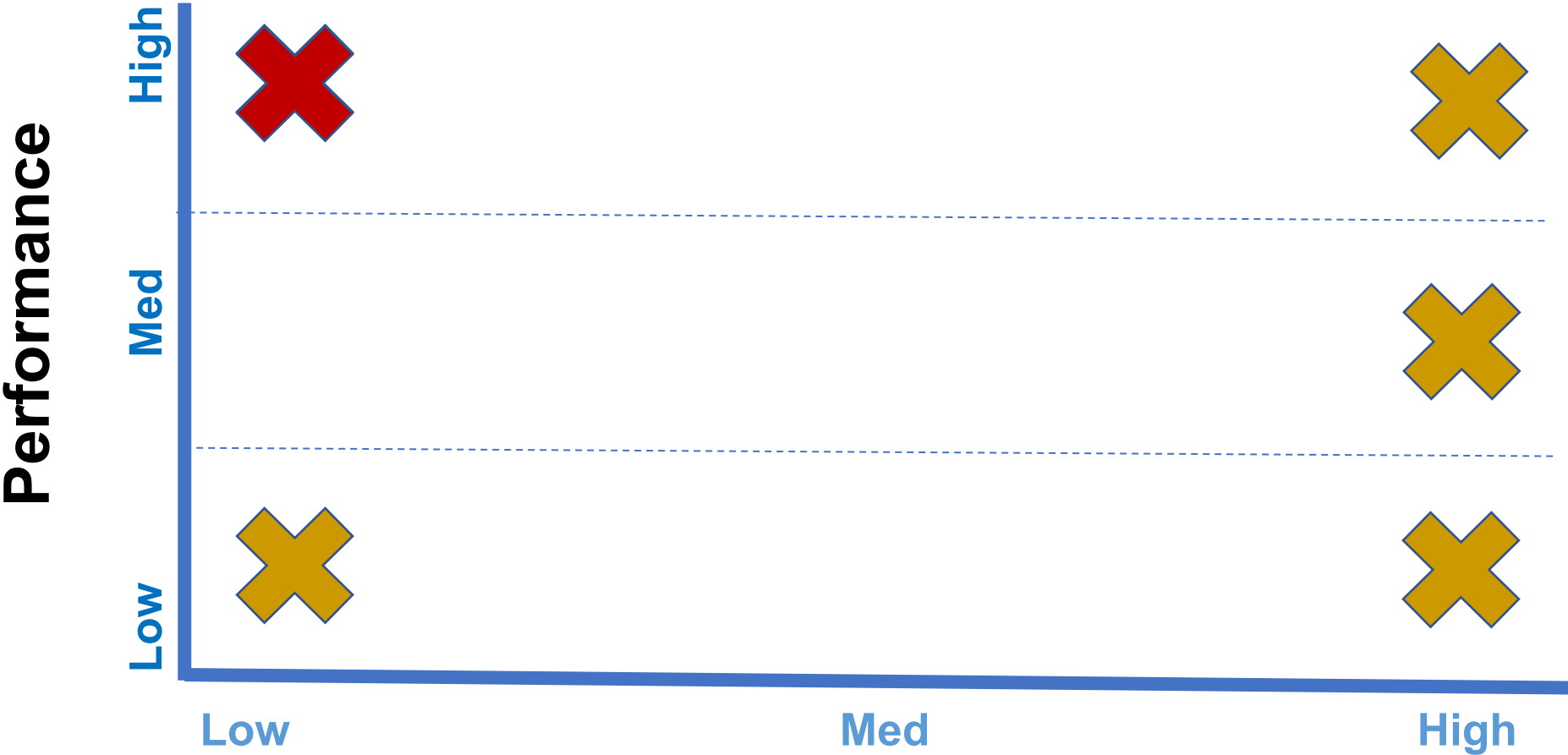
David Horsager, CEO: The Trust Edge Leadership Institute

Trust between managers and employees

Is the primary defining characteristic of the very best workplaces

Steven Covey & Doug Conant

Performance & Trust



Trust Worthiness



Trust as an organizational and health metric

Employees in high trust organizations...

- 74% **less stressed**
- 106% **more energy** at work
- 50% more **productive**
- 13% fewer **sick days**
- 76% more **engaged**
- 88% more likely to recommend your institution to family and friends as a **great place to work**
- They feel 66% closer to their **colleagues**
- 40% less likely to **experience burnout**



	High Trust	Low Trust
Overall	23%	7%
Gen Z	11%	30%
Millennials	14%	22%
Gen X	26%	13%
Boomers	45%	10%



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Recognition as a



**More
Productive**



**More
Loyal**



**More
Resilient**



Our recognition efforts are valued by our employees

1. Worthy/Meaningful
2. Specific
3. Authentic
4. Timely
5. Public**
6. Platinum Rule

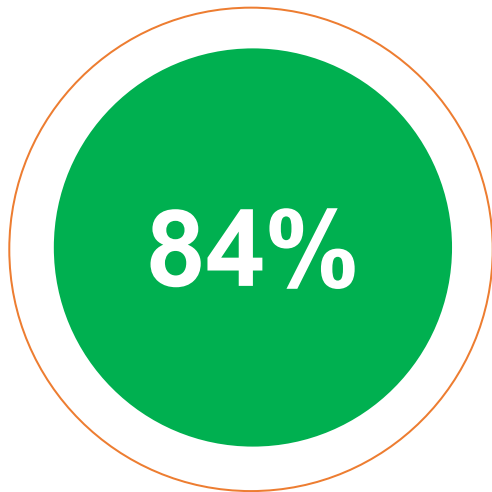


Provide best practice training to managers



Manager are Multipliers

How much do you rely on people managers to share/reinforce corporate information with their teams?



Say they rely on managers for communication



Say people managers are below expectations when it comes to communicating

Manager Competencies are Evolving

Emotions, behaviors and skills that optimize performance, health & happiness...

- Gratitude
- Empathy
- Compassion
- Realistic Optimism
- Humility

Positive emotions can enhance physical health, and our sense of connection to others



RESILIENCY

Authentic
Sincere
Vulnerable



TRUST

Psychological
Safety



INNOVATION

Organizational Wellbeing

DISCUSSION



Thank you.

Contact Information

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