

A FOUNDATION FOR INCREASED RESILIENCEY IN THE MILITARY - AFIRM



Jim Harter PhD, Chief Scientist
Workplace Management & Well-being

THE ORGANIZATION

The Elements of Great Managing

THE FIRST ELEMENT

Knowing What's Expected

THE SECOND ELEMENT

Materials and Equipment

THE THIRD ELEMENT

The Opportunity to Do What I Do Best

THE FOURTH ELEMENT

Recognition and Praise

THE FIFTH ELEMENT

Someone at Work Cares About Me as a Person

THE SIXTH ELEMENT

Someone at Work Encourages My Development

THE SEVENTH ELEMENT

My Opinions Seem to Count

THE EIGHTH ELEMENT

A Connection with the Mission of the Company

THE NINTH ELEMENT

Coworkers Committed to Doing Quality Work

THE TENTH ELEMENT

A Best Friend at Work

THE ELEVENTH ELEMENT

Talking About Progress

THE TWELFTH ELEMENT

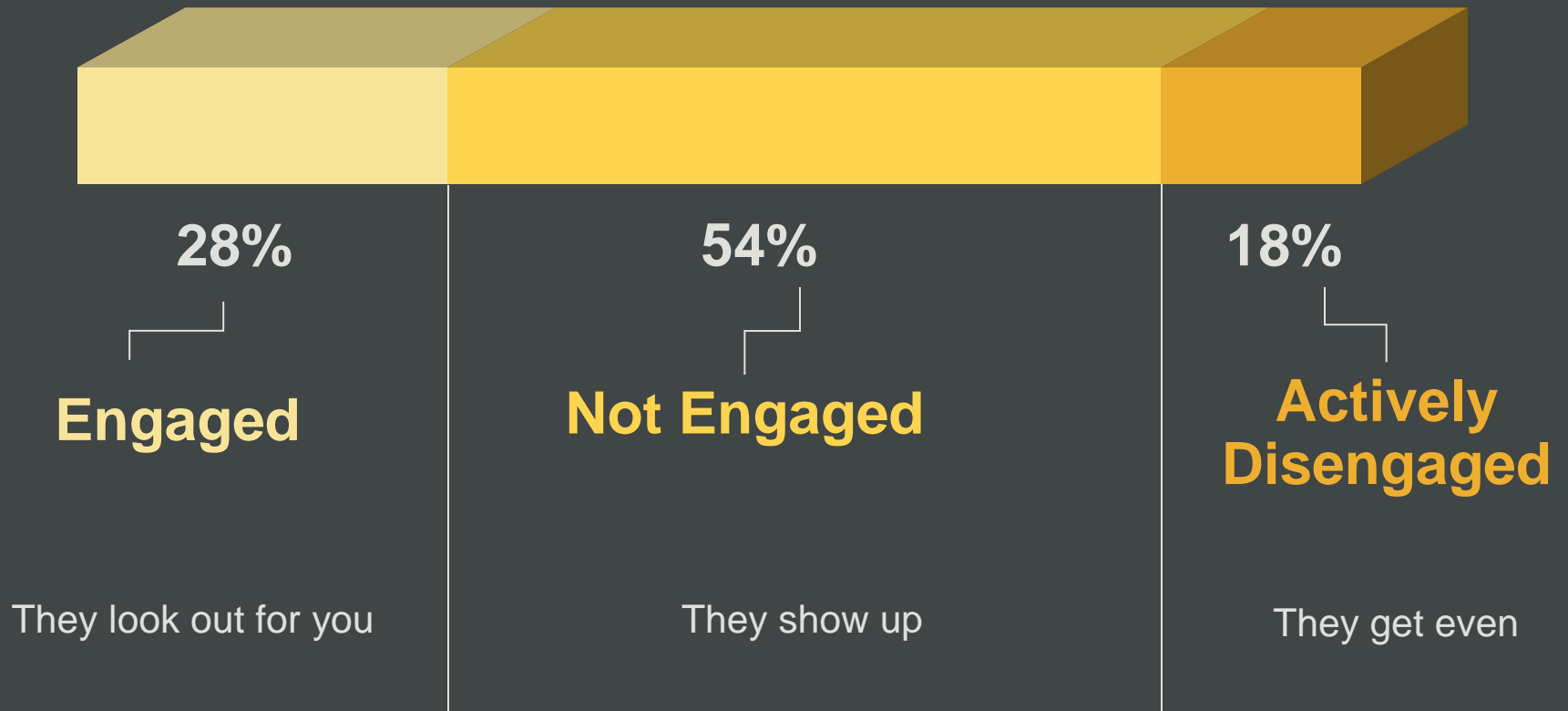
Opportunities to Learn and Grow

15 million
interviews

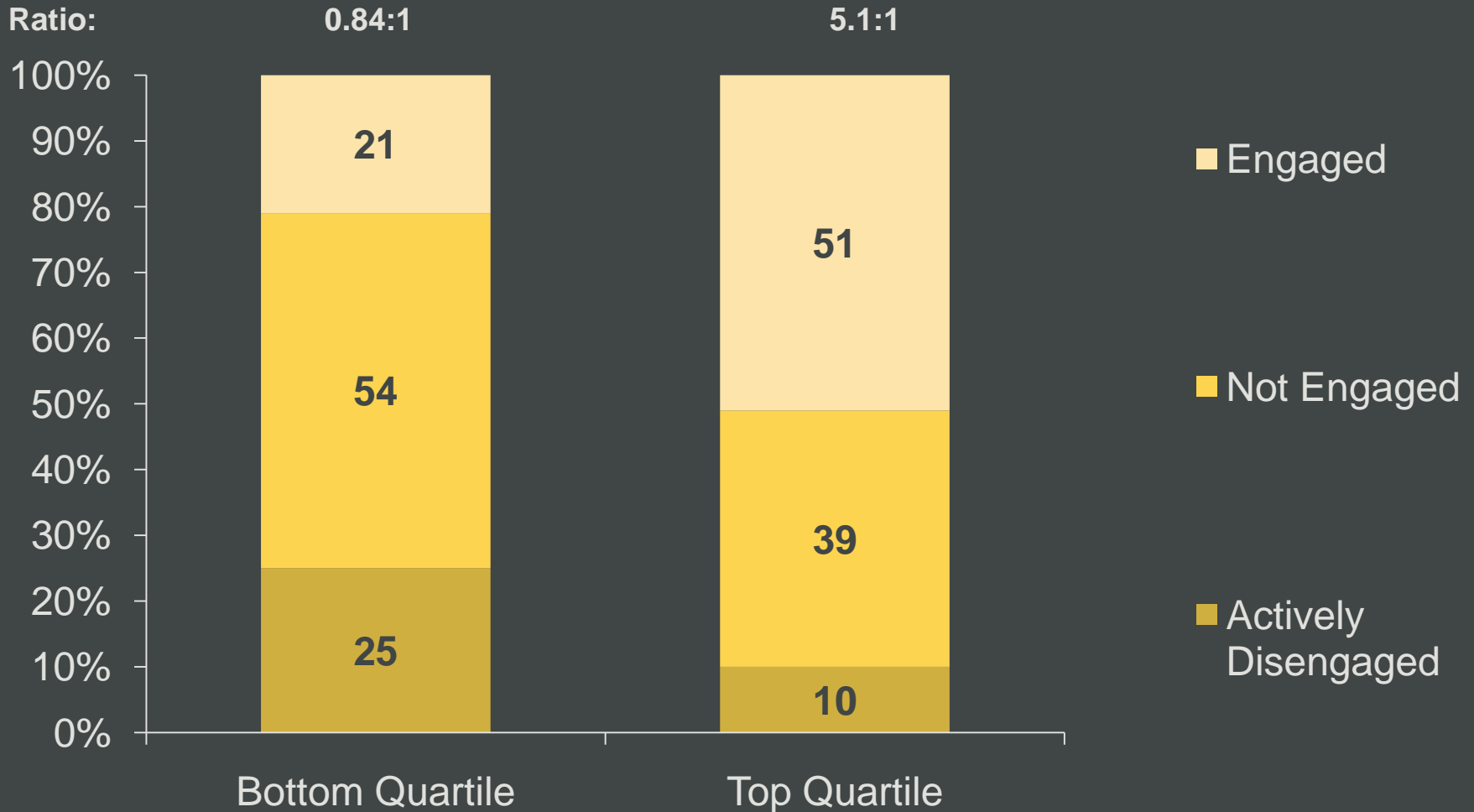
65
languages

169
countries

The State of Engagement



Organizational Culture



American Time Use

Best Times of Day

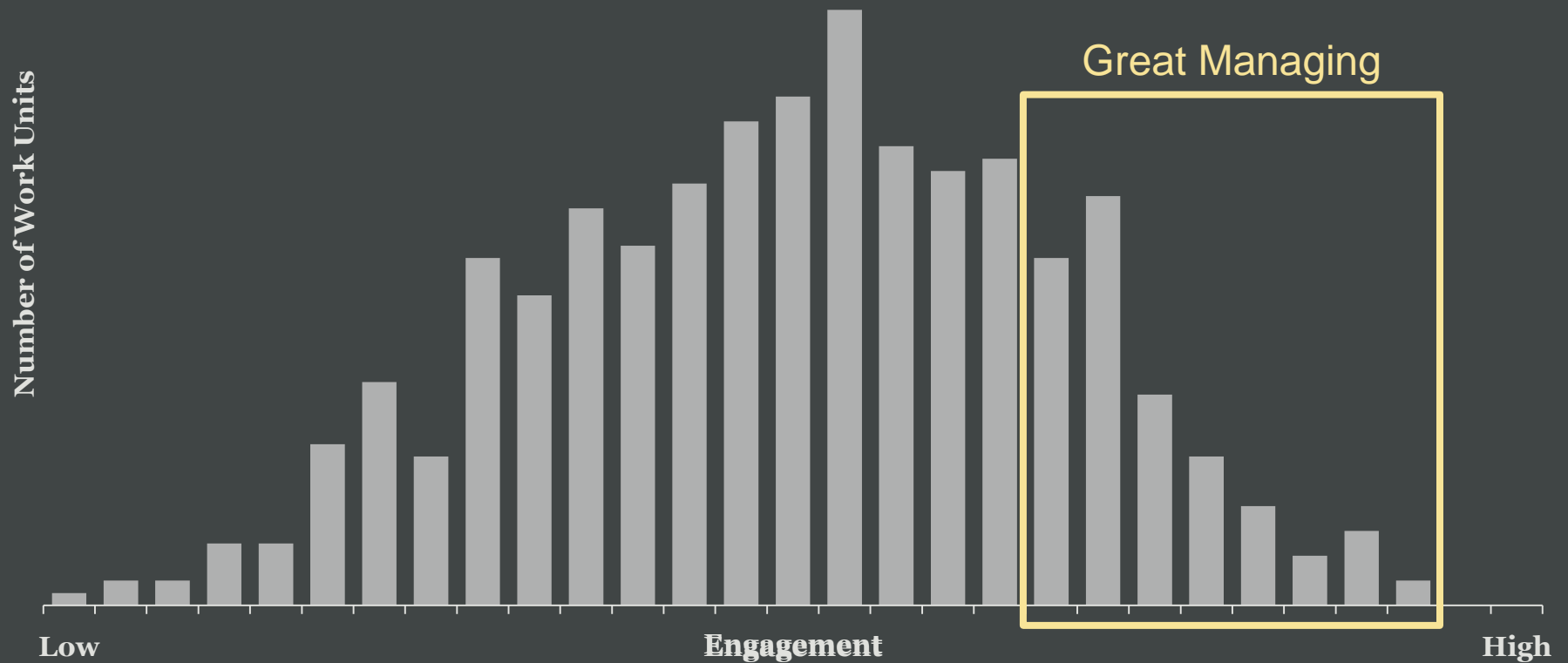
- Religious
- Sports, Exercise
- Eating, Drinking
- Relaxing, Leisure
- Socializing

Source: Dr. Alan Krueger, Princeton University

Question

- According to the American Time Use Study, which of the following activities is the **worst** time of the day for adults?
 - A. Caring for another adult
 - B. Working with your supervisor
 - C. Getting medical care
 - D. Household chores

Range in Engagement Within Company



Q¹²® Meta-Analysis Study Information

Analysis of:

- 955,905 employees
- 32,394 work units*
- 152 organizations
- 44 industries



Correlations of Q¹² to:

- absenteeism
- turnover/retention
- shrinkage
- safety
- patient safety (healthcare)
- quality
- customer metrics
- productivity
- profitability

* Includes work units in 26 countries, including 23 studies exclusively outside the United States. The coverage of research studies includes business units in Asia, Australia, New Zealand, Europe, former communist countries, Latin America, the Middle East, and North America.

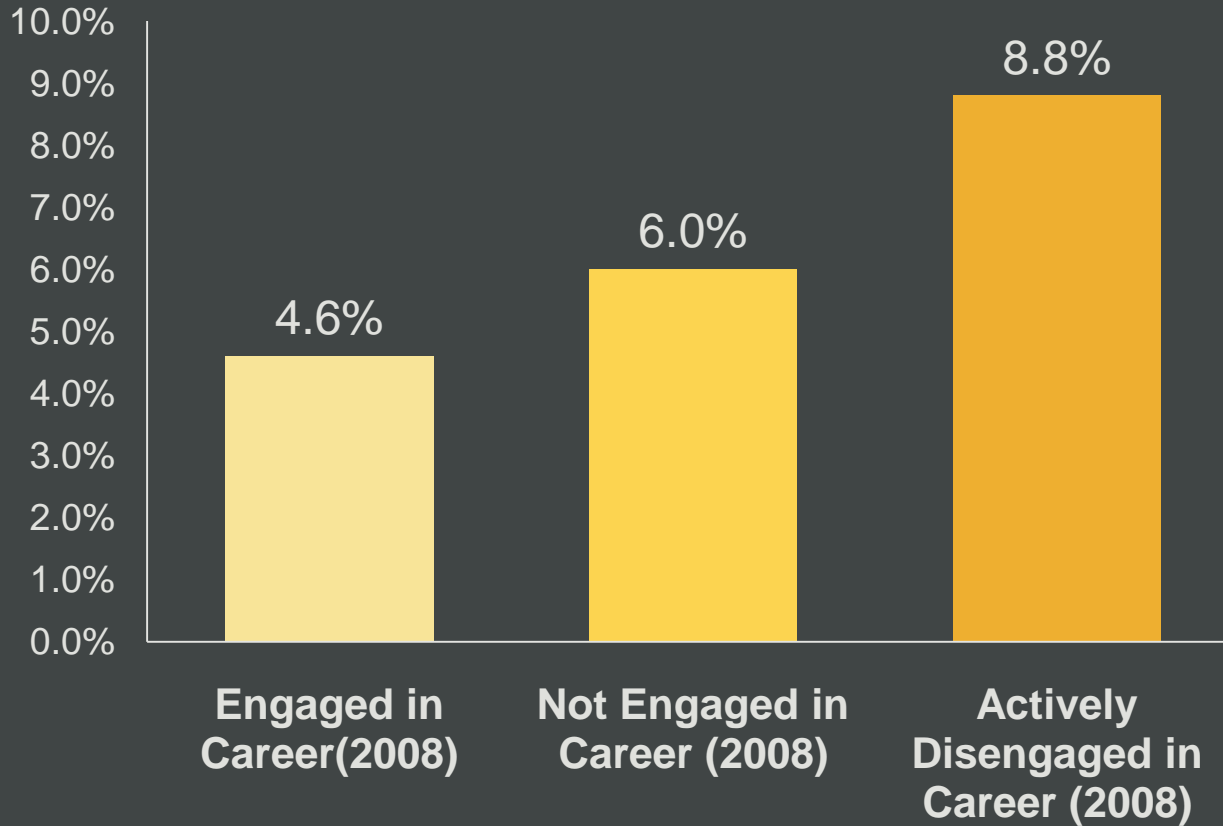
Work and Physiology

Engagement, Age, and Sick Days

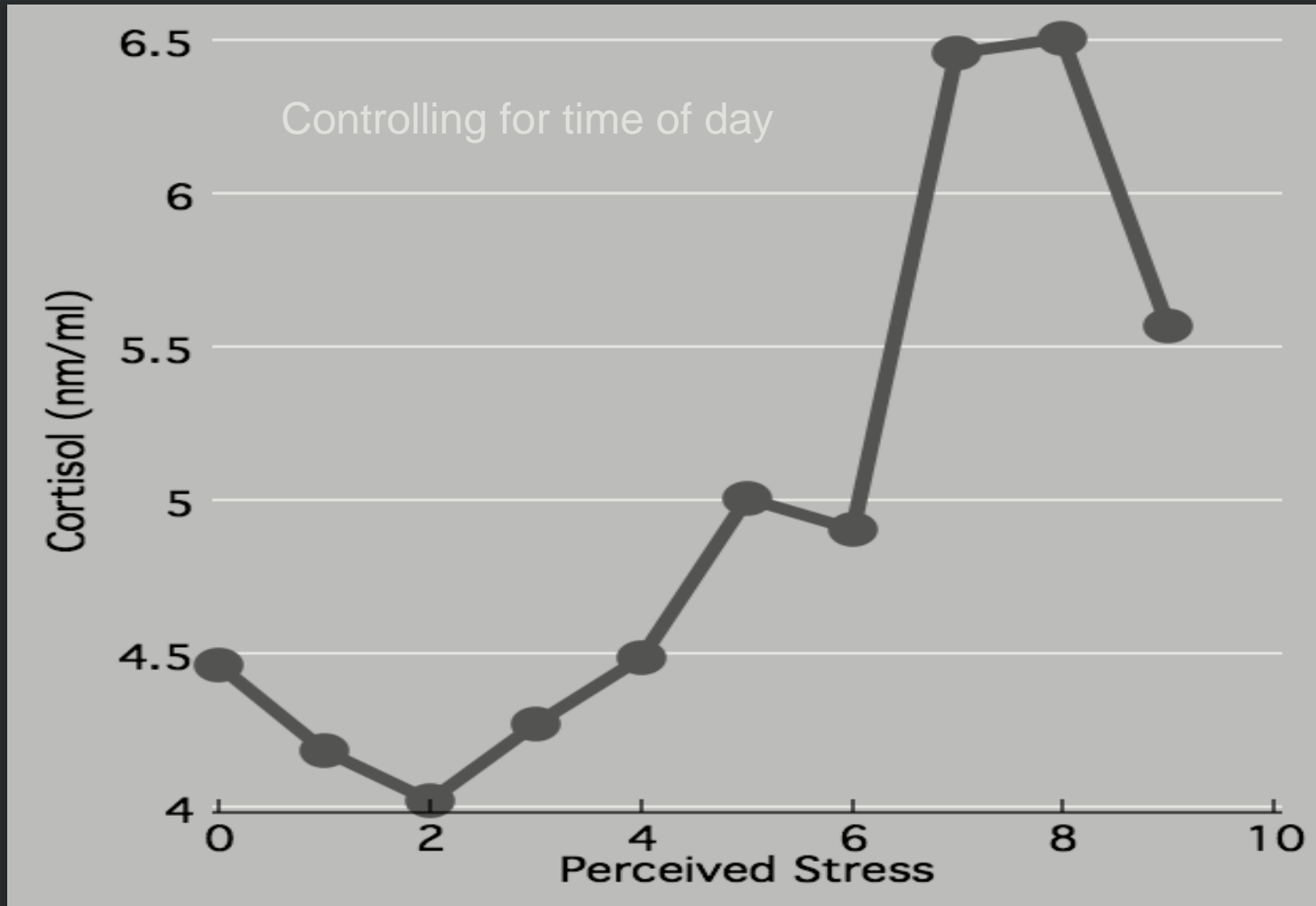
- Engagement predicts sick days, even after controlling for demographics and other health risk factors.
- Engagement is even more predictive of sick days for people aged 45 years and older.
- Engagement is predictive of mental health sick days for people 35 years of age and older.
- Older (55 years+) workers who are disengaged have double the odds of having 3 or more sick days a month.

Engagement and Depression

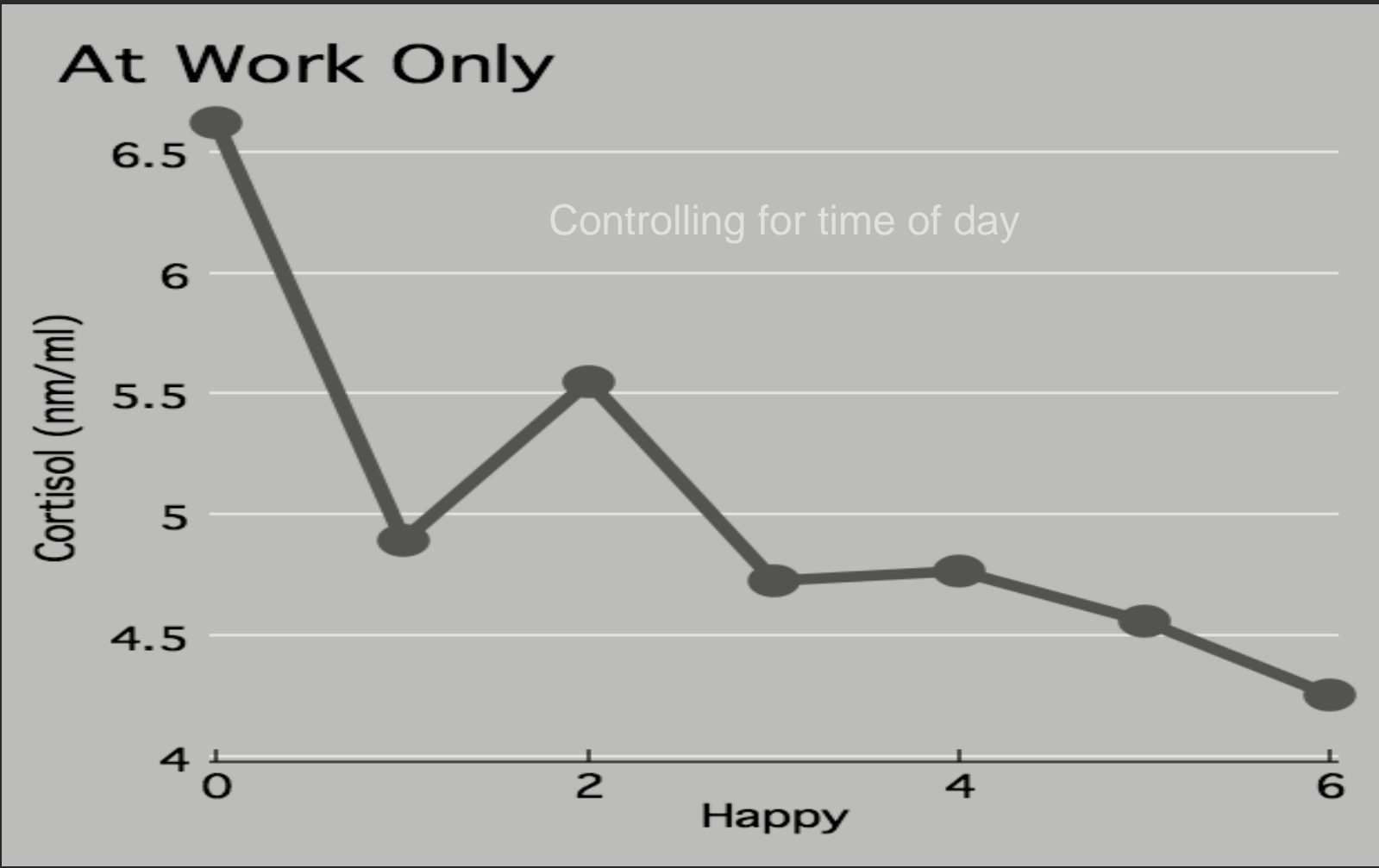
Odds of being diagnosed with depression for the first time in 2009, based on engagement level the prior year (2008) and controlling for any previous diagnosis



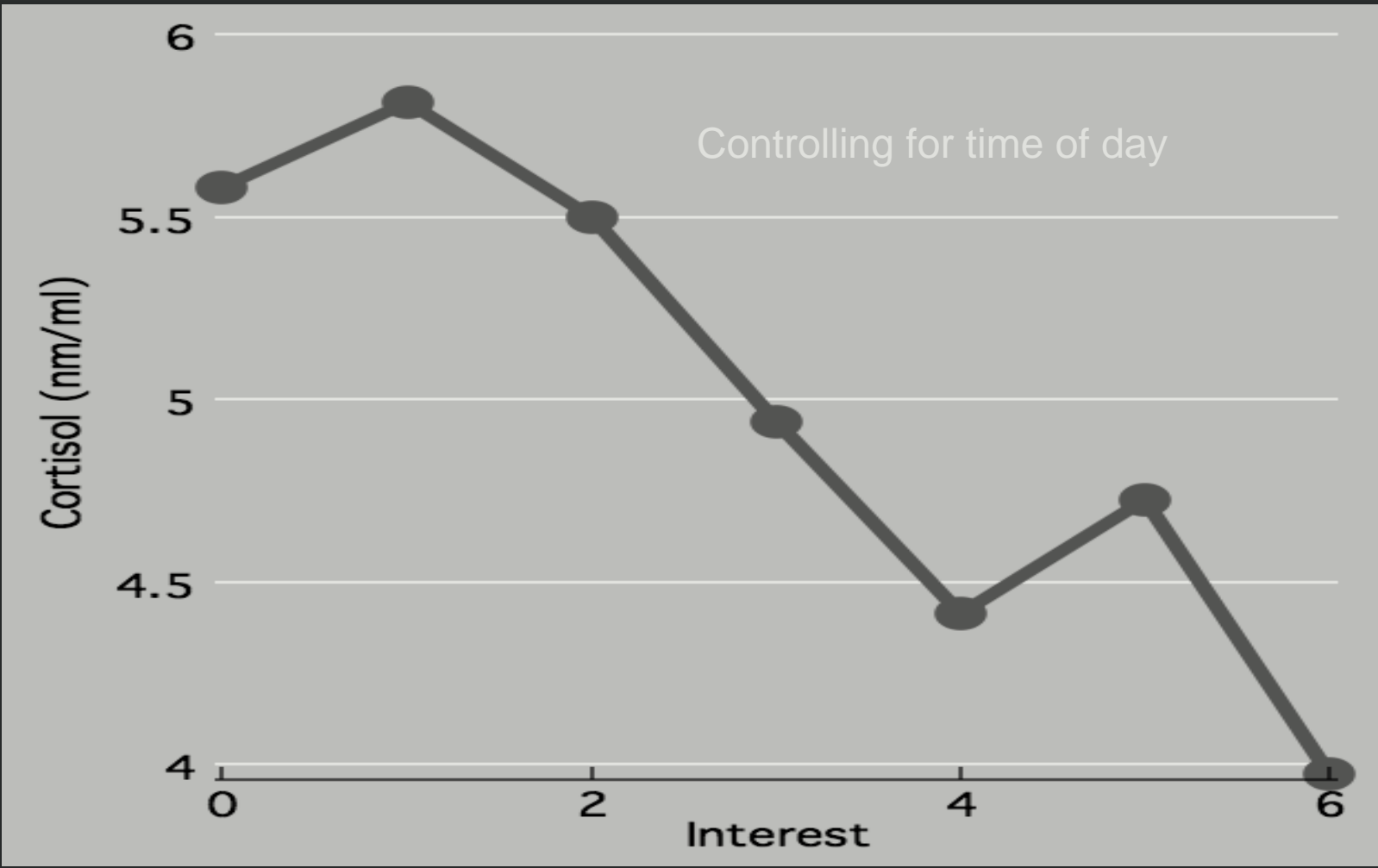
Perceived Momentary Stress and Cortisol



Momentary Happiness and Cortisol



Momentary Interest and Cortisol



Question:

- Which of the 12 Elements best predicts happiness and interest in the moment?
 - A. Recognition/praise
 - B. Your opinion counting
 - C. Feeling connected to the mission/purpose
 - D. Having opportunity to do what you do best

Strengths-based Leadership

Strengths Science

- Leveraging individual differences to improve engagement and performance
- 1960's to present
- Study success within job types
- Cumulative findings led to Clifton StrengthsFinder (1998)
- 4 million completed strengths assessments

Building Strengths

The Right Assumptions

1. Some behaviors can be learned. Many are nearly impossible to learn. There is a difference between talent, skills, and knowledge.
2. The best in a role deliver the same outcomes, but use different behaviors.
3. Fixing weaknesses prevents failure. Building strengths leads to excellence.

A Common Language: The 34 Themes

Achiever	Connectedness	Harmony	Relator
Activator	Consistency	Ideation	Responsibility
Adaptability	Context	Inclusiveness	Restorative
Analytical	Deliberative	Individualization	Self-Assurance
Arranger	Developer	Input	Significance
Belief	Discipline	Intellection	Strategic
Command	Empathy	Learner	Woo
Communication	Focus	Maximizer	
Competition	Futuristic	Positivity	

Talents and Strengths

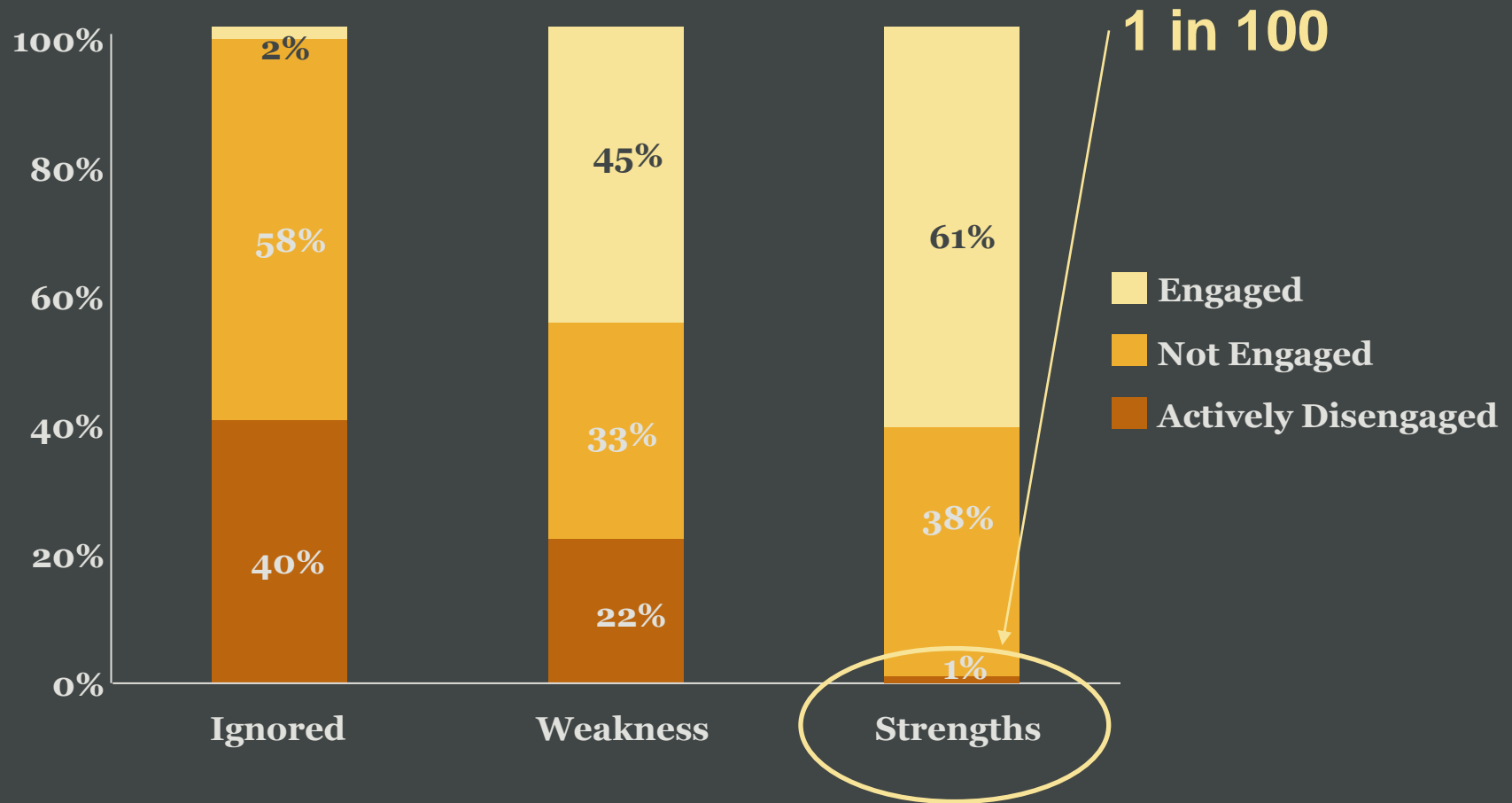
Talent X Investment = STRENGTH

- **Talent** is a natural way of thinking, feeling & behavior
- **Investment** is time invested into development of the proper knowledge (information & understanding) and skills (basic steps in a given activity)
- **Strength** is the ability to provide consistent, near-perfect positive performance in a given activity

Strengths Investment

- Awareness
- Integration
- Behavior Change

The Return on Investment in Strengths



Utility of strengths-based development

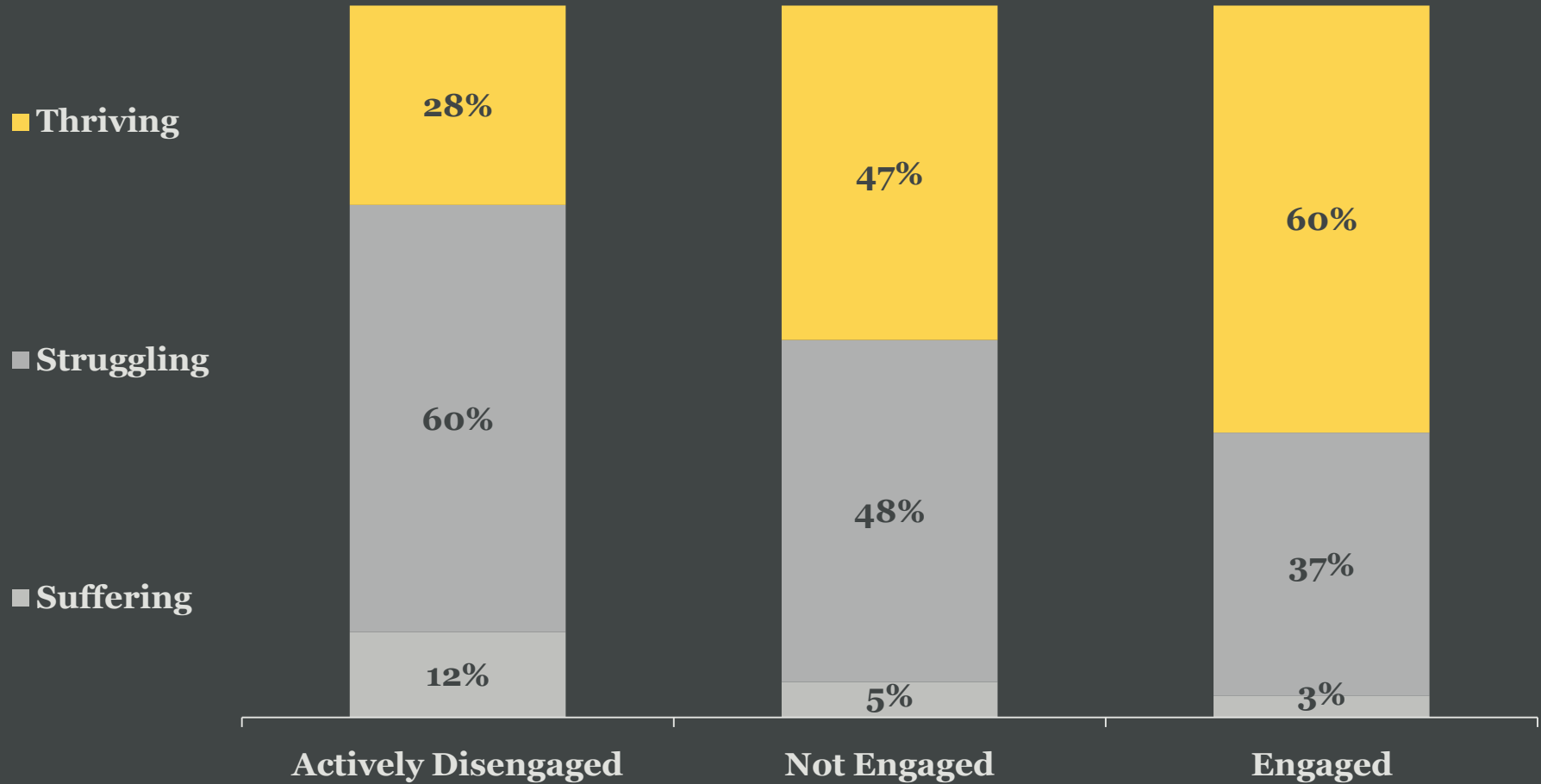
Strengths-based development pre-post studies with control groups.

Changes documented in:

- Employee Engagement
- Self-confidence
- Hope
- Altruism
- Employee turnover
- Productivity
- Profitability

INDIVIDUAL WELL-BEING

U.S. Population 18 and Over



Note: Controlling for gender, age, income, and education
Source: Gallup Panel (n=14,366)

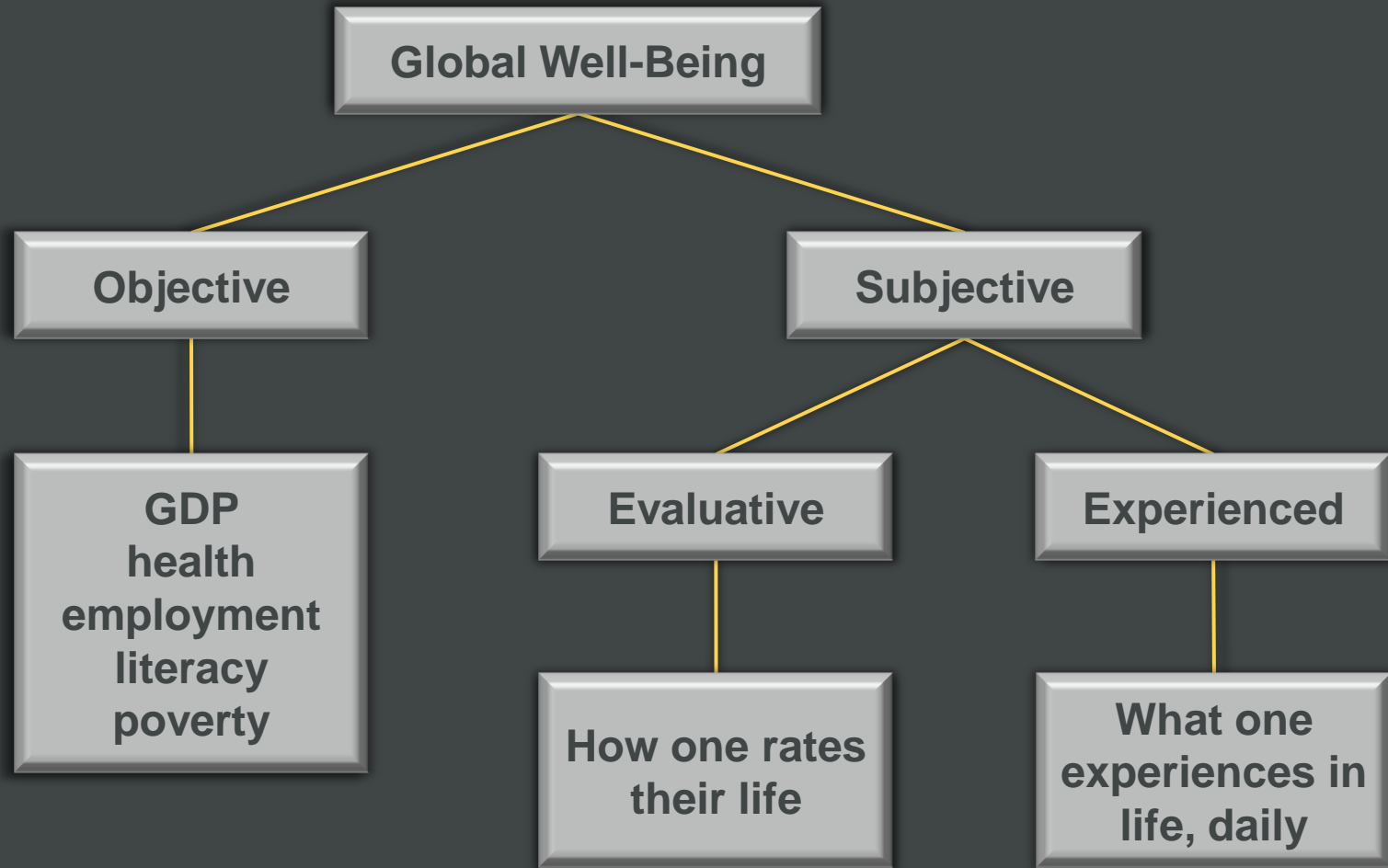
Gallup-Healthways Well-Being Index

The Gallup-Healthways Well-Being Index was developed to establish official statistics on the state of wellbeing in the United States.

It was designed to answer questions such as:

- What is the well-being of the United States overall?
- How does it vary by day, location, and walk-of-life?
- Will the well-being of U.S. residents change in the next decade, year, month, or day?

Different Measures of Well-Being



Research on “Gallup Well-Being Finder”

- Well-Being is *all the things that are important to how we think about and experience our lives*
- Development of the Gallup Well-Being Finder occurred in three iterations or phases:
 - Phase 1: Review of Historical Gallup Well-Being Research
 - Phase 2: Gallup World Poll analysis
 - Phase 3: Pilot research for web assessment
 - Pilot 1: Item testing across diverse groups
 - Pilot 2: Refinement of measures/constructs in U.S. and international samples

The Well-Being Five

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

Question

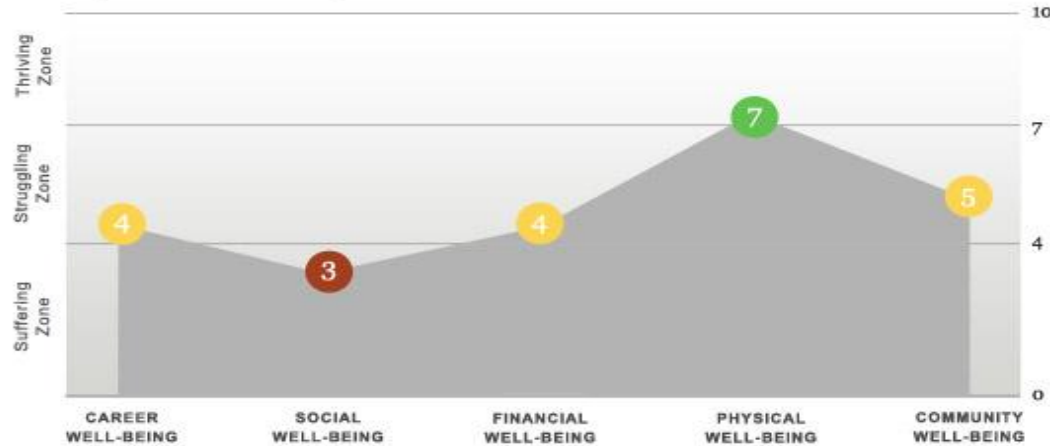
- How many people in Gallup's U.S. panel of households are thriving on all five of the well-being dimensions?
- A. 51%
- B. 7%
- C. 66%
- D. 34%

Report Sample-Individual Consumer

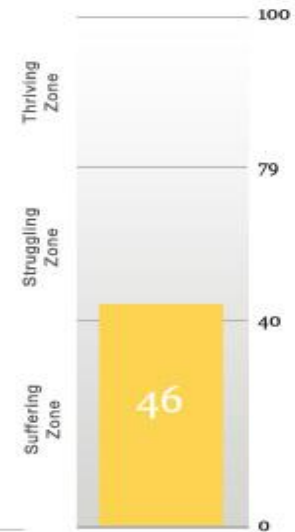
John Doe May 29, 2009

Well-being Tracker

The Big Five of Well-being



Your Overall Well-being



THRIVING

Your well-being is strong, consistent, and progressing.

STRUGGLING

Your well-being is moderate or inconsistent.

SUFFERING

Your well-being is at high risk.

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Report Sample-Organizational

Organizational Well-being

XYZ Company

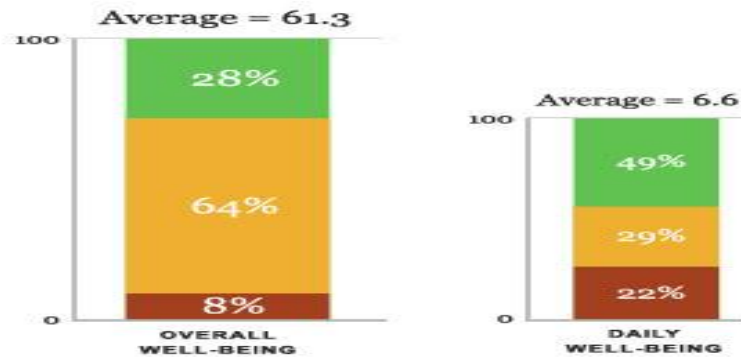
July 27, 2009

Design Team

Total n = 46

Average = 64

Gallup Database = 61.3

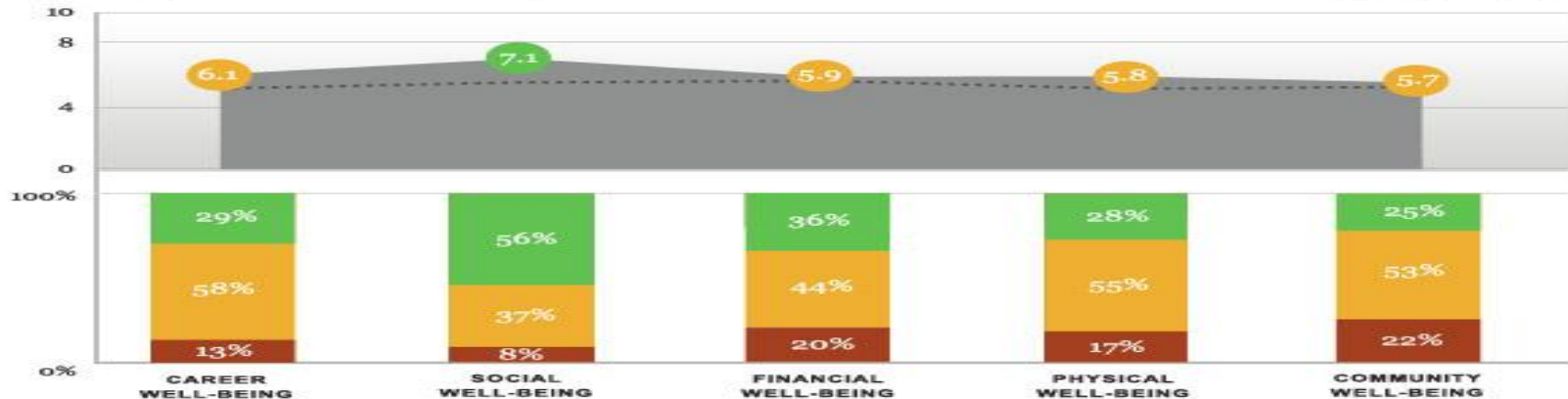


Thriving Ratio = 0.38 to 1

- **THRIVING**
Employees who have levels of well-being that are strong, consistent, and progressing based on comparisons to Gallup's global database.
- **STRUGGLING**
Employees with moderate or inconsistent levels of well-being based on global comparisons.
- **SUFFERING**
Employees who have low well-being that puts them at high risk in comparison to others.

Your Organizational Well-being in Detail

..... Gallup Database



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As Well-being Goes Up, Sick Days and Costs Go Down

High Well-Being = Fewer Sick Days

