

GALLUP[®]

Creating a Culture of Well-Being

Every Business Interaction is a Human Interaction

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Objectives

- Explore Gallup Well-Being Research History
- Define and Discuss the Value of Well-Being
- Analyze Well-Being Business and Workforce Outcomes
- Understand what it means to Create a Culture of Well-Being

Well-Being Measurement Throughout the World



Five Elements of Well-Being

- Purpose:** How you occupy your time/
liking what you do each day
- Social:** Relationships and love in your life
- Financial:** Managing your economic life to
reduce stress and increase security
- Community:** Engagement and involvement in the
area where you live
- Physical:** Good health and enough energy to
get things done daily

The Gallup-Sharecare Well-Being Index:

2.8 Million Completed Interviews and Counting

- 2008-2012:
 - About 353,000 completed interviews per year
 - About 88,300 completed interviews per quarter (+/- 0.3%)
 - About 29,400 completed interviews per month (+/- 0.5%)
- 2013-Present:
 - About 178,000 completed interviews per year
 - About 44,500 completed interviews per quarter (+/- 0.4%)
 - About 14,800 completed interviews per month (+/- 0.7%)

Wellness Programs Aren't Reaching the Audience

85%

of employers with more than 1,000 people offer a wellness program.*



60%

of employees in employers of 1,000+ say their company offers a wellness program.



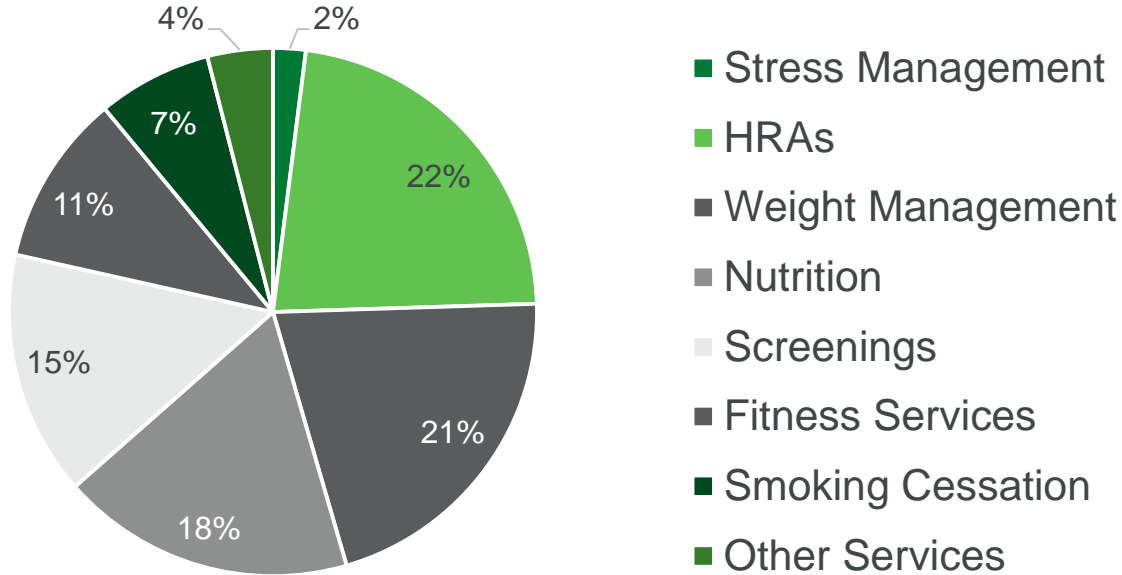
40%

of those employees who say they're offered a wellness program, participate in the program, which is **24%** of all employees.

**RAND Health: Workplace Wellness Programs Study 2012*

Gallup U.S. Panel Members

The large Majority of Employer Well-Being Programs Only Address Physical Wellness



**RAND Health: Workplace Wellness Programs Study 2012*

Employees Thriving in Physical Alone...

...ARE

5X

More likely to seek out a new employer in the next 12 months

...WERE ALMOST

3X

more likely to file for claims in the last year

...MISSED

68%

more work due to poor health in the last year

We Can Only Give What We Have

12%

Of employees strongly agree that they have substantially **higher overall well-being** because of their employer.

A vast majority of employees see **their job** as a detriment to their **overall well-being**.

What is Well-Being?



High well-being means a life well-lived — all the things that are important to each of us, what we think about, and how we experience our lives.

Well-being is comprised of five elements — and all five are interrelated and interdependent.

Purpose: Liking what you do each day and being motivated to achieve goals

Social: Having supportive relationships and love in your life

Financial: Managing your economic life to reduce stress and increase security

Community: Liking where you live, feeling safe and having pride in your community

Physical: Having good health and enough energy to get things done daily

Individuals can be either **Thriving**, **Struggling** or **Suffering** in each element.

Describing Range in Well-Being:

Thriving, Struggling and Suffering

Thriving

Well-being that is strong, consistent and progressing in a particular element.

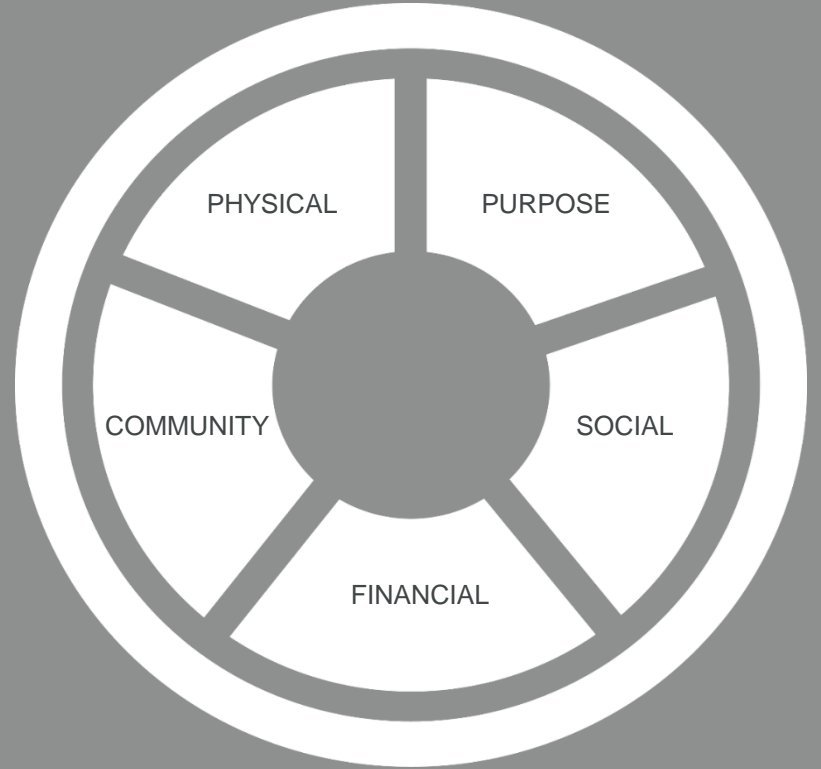
Suffering

Well-being that is very low and at high risk in a particular element.

Struggling

Well-being that is moderate or inconsistent in a particular element.

Gallup-Sharecare 5 Elements of Well-Being



Purpose Well-Being

- Liking what you do
- Being motivated to achieve your goals



Social Well-Being

- Supportive relationships and love in your life



Financial Well-Being

- Manage your economic life
- Reduce stress
- Increase security



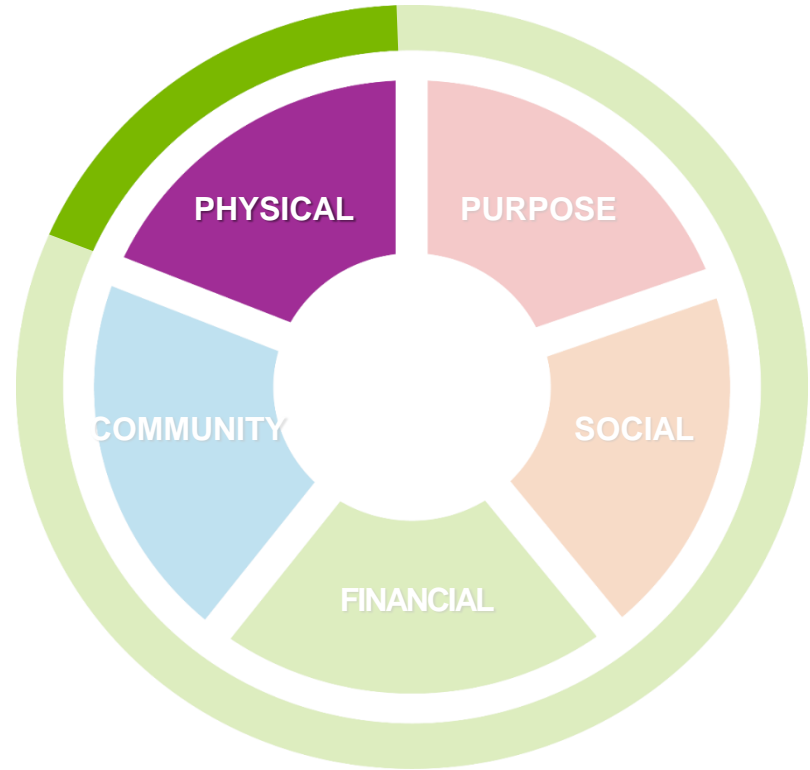
Community Well-Being

- Liking where you live
- Feeling safe
- Having pride in your community



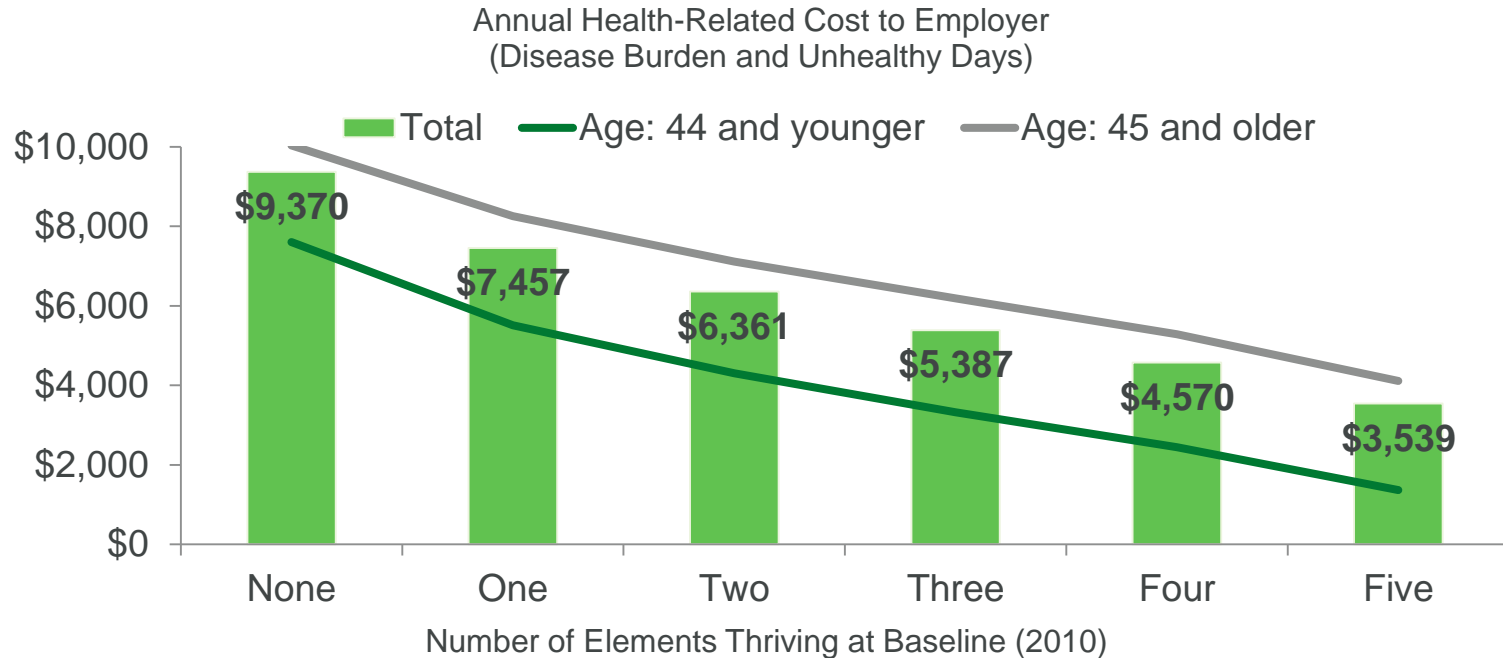
Physical Well-Being

- Having good health
- Enough energy



Well-Being Matters to Organizations

Employees thriving in multiple elements have substantially lower health-related costs one year later



Compared with Adults who are Thriving in Just Physical

Those who are thriving in all 5 elements:

119%

Are (more than 2x) more likely to say they always adapt well to change

81%

Are less likely to look for a new job when the job market improves

65%

Are less likely to be involved in workplace accident

43%

Are more likely to have volunteered

41%

Report fewer unhealthy days

41%

Have less absenteeism

36%

Are more likely to say they always fully bounce back after illness

23%

Are more likely to donate money

2013 WB Panel- WB 5- These #s are After controlling for Age, Gender, Education, Income, Marital Status and Regional differences. (WB Panel – 16,000+ respondents)

How an Organization Drives Well-Being

MOVING TO A HOLISTIC APPROACH

Organizations Need to Take a Holistic View of Well-Being



How is Well-Being Integrated Into the Fabric of the Organization?



Leadership: Are we modeling the right behaviors?

Values & Rituals: What are the attitudes and assumptions?

Human Capital: How do we support our employees?

Structure: How are we aligned?

Performance: How do we incentivize behavior?

What's the Role of the Manager?



Invite.

Provide.

Model.

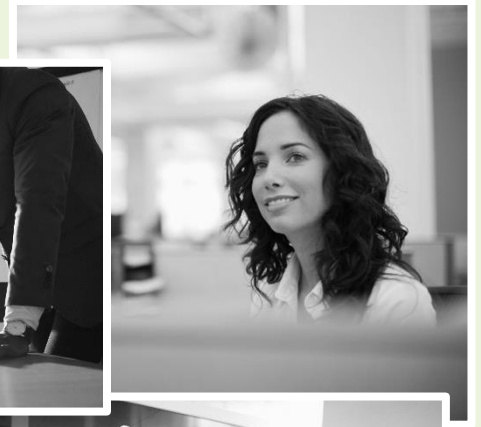
Care.

Individual Well-Being



- Identify gaps that prevent existing programs from realizing well-being 365
- Determine opportunities to shore up individual offerings

Are Your Employees Better off Because they Work for You?



World-Class Organizations of the Future

Are your Employees Better Off 2, 5 or 10 Years Down the Road because They Came to Work for Your Organization?

Will they be more involved and engaged in their **community**?

Will their **relationships** be stronger?

Will their **career** be better?

Will they have more **financial security**?

Will they be **healthier** and have more **energy**?

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Well-Being and Organizational Performance



Measure What Matters

Employee Engagement Q¹²

Q01

I know what is expected of me at work.

Q02

I have the materials and equipment I need to do my work right.

Q03

At work I have the opportunity to do what I do best every day.

Q04

In the last seven days, I have received recognition or praise for doing good work.

Q05

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

Q06

There is someone at work who encourages my development.

Q07

At work, my opinions seem to count.

Q08

The mission or purpose of my company makes me feel my job is important.

Q09

My associates or fellow employees are committed to doing quality work.

Q10

I have a best friend at work.

Q11

In the last six months, someone at work has talked to me about my progress.

Q12

This last year, I have had opportunities at work to learn and grow.

Gallup-Sharecare Well-Being 5 View

WB1

I like what I do every day.

WB2

I learn or do something interesting every day.

WB3

Someone in my life always encourages me to be healthy.

WB4

My friends and family give me positive energy every day.

WB5

I have enough money to do everything I want to do.

WB6

In the last seven days, I have worried about money.

WB7

In the last seven days, I have felt active and productive every day.

WB8

My physical health is near-perfect.

WB9

The city or area where I live is a perfect place for me.

WB10

In the last 12 months, I have received recognition for helping to improve the city or area where I live.

Compared to employees who have high engagement but otherwise exhibit low levels of well-being, those who are engaged and who have high well-being in at least four of the five elements:

30%

more likely to not miss any work days due to poor health in any given month

70%

fewer missed work days due to poor health

42%

more likely to evaluate their overall lives highly

27%

more likely to report “excellent” performance in their own job at work

27%

more likely to report “excellent” performance by their organization

42%

more likely to report high levels of adaptability in the presence of change

59%

less likely to look for a job with a different organization in the next 12 months

18%

less likely to turnover in a 12 month period

17%

more likely to volunteer their time

Managers establish trust needed for well-being to succeed

MANAGERS ACCOUNT FOR AT LEAST

70%

of variance in employee engagement scores

ENGAGED EMPLOYEES ARE

28%

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

AN ENGAGED EMPLOYEE FEELS

7 to 9

times more comfortable talking about their well-being with their supervisor (n=11,000+)

DIRECT REPORTS OF THRIVING SUPERVISORS ARE

15%

more likely to be thriving six months later