Building, Measuring and Leading for Organizational Wellbeing and Resiliency

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September 20, 2019
Today’s Discussion

Thinking differently about Personal and Organizational Wellbeing

Our workforce today and what’s got us so stressed out! Defining Resiliency

Defining Engagement and how it influences Organizational Performance

The Link Between Engagement, Burnout and Resiliency

What specific workplace experiences can impact burnout and engagement?
What We’re Aspiring To...

- A willingness to put in more effort than expected
- Being proud to work for the organization
- A willingness to promote the organization as a great workplace

- Not recently considering other job opportunities
- Feeling a strong sense of job satisfaction

- Feeling your work strongly contributes to the organization’s success
- Feeling compelled by the organization’s mission
What We’re Aspiring To...

- **TRUST**
  - A willingness to put in more effort than expected
  - Being proud to work for the organization
  - A willingness to promote the organization as a great workplace

- **EQUITY**

- **MANAGER EFFECTIVENESS**
  - Not recently considering other job opportunities
  - Feeling a strong sense of job satisfaction

- **INSECURITY**
  - Feeling your work strongly contributes to the organization’s success

- **DISCONNECT**
  - Feeling compelled by the organization’s mission
Connecting Stressors, Engagement Derailers and Health Risks

<table>
<thead>
<tr>
<th>Long hours</th>
<th>Feelings of Job Insecurity</th>
<th>Feelings of Injustice or Unfairness</th>
<th>Work / Family Conflict</th>
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Thinking differently about Personal and Organizational Wellbeing
Personal Wellbeing

Wellbeing is all the things that affect how people think about and experience their lives.

The WHOLE person comes to work every day...

&

each associate’s wellbeing influences individual and organizational performance.
Organizational Wellbeing

It’s all connected!

Culture
- Manager Effectiveness
- Leadership
- Workload
- Talent
- Policies

Behavior
- Safety
- Family
- Finances
- Addiction
- Mental Health

Risk
- Fitness
- Benefits
- Conflict
- Performance

Outcomes
- Health & Safety
- Attract/Retain
- Performance
- Financial

Individual
Organizational
Patients
Our Workforce...

More than a third of the workforce are Millennials

% of the U.S. labor force

- 21% Silent/Greatest
- 25% Boomers
- 33% Gen Xers
- 35% Millennials
- 5% Post-Millenials

By 2020, nearly half of the workforce will be Millennials

By 2025, Millennials will account for 75% of working-age people

SOURCE: Pew Research Center
Average Stress Levels

Young professionals are the most stressed generation in the workplace and, again, will represent 75% of working-age people within the next 6 years.

From APA Stress In America: Generation Z report, October 2018
Healthy Stress is not an Oxymoron
What’s got us so stressed out?

Leading Stressors for Adults

- 64% personal work
- 64% personal money
- 63% personal health concerns
- 69% stressed over nation’s future (up from 63%)

76% of Millennials indicate that work is a significant stressor in their lives

From APA Stress In America: Generation Z report, October 2018
What’s getting in the way?

Work related stressors that reduce wellbeing and resiliency

• Lack of information about significant changes to business
• A lack of control over work activities
• A lack of interpersonal support or poor working relationships
• Doing a job for which you feel you have insufficient experience or training
• Bullying or harassment or conflicts at work
• Ineffective management resulting in lack of role clarity
• Unrealistic work expectations
• A poor physical working environment
How Stress Plays Out at Work

- Aggression, mood swings, emotional outbursts, irritability, tiredness
- Indecisiveness, poor concentration and judgement, reduced performance
- Reduced motivation
- Increased sick leave
- Ill health
- Lack of compliance to company policies

Without the resources and capacities to deal with stress:

PRODUCTIVITY

WELLBEING & ENGAGEMENT

RESILIENCY

COST & RISK

From AHA Resilience in the Workplace Report, 2017
Defining Resiliency

Being able to bend in the face of the storm... but not break

From AHA Resilience in the Workplace Report, 2017
What do we know about Resiliency?

What the research tells us about resilience

• It’s not all nature
• We can learn and develop it
• We all have it some of the time
• It’s about support and staying connected
• It’s about meaning and creating purpose
• We don’t necessarily transfer resilience from one situation to another

From: CABA.org.UK
How do we “operationalize” organizational wellbeing and resiliency

- Model Positive Behaviors
- Support Connectedness
- Understand your workforce
- Create A Positive Work Environment
Defining Engagement and how it influences Organizational Performance
What Is Engagement?

We define Employee Engagement as...

A pronounced state of enthusiasm characterized by effort, pride, and passion which fosters a mutually committed relationship between employees and organizations resulting in the enduring pursuit of organizational and personal goals.

Engagement predicts business and operational outcomes including financial, quality, safety, productivity, human performance, image and reputation, awards, etc.
What Is Influenced by an Engaged Workforce?

**Operational & Financial:**
- Quality
- Safety
- Profit Margin/Revenue

**Productivity**

**Human Performance:**
- Customer/Patient Satisfaction
- Employee Retention
- On-the-job Injuries
- On-time/Error-free Work
- Burnout/Resiliency
- Workplace Civility
- Union Participation
- Innovation

**Image & Awards:**
- Community Reputation
- Social Media Tone
- Market Penetration
- Customer Loyalty
- Customer Promotion (NPS)
- Employee Promotion (eNPS)
- Awards and Recognition
- Brand Awareness

When measured properly, employee engagement links to and predicts key outcomes.
Exploring the Engagement-Burnout Link

Workforce “burnout” – burnout is a longer-term stress reaction accompanied by symptoms. Just like a physical illness, burnout symptoms may be more intense for some individuals than others. Commonly cited markers of burnout:

- **Exhaustion**—experiencing physical and emotional tiring;
- **Cynicism**—feeling negativity about leaders and organization;
- **Inefficacy**—feeling an inability to influence one’s own work;
- **Depersonalization**—disconnecting from people/co-workers and the organization.

Many industrial/organizational psychologists argue that “Burnout” is the inverse of “Engagement”
# Exploring the Engagement-Burnout Link

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Profile 1 (Negligible Burnout) 24%</th>
<th>Profile 2 (Slight Burnout) 33%</th>
<th>Profile 3 (Moderate Burnout) 28%</th>
<th>Profile 4 (High/Intense Burnout) 15%</th>
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<tr>
<td>Exhaustion</td>
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<td>4.38</td>
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<td>Cynicism</td>
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<td>Depersonalization</td>
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- Score is based on a 6-point Agreement (Likert) Scale where 6 is the most favorable response;
- Correlation between “Burnout Markers” and “Engagement” is significant at the p<.001 level;
- Example based on a health system (6,500 employees) in US Midwest Region
Exploring Burnout at a Deeper Level

Commonly cited markers of burnout are helpful but may not provide the “whole story” you need to know.

Self-reported feelings are critical in burnout measurement process

- **Anticipation**—degree to which one looks forward to starting the workday;
- **Burnout Intensity**—level of perceived burnout experienced recently;
- **Career Reflection**—desire to choose the same type of profession again;
- **Organization Reflection**—desire to work for the same organization.

Each employee has their own ability to absorb work. For those with lower tolerance, burnout occurs more rapidly. For others, high levels of pressure must mount for burnout to set in.

The Case for Resiliency
The Burnout and Resiliency Connection

Commonly cited markers of burnout are helpful but may not provide the “whole story” you need to know.

The Case for Resiliency

Each employee is unique—each has their own level of resilience. Individual resilience is critical in determining how well one can absorb and tolerate work experiences that lead to burnout.

For those with lower resiliency thresholds, burnout occurs more rapidly. For others, extremely high levels of pressure must mount for burnout to set in.
Controlling Burnout Through Resiliency

Just like a coil spring, resiliency is characterized by an employee’s ability to return to a state of optimal form after experiencing extraordinary pressure.
Measuring Resiliency entails tapping into an employee’s capacity to positively adapt when confronted with significantly heightened workplace challenges—situations that are much more taxing than routine work demands.
How do Engagement, Burnout & Resiliency Connect...
# Exploring the Engagement-Burnout-Resiliency Link

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- Correlations between “Burnout Markers,” “Resiliency Indicators” and “Engagement” are significant at the p<.001 level;
- Example based on a health system (6,500 employees) in US Midwest Region
Exploring the Engagement-Burnout-Resiliency Link

Much more research is needed, however academic research has started to reveal findings that lend support the concepts:

• Resiliency (ability to manage stress and adapt to job challenge) impacts Burnout—that is, Burnout can be controlled by one’s ability/inability to cope with work demands

• Burnout tends impact Engagement—that is, the more burnout experienced by an individual, the more likely they will grow less enthusiastic about their job

Please see body of literature on the JD-R Model
Exploring the Engagement-Burnout-Resiliency Link

Regression modeling is used to isolate workplace experiences that predict:

**Model A—Burnout Drivers:** what workplace issues most predict burnout in the organization

**Model B—Engagement Drivers:** what workplace issues most predict engagement in the organization

Please see body of literature on the JD-R Model
Exploring the Engagement-Burnout-Resiliency Link

Example based on a health system (6,500 employees) in US Midwest Region

**Key Driver Model A: What drives burnout?***

1. Colleague recovery [Resiliency-Recovery]
2. Colleagues adapt to challenges [Resiliency-Adaptation]
3. Workload [Safety] [Burnout-Inefficacy]
4. Ability to manage stress [Resiliency-Support]
5. Quality Services/Products [Quality] [Burnout-Cynicism]
6. Tools and resource availability [Burnout-Exhaustion]
7. Participate in decision-making [Involvement] [Burnout-Inefficacy]
8. Dependability of colleagues [Resiliency-Support]

*Dependent Variable is: In the past 6 months how often have you felt “burned out” – Always, Frequently, Sometimes, Rarely, Never
Exploring the Engagement-Burnout-Resiliency Link

Example based on a health system (6,500 employees) in US Midwest Region

**Key Driver Model B: What drives engagement?**

1. Enjoy Work/Anticipation [Burnout-Self Reported]
2. Quality Services/Products [Quality] [Burnout-Cynicism]
3. Confidence in Leadership [Leadership] [Burnout-Cynicism]
4. Relationship with Manager [Manager]
5. Career growth [Growth]
6. Communication within Team [Teamwork] [Burnout-Exhaustion]
7. Organizational reflection [Burnout-Self Reported]
8. Workload [Safety] [Burnout-Inefficacy]
Exploring the Engagement-Burnout-Resiliency Link

Example based on a health system (4,800 employees) in US Northeast Region

**Key Driver Model C: What drives Resiliency?**

1. Having opportunities to build friendships at work
2. Knowing what is expected to be successful in one’s job
3. Being challenged to do one’s best at the organization
4. Valuing the relationship with manager

**Actionable movement that the organization can drive**
Exploring the Engagement-Burnout-Resiliency Link

- Resiliency is even more predictive of “self-reported burnout” than markers typically used to quantify “burnout”

- Resiliency does **not** predict engagement, but it helps “bulletproof” against burnout.

- Burnout is much more predictive of engagement

- To have low burnout, make sure high levels of resilience are achieved
How do we “operationalize” organizational wellbeing and resiliency

1. Model Positive Behaviors
2. Support Connectedness
3. Understand your workforce
4. Create a Positive Work Environment
Model Positive Behaviors

The critical role of senior leaders

Resilient organization's are characterized by strong leaders who:

• Positively adapt to changing environments
• Demonstrate emotional strength, courage and professionalism during good times and bad
• Are supportive and compassionate, but focused on the goal
• Create a safe and trusting environment

Actions:

• Leadership training, Resiliency training
• Ensure justice by focusing on respect (no tolerance policy on bullying and/or harassment), integrity (what and how), and fair distribution of resources.
• Consider mental health in any proposed major organizational change
• Focus on collaboration
• Support benefits and communication efforts to enhance organizational wellbeing and resilience
Model Positive Behaviors

About the Managers

People often remember their best managers like they do their best teachers: with love and gratitude. The opposite is also true...

Actions:

- Leaders communicate frequently with managers to help them understand how their work matters and how it aligns with the company’s purpose.
- Provide training to help managers lead resilient teams
- Connect managers recognition and rewards to performance with alignment with purpose
- Create a collaborative environment
Support Connectedness

We are not alone. But we are lonely..

Loneliness is associated with an increase in the hormone cortisol, which leads to:

- Disrupted sleep
- Poor immune function
- Higher blood pressure
- Systemic inflammation
- Mental health issues such as depression, decline, and dementia

Social support is a buffer to loneliness, and can make the difference between toxic stress and tolerable stress

Source: Everyday Health: The United States of Stress Report
Nourishing Connectedness

Emotions that optimize performance, health & happiness…

- Hope
- Gratitude
- Compassion
- Empathy
- Realistic Optimism
- Challenge/sense of adventure
- Patience

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

Authentic
Sincere
Vulnerable

TRUST
Support Connectedness

The single most powerful predictor of human resilience is interpersonal support.

Actions

• Promote collaboration & cross functional teams
• Affinity Groups & Hobby Groups
• Encourage team/social wellbeing
• Formalize CSR Policy and Community Outreach
• Address stress individually and as a group – use your EAP, create awareness, reduce the stigma
• Introduce strategic recognition
Support Connectedness

Strategic Recognition

• At any given company, it's not uncommon for employees to feel that their best efforts are routinely ignored.

• Employees who do not feel adequately recognized are twice as likely to say they'll quit in the next year.

• Recognition not only boosts individual employee engagement and but it also has been found to increase:

- Productivity
- Loyalty
- Resiliency
Create a Positive Work Environment

Actions

• Get feedback from employees, and act on them
• Hold everyone accountable for positive, respectful behavior
• Be intentional about connecting work to overall mission, driving sense of purpose
• Make it easy to be healthy: Eat * Move * Recovery
• Provide flexibility on how, when and where people work
• Promote/Respect “unplugging”
• Communicate early, often and with transparency
• Cultivate compassion

Compassion increases positive emotions, creates positive work relationships, and increases cooperation and collaboration.
Final Thoughts...
Takeaways From Today

1. Burnout affects Engagement! When individuals experience more burnout, their engagement and excitement about the job will decrease over time...

2. An individual’s resiliency and ability to “bounce back” greatly determine their ability to overcome or resist feelings of burnout in the workplace.

3. While a variety of factors affect engagement, the support of colleagues and “raising the bar” on adaptability become important in improving resilience to burnout!

4. Organizations make further step changes in employee resiliency through clarity of success criteria, challenging and growing employee skill sets, strong manager/employee relationships and a climate that supports “friendship building”
Connecting the dots...

**Engaged & Thriving**

**Enhanced Resiliency**
- Greater work happiness, organizational commitment and employee engagement.
- Improved self-esteem, sense of control over life events, sense of purpose in life and improved interpersonal relationships

**Better Performance**
- Perform at a higher level
- Be loyal
- Have lower healthcare costs
- Have better control of finances
- Volunteer
- Participate in wellbeing programs
- **Be Resilient**

SOURCES: Gallup Organization, APA Center for Workplace Health