



Gallup's Insights: “The Great Global Work Experiment”

Essential Topics for a Hybrid Workplace

 **ENGAGEMENT + WELLBEING + PRODUCTIVITY**

 **BEWARE OF BURNOUT**

 **LEADING REMOTE & HYBRID WORKERS**

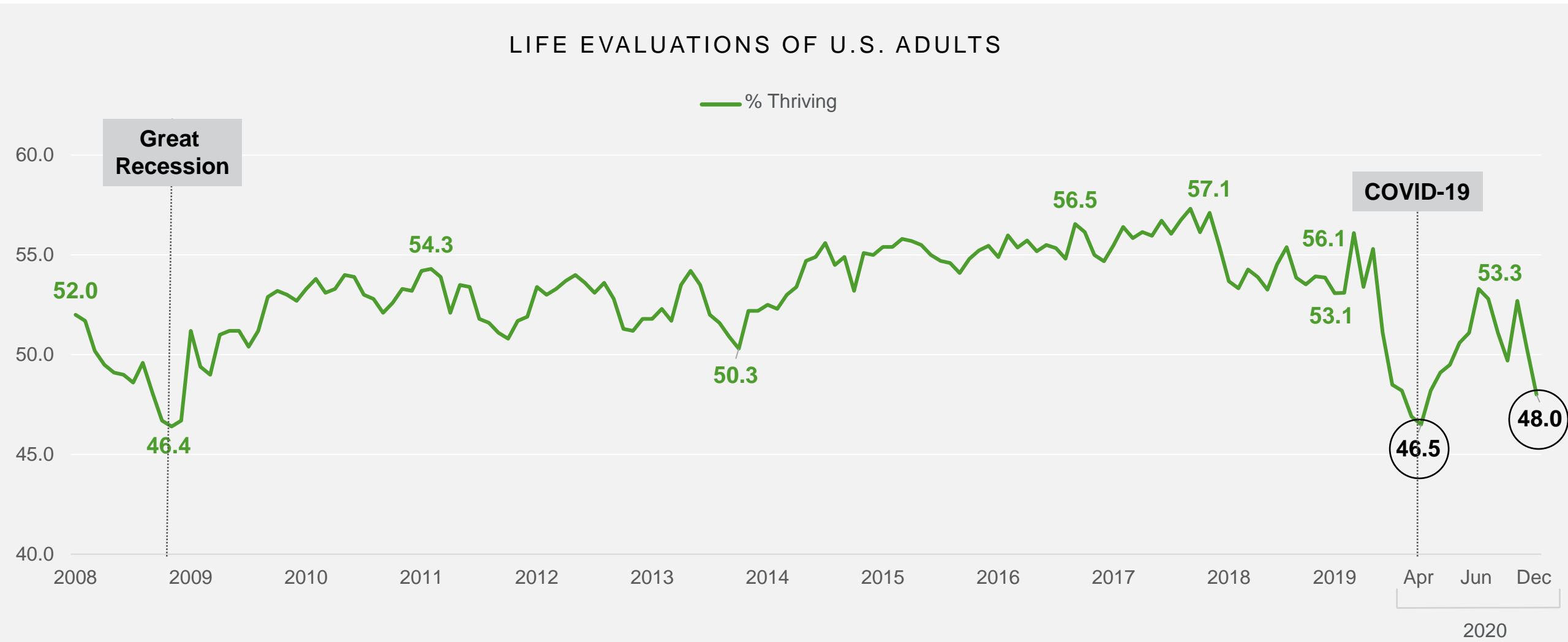
 **CRAFTING YOUR NEW WORKPLACE WITHOUT
LOSING YOUR CULTURE**





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™.

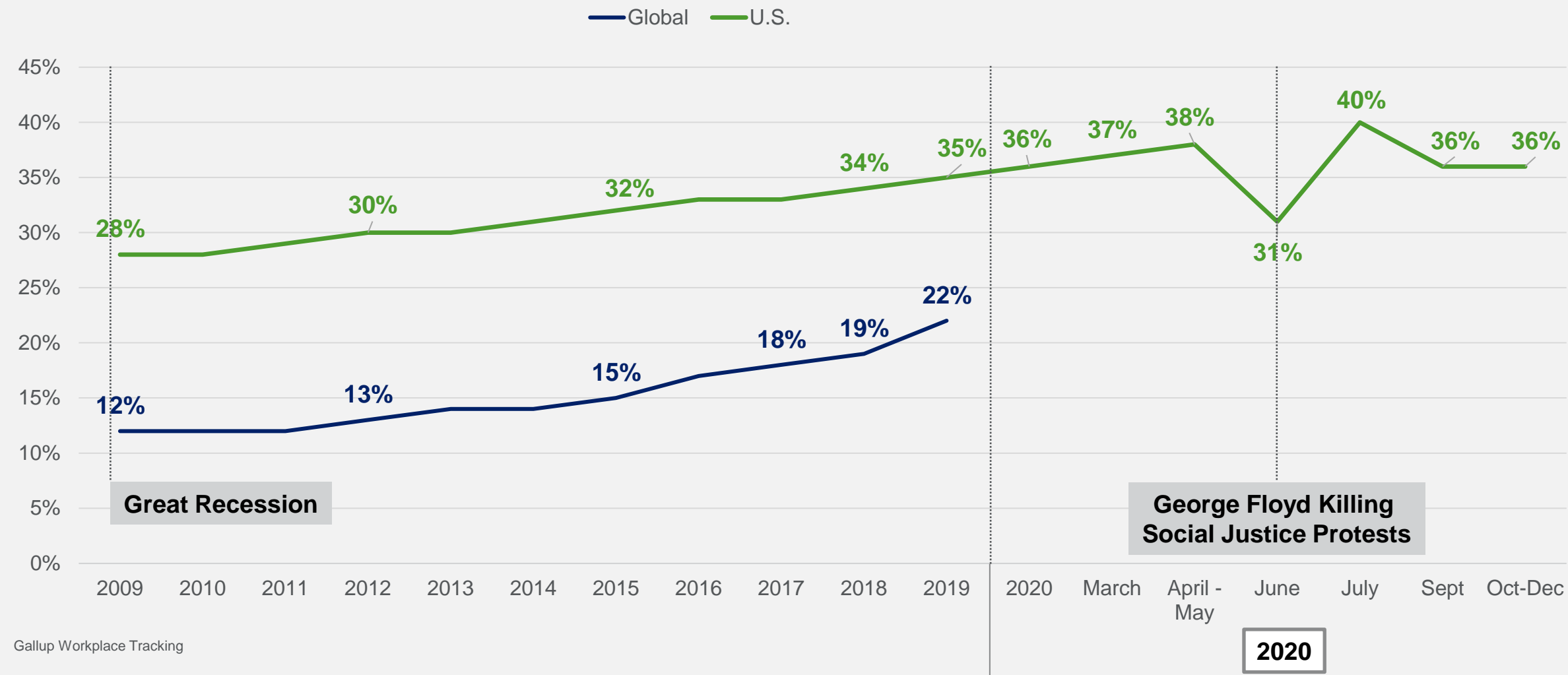
Unprecedented Spikes in Daily Stress and Worry

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

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

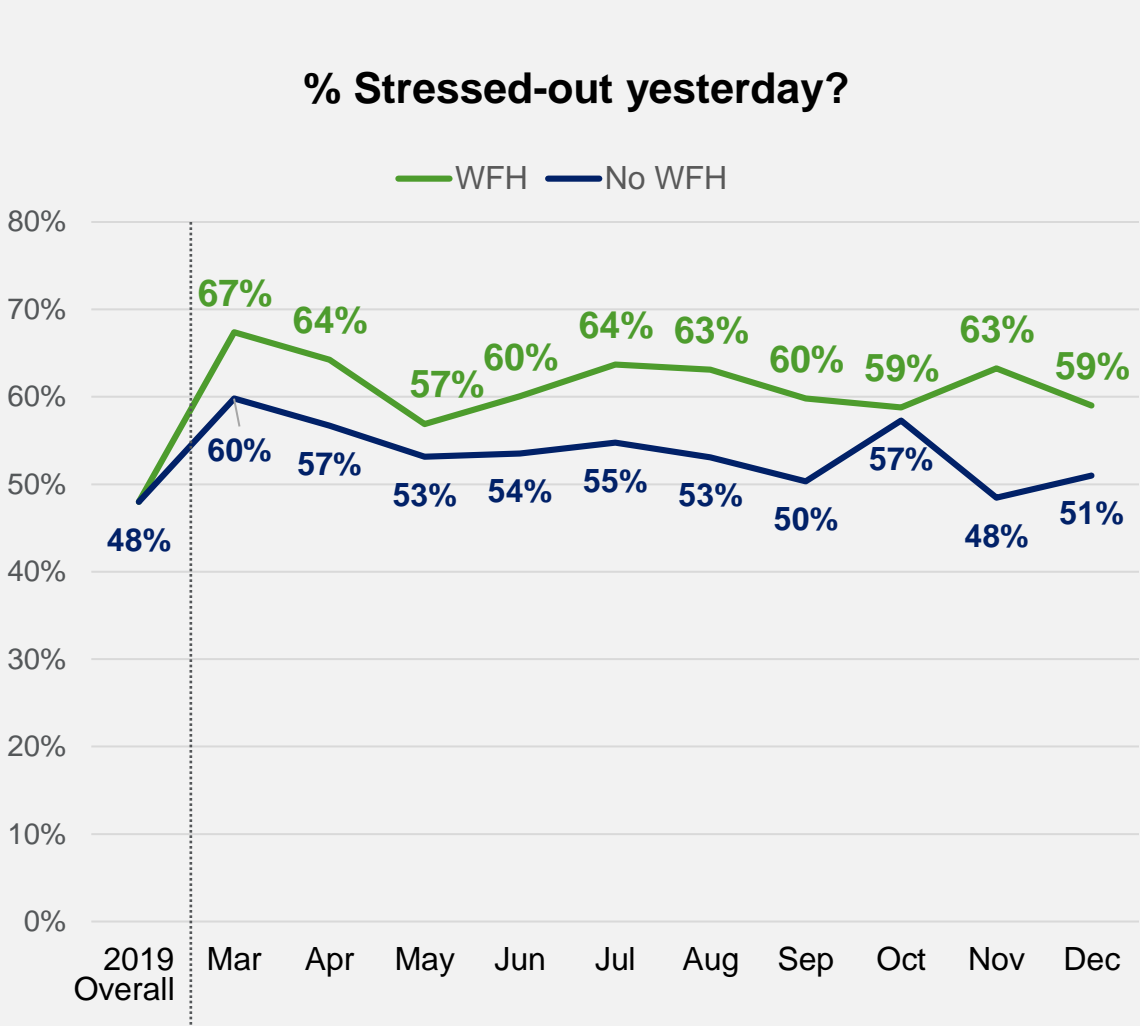
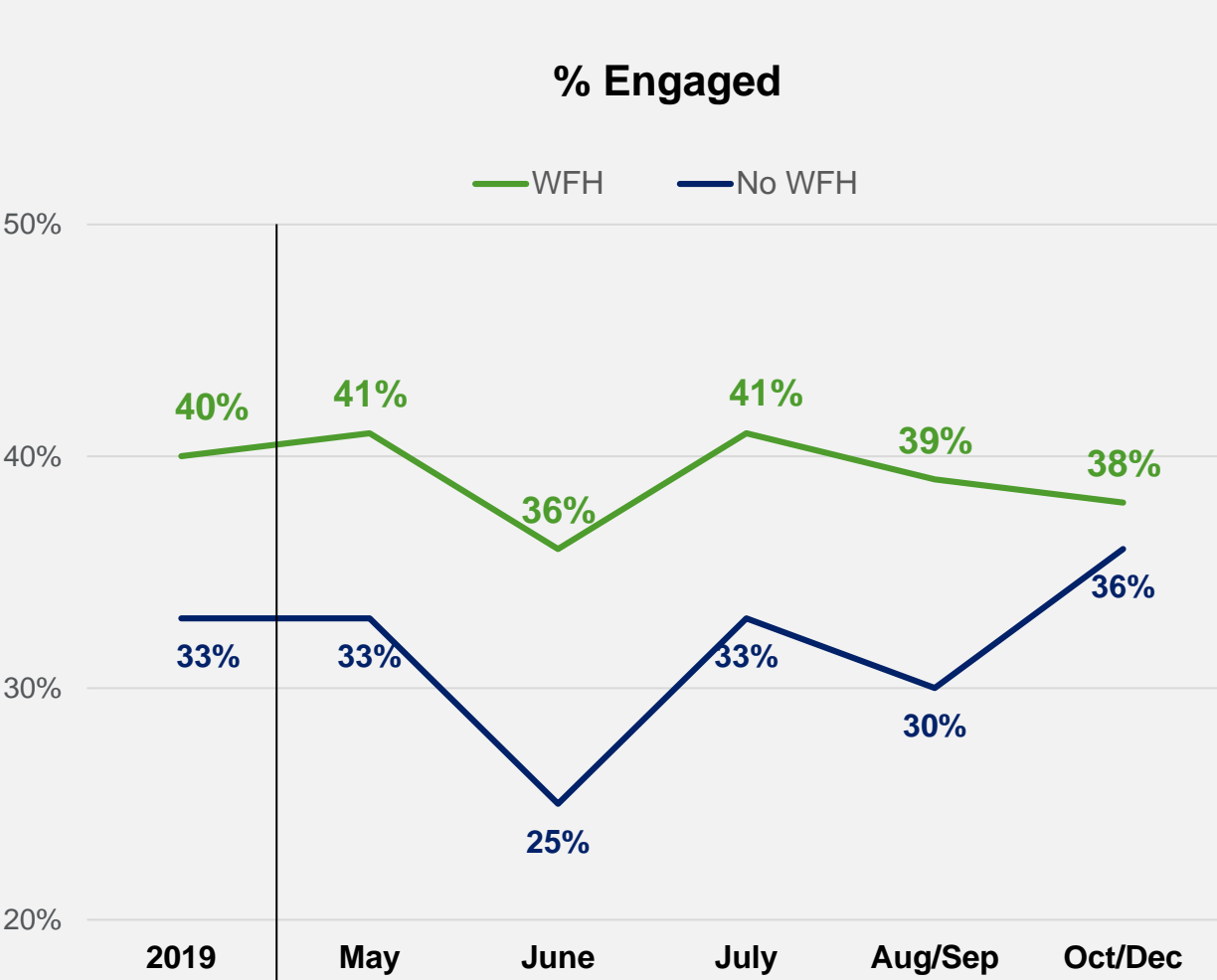


Employee Engagement Increased Amid COVID-19



Gallup Workplace Tracking

Engagement and Stress Are Higher for Remote Workers



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.”



Most Employees Experience Burnout at Work

Please indicate how often ... the following is true of your job. If you have more than one job, please think about your primary job — the one where you spend the most time working.

You feel burned out at work.

- 7% Always
- 21% Very often
- 48% Sometimes
- 20% Rarely
- 4% Never

Percentages are from a 2019 study of 12,658 individuals who were employed full time by an employer.

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?

PART
1

How would you rank elements of expectations in order of importance for you:

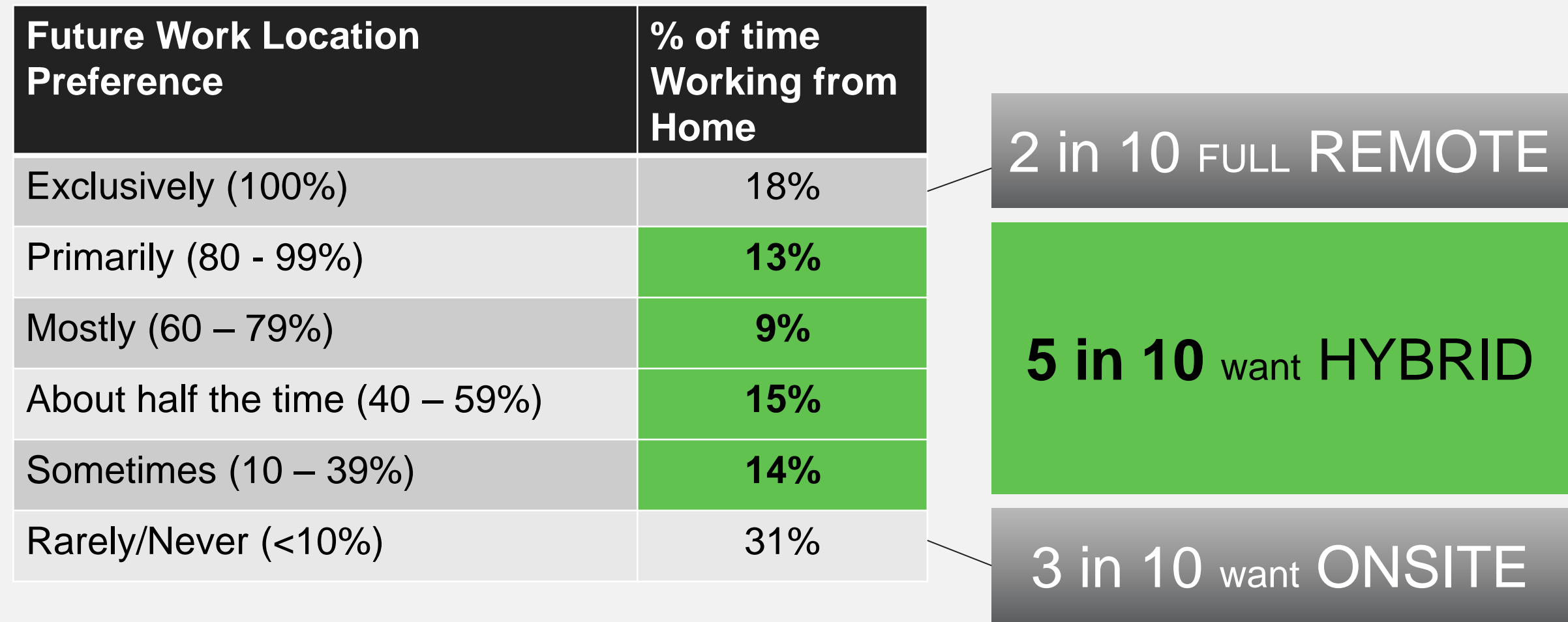
- My expectations are **clear**.
- My expectations are **collaborative**.
- My expectations are **aligned**.





Leading Hybrid Teams

Most Employees Want to Work Hybrid in the Future

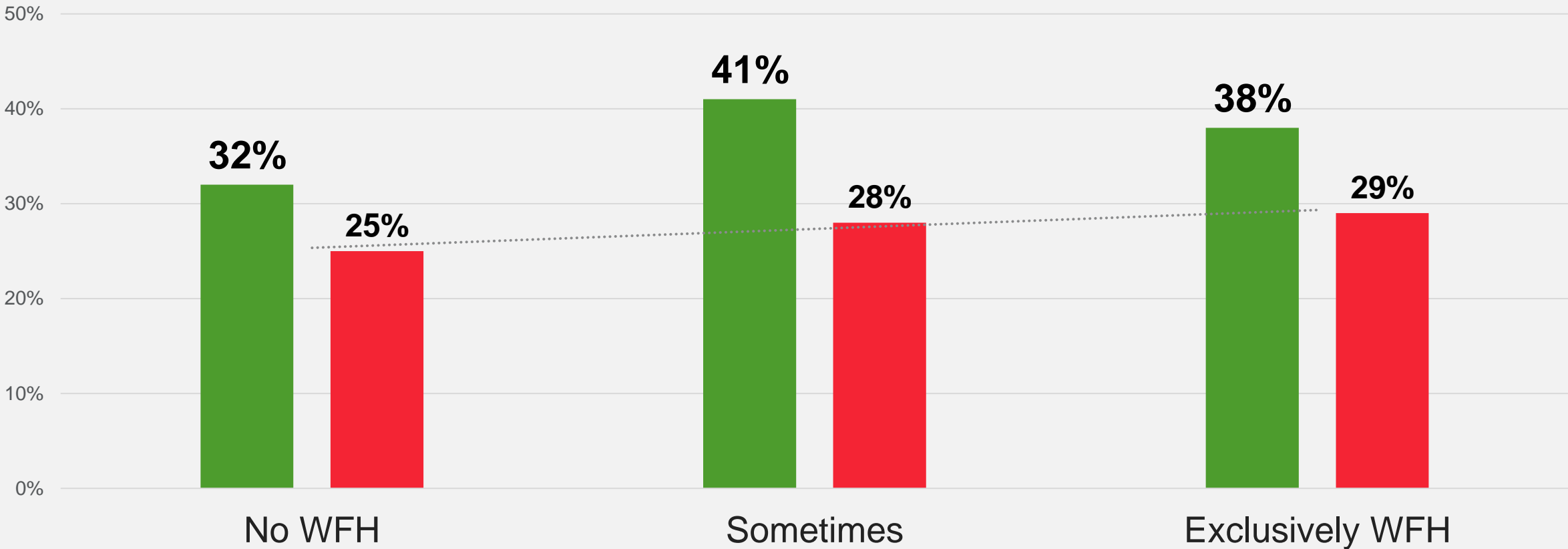


7 in 10

**Managers intend to let employees
work remote more often.**

Remote Worker Engagement & Burnout

■ % Engaged ■ % High Burnout

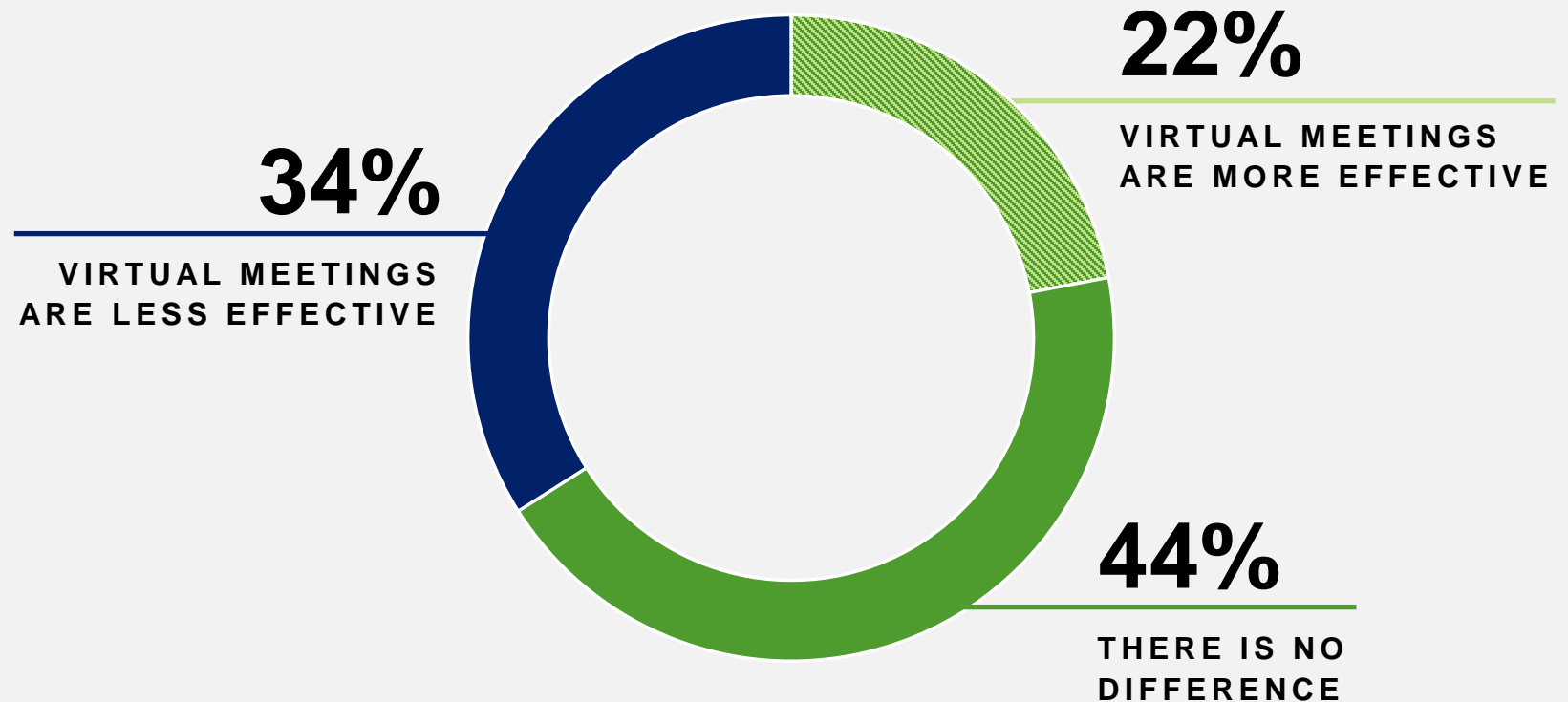


Pre-COVID-19 data from September 2019 and COVID-19 data from March to December 2020, Gallup Panel.
Full-Time Employees Only

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?

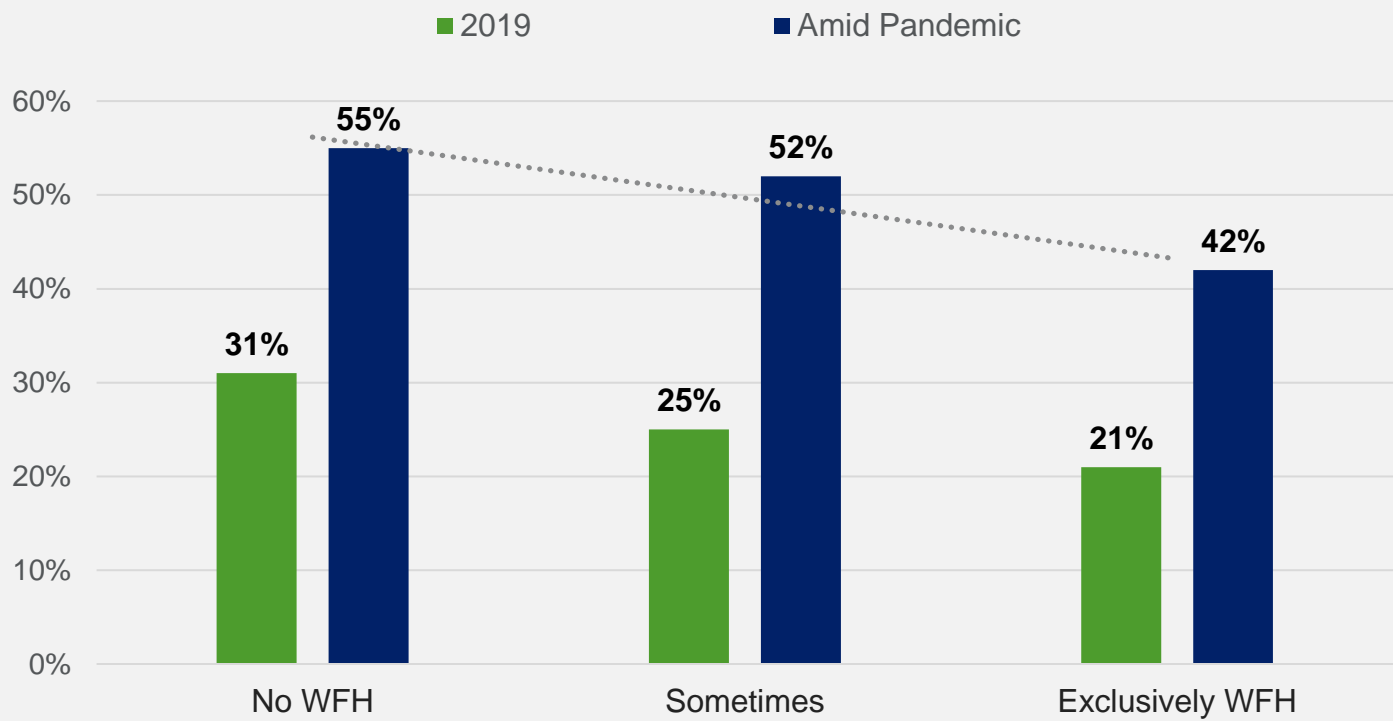


Note: Data collected from the April 16-30 Strengths Recontact Survey. Convenience sample. Not weighted to be U.S.-representative data.

Frequency of Feedback Increased During COVID-19

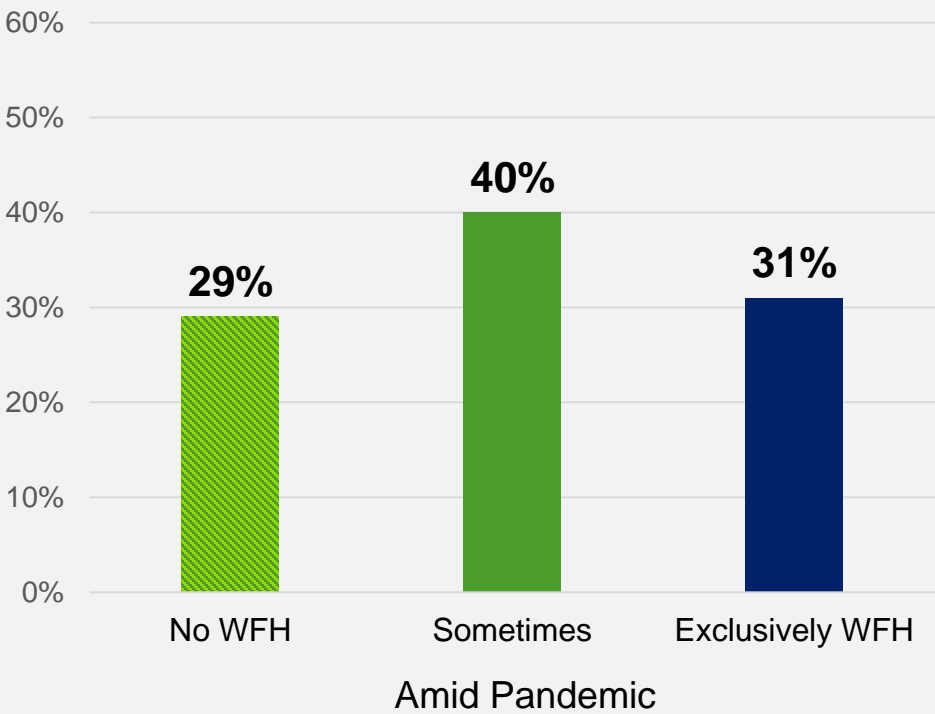
Onsite workers receive *more* feedback, but *lower quality* feedback.

I receive *weekly* feedback from my manager.



Pre-COVID-19 data from September 2019 and COVID-19 data from October to January 2021, Gallup Panel.
Full-Time Employees Only

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

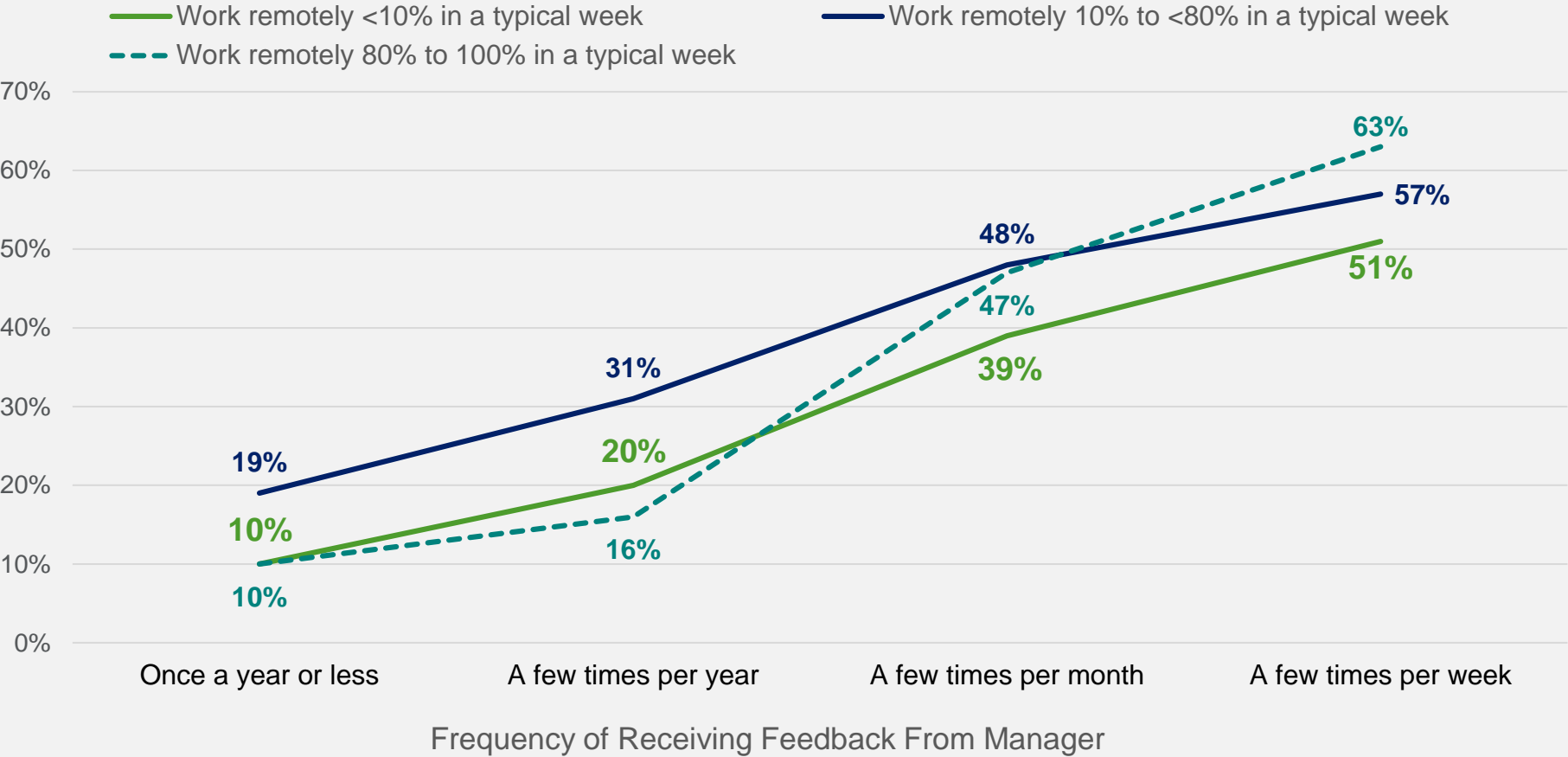


2019: No WFH: Never/Rarely (less than 10%), Sometimes (10%<80%), Exclusively WFH: (80% to 100%)
Amid Pandemic: No WFH: Never/Rarely (less than 10%), Sometimes (10%<100%), Exclusively WFH: (100%)

Frequent, Meaningful Feedback and Communication Are Essential (2019 data)

KEY INSIGHTS:

Frequency of Feedback Is Key to Engaging Remote Workers



Gallup Panel, 2019 (pre-COVID-19)

- 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.

Opportunities and Challenges for Hybrid Work Arrangements

Advantages of Hybrid Work

- **4 C's**
 - Connectivity
 - Collaboration
 - Creativity
 - Culture

Challenges of Hybrid Work

- Coordination with **remote workers**
- Neglecting remote workers
- Trust and measuring productivity
- Fairness issues
 - Individualized treatment with equitable rules/policies
 - Equal access to resources
 - Visibility
 - Equal opportunities for development & advancement

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



GROWTH

“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.



TEAMWORK

“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.



INDIVIDUAL

“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.







BASIC NEEDS

“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 <i>12 Items That Measure Engagement</i>	PERSONALIZED QUESTIONS <i>Conversation Starters</i>
 GROWTH	Q01. I know what is expected of me at work. Q02. Materials and equipment.	>> What are my top priorities for the next few weeks? What one material or resource would most help me meet my goals?
 TEAMWORK	Q03. Do what I do best everyday. Q04. Recognition last seven days. Q05. Supervisor/someone at work cares. Q06. Encourages development.	>> 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?
 INDIVIDUAL	Q07. My opinions count. Q08. Mission/Purpose of company. Q09. Coworkers committed to quality. Q10. Best friend at work.	>> 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?
 BASIC NEEDS	Q11. Progress in the last six months. Q12. Opportunities at work to learn and grow.	>> 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

What if you had to focus on just one item?

Which would it be?

ENGAGEMENT ITEMS

12 Items That Measure Engagement

Q01. I know what is expected of me at work.

Q02. Materials and equipment.

Q03. Do what I do best everyday.

Q04. Recognition last seven days.

Q05. Supervisor/someone at work cares.

Q06. Encourages development.

Q07. My opinions count.

Q08. Mission/Purpose of company.

Q09. Coworkers committed to quality.

Q10. Best friend at work.

Q11. Progress in the last six months.

Q12. Opportunities at work to learn and grow.

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?



Final Thoughts and Q&A

A man with dark hair and a beard, wearing a bright yellow t-shirt, is seated at a light-colored wooden table. He is looking down at a silver laptop, with his right hand resting on his chin and holding a blue pen. On the table in front of him are a grey mug, a black smartphone, and some papers. The background shows a bright room with large windows and a white brick wall.

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?

